



CABINET

7.30 pm	Wednesday 17 February 2021	Virtual Meeting by Zoom
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Members 7: Quorum 3

Councillor Damian White (Leader of the Council), Chairman

Cabinet Member responsibility:

Councillor Robert Benham

Cabinet Member for Education, Children & Families

Councillor Osman Dervish

Cabinet Member for Environment

Councillor Joshua Chapman

Cabinet Member for Housing

Councillor Jason Frost

Cabinet Member for Health & Adult Care Services

Councillor Roger Ramsey

Cabinet Member for Finance & Property

Councillor Viddy Persaud

Cabinet Member for Public Protection and Safety

Andrew Beesley
Head of Democratic Services

For information about the meeting please contact:

Debra Marlow tel: 01708 433091

e-mail: debra.marlow@onesource.co.uk



**Please note that this meeting will be webcast.
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Members of the public are entitled to report on meetings of Council, Committees and Cabinet, except in circumstances where the public have been excluded as permitted by law.

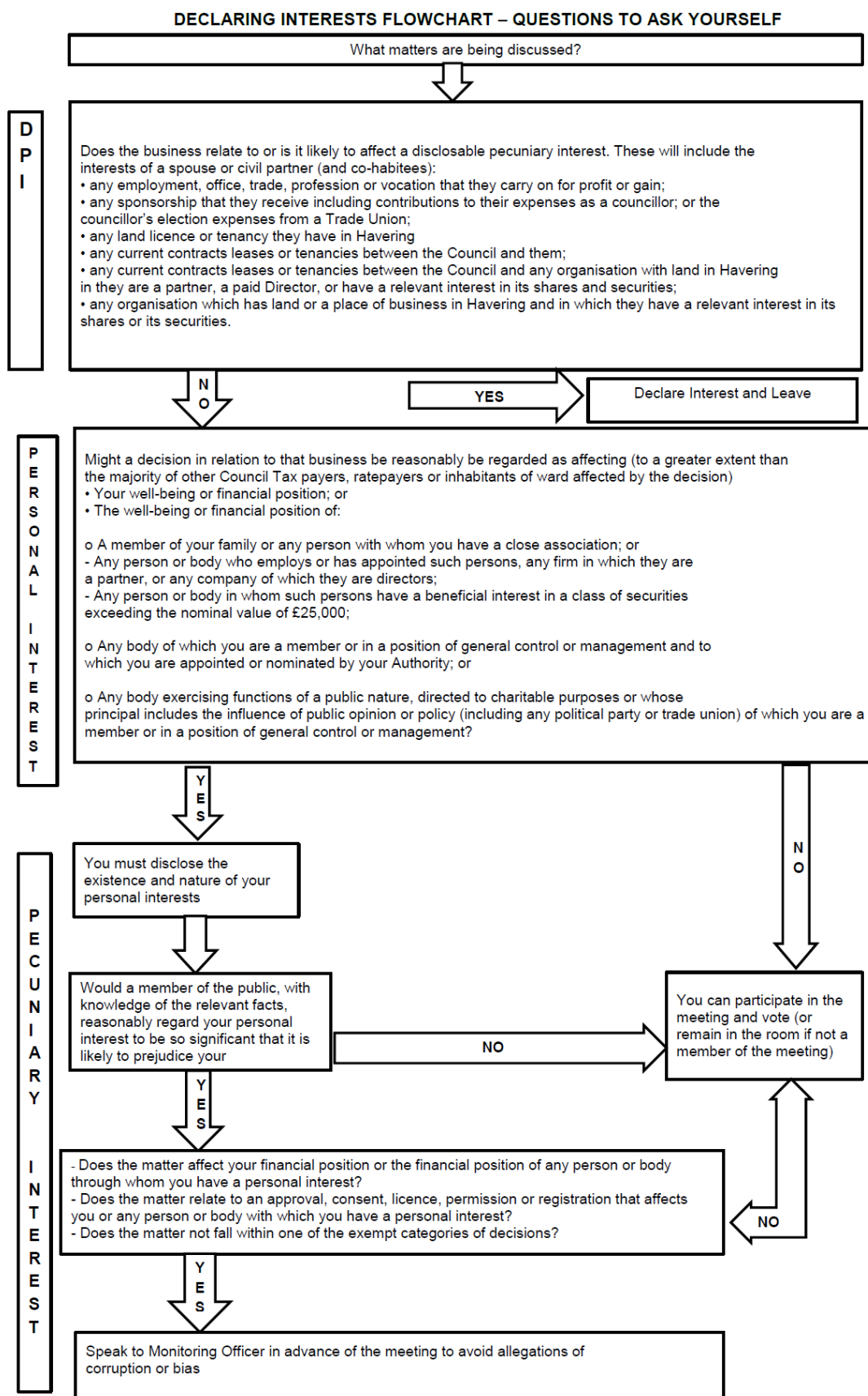
Reporting means:-

- filming, photographing or making an audio recording of the proceedings of the meeting;
- using any other means for enabling persons not present to see or hear proceedings at a meeting as it takes place or later; or
- reporting or providing commentary on proceedings at a meeting, orally or in writing, so that the report or commentary is available as the meeting takes place or later if the person is not present.

Anyone present at a meeting as it takes place is not permitted to carry out an oral commentary or report. This is to prevent the business of the meeting being disrupted.

Anyone attending a meeting is asked to advise Democratic Services staff on 01708 433076 that they wish to report on the meeting and how they wish to do so. This is to enable employees to guide anyone choosing to report on proceedings to an appropriate place from which to be able to report effectively.

Members of the public are asked to remain seated throughout the meeting as standing up and walking around could distract from the business in hand.



AGENDA

1 ANNOUNCEMENTS

On behalf of the Chairman, there will be an announcement about the arrangements in case of fire or other events that might require the meeting room or building's evacuation.

2 APOLOGIES FOR ABSENCE

(if any) - receive

3 DISCLOSURES OF INTEREST

Members are invited to disclose any interests in any of the items on the agenda at this point of the meeting. Members may still disclose an interest in an item at any time prior to the consideration of the matter.

4 MINUTES (Pages 1 - 8)

To approve as a correct record the minutes of the meeting held on 27 January 2021, and to authorise the Chairman to sign them.

5 VIRTUAL PERMITS (Pages 9 - 52)

6 HOUSING REVENUE ACCOUNT BUDGET 2021/22 (Pages 53 - 106)

7 CAPITAL PROGRAMME AND STRATEGY 2021/2022 (Pages 107 - 140)

8 2021/22 TREASURY MANAGEMENT STRATEGY STATEMENT (TMSS) (Pages 141 - 178)

9 BUDGET 2021/22 AND MEDIUM TERM FINANCIAL STRATEGY (Pages 179 - 474)



MINUTES OF A CABINET MEETING
Council Chamber - Town Hall
Wednesday, 27 January 2021
(7.30 - 8.44 pm)

Present:

Councillor Damian White (Leader of the Council), Chairman

Cabinet Member responsibility:

Councillor Robert Benham

Cabinet Member for Education,
Children & Families

Councillor Osman Dervish

Cabinet Member for Environment

Councillor Joshua Chapman

Cabinet Member for Housing

Councillor Jason Frost

Cabinet Member for Health & Adult
Care Services

Councillor Roger Ramsey

Cabinet Member for Finance &
Property

Councillor Viddy Persaud

Cabinet Member for Public
Protection and Safety

Apologies were received for the absence of Councillors .

1 APOLOGIES FOR ABSENCE

There were none.

2 DISCLOSURES OF INTEREST

There were no declarations of interest. Councillor Viddy Persaud left the meeting after agenda item 7 and did not play any part in the discussion or decision making.

3 MINUTES

The minutes for the meeting held on 16th December 2020, were agreed and signed by the Chair as an accurate record of the same.

4 ASSET RATIONALISATION

The report was presented and summarised to Cabinet by Councillor Roger Ramsey detailing the rationalisation of the office accommodation used by the London Borough of Havering. The model behind this has come about following the Covid 19 pandemic, which has seen the vast majority of office staff working from home and virtually utilising the Smart Working model. Currently only 10% of office space is being used and so there is an opportunity here to rationalise the Borough's assets and make substantial savings as a result.

Focus will be on the Town Hall itself as the main office area. Funding from capital of £1.5 million together with savings of 3 million from the modernisation of Mercury House will be saved. The report sets out how this will be done and what the Human Resources needs of the Council will be once the new normal is established. There will be staff attending the Town Hall but this will be greatly reduced and estimated at 35%.

Remodelling of the Town Hall in the near future will minimise the disruption staff whilst the majority continue to work successfully from home.

Mark Butler, the Director of Asset Management indicated that, the extensive transition to remote working and more flexible delivery of Council services prompts the opportunity to re-assess the Council's future needs for operational accommodation and scope to achieve consolidation of assets, delivering broader benefits in the form of:

- Reducing accommodation costs to alleviate revenue pressures and contribute to the Council's Medium Term Financial Strategy.
- Aligning the Council's asset base to support the future operating model and related proposals e.g. Digital Council, Customer Access.
- Less duplication of facilities across buildings e.g. IT, photocopiers – cost reduction.
- Reduced silo based working between services previously spread across multiple buildings – fostering a culture of collaborative working.
- Focussing future investment into fewer assets.
- Reduced carbon footprint resulting from a consolidated office estate.
- Reduction in travel time/cost between sites
- Re-use of surplus assets to support regeneration/housing initiatives or potential capital receipts.
- Potential opportunities to encourage further co-location by partner organisations to embrace the One Public Estate principles.

- Recruitment and retention benefits as a result of the Council offering greater flexibility and improved facilities for employees.

Consultation has taken place across directorates to gain insight into the Council's reduced accommodation requirements based upon the principle of a Smart Working organisation, recognising nonetheless the particular needs of specific services. The Council is increasingly delivering integrated services in conjunction with partner agencies who are, in many cases, conducting similar accommodation reviews across their own organisations.

There followed discussion and it was noted from Andrew Blake-Herbert that staff would be looked at on a case-by-case basis to ensure their mental health, and wellbeing is considered. The opportunity for team working and socialisation will be catered for. Some staff are identified as struggling with loneliness and some younger members of staff have little space in home accommodation. These issues will all be considered through regular engagement with the unions. There are links into other matters on the agenda for Smart Working and office digitalisation ensuring all staff have the best possible connectivity and work models. There are no concerns at this stage of not being able to recruit staff into integral roles and it may even improve this aspect giving access to a broader recruitment pool.

Cabinet :

1. **Approved** the principle of rationalising the Council's administrative accommodation, generating revenue savings to support the Council's Medium Term Financial Strategy, delegating authority to the Director of Asset Management to take such actions necessary to negotiate the re-use of surplus assets.
2. **Approved** the immediate programme of building works necessary to provide the new Appointment Centre on the lower ground floor of the Town Hall other measures to facilitate the rationalisation of buildings, including the commencement of related procurement processes.
3. **Recommended** the allocation of additional capital funding in the sum of £1.5m within the Council's capital programme to fund the immediate investment proposals within this report, subject to endorsement by Full Council.
4. **Noted** that detailed proposals for the re-use of surplus assets will be the subject of individual business cases to be brought forward subsequently for each building.

5 SMART WORKING PLUS

On the invitation of the Leader of the Council, Darren Rose, SmartWorking Manager presented the report to Cabinet building on the information regarding the Asset Rationalisation matter to develop the Council into a modern and agile organisation.

This report progresses SmartWorking Phase One which saw the roll out of 70% of laptops (amounting to around 2500) last March just before Covid which was most fortuitous allowing members of staff to work seamlessly from home following the grip of the Pandemic. There is further work to do to make Havering a digital first organisation with the full roll out of Office 365.

This is a revised approach to continue the journey forward for a fully digitalised Council where flexibility of approach is embedded as the new norm, achieving more with less.

The Scan it, Scrap it, Store it project (S4) is working towards the Council being paperless or paperlite transferring all analogue records into digital making the way things are stored safe and more secure. SmartWorking supports this new approach and is imperative for all projects across the Council in pursuit of a resilient and sustainable basis for agile working.

The existing information technology serving the organisation is not sustainable so the roll out of full Office 365, together with S4 will initiate the change needed to support this approach.

Jane West the Council's s151 Officer noted that this represented a significant investment, which is crucial to the direction of travel of attaining the full gambit of Office 365. Over time there will be savings coupled with a far greater efficiency for staff and residents.

Ben Plant the Director of Human Resources stated that the HR implications on this approach were significant but the Council were set to reap the rewards of very positive impact across the Council including reduced sickness absences and much improved staff engagement and morale. These outcomes will be measured and reported back.

The Leader welcomed this change to a much more nimble and efficient Council to the benefit of officers who are the life blood of the Borough and in turn this will empower residents to access vital services as required in a much more proficient way.

Cabinet:

1. **Agreed** the implementation of all elements of the Smart Working Plus programme as detailed within this report
2. **Approved** and agree to recommend to Full Council the allocation of additional capital funding in the sum of £1,665,500 profiled in 21/22 financial year to deliver the programme

6 DIGITAL PORTFOLIO BUSINESS CASE

Maxine Brown, Digital Portfolio Director, presented the report to Cabinet detailing the delivery of this project.

The Digital Portfolio's objectives are to:

- Stabilise and rationalise Havering's current technology ecosystem
- Create the various enabling digital and data capabilities (people, skills, technology, data, and processes) for the organisation to deliver its corporate strategy (including recovery) and the MTFS.
- Promote and experiment with disruptive approaches to working with our residents, businesses, and communities in new ways.
- Challenge traditional approaches to the delivery of services by using digital tools and ways of working to unlock our organizational capacity to execute much more high value activity
- Encourage bolder and informed risk management mind-set to realise this change
- Become much more customer-centric, placing the user at the centre of service design.
- Improve employee satisfaction and morale by providing the appropriate tools, empowerment and choice to the way work is done.
- Reduce the overall cost of services and property using technology
- Reduce the risk of technology failure impacting service delivery.
- Provide the enabling environment (e.g. connectivity, skills) for economic growth in the digital, technology and data sectors.
- Expand flexible connectivity options for resident and user alike, increasing access to services by "lighting up" the borough
- Reduce the risk of data breach or data release by improving core connectivity and security as well as improving the connections to all users, irrespective of connection platform

The programme will be introduced over three phases:

- *Fixing the Plumbing – addressing immediate technological needs and "stabilising the stack"*
- *Unleashing Havering - short to medium time projects*
- *Pushing the Boundaries – looking at evolution as a digital Borough leading to an even better Borough for the residents we serve.*

These phases are all detailed in the full business case and will complete the process of taking the Council forward to the modern, flexible and sustainable organisation. The Pandemic has transformed the way we work and this is to be built on to take the Borough through this period of exceptional change, being smarter and collaborative and place digital at the centre of everything we do to enable us to be customer obsessed.

It was acknowledged that this will have an impact on the Capital for the Council and that there are competing aspects for this. The Leader

emphasised how important this investment was but reiterated that the administration would continue to invest in roads and parks.

Cabinet thanked Maxine for giving an excellent presentation of the programme, acknowledged the work of Omid Shiraji, and wished him well in his future endeavours.

Cabinet:

1. **Approved** the release of additional capital funding of £6.3 million in Year 1, as part the 2021/22 Budget Medium Term Financial Strategy, to resolve urgent technical needs and begin to prioritise and deliver further enabling projects for the support of ongoing transformational and enabling Digital programmes of work; and
2. **Approved** the direction of travel set out in the Digital Portfolio Business Case, at Appendix A of the report, to allow the development of an extensive infrastructure renewal programme and the development of the Digital Portfolio for the benefit of stable, secure and enabling technologies to be realised throughout the borough, realising positive step change for corporate functions, as well as residents and businesses in the community. direction of travel as set out in this Digital Portfolio Business Case, to allow the development of an extensive infrastructure renewal programme and the further development of the Digital Portfolio for the benefit of stable, secure and enabling technologies to be realised throughout the borough of Havering, realising a significant and positive step change for corporate functions, as well as residents and businesses in the community.

7 EXCLUSION OF THE PRESS AND PUBLIC

The meeting moved into closed session to facilitate discussion regarding exempt agenda items.

8 TEMPORARY AGENCY WORKER CONTRACT AWARD REPORT

Ben Plant, the Director of Human Resources presented this report to Cabinet. This report asks Cabinet to approve a contract award for the supply of temporary workers to Matrix via the ESPO Mstar3 London Collaboration call-off. It is also recommended that the Council's contract with Adecco, the incumbent supplier, is extended by a period of six months.

These recommendations were made to Cabinet following an extensive exercise to evaluate the different options available to the Council for sourcing temporary workers. Of all the options considered, a contract award to Matrix via the London Collaboration call-off delivers the greatest financial benefit, estimated at £180k – £350k per annum. In addition, the Matrix model includes the introduction of an innovative technology platform which,

over time, will reduce the Council's spend on agencies by directly connecting hiring managers and temporary workers.

Transitioning to a new supplier and delivery model requires careful planning and change management, and a rushed implementation of the new contract would carry significant risks. A substantial implementation period was factored into the original procurement timetable, but that plan was unexpectedly disrupted by the Covid-19 pandemic. As a result, a six month extension of the Council's contract with Adecco is recommended. This will ensure a transition to the new provider and delivery model can be effectively managed alongside the Council's Covid-19 response, which continues to place exceptional demands on the Council and its workforce.

The Leader invited all Directors to comment on how this contract will impact on their services and staffing levels. Providing services to residents was always the uppermost priority and the transition to permanent staff was always the goal. However, temporary staff were necessary to put residents and the services they receive at the heart of everything we do.

Following discussion:

Cabinet:

1. **Approved** a contract award for the supply of temporary workers to Matrix via the ESPO Mstar3 London Collaboration call-off for a duration of two years with the option to extend for a further two years
2. **Extended** the Council's existing contract with Adecco, the incumbent supplier, by a period of six months

Chairman

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Havering
LONDON BOROUGH

CABINET

17 February 2021

Subject Heading:

Virtual Permits

Cabinet Member:

Councillor Osman Dervish

SLT Lead:

Barry Francis – Director of Neighbourhoods

Report Author and contact details:

Steve Halsey 01708 434172
steve.halsey@havering.gov.uk

Policy context:

Connections – Delivering digital improvements to enhance the customer experience and enable self-service

Financial summary:

The cost for printing a paper permit is £2.03 which will be reduced to a maximum £1.50 for the virtual equivalent. Based on printing costs of £17,793.89 for the 2019/20 financial year this is a minimum saving of £4,617.89

Is this a Key Decision?

Significant effect on two or more wards

When should this matter be reviewed?

First opportunity after Cabinet decision on 10th February 2021

Reviewing OSC:

Environment

The subject matter of this report deals with the following Council Objectives

Communities making Havering
Places making Havering
Opportunities making Havering
Connections making Havering

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[]
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SUMMARY

Highways traffic and Parking (HTP) services are proposing paper permits are replaced by virtual permits (MiPermit) provided by our contracted Notice Processing System supplier – Chipside.

Changing permits to a virtual system will make savings and improve efficiencies for HTP, Customer Services and Corporate Support and improve the customer journey, which in part delivers on the Council's corporate plan for digital improvements to enhance the customer experience and enable self-service.

Chipside also offer a telephony service which manages all calls received relating to MiPermit. This would make further efficiencies by directing calls to a dedicated service able to provide specialist advice and reduce call volumes and email enquiries for the Contact Centre.

RECOMMENDATIONS

Recommendations

It is recommended Cabinet agree:

1. To implement Chipside's virtual permit (MiPermit) solution for new permit applications for all types listed below from May 2021.
 - Business
 - Carer
 - Car park season tickets
 - Critical duty
 - Havering clinical commissioning group
 - Havering hero
 - Health and homecare
 - Members
 - Parking waiver
 - Resident
 - Staff car park season tickets
 - School streets exemption
 - Voucher
2. To migrate all existing permit holders to the MiPermit solution from their date of expiry after May 2021;
3. To offer a virtual visitor permit option from May 2021 to run concurrently with paper visitor scratch cards.
4. To transfer the responsibility for answering all calls relating to parking permits handled by the Contact Centre and other Havering services to Chipside's MiPermit helpline.

REPORT DETAIL

Background

The Council currently operates a manual paper permit process for all types of permits that are either applied for online through individual Service pages or via the 'My Havering Account'.

The only exceptions to this are internal permits for staff and Members that are applied for via email directly to Corporate Support, and the School Street exemptions that are also applied for directly to HTP.

All online applications are routed through to individual Service inboxes via Customer Relationship Management (CRM) system. Each Service has developed their own application processes to print permits through Havering's Print Service. Corporate Support are an exception to this and print their own permits locally and do not send them out in the post.

The School Streets exemption applications do not result in a physical permit being produced because it is used to whitelist vehicles to CCTV cameras that detect vehicle registrations through automatic number plate recognition technology.

The body of this report will explain what each Service does to deliver permits to our customers and how the Council can make savings by reducing administration costs.

Neighbouring Boroughs

The London borough of Havering shares borders with 5 other boroughs that are both part of London and Essex. All of these boroughs provide permits of a similar type to Havering. The table below shows how their permit schemes are administered.

Borough	Permit type	Provider
Barking and Dagenham	Virtual	Chipside (MiPermit)
Brentwood*	Virtual	Chipside (MiPermit)
Epping Forest*	Virtual	Chipside (MiPermit)
Redbridge	Paper	In house
Thurrock	Paper	In house

*Members of the North and South Essex Parking Partnerships deliver virtual permit parking solutions for 12 boroughs in Essex.

Customer service permit administration

Customer Services are responsible for processing the majority of permit applications made online.

Applications for all permits other than residents' and visitors' and the 'ask parking' online form is received by the Contact Centre through a dedicated email inbox.

These permit applications need to be manually added to the CRM system by the Customer Service team.

Residents' permits and Visitor scratch card applications are an automated process managed via a CRM system that does not require human intervention unless there has been an error in the application.

In a typical month the Contact Centre will receive approximately:

- 450 general parking email enquiries
- 600 verification emails

And send approximately:

- 300 'ask parking' emails

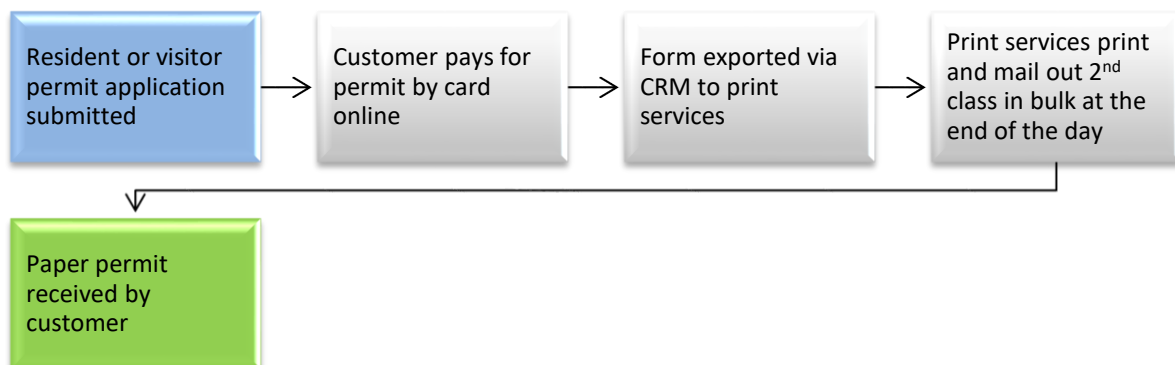
General parking email enquiries cover everything related to parking from a request for enforcement to a permit renewal.

When renewing an existing permit through 'My Havering Account' a system error can create a duplicate permit. As a consequence the renewal permit application is followed up by a general enquiry asking for assistance which further increases the volume of emails received.

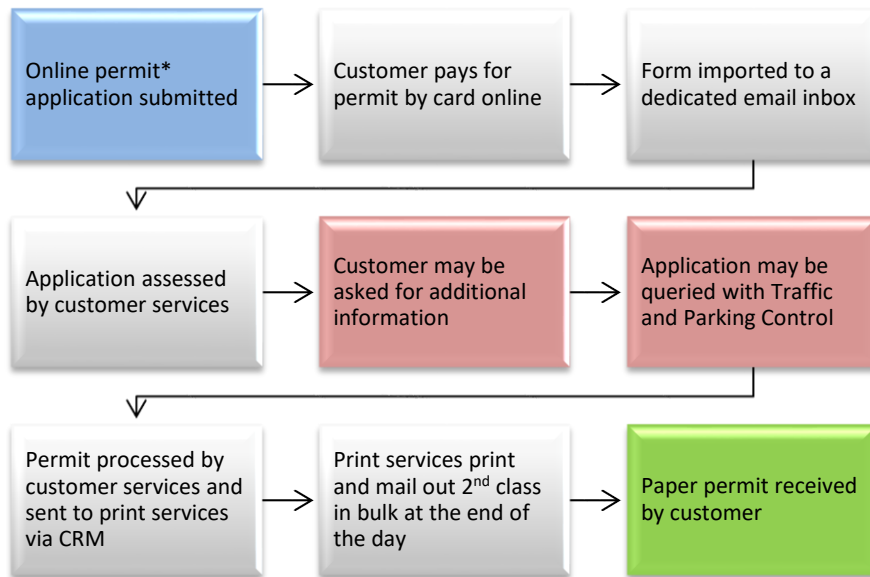
Verification emails are generated when a new permit application is submitted. Each verification email should include the evidence required to qualify for a permit.

Emails sent by the contact centre are marked as 'ask parking'. A sent 'ask parking' email is not monitored by the sender and not able to receive email. These are sent when the permit application received is lacking evidence or a query is being re-routed to the correct contact form, for example reporting illegal parking using the online request form.

Customer service CRM application process:



Customer service manual application permit process:



*An application will be for any one of the following permits: Business, Havering Hero, Parking Bay suspension, Domestic Carer, Health and Home Care or Voucher.

Customer service permit volumes

The number of permits issued for 2020 is less than expected due to the impact of Covid and the free extension of all existing permits by 3 months.

The volume of permits issued under the current process is detailed in the table below.

	2019*	2020*
Parking Permit - Business	66	60
Parking Permit - Cancellations	150	65
Parking Permit - Carer	16	12
Parking Permit - Health and Homecare	454	463
Parking Permit - Parking Waiver	0	1
Parking Permit - Resident	4,570	3,978
Parking Permit - Visitor	3,645	2,953
Parking Permit - Voucher	33	23
Grand Total	8,934	7,555

*calendar year

Visitor permit numbers reflect how many orders have been received, not how many visitor permits are in circulation. Each book has 10 scratch cards, limited according to the zone they have been ordered for. This can be between 150 to 230 visitor permits calculated in 4 or 6 hours in a rolling year depending on the zone.

Each order does not reflect how many books have been issued on each occasion making it difficult to accurately measure how many individual visitor scratch cards have been delivered.

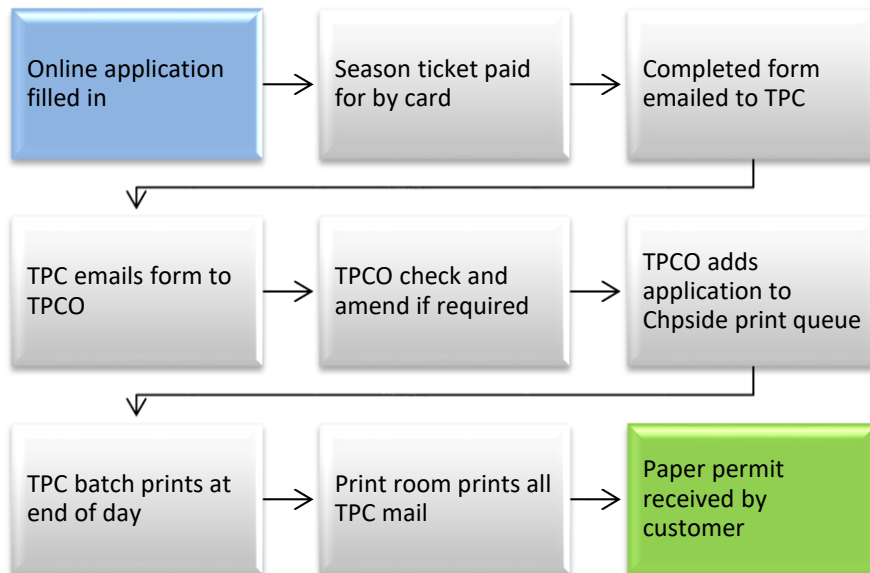
The number of visitor permits bulk ordered twice a year is 5,000 books, which equates to 50,000 visitor permits. This means 100,000 visitor permits for 4 or 6 hour stays are in circulation each year without an expiry date.

HTP service permit administration

All season tickets issued for car parks is managed by Traffic and Parking Control (TPC) and Traffic and Parking Control Officers (TPCO). The 2 teams are responsible for the on street enforcement for parking and the back office administration.

All new applications or renewals for car park season tickets are required to give 10 working days' notice to allow for processing and for a paper permit to be posted to and received by the applicant.

HTP car park season ticket application process:



A maximum of 75% car park capacity is made available for season tickets in all car parks. 25% must remain available to short stay and casual customers at all times to ensure Havering has capacity for visitors.

The Havering Clinical Commissioning Group (CCG) have a specific permit type that is used to access Angel Way multi-storey car park.

The administration responsibility for providing CCG staff permits is currently managed by TPCO. CCG can manage this duty using the MiPermit app for their own permit holders through a Memorandum of Agreement with the Council.

HTP service permit volumes

There are 16 car parks in operation throughout the Borough. The number of season tickets in circulation are listed in the following table:

Permit Type	Permit Count
Season Ticket - Non Romford Area (Active)	37
Season Ticket - Romford Area (Active)	105

Civil Enforcement Operation

Civil Enforcement Officers (CEO) are already familiar with virtual parking sessions used for cashless parking provided by RingGo in all of Havering's car parks.

When a customer uses the cashless option they are activating a virtual parking ticket that can be seen by a CEO through their handheld device used for day to day enforcement.

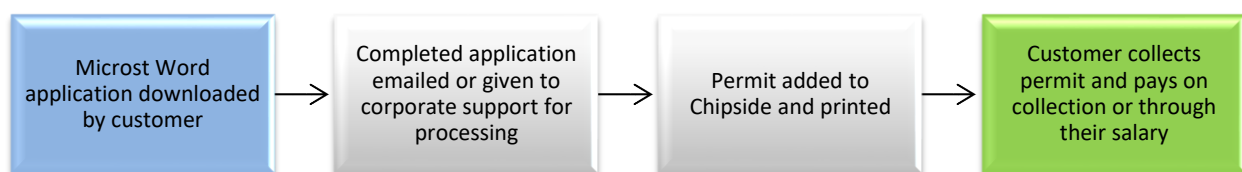
The virtual cashless parking ticket is in essence exactly the same as a virtual permit purchased through MiPermit, and would therefore be accessible to a CEO through their handheld device in the same way.

Corporate Support Permit Administration

The Corporate Support team are responsible for the administration of all oneSource employees, business partners, staff, agency and Members' permits. All applications are made by filling in a Microsoft Word application form and emailing or handing it to the Corporate Support team for processing.

Options for payment are by debit / credit card in person at the Town Hall. Permanent members of staff can opt to have a monthly payment deducted directly from their salary.

Corporate support permit process:



All new applications and renewals are processed on an ad hoc basis.

Corporate Support service permit volumes

As of December 2020 the number of valid Member and Staff Permits in circulation are as listed below.

- 52 Member permits
- 1435 Staff permits

Library support

It is necessary to provide options for customers who don't have access to the internet at home and don't use smart phones to still be able to purchase all types of permits available from Havering.

Havering Libraries are an alternative point of contact for customers who need assistance when purchasing permits.

However, it is not proposed additional staff be recruited to work at the libraries to provide this help, but rather existing staff are trained in using the MiPermit system so they can easily advise customers on how to do it for themselves. This may be just to direct a customer to a publicly accessible computer or to a phone so they can speak directly with the MiPermit contact centre for assistance.

Printing volumes

Havering Print Services are responsible for printing and posting all paper permits produced through CRM.

They have indicated the approximate number of permits printed for calendar year 2020 is 21,000.

The expenditure for Printing Services is provided in the Finance section of this report.

Staff processing time

Not all staff with a responsibility for processing permit applications have the specific duty itemised in their job descriptions as it is included in other general administration duties.

Customer Service officers spend 15% of their time managing queries relating to permits as part of their role as described in their job description for handling enquiries across a range of front-line services, through a variety of access channels including but not limited to telephone, web and face to face.

A HTP Traffic and Parking Control Officer is predominantly responsible for ensuring Havering's car parks remain operational, are monitored through CCTV and to assist with cash collection and banking. Issuing season tickets is only 2% of their role which does not constitute a major change.

Existing job descriptions for Corporate Support staff providing permits may require a revision. However, issuing staff car parking and Member permits is a minor part of their job role taking up less than 15% of their overall responsibilities and does not constitute a major change.

Current library support for the existing permit application process is limited to a small section of the community who are unable to contact the Council through any other

channels. The infrequency of this occurrence constitutes a nominal part of their role which is classed as general customer service.

Print Services are part of One Source and deliver all printing for Havering, Newham and Bexley. Removing the need to print parking permits does not have a significant effect on Print Services operation as it only makes up 2% of their duties.

How the virtual permit system will work

The MiPermit paperless system will go live in May 2021 and will apply to all new permit applications. It will be rolled out to renewals over the rest of the financial year at the time of their expiry.

Therefore, only those customers renewing or buying a new permit will be affected from May 2021. Customers buying visitor scratch cards will be given the option of paper or a virtual permit.

As the virtual system is rolled out over the following 12 months from May 2021 there will be a combination of paper and virtual permits in operation until the end of April 2022.

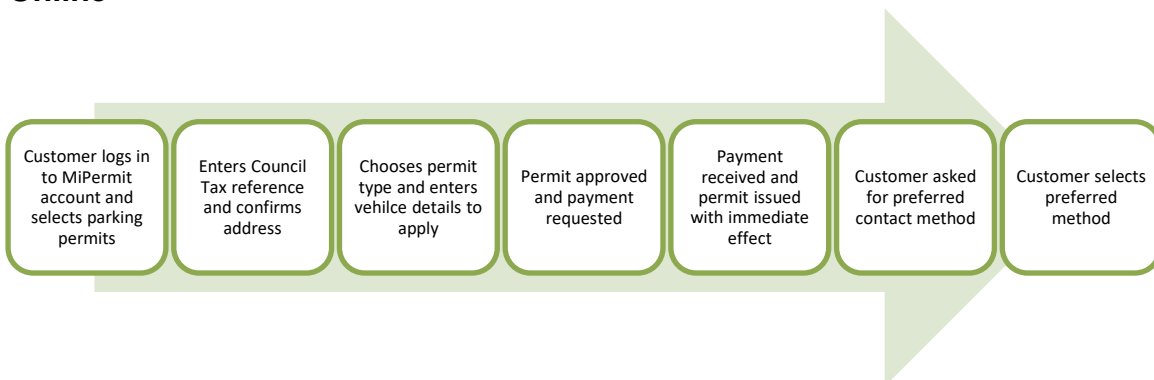
Current visitor scratch cards do not have an expiry date. Therefore, in order to move all permits to paperless by May 2022, no additional paper scratch cards will be purchased after the current stocks run out.

Customer Journey

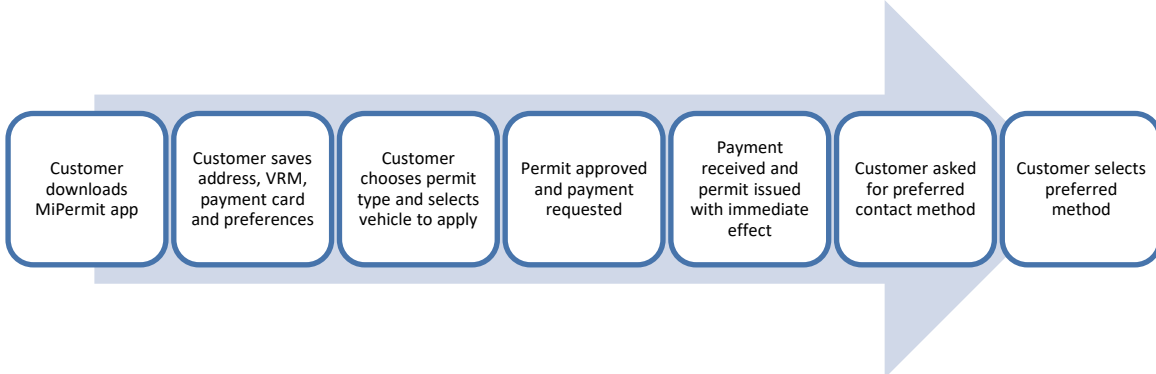
The process maps below show the customer journey for a person applying for a permit online or through the app and by calling the contact centre or MiPermit helpline to obtain a virtual parking permit.

In order to enable residents who may be vulnerable or not familiar with using a computer to apply for a parking or visitor permit it is envisaged that training will be rolled out at a select number of local libraries to provide support for parking permit applications.

Online



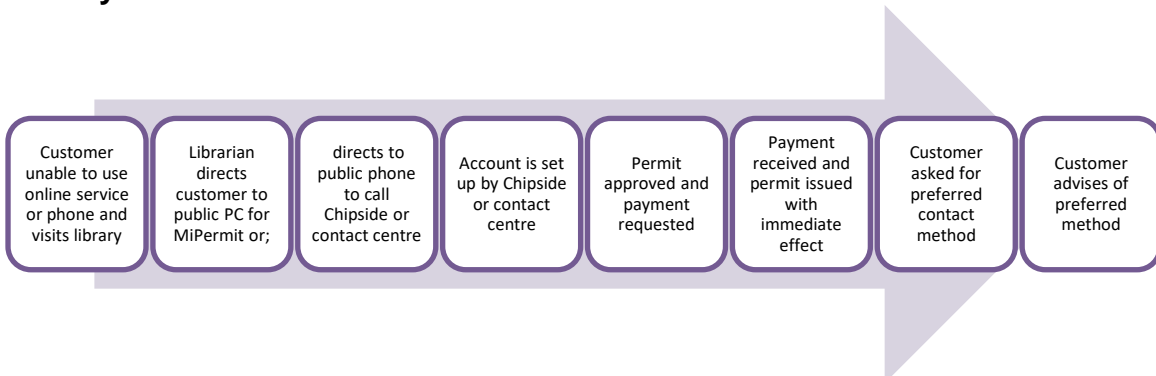
App



Contact Centre / MiPermit helpline



Library



REASONS AND OPTIONS

Reasons for the decision:

With the introduction of paperless permits the following benefits will be realised for;

The customer

- The customer will not be required to provide proof as this will be checked automatically and the permit authorised based on the declaration made before payment. There will be an exception for new applications if after two

attempts to verify the customer this cannot be achieved automatically, the customer will be required to provide evidence.

- A permit will be active from the moment it is paid for. No longer will customers have to wait for their permits or visitor vouchers in the post.
- An option for preferred communications method (for example reminders) by; email, text and post will be offered, explaining the costs to the council and encouraging more sustainable options, such as paperless by email or text).
- An option to automatically renew your permit via your credit / debit card will be offered.
- New applicants will get a permit instantly and not have to wait to be registered, they will be granted a permit for 10 days and a second check will be completed automatically. If they are then registered no further action is taken, but if not, the customer service team will contact them to obtain their evidence.
- Customers will be able to upload documents, like evidence, if they wish.
- When a permit holder's circumstances change (e.g. change of address or vehicle) they will be able to update their permit online instead of contacting customer services to receive a new paper permit.

The Council

- All vehicle details will be available like, height, weight, class of vehicle, emissions and much more. This will allow the council to understand the types of vehicles in the Borough and make informed policy decisions in the future.
- Random checks will be made on permits issued annually to ensure that the vehicles are registered within the Borough.
- Fraudulent permits will be harder to fake as all enforcement will be carried out by checking the vehicle registration via the permit database and not checking a permit
- The new paperless solution, will be much more cost effective and cost less than £1.50 to issue a permit.

Case studies showing the positive impact changing from paper permits to MiPermit has had on other Local Authorities can be seen in published articles on Chipside's website: <http://www.chipside.com/blog/>

Other options considered:

RingGo cashless contract

The Council have operated a cashless parking solution provided by RingGo since 2019. RingGo also provide a virtual permit solution similar to Chipside's MiPermit which was considered.

However, the terms of the Crown Commercial Service call-off contract for delivering the Cashless Parking Solution does not allow for a variance to add a virtual permit solution under the current terms and conditions. A change can only be made to the call-off contract if it isn't a material change.

To make a change of such significance would effectively end the contract by giving 30 days' notice and restart the procurement process.

Do nothing

Continuing with the paper based solution for permits does not make any savings for any services responsible for issuing permits, nor does it deliver on the corporate priority under connections by using technology to improve the way we live.

IMPLICATIONS AND RISKS

Financial implications and risks:

Chipside:

Implementing MiPermit does not have to be an upfront cost to the Council. Chipside have flexibility in their contracts that allows for clients to pay for the MiPermit installation, and ongoing support through an agreed cost from permit transactions. This also includes telephone support during usual core hours of business for the public facing MiPermit helpline from Mon-Fri 8am-8pm, Sat 8am-4pm and Sun 10am-4pm.

For example:

Permit type	Permit price	Quantity	Total paid	Fee per item	Total fee	Total income
Virtual resident permit	£35.00	4570	£159,950.00	£1.50	£6,855.00	£153,095.00
Virtual visitor book*	£13.00	3645	£47,385.00	£0.25	£911.25	£46,473.75

*10 virtual visitor permits

The fee prices given are a maximum fee example provided by Chipside and are likely to be less. The numbers for permits are taken from the previous full financial year shown under the section titled 'Customer service permit volumes' in this report.

There are no hidden costs that will be billed at a later date as all server space, hosting and maintenance is covered by the ongoing permit transaction fees. Additional costs would only be incurred if Chipside were engaged for development work, but this would be at an agreed cost set by a schedule of rates as part of the contract.

Printing of paper scratch cards can also be managed by Chipside during the transition to virtual permits. The cost for doing this in the interim would be up to £1.50 per scratch card book, of which 76p would be the cost of a first class stamp and up to 50p the cost of permit paper if it had to be provided.

All existing scratch cards in stock held by the print room will be delivered to Chipside for their use, which would reduce the cost for posting to just 76p per order.

Printing

The costs to the Council for printing and posting for the last 2 financial years:

Fin. Yr.	Stationary costs
2019/20	£17,793.89
2020/21*	£4,670.00

*reduced numbers due to Covid

Saving

The following table is a hypothetical comparison for the stationary cost for 2019/20 against virtual permits for resident permits issued for 2019/20 under the section titled 'Customer service permit volumes' in this report.

		Paper	Virtual	Printing £	Virtual £	Difference
Parking Permit - Resident	4,570	£2.03	£1.50	£9,277.10	£6,855.00	£2,422.10

The total cost per paper permit is calculated by dividing the total amount paid for printing by the number of permits issued less the cancellation figure. There is a margin of error in this because the number of visitor permits ordered doesn't reflect the amount of scratch card books issued.

Legal implications and risks:

1. The Council has a "general power of competence" under Part 1 Chapter 1 of the Localism Act 2011 which gives it the same power to act as an individual, subject to other statutory provisions limiting or restricting its use of that power.
2. The Council is also a traffic authority with responsibility for the management of parking on local roads and under section 45 Road Traffic Regulation Act 1984 (RTRA), local authorities have the power to designate parking places on the highway, charge for use of them and issue parking permits for a charge.
3. The Council's proposal to issue virtual parking permits is therefore compatible both with the Council's exercise of its general power of competence and the power conferred on it by section 45 of the RTRA.
4. The MiPermit functionality of the Chipside system has always been within the scope of the call-off contract between the Council and Chipside entered into in 2017 and extended for a further term of 2 years till 30 April 2022.
5. In so far as the use of Virtual Permits falls within the scope of the Chipside contract, and this report is seeking to trigger that element of the contract, there

is no legal risk of challenge to the recommendations in this report being granted and it is very unlikely that such a challenge, if brought, would succeed.

Human Resources implications and risks:

Based on the analysis detailed in the Staff Processing Time section there is no requirement to TUPE any LBH staff to Chipside. However, there may be some minor adjustments to Job Profiles necessary as a result of the proposals but these are not expected to result in any changes to existing grades.

All proposed changes have been communicated directly with all teams affected through one to one and group meetings.

An interactive presentation of the virtual permit solution has been demonstrated by Chipside to all key stakeholders. They have offered to demonstrate the system to a wider audience including Members should it be requested.

Equalities implications and risks:

The Public Sector Equality Duty (PSED) under section 149 of the Equality Act 2010 requires the Council, when exercising its functions, to have 'due regard' to:

- (i) The need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
- (ii) The need to advance equality of opportunity between persons who share protected characteristics and those who do not, and;
- (iii) Foster good relations between those who have protected characteristics and those who do not.

Note: 'Protected characteristics' are age, disability, gender reassignment, marriage and civil partnerships, pregnancy and maternity, race, religion or belief, sex/gender, and sexual orientation.

The Council is committed to all of the above in the provision, procurement and commissioning of its services, and the employment of its workforce. In addition, the Council is also committed to improving the quality of life and wellbeing for all Havering residents in respect of socio-economics and health determinants.

Health and Wellbeing implications and Risks

Health and wellbeing implications and risks are covered in the EqHIA document attached as an appendix.

APPENDIX PAPERS

EqHIA-E-permits

Communications Plan for Virtual Parking Permits service change 20Jan
v0.2Mipermit Virtual Permits Schematic v100 011209

BACKGROUND PAPERS

None

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Equality & Health Impact Assessment (EqHIA)

Document control

Title of activity:	E-permits
Lead officer:	Steve Halsey – Project Manager Highways, Traffic and Parking, Neighbourhoods Directorate
Approved by:	Nicolina Cooper – Group Manager Highways, Traffic and Parking, Neighbourhoods Directorate
Date completed:	09/12/20
Scheduled date for review:	1 st quarter 2022

Did you seek advice from the Corporate Policy & Diversity team?	No
Did you seek advice from the Public Health team?	No
Does the EqHIA contain any confidential or exempt information that would prevent you publishing it on the Council's website?	No

Please submit the completed form via e-mail to EqHIA@havering.gov.uk thank you.

1. Equality & Health Impact Assessment Checklist

Please complete the following checklist to determine whether or not you will need to complete an EqHIA and ensure you keep this section for your audit trail. If you have any questions, please contact EqHIA@havering.gov.uk for advice from either the Corporate Diversity or Public Health teams. Please refer to the Guidance in Appendix 1 on how to complete this form.

About your activity

1	Title of activity	E-permits		
2	Type of activity	The project to implement paperless virtual permits (E-permits) will change how all external and external stakeholders apply for, purchase and obtain parking permit types to be used in the London Borough of Havering.		
3	Scope of activity	<p>The scope of the project is to introduce paperless virtual permits (E-permits) for the majority of permits issued by Highways, Traffic and Parking Control (HTP), Customer Services and Facilities.</p> <p>Permit types to be included for consideration are as listed below:</p> <ul style="list-style-type: none"> • Resident • Business • Havering hero • Suspensions • Domestic carer • Health and home care • Car park season tickets • Voucher bays • School street exemptions • Staff • Member <p>Permit types not included for consideration are as listed below:</p> <ul style="list-style-type: none"> • Visitor • Blue badge 		
4a	Are you changing, introducing a new, or removing a service, policy, strategy or function?	Yes	If the answer to <u>any</u> of these questions is 'YES', please continue to question 5.	If the answer to <u>all</u> of the questions (4a, 4b & 4c) is 'NO', please go to question 6.
4b	Does this activity have the potential to impact (either positively or negatively) upon people (9 protected characteristics)?	Yes		

4c	Does the activity have the potential to impact (either positively or negatively) upon any factors which determine people's health and wellbeing?	Yes		
5	If you answered YES:	Please complete the EqHIA in Section 2 of this document. Please see Appendix 1 for Guidance.		
6	If you answered NO:			

Completed by:	Steve Halsey – Project Manager Highways, Traffic and Parking, Neighbourhoods Directorate
Date:	09/12/20

2. The EqHIA – How will the strategy, policy, plan, procedure and/or service impact on people?

Background/context:
<p>All permits issued by the London Borough of Havering are paper based. Virtual permits have been available as an alternative to paper permits for more than 10 years. Virtual permits are used by the majority of London boroughs and by authorities in the home counties such as the south and north parking partnerships delivering parking for 12 councils in Essex.</p> <p>The proposal is to migrate all paper permits currently issued by HTP, Customer Services and Facilities to a virtual system hosted by Chipside – HTPs incumbent notice processing system provider.</p> <p>Making all permit types virtual and accessible through the My Havering Account single sign on improves the customer journey and satisfaction.</p> <p>Permit types to be included for consideration are as listed below:</p> <ul style="list-style-type: none"> • Resident • Business • Havering hero • Suspensions • Domestic carer • Health and home care • Car park season tickets

- Voucher bays
- School street exemptions
- Staff
- Member

Permit types not included for consideration are as listed below:

- Visitor
- Blue badge

**Expand box as required*

Who will be affected by the activity?

All internal and external stakeholders requiring permits to visit and operate in the London Borough of Havering will be effected by the change of permits from paper to virtual.

**Expand box as required*

Protected Characteristic - Age: Consider the full range of age groups

Please tick (✓)
the relevant box:

Positive

✓

Neutral

Negative

Overall impact:

Changing permits to a virtual solution improves the customer journey and service satisfaction with all internal and external stakeholders when parking in the borough.

Older generations that don't necessarily have the skillset to manage an online permit system, or those without internet access will have the option to visit Council libraries or telephone for support.

**Expand box as required*

Evidence:

Other London and home county authorities that have rolled out a virtual permit system with positive results.

**Expand box as required*

Sources used:

British Parking Association
London Councils
Chipside case studies for;

- Bath

- Cardiff
- Colchester
- Derby

**Expand box as required*

Protected Characteristic - Disability: Consider the full range of disabilities; including physical mental, sensory and progressive conditions

Please tick (✓)
the relevant box:

Positive ✓

Neutral

Negative

Overall impact:

Changing permits to a virtual solution improves the customer journey and service satisfaction with all internal and external stakeholders when parking in the borough.

Those with disabilities that restrict their ability to self-manage an online virtual account can give permission to an appointed person responsible for caring for them, or a Council employee with the authority to act on their behalf.

**Expand box as required*

Evidence:

The Care Act 2014 states local council's has a duty to ensure that the people it works with have access to an advocate in certain circumstances.

**Expand box as required*

Sources used:

Care Act 2014

<https://www.legislation.gov.uk/ukpga/2014/23/part/1/crossheading/general-responsibilities-of-local-authorities/enacted>

NHS

<https://www.nhs.uk/conditions/social-care-and-support-guide/making-decisions-for-someone-else/>

**Expand box as required*

Protected Characteristic - Sex/gender: Consider both men and women

Please tick (✓)
the relevant box:

Positive ✓

Neutral

Overall impact:

Changing permits to a virtual solution improves the customer journey and service satisfaction with all internal and external stakeholders when parking in the borough.

Negative		
<i>*Expand box as required</i>		
Evidence: The gender of an individual does not affect their right to use virtual permits.		
<i>*Expand box as required</i>		
Sources used: Equality Act 2010 https://www.legislation.gov.uk/ukpga/2010/15/part/2/chapter/1 https://www.legislation.gov.uk/ukpga/2010/15/part/2/chapter/2		
<i>*Expand box as required</i>		

Protected Characteristic - Ethnicity/race: Consider the impact on different ethnic groups and nationalities		
<i>Please tick (✓) the relevant box:</i>		Overall impact: Changing permits to a virtual solution improves the customer journey and service satisfaction with all internal and external stakeholders when parking in the borough.
Positive	✓	
Neutral		
Negative		
<i>*Expand box as required</i>		
Evidence: The ethnicity/race of an individual does not affect their right to use virtual permits.		
<i>*Expand box as required</i>		
Sources used: Equality Act 2010 https://www.legislation.gov.uk/ukpga/2010/15/part/2/chapter/1 https://www.legislation.gov.uk/ukpga/2010/15/part/2/chapter/2		
<i>*Expand box as required</i>		

Protected Characteristic - Religion/faith: Consider people from different religions or beliefs including those with no religion or belief	
<i>Please tick (✓) the relevant box:</i>	Overall impact:

Positive	√	Changing permits to a virtual solution improves the customer journey and service satisfaction with all internal and external stakeholders when parking in the borough.
Neutral		
Negative		

**Expand box as required*

Evidence:

The religion/faith of an individual does not affect their right to use virtual permits.

**Expand box as required*

Sources used:

Equality Act 2010
<https://www.legislation.gov.uk/ukpga/2010/15/part/2/chapter/1>
<https://www.legislation.gov.uk/ukpga/2010/15/part/2/chapter/2>

**Expand box as required*

Protected Characteristic - Sexual orientation: Consider people who are heterosexual, lesbian, gay or bisexual		
<i>Please tick (✓) the relevant box:</i>		Overall impact: Changing permits to a virtual solution improves the customer journey and service satisfaction with all internal and external stakeholders when parking in the borough.
Positive	√	
Neutral		
Negative		

**Expand box as required*

Evidence:

The sexual orientation of an individual does not affect their right to use virtual permits.

**Expand box as required*

Sources used:

Equality Act 2010
<https://www.legislation.gov.uk/ukpga/2010/15/part/2/chapter/1>
<https://www.legislation.gov.uk/ukpga/2010/15/part/2/chapter/2>

**Expand box as required*

Protected Characteristic - Gender reassignment: Consider people who are seeking, undergoing or have received gender reassignment surgery, as well as people whose gender identity is different from their gender at birth		
Please tick (✓) the relevant box:		Overall impact: Changing permits to a virtual solution improves the customer journey and service satisfaction with all internal and external stakeholders when parking in the borough.
Positive	✓	
Neutral		
Negative		
Evidence: A person seeking, undergoing or who has received gender reassignment surgery does not affect an individual's right to use virtual permits.		
Sources used: Equality Act 2010 https://www.legislation.gov.uk/ukpga/2010/15/part/2/chapter/1 https://www.legislation.gov.uk/ukpga/2010/15/part/2/chapter/2		

**Expand box as required*

**Expand box as required*

**Expand box as required*

Protected Characteristic - Marriage/civil partnership: Consider people in a marriage or civil partnership		
Please tick (✓) the relevant box:		Overall impact: Changing permits to a virtual solution improves the customer journey and service satisfaction with all internal and external stakeholders when parking in the borough.
Positive	✓	
Neutral		
Negative		
Evidence: Being married or in a civil partnership does not affect an individual's right to use virtual permits.		

**Expand box as required*

**Expand box as required*

Sources used:

Equality Act 2010

<https://www.legislation.gov.uk/ukpga/2010/15/part/2/chapter/1>

<https://www.legislation.gov.uk/ukpga/2010/15/part/2/chapter/2>

**Expand box as required*

Protected Characteristic - Pregnancy, maternity and paternity: Consider those who are pregnant and those who are undertaking maternity or paternity leave

Please tick (✓)
the relevant box:

Positive

✓

Neutral

Negative

Overall impact:

Changing permits to a virtual solution improves the customer journey and improves service satisfaction with all internal and external stakeholders when parking in the borough.

**Expand box as required*

Evidence:

Being pregnant, or on maternity / paternity leave does not affect an individual's right to use virtual permits.

**Expand box as required*

Sources used:

Equality Act 2010

<https://www.legislation.gov.uk/ukpga/2010/15/part/2/chapter/1>

<https://www.legislation.gov.uk/ukpga/2010/15/part/2/chapter/2>

**Expand box as required*

Socio-economic status: Consider those who are from low income or financially excluded backgrounds

Please tick (✓)
the relevant box:

Positive

Neutral

Negative

✓

Overall impact:

Changing permits to a virtual solution improves the customer journey and improves service satisfaction with all internal and external stakeholders when parking in the borough.

**Expand box as required*

Evidence:

Those on low incomes will not necessarily own a vehicle. In the instance a low income family can afford to do so, it is considered reasonable to assume they will be able to purchase a permit or parking session to park legally in the London Borough of Havering.

If they do not own a vehicle they will not need to purchase a parking permit or similar, but will be still be able to register with Chipside's virtual permit solution, which will give them the option of purchasing permits for visitors to their property.

**Expand box as required*

Sources used:

Government Office for Science: Inequalities in Mobility and Access in the UK Transport System March 2019

"As the lowest income households have fewer cars, and fewer drivers, it is not surprising that they also travel much less and travel over much shorter distances than higher income households. They make nearly 20% fewer trips and travel 40% less distance than the average household."

**Expand box as required*

Health & Wellbeing Impact: Consider both short and long-term impacts of the activity on a person's physical and mental health, particularly for disadvantaged, vulnerable or at-risk groups. Can health and wellbeing be positively promoted through this activity? Please use the Health and Wellbeing Impact Tool in Appendix 2 to help you answer this question.

Please tick (✓) all the relevant boxes that apply:

Positive

✓

Neutral

Negative

Overall impact:

Changing permits to a virtual solution improves the customer journey and improves service satisfaction with all internal and external stakeholders when parking in the borough.

**Expand box as required*

Do you consider that a more in-depth HIA is required as a result of this brief assessment? Please tick (✓) the relevant box

Yes

☐

No

☒
Evidence:

See above

**Expand box as required*

Sources used:

See above

**Expand box as required*

3. Outcome of the Assessment

The EqHIA assessment is intended to be used as an improvement tool to make sure the activity maximises the positive impacts and eliminates or minimises the negative impacts. The possible outcomes of the assessment are listed below and what the next steps to take are:

Please tick (✓) what the overall outcome of your assessment was:

	1. The EqHIA identified <u>no significant concerns</u> OR the identified <u>negative concerns</u> have already been <u>addressed</u>	➔	Proceed with implementation of your activity
	2. The EqHIA identified some <u>negative impact</u> which still needs <u>to be addressed</u>	➔	COMPLETE SECTION 4: Complete action plan and finalise the EqHIA
	3. The EqHIA identified some <u>major concerns</u> and showed that it is <u>impossible to diminish negative impacts</u> from the activity to an acceptable or even lawful level	➔	Stop and remove the activity or revise the activity thoroughly . Complete an EqHIA on the revised proposal.

4. Action Plan

The real value of completing an EqHIA comes from the identifying the actions that can be taken to eliminate/minimise negative impacts and enhance/optimize positive impacts. In this section you should list the specific actions that set out how you will address any negative equality and health & wellbeing impacts you have identified in this assessment. Please ensure that your action plan is: more than just a list of proposals and good intentions; sets ambitious yet achievable outcomes and timescales; and is clear about resource implications.

Protected characteristic / health & wellbeing impact	Identified Negative or Positive impact	Recommended actions to mitigate Negative impact* or further promote Positive impact	Outcomes and monitoring**	Timescale	Lead officer

Add further rows as necessary

* You should include details of any future consultations and any actions to be undertaken to mitigate negative impacts

** Monitoring: You should state how the impact (positive or negative) will be monitored; what outcome measures will be used; the known (or likely) data source for outcome measurements; how regularly it will be monitored; and who will be monitoring it (if this is different from the lead officer).

5. Review

In this section you should identify how frequently the EqHIA will be reviewed; the date for next review; and who will be reviewing it.

Review:

Review 1st quarter 2022

Scheduled date of review: TBC

Lead Officer conducting the review: HTP officer TBC

**Expand box as required*

Please submit the completed form via e-mail to EqHIA@havering.gov.uk thank you.

Appendix 1. Guidance on Undertaking an EqHIA

This Guidance can be deleted prior to publication.

What is it?

The Equality & Health Impact Assessment (EqHIA) is a tool to ensure that your activity meets the needs of individuals and groups that use your service, whilst at the same time ensuring a person's chance of leading a healthy life is the same wherever they live and whoever they are. We want to ensure that the activities of the Council are 'fit for purpose' and meet the needs of Havering's increasingly diverse communities and employees. This robust and systematic EqHIA process ensures that any potential detrimental effects or discrimination is identified, removed, or mitigated and positive impacts are enhanced.

When to Assess:

An EqHIA should be carried out when you are changing, removing or introducing a new service, policy, strategy or function; for simplicity, these are referred to as an "activity" throughout this document. It is best to conduct the assessment as early as possible in the decision-making process.

Guidance: Equality & Health Impact Assessment Checklist

The Checklist in Section 1 asks the key questions,

4a) Are you changing, introducing a new, or removing a service, policy, strategy or function?

4b) Does this activity (policy/strategy/service/decision) have the potential to impact (either positively or negatively) upon people (9 protected characteristics)?

4c) Does this activity (policy/strategy/service/decision) have the potential to impact (either positively or negatively) upon any factors which determine people's health and wellbeing?

- If the answer to ANY of the questions 4a, 4b or 4c of the Checklist is 'YES' then you must carry out an assessment. e.g. Proposed changes to Contact Centre Opening Hours
'YES' = you need to carry out an EqHIA
- If the answer to ALL of the questions, 4a or 4b of the Checklist is NO, then you do not need to carry out an EqHIA assessment. e.g. Quarterly Performance Report
'NO' = you DO NOT need to carry out an EqHIA. Please provide a clear explanation as to why you consider an EqHIA is not required for your activity.

Using the Checklist

The assessment should take into account all the potential impacts of the proposed activity, be it a major financial decision, or a seemingly simple policy change. Considering and completing this EqHIA will ensure that all Council plans, strategies, policies, procedures, services or other activity comply with relevant statutory obligations and responsibilities. In particular it helps the Council to meet its legal obligation under the [Equality Act 2010 and the Public Sector Equality Duty](#) and its public health duties under the [Health and Social Care Act 2012](#).

Having Due Regard

To have due regard means that in making decisions and in its other day-to-day activities, the Council must consciously consider the need to:

- Eliminate unlawful discrimination, harassment and victimisation
- Advance equality of opportunity between different groups
- Foster good relations between different groups
- Reduce inequalities in health outcomes

Combining Equality and Health Impact Assessment:

[Equality Impact Assessments \(EIAs\)](#) provide a systematic way of ensuring that legal obligations are met. They assess whether a proposed policy, procedure, service change or plan will affect people different on the basis of their 'protected characteristics' and if it will affect their human rights. Currently there are **nine protected characteristics** (previously known as 'equality groups' or 'equality strands'): age, disability, sex/gender, ethnicity/race, religion/faith, sexual orientation, gender reassignment, marriage/civil partnership, and pregnancy/ maternity/paternity.

An activity does not need to impact on all 9 protected characteristics – impacting on just one is sufficient justification to complete an EqHIA.

[Health Impact Assessments \(HIAs\)](#) consider the potential impact of any change or amendment to a policy, service, plan, procedure or programme on the health and wellbeing of the population. HIAs help identify how people may be affected differently on the basis of where they live and potential impacts on health inequalities and health equity by assessing the distribution of potential effects within the population, particularly within vulnerable groups. 'Health' is not restricted to medical conditions, or the provision of health services, but rather encompasses the wide range of influences on people's health and wellbeing. This includes, but is not limited to, experience of discrimination, access to transport, housing, education, employment - known as the 'wider determinants of health'.

This [Equality and Health Impact Assessment \(EqHIA\)](#) brings together both impact assessments into a single tool which will result in a set of recommendations to eliminate discrimination and inequality; enhance potential positive impacts and mitigate where possible for negative impacts. In conducting this EqHIA you will need to assess the impact (positive, neutral or negative) of your activity on individuals and groups with **protected characteristics** (this includes staff delivering your activity), **socio-economic status** and **health & wellbeing**. Guidance on what to include in each section is given on the next pages.

Guidance: What to include in background/context

In this section you will need to add the background/context of your activity, i.e. what is the activity intending to do, and why?

Make sure you include the scope and intended outcomes of the activity being assessed; and highlight any proposed changes. Please include a brief rationale for your activity and any supporting evidence for the proposal. Some questions to consider:

- What is the aim, objectives and intended outcomes?
- How does this activity meet the needs of the local population?
- Has this activity been implemented in another area? What were the outcomes?
- Is this activity being implemented as per best practice guidelines?
- Who were the key stakeholders in this activity?

*Note that the boxes will expand as required

Guidance: Who will be affected by the activity?

The people who will be affected may be

Residents: pay particular attention to vulnerable groups in the population who may be affected by this activity

Businesses/ manufacturing / developers / small, medium or large enterprises

Employees: e.g. Council staff for an internal activity, other statutory or voluntary sector employees, local businesses and services

*Note that the boxes will expand as required

Guidance: What to include in assessing a Protected Characteristic e.g. AGE

Please tick (✓) the relevant box:

Positive

Neutral

Negative

Overall impact: In this section you will need to consider and note what impact your activity will have on individuals and groups (including staff) with protected characteristics based on the data and information you have. You should note whether this is a positive, neutral or negative impact.

It is essential that you note all negative impacts. This will demonstrate that you have paid 'due regard' to the Public Sector Equality Duty if your activity is challenged under the Equality Act.

*Note that the boxes will expand as required

Evidence: In this section you will need to document the evidence that you have used to assess the impact of your activity.

When assessing the impact, please consider and note how your activity contributes to the three aims of the Public Sector Equality Duty (PSED) as stated in the section above.

It is essential that you note the full impact of your activity, so you can demonstrate that you have fully considered the equality implications and have paid 'due regard' to the PSED should the Council be challenged.

- If you have identified a **positive impact**, please note this.
- If you think there is a **neutral impact** or the impact is not known, please provide a full reason why this is the case.
- If you have identified a **negative impact**, please note what steps you will take to mitigate this impact. If you are unable to take any mitigating steps, please provide a full reason why. All negative impacts that have mitigating actions must be recorded in the **Action Plan**.
- **Please ensure that appropriate consultation with affected parties has been undertaken and evidenced**

Sources used: In this section you should list all sources of the evidence you used to assess the impact of your activity. This can include:

- Service specific data
- Population, demographic and socio-economic data. Suggested sources include:
 - o Service user monitoring data that your service collects
 - o [Havering Data Intelligence Hub](#)
 - o [Office for National Statistics \(ONS\)](#)

If you do not have any relevant data, please provide the reason why.

*Note that the boxes will expand as required

Guidance: What to include in assessing Health & Wellbeing Impact:

Please tick (✓) all the relevant boxes that apply:

Positive

Neutral

Negative

Overall impact: In this section you will need to consider and note whether the proposal could have an overall impact on, or implications for, people's health and wellbeing or any factors which determine people's health.

How will the activity help address inequalities in health?

Include here a brief outline of what could be done to enhance the positive impacts and, where possible, mitigate for the negative impacts.

*Note that the boxes will expand as required

Do you consider that a more in-depth HIA is required as a result of this brief assessment? Please tick (✓) the relevant box

Yes ☐ No ☐

Evidence: In this section you will need to outline in more detail how you came to your conclusions above:

- What is the nature of the impact?
- Is the impact **positive** or **negative**? It is possible for an activity to have **both positive and negative impacts**. Consider here whether people will be able to access the service being offered; improve or maintain healthy lifestyles; improve their opportunities for employment/income; whether and how it will affect the environment in which they live (housing, access to parks & green space); what the impact on the family, social support and community networks might be
- What can be done to mitigate the negative impacts and/or enhance the positive impacts?
- If you think there is a **neutral impact**, or the impact is not known, please provide a brief reason why this is the case.
- What is the likelihood of the impact? Will the impact(s) be in weeks, months or years? In some cases the short-term risks to health may be worth the longer term benefits.
- Will the proposal affect different groups of people in different ways? A proposal that is likely to benefit one section of the community may not benefit others and could lead to inequalities in health.

Please use the Health & Wellbeing Impact Tool in Appendix 2 as a guide/checklist to assess the potential wider determinants of health impacts.

This tool will help guide your thinking as to what factors affect people's health and wellbeing, such as social support, their housing conditions, access to transport, employment, education, crime and disorder and environmental factors. It is not an exhaustive list, merely a tool to guide your assessment; there may be other factors specific to your activity.

Some questions you may wish to ask include:

- Will the activity impact on people's ability to socialise, potentially leading to social isolation?
- Will the activity affect a person's income and/or have an effect on their housing status?
- Is the activity likely to cause the recipient of a service more or less stress?
- Will any change in the service take into account different needs, such as those with learning difficulties?
- Will the activity affect the health and wellbeing of persons not directly related to the service/activity, such as carers, family members, other residents living nearby?
- If there is a short-term negative effect, what will be done to minimise the impact as much as possible?

- Are the longer-term impacts positive or negative? What will be done to either promote the positive effects or minimise the negative effects?
- Do the longer term positive outcomes outweigh the short term impacts?

*Note that the boxes will expand as required

Sources used: In this section you should list all sources of the evidence you used to assess the impact of your activity. This could include, e.g.:

Information on the population affected

- Routinely collected local statistics (e.g. quality of life, health status, unemployment, crime, air quality, educational attainment, transport etc.)
- Local research/ Surveys of local conditions
- Community profiles

Wider Evidence

- Published Research, including evidence about similar proposals implemented elsewhere (e.g. Case Studies).
- Predictions from local or national models
- Locally commissioned research by statutory/voluntary/private organisations

Expert Opinion

- Views of residents and professionals with local knowledge and insight

*Note that the boxes will expand as required

Guidance: Outcome of the Assessment

On reflection, what is your overall assessment of the activity?

The purpose of conducting this assessment is to offer an opportunity to think, reflect and **improve** the proposed activity. It will make sure that the Council can evidence that it has considered its due regard to equality and health & wellbeing to its best ability.

It is not expected that all proposals will be immediately without negative impacts! However, where these arise, what actions can be taken to mitigate against potential negative effects, or further promote the positive impacts?

Please tick one of the 3 boxes in this section to indicate whether you think:

1. all equality and health impacts are adequately addressed in the activity – proceed with your activity pending all other relevant approval processes
2. the assessment identified some negative impacts which could be addressed – please complete the Action Plan in Section 4.
3. If the assessment reveals some significant concerns, this is the time to stop and re-think, making sure that we spend our Council resources wisely and fairly. There is no shame in stopping a proposal.

*Note that the boxes will expand as required

Guidance: Action Plan

For each protected characteristic/health & wellbeing impact where an impact on people or their lives has been identified, complete one row of the action plan. You can add as many further rows as required.

State whether the impact is Positive or Negative

Briefly outline the actions that can be taken to mitigate against the negative impact or further enhance a positive impact. These actions could be to make changes to the activity itself (service, proposal, strategy etc.) or to make contingencies/alterations in the setting/environment where the activity will take place.

For example, might staff need additional training in communicating effectively with people with learning difficulties, if a new service is opened specifically targeting those people? Is access to the service fair and equitable? What will the impact on other service users be? How can we ensure equity of access to the service by all users? Will any signage need changing? Does the building where the service being delivered comply with disability regulations?

Guidance: Review

Changes happen all the time! A service/strategy/policy/activity that is appropriate at one time, may no longer be appropriate as the environment around us changes. This may be changes in our population, growth and makeup, legislative changes, environmental changes or socio-political changes.

Although we can't predict what's going to happen in the future, a review is recommended to ensure that what we are delivering as a Council is still the best use of our limited resources. The timescale for review will be dependent on the scale of the activity.

A major financial investment may require a review every 2-3 years for a large scale regeneration project over 10-15 years.

A small policy change may require a review in 6 months to assess whether there are any unintended outcomes of such a change.

Please indicate here how frequently it is expected to review your activity and a brief justification as to why this timescale is recommended.

Appendix 2. Health & Wellbeing Impact Tool

Will the activity/service/policy/procedure affect any of the following characteristics? Please tick/check the boxes below

The following are a range of considerations that might help you to complete the assessment.

Lifestyle YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>	Personal circumstances YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>	Access to services/facilities/amenities YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>
<input type="checkbox"/> Diet <input type="checkbox"/> Exercise and physical activity <input type="checkbox"/> Smoking <input type="checkbox"/> Exposure to passive smoking <input type="checkbox"/> Alcohol intake <input type="checkbox"/> Dependency on prescription drugs <input type="checkbox"/> Illicit drug and substance use <input type="checkbox"/> Risky Sexual behaviour <input type="checkbox"/> Other health-related behaviours, such as tooth-brushing, bathing, and wound care	<input type="checkbox"/> Structure and cohesion of family unit <input type="checkbox"/> Parenting <input type="checkbox"/> Childhood development <input type="checkbox"/> Life skills <input type="checkbox"/> Personal safety <input type="checkbox"/> Employment status <input type="checkbox"/> Working conditions <input type="checkbox"/> Level of income, including benefits <input type="checkbox"/> Level of disposable income <input type="checkbox"/> Housing tenure <input type="checkbox"/> Housing conditions <input type="checkbox"/> Educational attainment <input type="checkbox"/> Skills levels including literacy and numeracy	<input type="checkbox"/> to Employment opportunities <input type="checkbox"/> to Workplaces <input type="checkbox"/> to Housing <input type="checkbox"/> to Shops (to supply basic needs) <input type="checkbox"/> to Community facilities <input type="checkbox"/> to Public transport <input type="checkbox"/> to Education <input type="checkbox"/> to Training and skills development <input type="checkbox"/> to Healthcare <input type="checkbox"/> to Social services <input type="checkbox"/> to Childcare <input type="checkbox"/> to Respite care <input type="checkbox"/> to Leisure and recreation services and facilities
Social Factors YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>	Economic Factors YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>	Environmental Factors YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>
<input type="checkbox"/> Social contact <input checked="" type="checkbox"/> Social support <input type="checkbox"/> Neighbourliness <input type="checkbox"/> Participation in the community <input type="checkbox"/> Membership of community groups <input type="checkbox"/> Reputation of community/area <input type="checkbox"/> Participation in public affairs <input type="checkbox"/> Level of crime and disorder <input type="checkbox"/> Fear of crime and disorder <input type="checkbox"/> Level of antisocial behaviour <input type="checkbox"/> Fear of antisocial behaviour <input type="checkbox"/> Discrimination <input type="checkbox"/> Fear of discrimination <input type="checkbox"/> Public safety measures <input type="checkbox"/> Road safety measures	<input type="checkbox"/> Creation of wealth <input type="checkbox"/> Distribution of wealth <input type="checkbox"/> Retention of wealth in local area/economy <input type="checkbox"/> Distribution of income <input type="checkbox"/> Business activity <input type="checkbox"/> Job creation <input type="checkbox"/> Availability of employment opportunities <input type="checkbox"/> Quality of employment opportunities <input type="checkbox"/> Availability of education opportunities <input type="checkbox"/> Quality of education opportunities <input type="checkbox"/> Availability of training and skills development opportunities <input type="checkbox"/> Quality of training and skills development opportunities <input type="checkbox"/> Technological development <input type="checkbox"/> Amount of traffic congestion	<input type="checkbox"/> Air quality <input type="checkbox"/> Water quality <input type="checkbox"/> Soil quality/Level of contamination/Odour <input type="checkbox"/> Noise levels <input type="checkbox"/> Vibration <input type="checkbox"/> Hazards <input type="checkbox"/> Land use <input type="checkbox"/> Natural habitats <input type="checkbox"/> Biodiversity <input type="checkbox"/> Landscape, including green and open spaces <input type="checkbox"/> Townscape, including civic areas and public realm <input type="checkbox"/> Use/consumption of natural resources <input type="checkbox"/> Energy use: CO2/other greenhouse gas emissions <input type="checkbox"/> Solid waste management <input type="checkbox"/> Public transport infrastructure

Communications Campaign Plan

Campaign Name: Virtual Parking Permits

Campaign type: Introduction of Virtual Parking Permits – change in service from paper permits

1. Background & Research

The Council is proposing to move away from paper permits to make them virtual for all new permit applications from May 2021. It is expected that all permits will be replaced by the virtual process by the end of April 2022.

The council currently operates a manual paper permit process for all types of permits that are either applied for online through individual service pages or via the 'My Havering Account'.

The only exceptions to this are internal permits for staff and Members that are applied by emailing Corporate Support services, and the School Street exemptions permit that are applied for by contacting the Highways, Traffic and Parking Control service.

As it is an operational change, the move is not subject to a public consultation.

Highways traffic and parking [HTP] services are proposing paper permits are replaced by virtual permits [MiPermit] and be provided by our contracted notice processing system supplier, Chipside.

Changing permits to a virtual system will make approximately £5k in savings annually and improve the efficiency of the service from HTP, customer services and the corporate support services. It will also improve the service for the customer/resident.

It is part of the Council's corporate plan for digital improvements to enhance the experience of self-service for customer/residents

Chipside also offer a telephone service to manage all calls and enquiries, which will also help to make the changes to the service efficient.

Cabinet members have been asked to agree recommendations to implement the virtual service for the following permits: business, carers, staff and public car park season tickets, critical duty, Havering clinical commissioning group, health and homecare service, Members, parking waivers, residents, school streets and vouchers.

2. Objectives

1 To inform residents, council staff, members and businesses of the change in the provision of the permits from paper to online [virtual] in advance

2 To promote the efficiency and improvement of what the new virtual service offers on various Council platforms so residents & others engage in this

3 To promote the new system as being a safe option during the current Covid-19 pandemic as well as an overall cost-saving option to benefit residents/others

4 To communicate how residents and other stakeholders can access the new system and receive support in doing so

3. Strategy

The overall campaign is to inform residents [customers], Members, council staff and businesses of the change from this service being of a paper form of permits to becoming virtual and becoming an easier and efficient online self-service.

It is to promote a more efficient and safer service – especially while in the midst of the Covid-19 pandemic, as accessing services online is safer than dealing with the permits in paper form.

It is to promote another service being more accessible online and using this as another platform to encourage more residents to use other services online.

To make sure messaging reflects the clear aspects of the change in the service and that communication is engaging to the stakeholder audience it is directed to.

4. Execution and implementation

- Website [press release on news page and info on dedicated page to parking permits] – https://www.havering.gov.uk/info/20005/parking_permits
- Social media: Facebook & Twitter & sharing with community group pages
- External media – local press: press release and messaging issued to Romford Recorder, Havering Daily, Time FM
- Living e-newsletter – [including Leader's blog]
- Internal newsletter [as to inform staff]
- Business Brief bulletin & other service e-bulletins [for informing businesses more directly]
- Lead cabinet member short video announcing the change in service [Cllr Osman Dervish]
- Sharing social media posts with contractor services [Chipside]

- Details included in any info on Council services in leaflets
- Paid for digital advertising [TBC]
- **Key messaging: [from HTP to customers / residents]**
- Your parking permit is changing from paper to virtual – see how this will provide a more efficient service for you – <https://www.mipermits.com/>
- We're moving away from paper based permits to a virtual permits so we can provide a better service for you
- Virtual parking permits will help improve your ability to manage your own permits and give you more control over your parking choices online and make it more efficient for you
- You will be asked to change to a virtual parking permit once your existing paper permit has expired. Remember you can change in advance, so you are not left without a valid permit
- We're changing the way we issue parking permits to make our process safe and easier
- We currently issue 100,000 paper permits every year. By changing to virtual permits we are making it easier for residents & staff by removing the need to display it in their vehicle windscreen and helping to prevent risk of parking permit fraud
- Remember when you had to get a tax disc to display in your vehicle windscreen? How much easier is it to just pay and update it online now! We're doing the same with our parking permits, no more paper but going virtual instead

5. Evaluation

- Number of people who have converted
- Overall coverage in internal and external newsletters to stakeholder audiences
- Likes, clicks & overall engagement of how the info was received on social media platforms by audiences
- Metric information from clicks on articles in e-newsletter bulletins
- Gathering feedback from general comments by those affected [if any]
- Gathering feedback via service reports of how the change in service has worked/not worked

Risks and mitigation?

- Negative feedback from residents who are not online and can't access online services easily or via mobile phones [may ask for choice]
- Online technical issues causing delay in applying for permits and risk being fined for parking and not having permit processed in time
- Audience not having received proper notification by either email or post in time for when the services changes
- Communication restricted to just online as Council buildings such as libraries may still be closed as per the pandemic so no info can be posted in these venues [for those customers who are not online and would usually pick up info in these venues]
- Some issues as per the virtual system being rolled out over the following 12 months from May 2021 when there will be a combination of paper and virtual permits in operation until the end of April 2022.

TIMELINE GRID FOR COMMUNICATIONS

20 January 2021 – report goes to cabinet

10 February – goes to cabinet meeting for recommendations to be agreed

March to promote ahead of change in service from May

1 May – new and renewal paper parking permit applications to change to virtual

[More will be added to schedule]

FAQs [compiled by HTP mainly for Council staff]

What is being proposed?

Highways, Traffic and Parking Control are proposing to change all types of existing paper permits to a virtual solution for both internal and external customers.

The virtual solution proposed is called MiPermit provided by Chipside Ltd.

What is MiPermit?

MiPermit is an online solution for all permits that improves the customer experience by enabling self-service giving you the customer full control over your permits.

This means you can renew or make changes such as updating your vehicle from your phone or online at your convenience. Any changes you make are made in real time and are effective immediately.

How do I get MiPermit?

MiPermit is an app you can download from Google Play or the iPhone App Store, or alternatively you can register online to create and administer your account.

If you do not have a smart phone and have no internet access at all, it is possible for Chipside to set up and administer your account on your behalf over the phone.

How does it affect me? [member of staff]

If you have a staff parking permit for any of the car parks you will need to register for MiPermit before renewing. You will no longer be given a paper permit by the Corporate Support team to display in your windscreen the next time you renew.

When will it happen?

All new staff parking permit applications from the 1st May 2021 will be done through the MiPermit app only. All existing permits with an expiry date later than this date will still be valid up until the date of their expiry and must be displayed in your vehicle.

You will be required to change to MiPermit when your existing paper permit expires. You can do this in advance of the expiry date to ensure you are not left without a valid permit.

How will parking officers know I have a permit?

Parking officers will be alerted by their handheld devices you have a valid permit when checking your registration number. This works in the same way as cashless parking does when a customer parks in a Council car park and purchases a parking session through the RingGo virtual solution.

Does this mean I have to pay more?

Moving away from a paper based permits to a virtual solution will not increase any permit prices, including staff permits. It will however improve the customer's ability to manage their own permits and give them more control over their own parking choices.

Customers and Internet Virtual Permits

Customer Process

- Step 1 Apply to facilities manager for permit allocation
 - Step 2 Register for ongoing account (if not registered)
 - Step 3 Confirm valid email address supplied (if first time)
 - Step 4 Choose permit type from authorised list
 - Step 5 Confirm payment (if permit requires payment)
 - Step 6 Receive confirmation text if chosen
- Use account to review all visits, print receipts, print expense claims, manage permit and more

Back Office Process

- Step 1 Customer follows external permit application process
- Step 2 Facilities manager authorises permit allocation
- Step 3 Customer / Manager creates mipermit account
- Step 4 Mipermit system generates validation email
- Step 5 Returned valid email unlocks mipermit account
- Step 6 Mipermit account provides a range of functions
- Step 7 Mipermit contacts facilities permit system
- Step 8 Mipermit processes the permit issue chosen
- Step 9 Mipermit contacts bank authority service (if needed)
- Step 10 Mipermit confirms permit and generates receipt entry
- Step 11 Mipermit master system updates facilities manager
- Step 12 Mipermit customer account updated
- Step 13 Mipermit processes customer payments
- Step 14 Bank authority service transfers money to bank account

Payments

Payments can be routed directly into a parking service provider (eg a local authority) nominated bank account. Alternatively, the payment can be routed into the master mipermit client account. The exact payment route is confidential and specific to the service provider and their automated payments merchant id.

Facilities Management Stay Information

The exact nature of updating the facilities management teams about permits authorised in their location will be agreed with the parking service provider and, if relevant, their enforcement system.

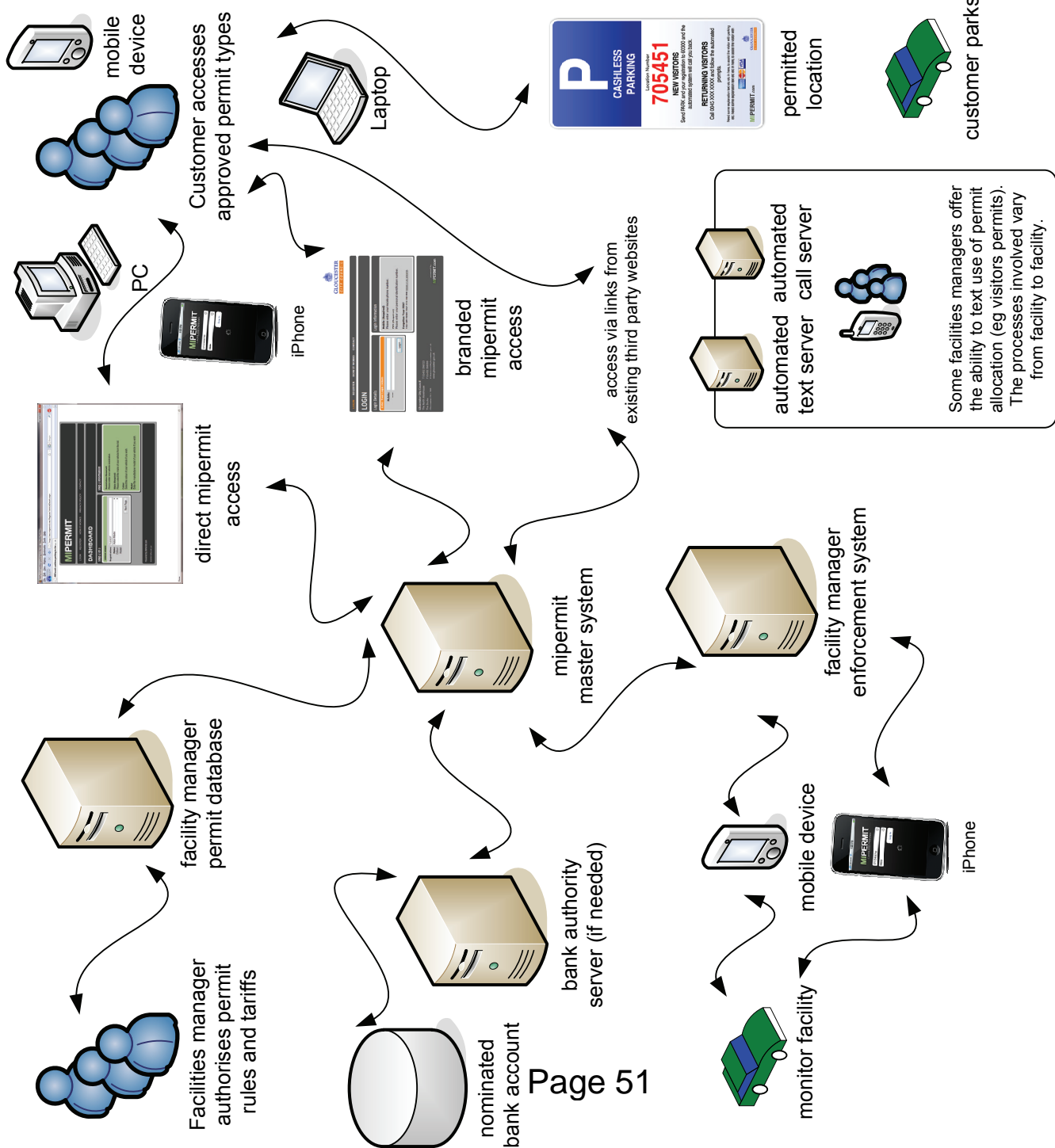
Mipermit Account Holders

For security reasons, customers using the web are asked to validate their email address and to create an account. Customers with an account are presented with a range of permit options that will vary from facility to facility depending on local permit rules.

Customer Support

Our team is available to assist the customer with all aspects of the mipermit service.

MIPERMIT



Virtual Permits Business Process Schematic

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CABINET

17 February 2021

Subject Heading:

**HRA Budget for 2021/2022 and HRA
Major Works Capital Programme 2021/22
– 2025/26**

Cabinet Member

Councillor Joshua Chapman – Lead
Member for Housing

SLT Lead:

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Policy context:

This report presents the HRA Budget recommendations for agreement by Cabinet and recommendations on to Council for consideration and approval.

Financial summary:

The Council is required to set an annual HRA Revenue Budget for 2021/22. This report includes recommendations to agree the HRA revenue spend budget, the rents and other charges, the HRA Major Works Capital Programme, detailed in Appendix 1a and the Business Plan projections as outlined in Appendix 2a and 2b.

Is this a Key Decision?

Yes

Is this a Strategic Decision?

Yes

When should this matter be reviewed?	September 2021
Reviewing OSC	Towns and Communities

The subject matter of this report deals with the following Council Objectives

Communities making Havering	[X]
Places making Havering	[X]
Opportunities making Havering	[X]
Connections making Havering	[X]

SUMMARY

This report sets a budget for the Council's Housing Revenue Account (HRA) and HRA Major Works and Capital Programme. Cabinet received a full update on the HRA Business Plan on the 16th December 2020 and a summary of the key elements is provided in this report.

The HRA is a ring-fenced account that is used to manage and maintain the Council's own housing stock. The proposed budget will enable the Council to manage and maintain the housing to a good standard and provide funding for a significant acquisition, new build and estate regeneration programme. It further sets rents, service charges and other charges for Council tenants and leaseholders for the year 2021/22.

As part of the new regulatory framework for local government housing services, councils are now subject to the Regulator of Social Housing's (RSH) Rent Standard. This has ended the annual 1% reduction that has applied for the past 4 years and re-established the CPI + 1% increase.

In order to change any HRA rent liability, the local authority must notify tenants and give 28 days' notice of any change after the authority has made a properly constituted decision of that change. This means that, following a Cabinet decision on rent levels to be charged in any year, the local authority must write to all tenants to advise them of the new rent liability for the following 12 months.

Should the Cabinet adopt the recommendations, a notification will be sent to tenants in the first week of March 2021, to make the new charge effective from the first week of April 2021.

RECOMMENDATIONS

That Cabinet:

- 1 Approve the Housing Revenue Account Budget as detailed in paragraph 3.4.
- 2 Agree that the rents chargeable for tenants in general needs Council properties owned by the London Borough of Havering be increased by 1.5% from the week commencing 5th April 2021.

Cabinet - 17 February 2021

- 3 Agree that the rents chargeable for tenants in supported housing Council properties, such as sheltered housing and hostels, owned by the London Borough of Havering, are increased by 1.5% from the week commencing 5th April 2021
- 4 Agree the four rent-free weeks for 2021/22 are: week commencing 23rd August 2021, the two weeks commencing 20th and 27th December 2021, and the week commencing 28th March 2022.
- 5 Agree that service charges and heating and hot water charges for 2021/22 are as detailed in paragraph 2.10 of this report.
- 6 Agree that charges for Houses in Multiple Occupation (HMO) leased and managed by the Council (General Fund) are set at the LHA applicable on the 5th April 2021.
- 7 Agree that charges for garages should be increased by 1.5% in 2021/22 as detailed in paragraph 2.7 of this report.
- 8 Agree that the service charge for the provision of intensive housing management support in sheltered housing for 2021/22 shall be as detailed in paragraph 2.20 of this report.
- 9 That Members consider the options for the Supported Housing Charge for HRA Hostels as detailed in paragraph 2.24
- 10 Agree that the Careline and Telecare support charge should be increased by 1.5% for 2021/22 as detailed in paragraph 2.22 of this report.
- 11 Approve the HRA Major Works Capital Programme, detailed in Appendix 1a of this report and refer it to full Council for final ratification.
- 12 Approve the HRA Capital expenditure and financing for the 12 Sites Joint Venture and other acquisition and regeneration opportunities detailed in section 4 and Appendix 1b of this report and refer it to full Council for final ratification.

REPORT DETAIL

1. BACKGROUND

- 1.1 This report sets out what HRA income the Council has available to spend on housing, the current HRA financial position and the proposed spending plans for 2021/22.
- 1.2 The regulation of social housing has changed as a result of the Grenfell Tower disaster and the Housing Green Paper of 2019. The Government has instructed the Regulator of Social Housing to take a more proactive role in the implementation of the standards and quality of management of council housing. The Housing White Paper has set out a “Charter for Social Housing Residents” that aims to improve the way that residents engage with their landlords. The Government has also implemented a new rent standard for all social housing and issued guidance to local authorities on the implementation of this standard.

- 1.3 The Council recognises that there is a need for good quality affordable homes, especially for vulnerable residents such as the elderly, those on low income and first-time buyers, and has set out its ambition to meet these needs by using resources generated through the Housing Revenue Account Business Plan. The formula for setting social rent should enable registered providers, including councils, to set rents at a level that allows them to meet their obligations to their tenants, maintain their stock (to at least Decent Homes Standard) and continue to function as financially viable organisations.
- 1.4 However, there are many influences on the resources available to the HRA. These are all identified and quantified within the HRA Business Plan (HRA BP). The Business Plan is composed of various income and expenditure lines. Some of the lines are under the complete control of the Council, whilst some are affected by market conditions, government policy and legislation.
- 1.5 The lines in the business plan that have a direct impact on the income into the HRA BP include:
- Any capping of Local Housing Allowance (LHA) levels.
 - Rent policy regarding supported housing rents.
 - Service charge recovery.
- 1.6 The lines in the business plan which affect the levels of expenditure in the HRA BP include:
- Planned maintenance to existing stock.
 - Responsive repairs costs to existing stock.
 - Delivery of new build homes.
 - Staffing costs.
 - Financing costs of the borrowing in the HRA.
 - Losses from bad debts, voids etc.
- 1.7 In November 2020 the Government published its long-awaited Housing White paper entitled “Charter for Social Housing Residents”. The key elements of this that will impact on the HRA are:
- Building Safety and maintaining homes:
 - A strengthened role of the existing Regulator of Social Housing (RSH) in consumer regulation and safety with links to the new Building Safety Regulator.
 - Social landlords must identify a nominated person responsible for Health & Safety
 - A consultation is being launched on the fitting of smoke alarms and carbon monoxide alarms to be followed by consultation on improved measures for electrical safety
 - There will be a review of the Decent Homes Standard which may impact on the standard to which we maintain our homes.
 - Regulator of Social Housing / Consumer Standards:
 - A new suite of performance indicators are proposed focusing on tenant satisfaction. Tenants must be able to compare their landlord’s performance.
 - Social landlords must also identify a senior person responsible for ensuring compliance with consumer standards
 - The “serious detriment test” will be removed and the existing cap on fines for breaches of regulations will be lifted. There will be a new code of practice on the consumer standards and inspection regime of inspections of landlords by

the Regulator every 4 years to ensure compliance. Whether these inspections will form part of a new in-depth assessment process that will include local authorities for the first time.

2. INCOME

2.1 Rents

2.2 The previous Government required Councils to reduce rents by 1% against July 2015 levels for four years. This reduced the rental income available to the HRA over the four years of the reduction by just below £8m. This significantly reduced the income in the business plan model by £68m over 10 years and this loss can never be recovered. Since 2020/21, the HRA has reverted to the original rent setting formula of up to CPI +1% for 5 years. CPI for September 2020 was 0.5% so the rent increase for 2021/22 will be 1.5%. The council does have discretion to set a lower rent however, given the increase comes after 4 years of rent cuts, it is recommended to implement the maximum increase allowed. This provides certainty for rents in council housing up to 2025.

2.3 Following the implementation of Universal Credit new social housing rents caps at LHA levels was introduced in 2019/20 to replace "limit rents". In Havering, the LHA levels for each bedroom size is above the levels of the 2021/22 social rents and so there is no impact on the HRA BP. Future announcements on LHA levels may have a future impact and this will be kept under review and reported annually as part of the rent setting report.

2.4 The 2021/22 average weekly rent, applying the 1.5% increase to all General Needs properties and Sheltered Housing units is £100.49. Individually, the average weekly rent for the General Needs properties is £101.46 and £86.01 for the sheltered housing.

2.5 The rent charged to hostel residents will be increased in line with new general needs rents for 2021/22 - 1.5%.

2.6 Garages

2.7 It is proposed to increase the level of charges for garages in 2021/22 by 1.5%. There are currently a range of charges for garages within the high, medium and low demand bands. Over one third of our garages have low rates of occupancy. This is due to a combination of poor condition and low marketability. There is significant investment needed to bring the buildings and sites up to a good standard that will enable better utilisation of these assets and increase revenue whilst at the same time improving the amenities for residents. The increased charges will enable revenue to be raised to carry out a number of much needed improvements and support a review of the garages and parking arrangements. This issue is one of our tenants' key priorities. The increase means that the average charge for a high-demand garage will be £15.57 per week (£15.34 in 2020/21), £14.51 per week (£14.29 in 2020/21), for a medium demand garage and £11.29 per week (£11.12 in 2020/21) for a low-demand garage.

2.8 Service charges

- 2.9 The aim of the Council is to recover the costs of providing a service. We also ensure that the services tenants and leaseholders receive deliver value for money. There will continue to be a regular programme of reviews of services to make sure we deliver value to tenants and leaseholders.
- 2.10 The basis for calculation of service charges, to ensure full recovery of the cost of the service, is accepted practice where landlords are able to fully justify the cost base and calculation method and conforms to our legal requirements. It also maintains equality of charging between leaseholders and tenants. On that basis, the service charges and heating and hot water charges for 2021/22 are detailed in the following table with a comparison with the costs for the current year.

Service Charges	2020/21 Weekly charge (£)	2021/22 Weekly charge (£)
Caretaking	4.97	3.85
Internal Block Cleaning	2.74	3.80
Bulk Refuse Collection	0.71	0.96
CCTV - Mobile Service	0.76	
CCTV - Static Service	1.70	1.70
Housing Enforcement Services (incl. mobile CCTV)	1.12	1.18
Door Entry	0.32	0.32
Grounds Maintenance	4.64	4.64
TV access	1.82	1.86
Heating	5.60	5.74
Heating and Hot Water	8.99	9.28

2.11 Caretaking, Internal Block Cleaning & Bulk Refuse Collection

- 2.12 The realignment of the work of Estates and Resident Services budgets has increased the weekly rate chargeable for Internal Block Cleaning and Bulk Refuse Collection, whilst reducing Caretaking costs. This equates to a 2% increase in the weekly charge for these three combined services.

2.13 Enforcement Services

- 2.14 Housing service has completed a service level agreement with the Enforcement Service, which is subject to an annual review and will ensure that housing residents receive an enhanced service and good value for money. The proposed increase of 5% represents the first increase in three years and enables the council to achieve full cost recovery of service delivery cost.

2.15 Communal Electricity

- 2.16 From 2021/22 this charge will be applied to tenants in the same way that it has been applied to leaseholders. Charges are based on the usage and cost per block. It is estimated that the average weekly charge for tenants will be £1.36 per week.

2.17 Sheltered Intensive Housing Management Charge

- 2.18 The sheltered housing service directly supports residents in schemes and in their homes. A recent review of service charges has shown that the service charge needs to reflect the full cost of providing the service. Therefore, charges in relation to Sheltered Intensive Housing Management service will increase from £11.04 to £13.80. This has been capped so the increase does not exceed 25% in line with previous commitments.

Service Charges	2020/21 Weekly charge (£)	2021/22 weekly charge without the 25% cap (£)	2021/22 weekly charge capped @ 20% (SC) & 25% (SIHM). (£)
Sheltered Cleaning	8.75	10.48	10.48
Sheltered Intensive Housing Management	11.04	16.00	13.80

2.19 Service charges – Careline and Telecare support

- 2.20 It is proposed that the Careline and Telecare service charges will be increased by 1.5% for 2021/22 as detailed below:

Service	2020/2021 Weekly charge (£)	2021/2022 Weekly charge (£)
Careline – sheltered tenants	5.00	5.08
Careline – community users	5.35	5.43

Service	2020/2021 Weekly charge (£)	2021/22 Weekly charge (£)
Telecare – base unit plus two sensors	7.76	7.88
Additional Telecare sensor	1.28	1.30

- 2.21 These charge compare favourably with other boroughs who provide a comparable service as shown in the table below.

Borough	Careline Charge (£)
Croydon	13.70
Islington	8.54
Portsmouth	8.79

2.22 Hostels in the HRA

- 2.23 There are two hostels in the housing revenue account. Following a review of service charges we have moved to ensure that the charges meet the full recovery of costs. The service provides security and facilities across 24-hour coverage.

Additional Hostel Support

Service	2020/21 Weekly charge (£)	Full cost recovery 2021/22 Weekly charge (£)
Hostels - Additional Staffing Support (ASS)	16.60	24.90
Hostels – Service Charges (HSC)	34.47	51.70

3. THE HRA BUDGET 2020/21

- 3.1 The major expenditure from the HRA Business Plan is the investment in existing stock or the capital programme. The level of expenditure is controlled by each local authority and is dependent on the investment levels in the Asset Management Strategy (AMS). During 2020/21, the council carried out a new stock condition survey, the results of which have informed investment decisions in the new Asset Management Strategy.
- 3.2 As detailed in the AMS, this level of expenditure allows decent homes levels to be maintained and all health and safety requirements to be met. In order to meet the decent homes target, planned expenditure on new kitchens, bathrooms and electrical systems remain at previous levels.
- 3.3 As the main level of income to the HRA BP comes from rents, it is imperative that the number of rental properties is maximised. The current HRA BP expects to lose 65 properties per year through RTB and other stock due to regeneration. This reduces rental income by around £0.172m per year, assuming a full year loss of income per property. Rent loss will also be incurred from the loss of properties through the regeneration programme. These losses have been factored into the business plan income projections.

3.4 Proposed HRA Budget 2021/22

	2020-21 Final Budget	2021-22 Final Budget	Variance
Income and Expenditure		£	£
Income			
Dwelling rents	(46,149,190)	(46,480,130)	(330,940)
Garages	(326,280)	(332,080)	(5,800)
Charges for services and facilities - Tenants	(5,803,830)	(6,243,160)	(439,330)
Charges for services and facilities - Leaseholders	(1,574,340)	(1,597,960)	(23,620)
Shared ownership	(142,530)	(267,670)	(125,140)
Other	(844,140)	(844,140)	-
Total Income	(54,840,310)	(55,765,140)	(924,830)
Expenditure			
Repairs and maintenance	7,216,180	8,229,960	1,013,780
Supervision and management plus recharges	24,630,010	24,812,600	182,590
Depreciation and impairment	16,590,400	16,590,400	-
Debt management costs	47,820	47,820	-
Bad debt	665,000	665,080	80
Total Expenditure	49,149,410	50,345,860	1,196,450
Net cost of HRA services	(5,690,900)	(5,419,280)	271,620
Interest payable and similar charges	7,075,000	7,756,350	681,350
Interest and investment income	(64,810)	(64,810)	-
Surplus or deficit for the year on HRA services	1,319,290	2,272,260	952,970
Statement on movement of HRA balances			
Surplus or deficit for the year on HRA services	1,319,290	2,272,260	952,970
Capital expenditure funded by the HRA	1,917,000	8,000,000	6,083,000
Reversal of impairment charge	(7,285,720)	(7,285,720)	-
Net (income)/Expenditure	(4,049,430)	2,986,540	7,035,970
HRA balance brought forward	(9,832,421)	(13,695,608)	
Business Plan estimate of 2020/21 surplus	(3,863,187)		
Net (income)/Expenditure		2,986,540	
HRA balance carried forward	(13,695,608)	(10,709,068)	

3.5 Depreciation & Impairment

- 3.6 Depreciation is the decline in the value of assets over time due to wear and tear. The Housing Revenue Account receives an annual charge, but an adjustment is also made for the same amount to the Major Repairs Reserve. This can be used to fund capital expenditure, or to pay off debt.

- 3.7 Impairments are reductions/increases in the book value of capital assets, compared with their market value. In accounting for these annual entries, the Housing Revenue Account is allowed to reverse these amounts out to the Capital Adjustment Account, removing the impact on the HRA. The impairment is only realised if the asset is sold.

4. Capital programme

4.1 Sites Joint Venture Funding

- 4.2 The remaining provisions for expenditure below relate to the 12 sites joint venture proposals. A report on the revised Havering and Wates Regeneration Joint Venture (HWR JVLLP) Business Plan and Budget 2021/2022, is to be presented to Cabinet on 17th March 2021. One of the provisional recommendations on this report is:

That Cabinet agree:

Agree and Endorse the inclusion of a budget of £102.2m equity for the scheme together with a budget of £58.7m for potential land acquisition/CPO costs within the proposed HRA capital programme that will be considered by Cabinet in February 2021 in the annual rent setting and Capital Strategy and Programme report and this is recommended to Council for final approval in February 2021

- 4.3 The update of the HWR JVLLP business plan has significant financial implications for the Housing Revenue Account and Capital Programme. The gross capital requirement for the scheme is £512.3 million to deliver 1,552 units of affordable housing. HRA Borrowing for the scheme is set to peak at £304.757 million. At scheme completion, scheme borrowing is projected to fall to £269.678 million.
- 4.4 The following summarises the potential key changes that have been incorporated into the latest refresh of the HWR JVLLP Business Plan and Opportunity Site Assessments.

4.5 Napier New Plymouth

- 4.6 In response to the adverse impact on viability linked to the first COVID 19 lockdown, Cabinet approved on 5 August 2020, the recommendation to progress the development of Napier New Plymouth as a 100 per cent Council scheme, at a cost of £57.370 million, an increase of £20.812 million over the original budget set aside for the scheme.
- 4.7 The 71 units earmarked for private sale by HWR LLP, are to be taken under Council ownership. These units have been provisioned for disposal as shared ownership to qualifying households, thereby increasing the affordable housing from 126 to 197 units on the scheme.
- 4.8 The gross budget will be funded by a combination of initial disposal receipts, grant, equity repayments from HWR LLP and borrowing. The scheme falls within the existing GLA 16-21 Affordable Housing Programme.
- 4.9 Farnham Hildene, Chippenham Road, Hostel & Medical Centre

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- 4.10 A review of the approach to regeneration in the Harold Hill area was undertaken. The review encompassed the regeneration of Farnham, Hildene and Chippenham Road, along with the delivery of a new Hostel and Medical Centre in the area. A report detailing the outcome of the review is presented elsewhere on this Cabinet agenda.
- 4.11 Farnham and Hildene, and the Hostel are to be progressed under a Council led option. Farnham and Hildene was originally earmarked for delivery by the 12 Estates joint venture with Wates. However, following a review, including consideration of the Reprovision of the commercial offering on the site, it was determined a Council led option would present the most viable option.
- 4.12 A HRA capital budget of £192.817 million was approved to progress the Council led elements, Farnham & Hildene and the Hostel, including £28.3 million to assemble the site. The medical centre would be funded from General Fund capital resources.
- 4.13 The review also concluded to maintain the delivery of the Chippenham Road site under the existing joint venture arrangements with Wates. A HRA capital budget of £45.139 million has been set aside to progress the development, within the dedicated HWR budgets.
- 4.14 The gross budget will be funded by a combination of sale receipts, grant, equity repayments from HWR LLP and borrowing. HRA Borrowing for the overall scheme is set to peak at £105.406 million. Grant is provisionally assumed for the Farnham Hildene and Chippenham Road sites at the rates specified in existing 16-21 GLA Affordable Homes programme. However, the scheme is likely to fall within scope of the new GLA 2021-26 Affordable Housing Programme and could be subject to change.

4.15 Bridge Close – Council Direct Delivery

- 4.16 Cabinet approved the recommendation to acquire the interests of the private sector partner, FB BCR LLP on 16 September 2020. Cabinet subsequently approved the future delivery arrangements of the scheme on 16 December 2020. Under the approved arrangements, the Council would fund and deliver all phases of the regeneration of Bridge Close, funded via the appropriate use of the Housing Revenue Account.
- 4.17 The arrangements would maintain the existing plans for the scheme, which would deliver 1,070 new homes, of which up to 50 per cent would be affordable. In addition, the scheme would deliver a school, health hub both of which would be funded from General Fund resources, along with commercial/retail space. The scheme would deliver up to 535 HRA affordable homes, with 106 affordable rented units, utilising 1-4-1 RTB funding. The remaining 429 units are earmarked for low-cost home ownership.
- 4.18 Cabinet approved the provision of a gross HRA capital budget of £431.676 million to progress the scheme, to fund site assembly, construction, and the repurposing of the existing Council investment in BCR LLP.
- 4.19 The gross budget will be funded by a combination of sale receipts, grant, equity repayments from BCR LLP and borrowing. HRA Borrowing for the scheme is set to

peak at £234.485 million, including £11.454 million of existing borrowing transferred from the General Fund. At scheme completion, scheme borrowing is projected to fall to £110.202 million.

4.20 Next Phase Development

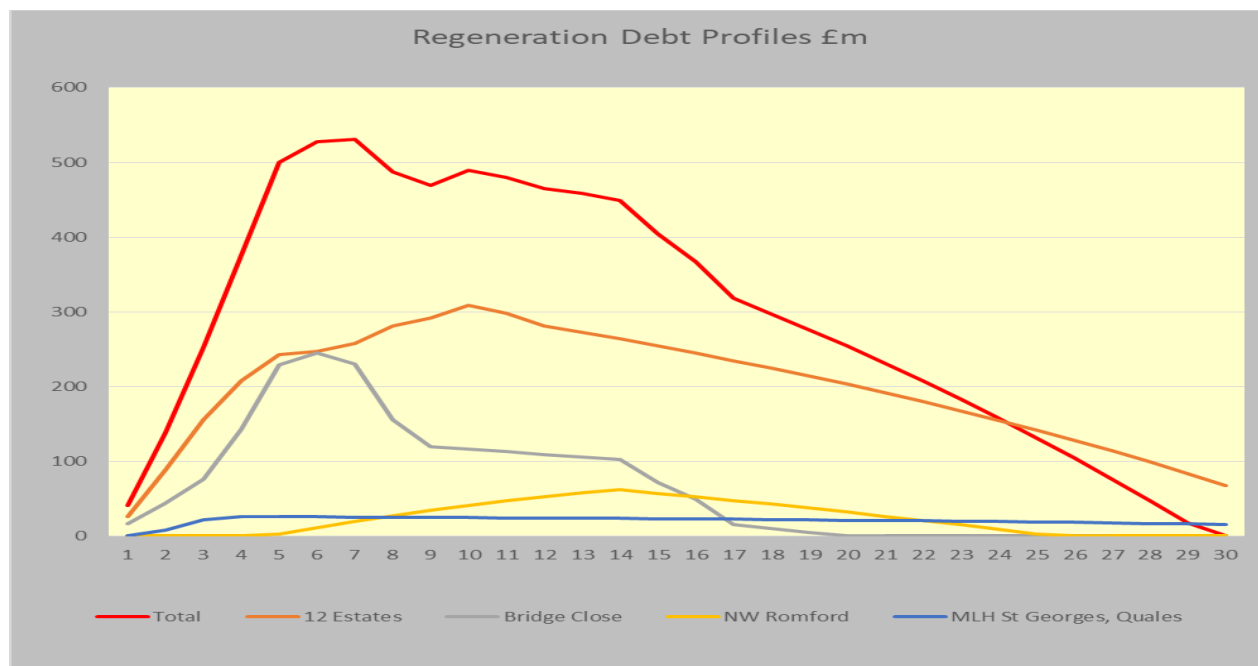
- 4.21 It is proposed that the HRA will purchase the shared ownership and social rent properties in later years. This will be subject to review of the HRA Business Plan and any necessary approvals by Cabinet and/or Council of the revised Housing Capital Programme. A provisional sum of £152m has been reflected in the business plan in anticipation of progression of such schemes.

4.22 St Georges and Quarles

- 4.23 Cabinet approved the acquisition of land and properties on the St Georges Hospital site. The development would provide 36 units of affordable housing (14 affordable rent, 22 shared ownership). A gross HRA capital budget of £9.928 million has been set aside, including fees and Stamp Duty Land Tax. The gross budget will be funded by a combination of initial disposal receipts, GLA grant, and HRA borrowing.
- 4.24 A further £13.040 million, including SDLT has been set aside to progress the acquisition of 34 units of affordable housing on the Quarles development. The scheme would be led by Mercury Land Holdings and is incorporated in its current Business Plan. The gross budget will be funded by a combination of initial disposal receipts, GLA grant, and HRA borrowing.
- 4.25 Grant is provisionally assumed for the Quarles site at the rates specified in existing 16-21 GLA Affordable Homes programme. However, the scheme is likely fall within scope of the new GLA 2021-26 Affordable Housing Programme and could be subject to change.

Scheme Name	Years of deliver	No. of units	Total HRA borrowing requirements
Napier New Plymouth	2020-2023	197	£48m
Solar Serena Sunrise	2021-2023	134	£27m
Waterloo Estate	2022-2030	556	£91M
Council Buy-back scheme including regen	2020-2030		£43M
Farnham & Chippenham Road including the new Family Welcome & Assessment Centre	2022-2331	685	£105M
Bridge Close	2020-2028	535	£110M
St Georges Hospital Quarles	2020- 2024	87	£28M

- 4.26 The graph below shows specifically the financial impact of the various schemes to the HRA, if long-term borrowing is assumed at 2%.



5.0 Major Works Budget – HRA 2020/21 – 2024/25 major works resources and proposed spend.

- 5.1 The council has carried out a stock condition survey during 2020 to assess the investment needs of the current housing stock. This has been based on surveys of a sample of properties and the analysis of the data held on the council's asset management system. Appendix 1a sets out proposed the investment needs for the stock over the next 30 years. In principle, the investment in existing stock should be funded through revenue contributions to capital rather than borrowing as the investment maintains the value of the asset rather than creating an asset.

- 5.2 This initial 30-year plan will be used to as the basis on which to support and develop our new Asset Management strategy which will include our continued approach to Decent Homes and the impending Decent Homes 2, our approach to assessing the performance of our stock and investment decisions and the need to digitalise and future proof our properties.

It will also importantly determine our ongoing approach and commitment to providing the safest homes possible and the most energy efficient and start us on the journey to a net carbon zero housing portfolio.

- 5.3 The table shows spend broken down by some core themes including our statutory requirements in maintaining the Decent Homes standard for both internal elements (kitchens, bathrooms, heating etc.) and external elements (roofs, wall finished, and windows and doors), this level of spend will maintain our near 100 decent home compliance position.

- 5.4 Total expenditure in the stock over the 30-year plan period is £509m and this includes £18m for fire related works and £75m to reduce the carbon emissions from

the stock, significant further work is continuing to determine the scope, extent and types of works are required in these areas.

- 5.5 We have included monies for the refurbishment of our garage sites, which will help address void issues and bring sites back into use. These monies will be used to improve the access where possible, refurbish the hard standings and improve lighting and security where possible.
- 5.6 We acknowledge that our housing stock does not always match the demand profile of our residents, especially in regard to larger family properties. As part of the asset management strategy being developed, we will consider how we can better match the need through active asset management and have therefore included monies to undertake extensions, infills, rooftop development or loft conversions where possible.
- 5.7 We have also included monies to support the refurbishment of properties to support residents moving from regeneration sites, this will support the enabling approach of the 12 sites programme.
- 5.8 Also included are the ongoing projects such as the estate improvement works and Hitchin Close balconies project which are all on site and will be concluded during 21/22. This includes the final phase of the sheltered housing refurbishments which will add a number of lifts to these properties, both improving accessibility for residents and improving desirability to support lettings.

6.0 Repairs, Maintenance and Compliance Budgets

- 6.1 We have undertaken a comprehensive review of our repairs, voids, maintenance and compliance budgets to ensure they adequately reflect current and future needs. This shows an increase in budget requirement from previous years, the growth being a reflection of changing requirements, under budgeting in previous years and programmes moving from capital to revenue.
- 6.2 We have included sufficient monies to continue to address our compliance regimes, both to support our current approaches and to address the future requirements flowing from the Building Safety Bill and Regulatory Reform (Fire Safety) Order, including the likely need for a bi-annual check of all fire doors and improved building safety information.
- 6.3 We have also included specific budgets for other compliance areas, over and above the core six areas which will help ensure we meet all of our statutory duties as a landlord and comply with the Regulator of Social Housing consumer standards. Included is the budget required for a full asbestos survey of our domestic properties which will help us with improved risk management of homes. Additionally, monies are allocated to provide third party assurance on compliance going forward.
- 6.4 The ongoing requirement for risk assessments, principally around fire and legionella has been included in our revenue budgets, previously these had been capitalised as they drove the initial capital works programmes to bring our properties up to the relevant requirements, going forward the required resurveys should only identify day to day repair issues.

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- 6.5 Budgets have been included the provision of additional cyclical programmes of work, including gutter and drain clearance and cyclical decorating programmes. These programmes will allow us to proactively manage our stock and move from a predominantly responsive service to a more planned approach, which will improve the service for our customers, and provide better long-term value for money.
- 6.6 The addition of pro-active cyclical programmes will also ensure we minimise legal disrepair claims, reduce the cost of both managing the claims and any compensation and helping to reduce some of the inherent issues which arise when these programmes are stopped, such as leaks from guttering and damp issue, This in turn will help to reduce complaints from our customers.
- 6.7 We are also in the process of procuring our new repairs and maintenance contracts, which will start in late 2021. Tender prices have increased over the life of the previous contract and with the additional Covid-19 risk it is likely that we will see increased prices for the delivery of the service and this is reflected in the revised budgets.
- 6.8 The build-up of repairs and maintenance costs is comparable to costs of other organisation as provided by Savills and does include reasonable contingencies to reflect market uncertainties and potential legislation changes in the future.

7.0 30-year Business Plan 2020/21 to 2049/50

- 7.1 Attached at Appendix 2a and 2b are extracts from the reworked HRA 30-year Business Plan financial model. Year 1 of the business plan is based on the 2020/21 budget.
- 7.2 The plan for the HRA is based on keeping a minimum of £10m in working balances and using current reserves above this figure to invest in the major works programme. It has been assumed that all available resources over and above those required for revenue spend, payment of interest on debt and maintaining reserves at £10m, are available for major works, for as long as the stock condition survey requires it.
- 7.3 The Business Plan projections are based on the following assumptions:
- Voids and bad debts
The assumptions of void losses at 2% and bad debts at 1.41% are consistent throughout the plan and in line with other authorities.
 - Inflation
Management, maintenance, service costs and charges are all inflated at 2% pa at the assumed CPI rate and therefore aligned with rent increases in the medium to longer-term.
 - Operating costs
Operating costs cover such items as staffing costs and responsive repairs. Havering's costs are below average however an assumption has been made of a growth 0.5% in year 20/21 and then CPI per year with an adjustment for stock numbers.

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- **Stock Numbers**

As at 31st March 2020, the stock numbers were 9,128 tenanted properties. Stock loss is assumed Right to Buys losses of 65 in 20/21 and 50 pa thereafter plus 580 properties lost due to regeneration schemes. Increase in stock due to regeneration and acquisitions are based on the numbers set out in paragraph 4.25.

- **Interest rates**

All new borrowing for development and refinancing of existing loans if they cannot be fully repaid within the plan has been set at 2.0%. At the time of writing, LBH anticipate being able to access borrowing at lower rates following the recent government consultation which proposed discounted levels if borrowing for the purposes of housing and regeneration.

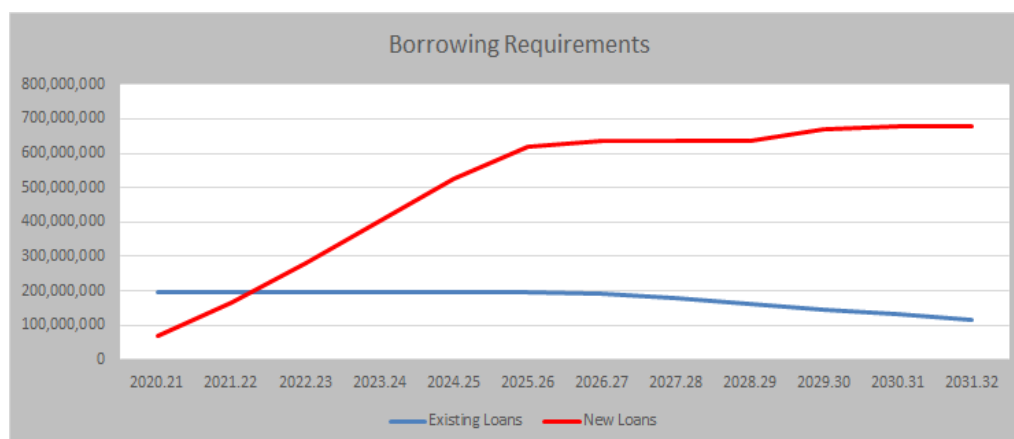
- **Minimum Reserve Balance**

The minimum balance for the HRA needs to be determined and the existing level of £10 million has been applied in this model.

7.4 In October 2018 the Government announced the immediate removal of the HRA borrowing cap (from 29th October 2018). This means the Council can borrow against the HRA assets to fund new development as long as the prudential borrowing rules are followed. The Business Plan assumes borrowing of £500m over and above the current £196m treasury debt. The borrowing is against the following projects, some of which is funded by HRA reserves, land and reinvestment of capital receipts.

Scheme	Capital £m
12 Estates	336
Bridge Close	345
Next Phase Development	20
HRA Acquisitions Fund	10
Welcome Centre	16
Total	727

7.5 The HRA continues to increase borrowing until 2033/34, at which point the debt peaks at £847m with total additional borrowing of £625m.



CFR = Capital Finance Requirement

- 7.6 From 2030/31, the HRA debt remains at £679m and the annual cost of servicing this debt is £17m against a rental income of £89m. This is because the debt is made up of long-term loans that are not repaid until after the 30-year plan. There is enough income to cover the cost of debt but to note gross debt levels are over seven times the total income levels.
- 7.7 The Business Plan makes provision for the repayment of some of treasury debt. It would be prudent, in future Business Plans, once projects have been completed, to make provision to reduce debt levels. This level of debt needs to be sustainable in the long term and supported through the Council's Treasury Management policy.

8 CONCLUSION

- 8.1 The Self-Financing Business Plan extracts (Appendix 2a and 2b) show that the Council is able to maintain and improve its stock and provide good quality housing services over the next 5 years. The Housing Revenue Account budget, which is set out in this report is designed to maintain a good level of service and inject further resources into a programme of major investment in the housing stock that will maintain the Homes Standard of existing housing stock and provide significant funding for wide-ranging estate regeneration programmes. The long-term implications of this investment needs to be assessed when considering the viability and affordability of future investments.

REASONS AND OPTIONS

Reasons for the Decision

The Council is required to set the housing rent, service charges and a budget in accordance with the Local Government and Housing Act 1989 and set a budget that is not in deficit.

Alternative Options Considered

There are no alternative options in so far as setting a budget is concerned. However, there are options in respect of the various elements of the budget. These are considered in preparing the budget and cover such things as the rent and service charge increases, budget growth and major works programme proposals. The rationale for the levels of investment and levels of charges are contained within the body of this report.

IMPLICATIONS AND RISKS

Financial implications and risks:

HRA Revenue

This report largely concerns the financial implications and risks concerning the setting of the HRA budget for 2020/21 and the revision of the figures for the 30-year Business Plan.

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The HRA is sufficiently robust to generate a minimum estimated annual working balance reserve of £10m at the end of 2020/21 and for the following 3 years.

In addition to £10m reserves on the HRA, there is a bad and doubtful debt provision of £3.326m.

HRA Investment Capital Budget

Appendix 1a sets out the Major Works Programme 2020-21. This is funded from resources available for housing expenditure, which is summarised in the table below: -

Year	1	2	3	4	5	6
Financial Year	2020.21	2021.22	2022.23	2023.24	2024.25	2025.26

HRA CAPITAL PROGRAMME

Financed by...

Major Repairs Reserve	-31,034,664	-9,304,680	-9,304,680	-9,480,294	-9,659,419	-9,842,128
RTB receipts (Allowable Debt)	-1,459,779	-1,065,039	-1,072,644	-1,080,265	-1,073,930	-1,067,468
1-4-1 receipts	-10,290,122	-5,289,929	-6,886,501	-5,938,864	-6,015,002	-4,374,861
Other receipts and grants	-45,364,338	-4,828,727	-35,208,266	-26,660,604	-62,705,592	-66,844,871
Revenue contributions	-1,917,000	-8,796,247	-3,223,267	-5,104,068	-1,874,826	-14,466,470
HRA borrowing	-68,728,849	-113,684,883	-119,044,516	-119,385,315	-123,763,767	-89,398,398
Capital financing	-158,794,752	-142,969,505	-174,739,874	-167,649,409	-205,092,537	-185,994,195

The capital programme incorporates the HRA capital funding requirements for the 12 Estates HWR JVLLP and sets aside sufficient capital resources to fund the acquisition of 321 affordable dwellings (30% affordable) from the Bridge Close HWR JVLLP. These commitments will require the Council (HRA) to borrow an additional £523m by the close of 2024/25.

Risks

Legal implications and risks:

Under Part VI of the Local Government and Housing Act 1989, any local authority that owns more than 200 units of housing stock is obliged to maintain a Housing Revenue Account. The HRA is a record of revenue expenditure and income in relation to an authority's own housing stock. The items to be credited and debited to the HRA are prescribed by statuteⁱ. It is a ring-fenced account within the authority's General Fund, which means that local authorities have no general discretion to transfer sums into or out of the HRA.

By section 76 of the Local Government and Housing Act 1989, the Council is required in January and February each year to prepare, and make available for public inspection, proposals relating to the income of the authority from rents and other charges, expenditure in respect of repair, maintenance, supervision and management of HRA property and other prescribed matters. The proposals should be made on the best assumptions and estimates available and should be designed to secure that the housing revenue account for the coming year does not show a debit balance. The report sets out information relevant to these considerations.

Section 76 also places a duty on local housing authorities: (a) to ensure that the annual budget for their HRA avoids a deficit; (b) to review and if necessary, revise that budget from time to time and (c) if it seems that an end-of-year deficit may occur, to take all reasonably practicable steps to avoid it. The proposed HRA budget fulfils these requirements.

The report seeks approval for major investment estimates in relation to a variety of schemes. In compliance with Section 151 of the Local Government Act 1972, the Council has in place Financial Regulations and Financial Procedures that provide appropriate arrangements for the approval of major works estimates. The various major works schemes must be capable of being carried out within the Council's statutory powers. To the extent that the details of the schemes appear from the body of the report, it does appear that the proposed works meet this requirement. In particular the maintenance and repair of dwellings may be considered consistent with the Council's repairing obligations under Sections 9Aⁱⁱ and 11 of the Landlord and Tenant Act 1985.

The regulator may under section 194(2A) of the Housing and Regeneration Act 2008 set standards for registered providers requiring them to comply with specified rules about their levels of rent (and the rules may, in particular, include provision for minimum or maximum levels of rent or levels of increase or decrease of rent).

The Equality Act 2010 requires the Council to have due regard to the public sector equality duty when carrying out its functions and have due regard to the need to eliminate discrimination and advance equality of opportunity. They must also show they have carried out an Equality Impact Assessment in reaching such decisions as introducing charges to tenants.

Human Resources implications and risks:

There are no HR implications arising from this report.

Equalities implications and risks:

The Public Sector Equality Duty (PSED) under section 149 of the Equality Act 2010 requires the Council, when exercising its functions, to have due regard to:

- (i) the need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010.
- (ii) the need to advance equality of opportunity between persons who share protected characteristics and those who do not, and;
- (iii) foster good relations between those who have protected characteristics and those who do not.

Note: 'Protected characteristics' are: age, sex, race, disability, sexual orientation, marriage and civil partnerships, religion or belief, pregnancy and maternity and gender reassignment.

The Council is committed to all of the above in the provision, procurement and commissioning of its services, and the employment of its workforce. In addition, the Council is also committed to improving the quality of life and wellbeing for all Havering residents in respect of socio-economics and health determinants.

An equalities impact assessment has been carried out. Of note, central government influences rent levels and the rent increases proposed within this report will be affordable to households on welfare benefits. Furthermore, best practice and guidance dictates that service charges should be set at a level that covers the cost of providing the service to which the charge relates. Therefore, the Council cannot operate in an unfettered way within regard to the rents and service charges it sets. That said, the Council has examined the proposals in this report from an equalities perspective.

60% of council tenants are in receipt of Housing Benefit. The proposed rents and service charges eligible for housing benefit are within the housing benefit caps for Havering, therefore those in most financial hardship, which can include particular minority groups, will be protected.

The investment in new homes through the HRA will benefit those in housing need in the borough and will therefore have a positive impact on households with protected characteristics.

The Council will monitor the impact of the increase across protected characteristics. We will ensure that anyone affected by the increase has equal access to advice and information in relation to income maximisation should they be unable to meet their rent/service charge liabilities. We will follow the guidelines set out in the income maximisation policy. The EIA will be updated in 6 months with information provided through the monitoring process and if required further activity will be undertaken to mitigate any adverse impact.

BACKGROUND PAPERS

APPENDICES

Appendix 1a – Draft 2021/22 – 2025/26 HRA Major Works Capital

Works	2021/22	2022/23	2023/2024	2024/25	2025/26	Total
Decent Homes Works - Internals	£4,045,667	£4,045,667	£4,045,667	£4,045,667	£4,045,667	£20,228,335
Decent Homes Works - External	£3,443,299	£3,966,699	£3,390,567	£3,414,912	£3,439,744	£17,655,220
Environment Improvement Works	£3,094,291	£2,754,291	£2,801,291	£2,308,431	£2,315,714	£13,274,020
Energy Saving works	£3,025,280	£2,025,280	£4,000,280	£6,000,280	£10,000,280	£25,051,400
Garages and garage site Work	£1,184,142	£634,142	£634,142	£634,142	£634,142	£3,720,710
Residents Safety Related Works	£7,427,600	£7,598,716	£7,712,850	£7,121,459	£7,413,113	£37,273,738
Stock alignment	£1,217,400	£1,162,500	£1,162,750	£1,163,005	£1,150,000	£5,855,655
Professional Support Services	£1,075,000	£1,045,000	£1,015,000	£921,500	£921,500	£4,978,000
Unidentified Asset Works	£200,000	£200,000	£200,000	£200,000	£200,000	£1,000,000
Regeneration void costs	£500,000	£500,000	£500,000	£500,000	£500,000	£2,500,000
Capitalisation of Salaries	£717,000	£717,000	£717,000	£717,000	£717,000	£3,585,000
Leaseholder Works	£873,260	£873,260	£873,260	£873,260	£3,069,158	£6,562,198
Multi-Disciplinary Team	£450,000	£450,000	£450,000	£450,000		£1,800,000
Total	£27,252,939	£25,972,555	£27,502,808	£28,349,657	£34,406,318	£143,484,276

Appendix 1b - 2021/22 – 2025/26 HRA Regeneration and Acquisition Programme.

	2021.22	2022.23	2023.24	2024.25	2025.26
	£m	£m	£m	£m	£m
<u>12 Estates Budgets</u>					
Partner Loan (Cash)	2.796	11.601	7.614	3.927	6.293
Partner Loan (Land)	0.000	4.867	0.753	0.168	0.047
12 Estates / 10k Shared Own	9.990	6.660	0.116	0.401	0.000
12 Estates / 10k Rented	22.078	37.968	32.313	31.004	19.860
Forward Funding 12 Estates	11.256	20.889	14.603	18.047	21.367
<u>12 Estate - Other</u>					
Regeneration Acq (Buy Backs 12 Ests)	4.219	1.677	2.131	1.823	4.245
Tenant Compensation (12 Estates)	0.767	0.725	0.725	0.725	0.302
Demolition 12 Estates	5.403	2.451	0.000	0.000	0.000
<u>Bridge Close</u>					
Partner Loans (B) Cash (Bridge Close / 10k)	17.130	0.000	0.000	0.000	0.000
Forward Funding Bridge Close	5.265	27.650	74.214	115.221	81.714
Bridge Close Acquisitions	7.464	16.669	0.000	0.000	0.000
<u>Other Schemes</u>					
HRA New Build Programme	2.986	1.150	0.000	0.000	0.000
Next Phase Development	0.000	0.000	0.000	4.068	11.416
St Georges, Quarles	3.925	6.282	2.650	0.000	0.000
Welcome Centre	2.439	8.928	4.783	0.000	0.000
HRA Acquisitions	20.000	0.000	0.000	0.000	0.000
Total HRA Regeneration Schemes	115.717	147.517	139.902	175.384	145.244

Appendix 2a: Draft HRA Projections from Business Plan - Years 1-10.

Year	1	2	3	4	5	6	7	8	9	10
Financial Year	2020.21	2021.22	2022.23	2023.24	2024.25	2025.26	2026.27	2027.28	2028.29	2029.30

HRA 30 YEAR SUMMARY

Dwelling rents	45,699,668	46,749,905	47,169,856	48,922,770	50,936,309	55,419,977	57,513,599	60,946,930	62,982,481	64,658,749
Non-dwelling rents	326,280	332,080	338,722	345,496	352,406	359,454	366,643	373,976	381,456	389,085
Service charge income	7,390,380	7,841,120	7,997,942	8,157,901	8,321,059	8,487,480	8,657,230	8,830,375	9,006,982	9,187,122
Other income and contributions	1,002,200	1,111,810	1,727,250	5,575,589	3,296,075	15,896,539	6,877,440	8,033,070	10,780,730	14,071,041
Total income	54,418,528	56,034,915	57,233,769	63,001,755	62,905,849	80,163,450	73,414,913	78,184,350	83,151,649	88,305,997
Repairs & maintenance	7,242,350	8,540,060	8,908,277	9,554,511	9,278,878	10,150,797	10,424,529	10,735,304	10,968,243	11,185,562
Management (incl RRT)	24,861,760	25,072,100	25,622,094	26,222,450	26,953,381	27,916,069	28,731,370	29,603,230	30,339,422	31,044,342
Bad debts	656,911	665,082	471,906	489,667	506,525	552,095	569,229	603,910	624,321	641,059
Dwelling Depreciation	9,304,000	9,304,680	9,304,680	9,480,294	9,659,419	9,842,128	10,038,970	10,239,750	10,444,545	10,653,436
Debt management	47,820	47,820	48,776	49,752	50,747	51,762	52,797	53,853	54,930	56,029
Total costs	42,112,841	43,629,742	44,355,734	45,796,673	46,448,951	48,512,851	49,816,895	51,236,048	52,431,461	53,580,427
Net income from services	12,305,686	12,405,174	12,878,036	17,205,083	16,456,898	31,650,599	23,598,018	26,948,303	30,720,187	34,725,570
Interest payable	-6,994,185	-7,782,466	-10,059,352	-12,444,990	-14,838,485	-17,260,812	-18,905,337	-18,773,910	-17,921,568	-17,477,274
Interest income	468,686	528,681	605,583	548,996	465,533	289,985	437,900	449,268	570,549	466,376
Net income/expenditure before appropriate	5,780,187	5,151,388	3,424,267	5,309,088	2,083,947	14,679,773	5,130,581	8,623,661	13,369,169	17,714,672
Set aside for debt repayment	0	0	0	0	0	0	0	-8,224,992	-12,311,303	0
Revenue contributions to capital	-1,917,000	-8,796,247	-3,223,267	-5,104,068	-1,874,826	-14,466,470	-4,913,012	0	0	-18,492,043
Net HRA Surplus/Deficit	3,863,187	-3,644,858	201,000	205,020	209,120	213,303	217,569	398,669	1,057,865	-777,370
HRA Balance brought forward	9,831,671	13,694,858	10,050,000	10,251,000	10,456,020	10,665,140	10,878,443	11,096,012	11,494,681	12,552,547
HRA surplus/(deficit)	3,863,187	-3,644,858	201,000	205,020	209,120	213,303	217,569	398,669	1,057,865	-777,370
HRA Balance carried forward	13,694,858	10,050,000	10,251,000	10,456,020	10,665,140	10,878,443	11,096,012	11,494,681	12,552,547	11,775,177

Appendix 2b: Draft HRA Capital Investment Requirement Projection from Business Plan

Year	1	2	3	4	5	6	7	8	9	10
Financial Year	2020.21	2021.22	2022.23	2023.24	2024.25	2025.26	2026.27	2027.28	2028.29	2029.30

HRA CAPITAL PROGRAMME

Stock capital investment	28,935,932	27,252,939	25,873,982	27,747,598	29,709,010	36,420,664	30,222,937	30,768,440	31,394,602	32,427,128
Other Improvements	0	0	0	0	0	0	0	0	0	0
Development/Acquisition	83,060,041	73,866,511	80,058,116	42,717,995	38,020,554	40,152,502	35,606,379	39,867,601	45,297,652	45,128,624
Demolition	19,495,000	21,923,770	52,010,622	88,817,068	133,268,278	103,081,529	77,783,888	25,750,033	23,507,366	22,675,768
Other Regeneration	27,303,778	19,926,285	16,797,154	8,366,748	4,094,694	6,339,500	12,635,787	12,185,661	15,409,299	6,548,029
Capital programme	158,794,752	142,969,505	174,739,874	167,649,409	205,092,537	185,994,195	156,248,991	108,571,735	115,608,918	106,779,550
Scheduled Debt Repayment	0	0	0	0	0	0	0	0	0	0

Financed by...

Major Repairs Reserve	-31,034,664	-9,304,680	-9,304,680	-9,480,294	-9,659,419	-9,842,128	-10,038,970	15,481,173	-6,716,790	-10,653,436
RTB receipts (Allowable Debt)	-1,459,779	-1,065,039	-1,072,644	-1,080,265	-1,073,930	-1,067,468	-1,060,876	-1,054,153	-1,047,295	-1,040,301
1-4-1 receipts	-10,290,122	-5,289,929	-6,886,501	-5,938,864	-6,015,002	-4,374,861	-2,081,962	-413,661	-432,328	-214,640
Other receipts and grants	-45,364,338	-4,828,727	-35,208,266	-26,660,604	-62,705,592	-66,844,871	-121,508,539	-122,585,094	-107,412,505	-46,108,602
Revenue contributions	-1,917,000	-8,796,247	-3,223,267	-5,104,068	-1,874,826	-14,466,470	-4,913,012	0	0	-18,492,043
HRA borrowing	-68,728,849	-113,684,883	-119,044,516	-119,385,315	-123,763,767	-89,398,398	-16,645,631	0	0	-30,270,529
Capital financing	-158,794,752	-142,969,505	-174,739,874	-167,649,409	-205,092,537	-185,994,195	-156,248,991	-108,571,735	-115,608,918	-106,779,550

Equality & Health Impact Assessment (EqHIA)

Document control

Title of activity:	HRA Budget & Business Plan 2021/22
Lead officer:	Patrick Odling-Smee, Director of Housing
Approved by:	Patrick Odling-Smee, Director of Housing
Date completed:	27 th January 2020
Scheduled date for review:	Annual

Did you seek advice from the Corporate Policy & Diversity team?	No
Did you seek advice from the Public Health team?	No
Does the EqHIA contain any confidential or exempt information that would prevent you publishing it on the Council's website?	No

Please submit the completed form via e-mail to EqHIA@haverling.gov.uk thank you.

1. Equality & Health Impact Assessment Checklist

Please complete the following checklist to determine whether or not you will need to complete an EqHIA and ensure you keep this section for your audit trail. If you have any questions, please contact EqHIA@havering.gov.uk for advice from either the Corporate Diversity or Public Health teams. Please refer to the Guidance in Appendix 1 on how to complete this form.

About your activity

1	Title of activity	HRA Budget & Business Plan 2020/21
2	Type of activity	This report recommends the capital and revenue budgets for the council owned housing stock for 2020/21 and the invest in housing for the next 30 years.
3	Scope of activity	<ol style="list-style-type: none"> 1. Approve the Housing Revenue Account Budget as detailed in paragraph 3.5. 2. Agree that the rents chargeable for tenants in general needs Council properties owned by the London Borough of Havering be increased by 1.5% from the week commencing 5th April 2021. 3. Agree that the rents chargeable for tenants in supported housing Council properties, such as sheltered housing and hostels, owned by the London Borough of Havering, are increased by 1.5% from the week commencing 5th April 2021 4. Agree the four rent-free weeks for 2020/21 as being: week commencing 23rd August 2021, the two weeks commencing 20th and 27th December 2021, and the week commencing 28th March 2022. 5. Agree that service charges and heating and hot water charges for 2021/22 are as detailed in paragraph 2.10 of this report. 6. Agree that charges for Houses in Multiple Occupation (HMO) leased and managed by the Council (General Fund) are set at the LHA applicable on the 5th April 2021. 7. Agree that charges for garages should be increased by 1.5% in 2021/22 as detailed in paragraph 2.7 of this report. 8. Agree that the service charge for the provision of intensive housing management support in

		<p>sheltered housing for 2021/22 shall be as detailed in paragraph 2.15 of this report.</p> <p>9. That Members consider the options for the Supported Housing Charge for HRA Hostels as detailed in paragraph 2.20</p> <p>10. Agree that the Careline and Telecare support charge should be increased by 1.5% for 2021/22 as detailed in paragraph 2.18 of this report.</p> <p>12. Approve the HRA Major Works Capital Programme, detailed in Appendix 1a of this report and refer it to full Council for final ratification.</p> <p>13. Approve the HRA Capital expenditure and financing for the 12 Sites Joint Venture and other acquisition and regeneration opportunities detailed in section 4.0 and Appendix 1b of this report and refer it to full Council for final ratification.</p>		
4a	Are you changing, introducing a new, or removing a service, policy, strategy or function?	No		
4b	Does this activity have the potential to impact (either positively or negatively) upon people (9 protected characteristics)?	Yes	If the answer to <u>any</u> of these questions is 'YES', please continue to question 5.	If the answer to <u>all</u> of the questions (4a, 4b & 4c) is 'NO', please go to question 6.
4c	Does the activity have the potential to impact (either positively or negatively) upon any factors which determine people's health and wellbeing?	Yes		
5	If you answered YES:	Please complete the EqHIA in Section 2 of this document. Please see Appendix 1 for Guidance.		
6	If you answered NO:			

Completed by:	Patrick Odling-Smee, Director of Housing
Date:	27 th January 2021

2. The EqHIA – How will the strategy, policy, plan, procedure and/or service impact on people?

Background/context:

The HRA remains a ring-fenced account that is used to manage the Council's own housing stock. The proposed budget will enable the Council to manage the stock to a good standard, maintain the existing stock to the Decent Homes standard and provide funding for a significant new build and estate regeneration programme. It further sets rents, service charges and other charges for Council tenants and leaseholders for the year 2021/22.

The Council recognises that there is a need for good quality affordable homes, especially for vulnerable residents such as the elderly, those on low income and first time buyers, and has set out its ambition to meet these needs by using resources generated through the Council's Housing Revenue Account Business Plan. The formula for setting social rent should enable registered providers to set rents at a level that allows them to meet their obligations to their tenants, maintain their stock (to at least Decent Homes Standard) and continue to function as a financially viable organisation.

Consultation has taken place with tenants and leaseholders through the Consultation panels held in January 2021. Formal notification will be sent out to tenants giving 4 week notice of the increases. Tenants on housing benefit will have their payment adjusted automatically. Those on UC will have to notify the DWP to increase their payments. Separate letters are going out to tenants on UC. Financial and welfare benefits advice is available to all tenants.

Who will be affected by the activity?

Tenants and leaseholders of the council stock and occupants of temporary accommodation owned or leased by the council.

Protected Characteristic - Age: Consider the full range of age groups

Please tick (✓)
the relevant box:

Positive

Overall impact:

Overall impact:

The majority of council tenants are of working age in Havering. A

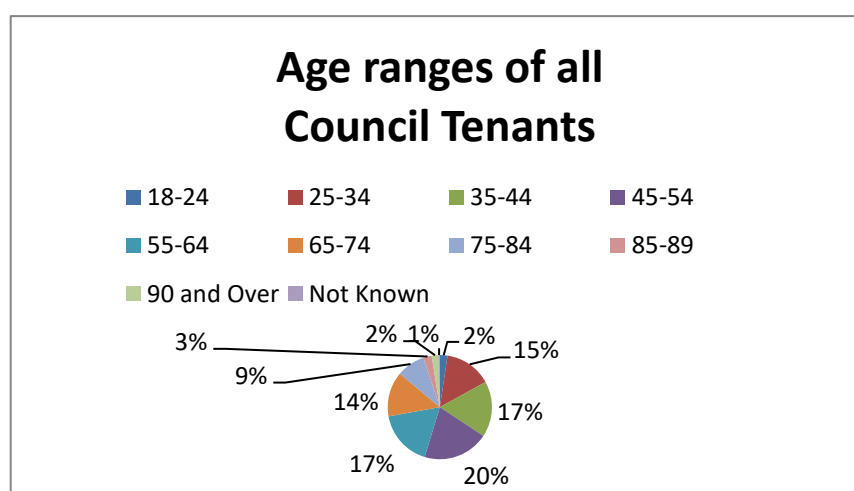
Neutral		<p>quarter of all council tenants in the Borough are of pension age. As of 8th November 2017, 55% of council tenants currently receive either a full or partial award of Housing Benefit among both working age and pension age tenants. Housing Benefit or Universal Credit payments will cover or reduce the impact for many tenants, although for benefit purposes, heating and water charges are exempt and tenants are expected to pay these costs themselves. The council also collects these water charges on behalf of the Water Authority which reduces the cost to the residents.</p>
Negative	✓	<p>The remaining 45% of tenants will be responsible for meeting all of their rent and service charge costs. The biggest impact is likely to be on low income working households and pensioner households whose income and savings respectively take them above the Housing Benefit threshold.</p> <p>To mitigate the impact of any increases in service charges, a cap of 25% has been applied to the increase of supported housing service charges. Hostel services charges are either going to be capped at 15% or rise by 50% to cover the full cost. While tenants will be paying a fuller contribution towards the costs of these services, any increases genuinely reflect and are required to meet the actual cost of providing these services. The services have been reviewed and they do provide value for money.</p> <p>We recognise that the increase in service charges could potentially impact negatively on tenants who are not in receipt of Housing Benefit. The decision to increase Telecare and Careline costs may affect those residents who self-fund this service. These services enable tenants to stay in their homes for longer. Allowing the tenant to maintain their independence. There is the potential consequence that affected tenants may withdraw their subscription to this scheme. The costs are similar or lower than those charged in other London boroughs.</p> <p>All tenants regardless of their age who are affected by the increase in service charges will be notified of the specific changes to their service charges and will be provided with information and guidance for money and debt advice.</p> <p>Housing services has a dedicated resource in our Financial Inclusion and Welfare Benefit team who can provide advice and support to assist tenants to manage this increase in service charges. This applies to all tenants whether in general needs or supported housing accommodation.</p> <p>Housing Services' will advise tenants to make welfare benefits claims and to refer tenants to sources of support. To this end, as part of 'business as usual', details of the increase in service charges will be included in the end of year rent statement sent out to tenants. We will also include information on Housing Services' pages on the Havering website, the tenant magazine 'At the Heart' and in any direct contact our officers have with tenants.</p>

On request, Housing Services can provide this information in an appropriate format according the needs of the tenant.

Evidence:

The estimated population of the London Borough of Havering is 252,783¹. Havering has the oldest population in London, with a median age of approximately 40 years old². Households are mainly composed of pensioners or married couples with dependents. It is projected that the largest increases in population will occur in children (0-17 years) and older people age groups (65 years and above), up to 2030³.

Table 1: Breakdown of Age groups among Council Tenants (November 2017)



Among current council tenants, working age tenants (18-64 years) are the predominant age group, making up 72% of all council tenants, while pension age tenants (64-90+) make up just over a quarter (28%) of all council tenants⁴.

Sources used:

2016 Mid-year Estimates of Population (Office of National Statistics) Published June 2017

Census 2011; Office for National Statistics (ONS); Produced by Public Health Intelligence

Projected Population Growth by Age: 2014 Round Strategic Housing Land Availability Assessment (SHLAA) Based Projections (GLA)

Housing Service Diversity Report – November 2017

Protected Characteristic - Disability: Consider the full range of disabilities; including physical mental, sensory and progressive conditions

Please tick (✓) the relevant box:

Positive

Neutral

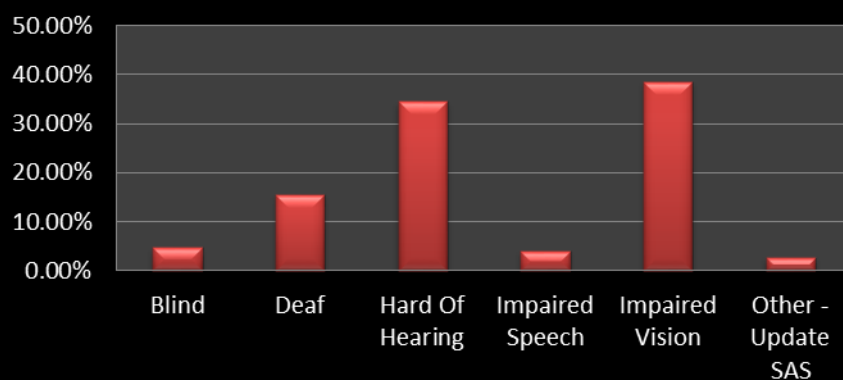
Negative

Overall impact:

There will be some disabled people on low incomes who may find that the rent and service charge increases may cause them financial difficulties, particularly those who may have income or savings which are just above the threshold to qualify for Housing Benefit. Tenants within this protected characteristic who receive a full or partial award of Housing Benefit or UC may find that this covers or reduces the impact of the increase in service charges.

		<p>To minimise the effect of any increase in service charges, the Council have applied a cap of 25% on all service charges. Tenants will be paying a fuller contribution towards the costs of these services and the increase genuinely reflects, and is required to meet, the actual cost of providing this service.</p> <p>We recognise that any increase in rent and service charges could potentially impact negatively on tenants who are not in receipt of Housing Benefit. The decision to increase Telecare and Careline costs may affect those tenants who self-fund this service. These services enable tenants to stay in their homes for longer allowing them to maintain their independence. There is the potential consequence that tenants withdraw their subscription to this scheme. The charges are similar or below those charged by other boroughs.</p> <p>Housing Services has a dedicated resource in our Financial Inclusion and Welfare Benefit team who can provide advice and support to assist tenants to manage this increase in service charges. This applies to all tenants whether in general needs or sheltered housing accommodation.</p> <p>Information on the increase in rent and service charges will be made accessible to disabled people. To this end, details of the increase in service charges will be included in the end of year rent statement sent out to tenants. We will also include information on Housing Services' pages on the Havering website, the tenant magazine 'At the Heart' and in any direct contact our officers have with tenants.</p> <p>On request, Housing Services can provide this information in an appropriate format according the needs of the tenant.</p>
<p>Evidence:</p> <p>According to the latest ONS Annual Population Survey (Jan 2014-Dec 2014), 18% of working age people living in Havering have disclosed that they have a disability or long term illness. This is a similar proportion to England (19%).</p> <p>According to Diversity data from Housing Services' most recent report November 2017, 18% of Council Tenants have declared that they have a physical disability. It is worth noting that this is a self-declaration of disability and not measured through any recognised receipt of disability related state benefits received or certification from a medical practitioner.</p> <p>From the same diversity data, 3% of residents declared that they had a sensory disability.</p> <p>Any adverse impact or effect on tenants with a disability will be negated by our communications with tenants which will signpost tenants to our Financial Inclusion and Welfare Benefits teams. The team will offer advice to tenants about income maximisation and signpost, where appropriate, to other sources of support and assistance.</p> <p style="text-align: center;">Percentage of Council Tenants with a Sensory Disability</p>		

Sensory Disability of residents



According to Diversity data from Housing Services' most recent report May 2018, 2% of Council Tenants have declared that they have a sensory disability. It is worth noting that this like physical disability, this is a self-declaration of disability and not measured through any recognised receipt of disability related state benefits received or certification from a medical practitioner. It may be that the percentage of Council Tenants with a sensory disability is genuinely closer to that observed in the most recent census.

Sources used:

ONS Annual Population Survey – January – December 2014
Housing Service Diversity Report – November 2017

Protected Characteristic - Sex/gender: Consider both men and women

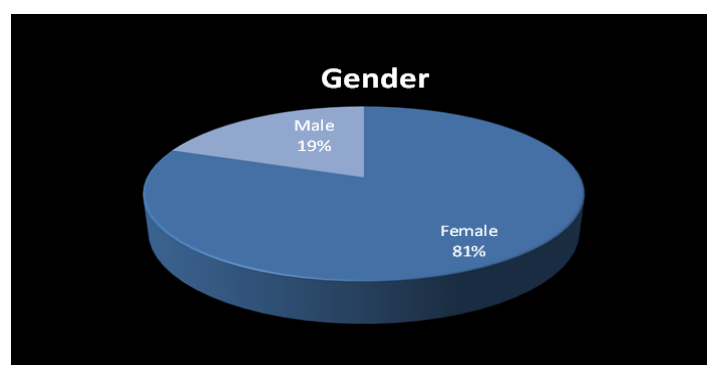
Please tick (✓) the relevant box:		Overall impact:
Positive		<p>The demographic profile of Havering council tenants indicates that an increase in service charges is more likely to affect woman rather than men. Many of these tenants will be the heads of single parent families who may be in lower paid/lower income jobs. The decision to increase rent and service charges might cause an increased financial burden on some of our vulnerable tenants, regardless of gender, when considered alongside other elements of welfare reform.</p> <p>Tenants within this protected characteristic who receive a full or partial award of Housing Benefit or UC may find that this covers or reduces the impact of the increase in rent and service charges. While they will still be responsible for meeting the service charges for heating and water charges.</p> <p>To minimise the effect of any increase in service charges, the Council have applied a cap of 25% on supported housing service charges. Tenants will be paying a fuller contribution towards the costs of these services and the increase genuinely reflects, and is required to meet, the actual cost of providing this service.</p> <p>We recognise that any increase in rent and service charges could</p>
Neutral		
Negative	✓	

potentially impact negatively on tenants who are not in receipt of Housing Benefit or UC. Housing services has a dedicated resource in our Financial Inclusion and Welfare Benefit team who can provide advice and support to assist tenants to manage this increase in service charges. This applies to all tenants whether in general needs or sheltered housing accommodation.

To this end, details of the increase in rent and service charges will be included in the end of year rent statement sent out to tenants. We will also include information on Housing Services' pages on the Havering website, the tenant magazine 'At the Heart' and in any direct contact our officers have with tenants.

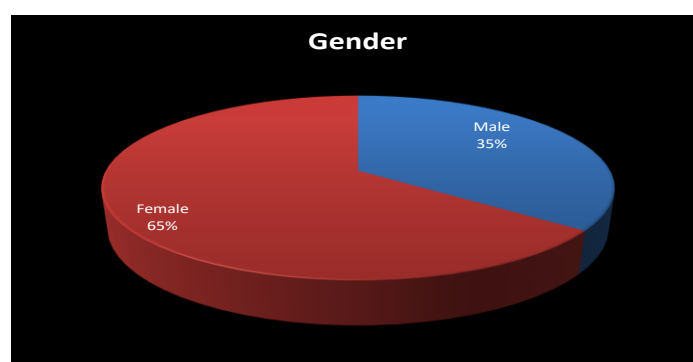
Evidence:

Percentage of women and men on the Housing Register (August 2018)



Data from the current Housing Register shows that there are more female applicants on the Housing Register compared to male applicants at present, (81% female to 19%). This is a significant increase compared to the current percentage of female to male council tenants within the current council stock.

Percentage of women to men with current council tenancies



Current demand on the Housing Register shows that this trend is likely to remain with more female to male applicants seeking social housing. It therefore stands that if there were any adverse effect it would more likely impact on women.

Sources used:

Diversity Report from OHMS – May 2018
Housing Register Diversity Report – August 2018

Protected Characteristic - Ethnicity/race: Consider the impact on different ethnic groups and nationalities

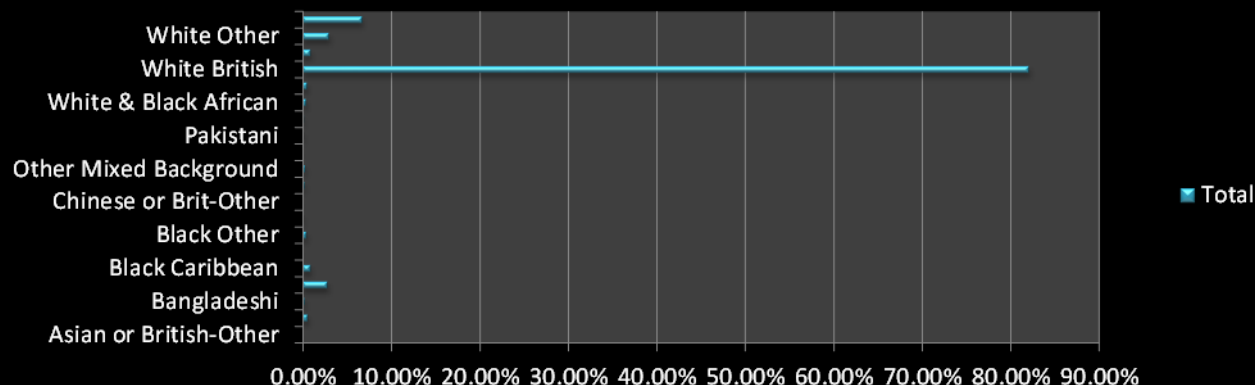
<i>Please tick (✓) the relevant box:</i>		<p>Overall impact:</p> <p>Tenants within this protected characteristic who receive a full or partial award of Housing Benefit or UC may find that this covers or reduces the impact of the increase in rent and service charges. While they will still be responsible for meeting the service charges for heating and water charges, these charges have been reduced for 2018/19.</p> <p>We recognise that the increase in service charges could potentially impact negatively on tenants who are not in receipt of Housing Benefit or UC. Housing Services has a dedicated resource in our Financial Inclusion and Welfare Benefit team who can provide advice and support to assist all affected tenants to manage this increase in service charges. This applies to all tenants whether in general needs or sheltered housing accommodation.</p> <p>To this end, details of the increase in rent and service charges will be included in the end of year rent statement sent out to tenants. We will also include information on Housing Services' pages on the Havering website, the tenant magazine 'At the Heart' and in any direct contact our officers have with tenants.</p> <p>Any potential impact to this protected characteristic group is thought to be minimal and will be managed through translation services where necessary. These resources are available to the Council as part of its daily business which will ensure that tenants, whose first language is not English receive the help and support which they may need.</p>
Positive		
Neutral		
Negative	✓	

Evidence:

Havering is one of the most ethnically homogenous places in London, with 83% of its residents recorded as White British, higher than both London and England. About 90% of the Borough population were born in the United Kingdom.

Ethnicity of all Council Tenants

Ethnicity of all Council Tenants



82% of current Council Tenants are of White British Origin, with White other (3%) and Black African (3%) making the largest cohort groups of other ethnicities among current tenants.

Sources used:

Census 2011; Office for National Statistics (ONS); Produced by Public Health Intelligence Diversity Report from OHMS – May 2018

Protected Characteristic - Religion/faith: Consider people from different religions or beliefs including those with no religion or belief

Please tick (✓) the relevant box:

Positive

Neutral

Negative

Overall impact:

There is insufficient data to suggest that an increase in rent and service charges will have any greater or lesser effect on the grounds of a tenant's faith or religious beliefs. There is a deficit within our data on this protected characteristic with 32% of our tenants preferring not to say or where we have been unable to record this information. A further 30% of our tenants stated that they did not have a faith or religious belief.

All tenants regardless of their religion or faith who are affected by the increase in service charges will be notified of the specific changes to their service charges and will be provided with information and guidance for money and debt advice.

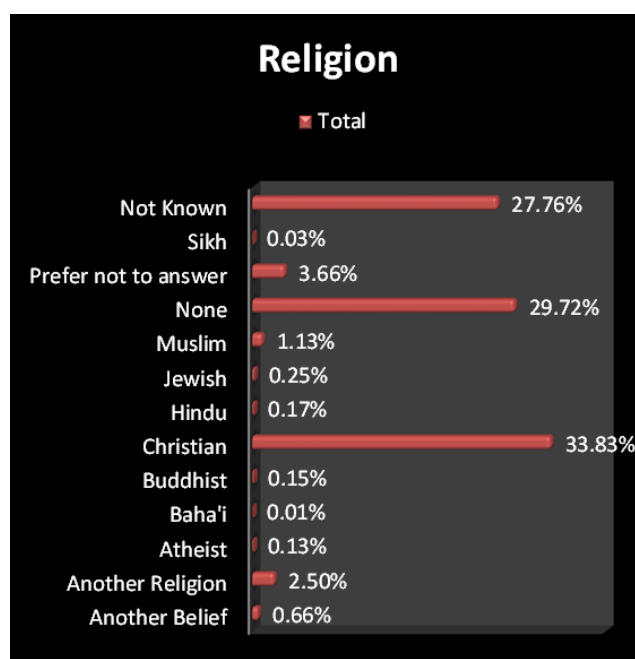
Housing Services has a dedicated resource in our Financial Inclusion and Welfare Benefit team who can provide advice and support to assist tenants to manage this increase in service charges. This applies to all tenants whether in general needs or supported housing accommodation.

Housing Services' will advise tenants to make welfare benefits claims and to refer tenants to sources of support. To this end, details of the increase in rent and service charges will be included in the end of year rent statement sent out to tenants. We will also include information on Housing Services' pages on the Havering website, the tenant magazine 'At the Heart' and in any direct contact our officers have with

tenants.

Evidence:

Religious Beliefs of all Council Tenants



The majority of current Council Tenants who provided this information have indicated that they follow the Christian faith, 31% have not provided this information while 30% have indicated that they do not have a particular religious or faith belief.

However, the Service recognises that as the demographics of the Borough and London are changing, the variety of religious beliefs and faiths among our tenants will widen.

Sources used:

Housing Services Diversity Report – November 2018

Protected Characteristic - Sexual orientation: Consider people who are heterosexual, lesbian, gay or bisexual

Please tick (✓) the relevant box:

Positive	
Neutral	✓
Negative	

Overall impact:

Although Housing Services has very limited data available, we have been unable to identify where the increase in service charges will have a disproportionate impact on this protected characteristic

Sexuality is not relevant to the majority of housing services, with the exception of tackling harassment, hate crime or domestic abuse.

The increase in rent and service charges will be applied to tenants regardless of their sexual orientation. The increase will not have a disproportionate effect on the ground of this protected characteristic.

Housing Services has a dedicated resource in our Financial Inclusion and Welfare Benefit team who can provide advice and support to assist tenants to manage this increase in service charges. This applies to all tenants whether in general needs or supported housing accommodation.

		<p>Housing Services' will advise tenants to make welfare benefits claims and to refer tenants to sources of support. To this end, details of the increase in rent service charges will be included in the end of year rent statement sent out to tenants. We will also include information on Housing Services' pages on the Havering website, the tenant magazine 'At the Heart' and in any direct contact our officers have with tenants.</p> <p>On request, Housing Services can provide this information in an appropriate format according to the needs of the tenant.</p> <p>Housing Services would benefit from a better understanding of service take up by all service users. This information can then be provided to management so that they can have a clear picture of need, and therefore take appropriate action to plan services. It is anticipated that once Housing Services new IT system is embedded, we will be able to do so.</p>
Evidence: There is a deficit in the data held on the sexual orientation of residents within the Borough.		
Sources used: There is insufficient data on this protected characteristic.		

Protected Characteristic - Gender reassignment: Consider people who are seeking, undergoing or have received gender reassignment surgery, as well as people whose gender identity is different from their gender at birth		
Please tick (✓) the relevant box:		Overall impact: There is no qualitative or quantitative data to suggest that the increase in Rent and Service Charges would have a greater or lesser effect on people from this protected characteristic
Positive		
Neutral	✓	
Negative		<p>Housing Services would benefit from a better understanding of service take up by all service users. This information can then be provided to management so that they can have a clear picture of need, and therefore take appropriate action to plan services. It is anticipated that once Housing Services new IT system is embedded, we will be able to do so.</p> <p>Gender reassignment is not relevant to the majority of housing services, with the exception of tackling harassment, hate crime or domestic abuse.</p> <p>The increase in rent and service charges will be applied to the tenant regardless of any protected group they may belong to. The increase will not have a disproportionate effect on the ground of this protected characteristic.</p>

		<p>Tenants within this protected characteristic who receive a full or partial award of Housing Benefit may find that this covers or reduces the impact of the increase in service charges.</p> <p>We recognise that the increase in rent and service charges could potentially impact negatively on tenants who are not in receipt of Housing Benefit. Housing Services has a dedicated resource in our Financial Inclusion and Welfare Benefit team who can provide advice and support to assist all affected tenants to manage this increase in service charges. This applies to all tenants whether in general needs or sheltered housing accommodation.</p> <p>Housing Services' will advise tenants to make welfare benefits claims and to refer tenants to sources of support. To this end, details of the increase in rent and service charges will be included in the end of year rent statement sent out to tenants. We will also include information on Housing Services' pages on the Havering website, the tenant magazine 'At the Heart' and in any direct contact our officers have with tenants.</p>
Evidence: <p>There is a deficit in the data held on residents who have undergone or are undergoing gender reassignment. In a similar vein to the protected characteristic of sexual orientation, there is a reticence among residents and tenants to disclose this information.</p> <p>We recognise that this is an elective process on the part of the tenant and Housing Services will respect the confidence given to our officers when a tenant discloses this information to us.</p>		
Sources used: <p>No data is currently available concerning this protected characteristic</p>		

Protected Characteristic - Marriage/civil partnership: Consider people in a marriage or civil partnership		
Please tick (✓) the relevant box:		Overall impact:
Positive		There is no qualitative or quantitative data to suggest that the policy would have a greater or lesser effect on people on account of their marital status
Neutral	✓	
Negative		<p>The marital status of residents does not have any impact on the management and delivery of Havering's housing services. Evidence of marriage or civil partnership holds use only to enable officers to determine if a person has the right to succeed a tenancy when their partner passes away.</p> <p>It is thought that this policy will not have any negative impact on persons within this protected characteristic.</p>

Evidence: We do not collate data on the marital status of council tenants, only at the point of entry on to the Housing Register and this information can become unreliable and invalid over time.
Sources used: No data is currently available concerning this protected characteristic.

Protected Characteristic - Pregnancy, maternity and paternity: Consider those who are pregnant and those who are undertaking maternity or paternity leave		
Please tick (✓) the relevant box:		Overall impact:
Positive		An impact on this protected characteristic may be more likely as tenants within this group may be on a lower income, particularly where they are receiving maternity/paternity leave pay or benefits.
Neutral		Tenants within this protected characteristic who receive a full or partial award of Housing Benefit may find that this covers or reduces the impact of the increase in rent and service charges.
Negative	✓	<p>Tenants within this protected characteristic who receive a full or partial award of Housing Benefit may find that this covers or reduces the impact of the increase in rent and service charges.</p> <p>To minimise the effect of any increase in rent and service charges, the Council have applied a cap of 25% on all service charges. Tenants will be paying a fuller contribution towards the costs of these services and the increase genuinely reflects, and is required to meet, the actual cost of providing this service.</p> <p>We recognise that the increase in rent and service charges could potentially impact negatively on tenants who are not in receipt of Housing Benefit. Housing Services has a dedicated resource in our Financial Inclusion and Welfare Benefit team who can provide advice and support to assist tenants to manage this increase in rent and service charges.</p> <p>Housing Services has a dedicated resource in our Financial Inclusion and Welfare Benefit team who can provide advice and support to assist tenants to manage this increase in rent and service charges.</p>
<i>*Expand box as required</i>		
Evidence: The only data which Housing Services collects for this protected characteristic is due dates for pregnancy, usually collated at the point of entry to the Housing Register. This data is used to ascertain the size of property/ the number of bedrooms a tenant is requires under the 'bedroom standard'.		
However, due to the nature of the protected characteristic, it would be difficult to collect accurate and up to date data.		
Sources used: No data is currently available concerning this protected characteristic		

Socio-economic status: Consider those who are from low income or financially excluded backgrounds

Please tick (✓) the relevant box:		Overall impact: <p>The increase in rent and service charges may have a disproportionate effect on those with a lower income, as they may have a lower level of disposable income available to cover this increase.</p> <p>An increase in rent and service charges will have a negative impact upon the finance of residents not currently in receipt of full Housing Benefit, or for those tenants who are working in lower paid employment. It could affect tenants of pension age whose income and savings fall just above the threshold to qualify for Housing Benefit.</p> <p>45% of council tenants will be affected as they do not receive full or partial housing benefit. Approximately 55% of our tenants will have the impact reduced by their entitlement to Housing Benefit.</p> <p>To minimise the effect of any increase in service charges, the Council have applied a cap of 25% on supported housing service charges. Tenants will be paying a fuller contribution towards the costs of these services and the increase genuinely reflects, and is required to meet, the actual cost of providing this service.</p> <p>We recognise that the increase in service charges could potentially impact negatively on tenants who are not in receipt of Housing Benefit. Housing Services has a dedicated resource in our Financial Inclusion and Welfare Benefit team who can provide advice and support to assist tenants to manage this increase in service charges.</p>
Positive		
Neutral		
Negative	✓	

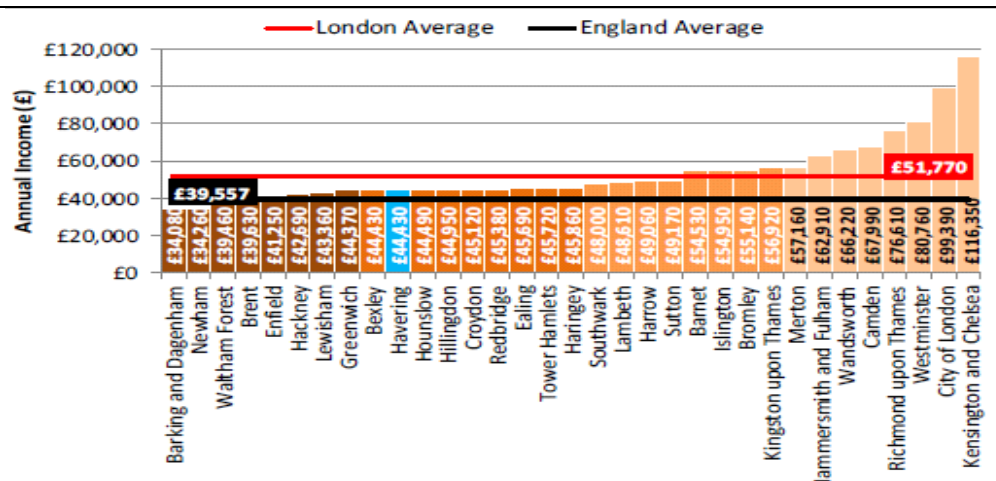
Evidence:

Despite low deprivation scores and high employment rates, the average gross household income in Havering, (£44,430), as measured in 2012/13, is low in comparison to the London average of £51,770 and slightly higher than the England average of £39,557. It is in the lowest third of all London Boroughs.

About 78.3% of working age residents in Havering were in employment between April 2016 – March 2017. Overall employment rate in Havering is higher than London (73.6%) and England (73.9%).

The proportion of working age residents in Havering claiming out-of-work benefits (7.0%) is significantly lower than England (8.6%).

Table 2: Total Average Annual Household Income in London Boroughs 2012/13

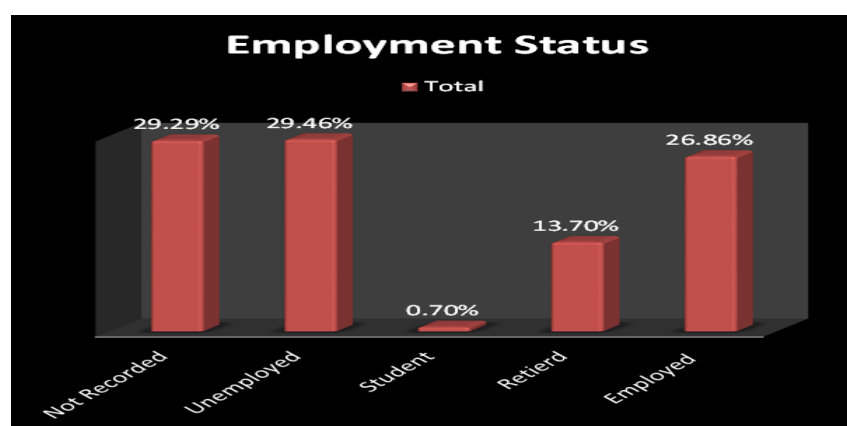


The employment rate within the Borough is higher than the London and England averages. About 77.5% of working age residents in Havering was employed between October 2014 and September 2015, compared to 72.3% and 73.6% in London and England respectively.

The proportion of working age residents claiming out of work benefits (7.5%) is significantly lower than England (8.9%)

The proportion of working age residents in the Borough claiming out of work benefits (7.0%) is significantly lower than England (8.4%)

Employment Status of all Council Tenants



Data held on current Council Tenants demonstrates that 27% of all Council Tenants are employed on a full-time or part-time basis, while just fewer than 30% are unemployed. The number of tenant's whose employment status remains unrecorded will change as the process of reviews takes place over time. This data is not reliable in that this data is only picked up at the point where a tenant accepts an offer of council home, and individual circumstances can change over time.

Sources used:

Household Income Estimates, Greater London Authority (GLA) 2012/13; Produced by Public Health Intelligence.

Health & Wellbeing Impact: Consider both short and long-term impacts of the activity on a person's physical and mental health, particularly for disadvantaged, vulnerable or at-risk groups. Can health and wellbeing be positively promoted through this activity? Please use the Health and Wellbeing Impact Tool in Appendix 2 to help you answer this question.

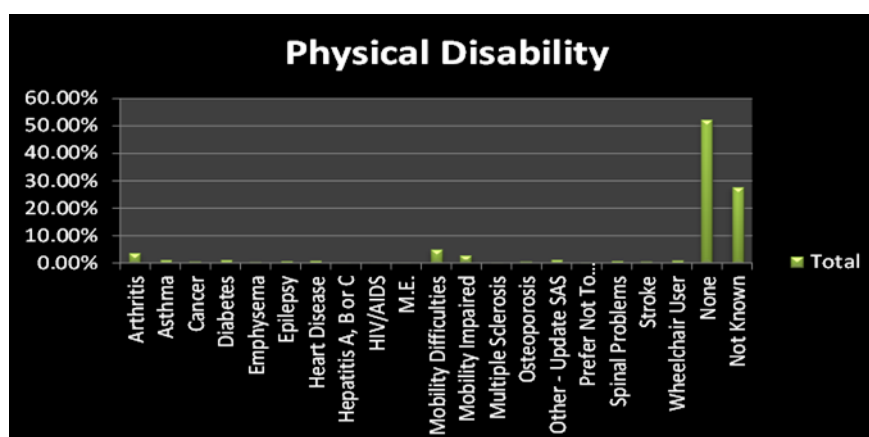
Please tick (✓) all the relevant boxes that apply:		Overall impact:
Positive		<p><u>Section 210(1)</u> of the Housing Act (1996) requires a housing authority to have regard to the following provisions when assessing the suitability of accommodation for an applicant:</p> <ol style="list-style-type: none"> (a) <u>Parts 9 and 10 of the Housing Act 1985</u> (the '1985 Act') (slum clearance and overcrowding); and, (b) <u>Parts 1 to 4 of the Housing Act 2004</u> (the '2004 Act') (housing conditions, licensing of houses in multiple occupation, selective licensing of other residential accommodation, additional control provisions in relation to residential accommodation). <p>The rent increase and increase in service charges will provide the resources to fund the development programme to deliver new high quality affordable housing in the borough through the regeneration programme. This will alleviate levels of overcrowding and households living in poor housing in the borough thereby improving the health outcomes.</p> <p>Do you consider that a more in-depth HIA is required as a result of this brief assessment? Please tick (✓) the relevant box</p> <p style="text-align: right;">Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p>
Neutral	✓	
Negative		

Evidence:

Equalities data from the current Housing Register, (as at 2018), shows that 8% of applicants accepted on to the Housing Register have a sensory or physical disability which may necessitate the allocation of a property with a level of adaptation to meet their need. The review of flexible tenancies will serve to identify where a tenant or a member of their household no longer needs an adapted property. Where the tenant continues to have an ongoing housing need and continues to meet the eligibility criterion for social housing according to the Council's Allocation Scheme, the Council will offer the tenant a new tenancy in an appropriate property.

As of 2018, there are currently 1041 properties within the general needs and sheltered housing council stock which have disability adaptations.

Table 3: Percentage of Council Tenants with a Physical Disability



Data extracted from OHMS has established that 20% of council tenants have identified themselves as having a physical disability. This is, however, a figure reliant on the self-reportage of tenants and does not necessarily mean that all instances of physical disability require an adaptation.

Sources used:

3. Outcome of the Assessment

The EqHIA assessment is intended to be used as an improvement tool to make sure the activity maximises the positive impacts and eliminates or minimises the negative impacts. The possible outcomes of the assessment are listed below and what the next steps to take are:

Please tick (✓) what the overall outcome of your assessment was:

	1. The EqHIA identified <u>no significant concerns</u> OR the identified <u>negative concerns</u> have already been <u>addressed</u>	➔	Proceed with implementation of your activity
	2. The EqHIA identified some <u>negative impact</u> which still needs <u>to be addressed</u>	➔	COMPLETE SECTION 4: Complete action plan and finalise the EqHIA
	3. The EqHIA identified some <u>major concerns</u> and showed that it is <u>impossible to diminish negative impacts</u> from the activity to an acceptable or even lawful level	➔	Stop and remove the activity or revise the activity thoroughly . Complete an EqHIA on the revised proposal.

4. Action Plan

The real value of completing an EqHIA comes from the identifying the actions that can be taken to eliminate/minimise negative impacts and enhance/optimize positive impacts. In this section you should list the specific actions that set out how you will address any negative equality and health & wellbeing impacts you have identified in this assessment. Please ensure that your action plan is: more than just a list of proposals and good intentions; sets ambitious yet achievable outcomes and timescales; and is clear about resource implications.

Protected characteristic / health & wellbeing impact	Identified Negative or Positive impact	Recommended actions to mitigate Negative impact* or further promote Positive impact	Outcomes and monitoring**	Timescale	Lead officer
Increase in rent and service charges	Negative impact on most groups.	That the increases are covered through welfare benefits. Letters and advice provided to tenants on UC.	That increases in rent and service charges are covered by Universal Credit and Housing Benefit.	Within one month of the increase.	Evonne Hudson, AD Housing Management

Add further rows as necessary

* You should include details of any future consultations and any actions to be undertaken to mitigate negative impacts

** Monitoring: You should state how the impact (positive or negative) will be monitored; what outcome measures will be used; the known (or likely) data source for outcome measurements; how regularly it will be monitored; and who will be monitoring it (if this is different from the lead officer).

5. Review

In this section you should identify how frequently the EqHIA will be reviewed; the date for next review; and who will be reviewing it.

Review:

The assessment will be reviewed on an annual basis.

Scheduled date of review: February 2020

Lead Officer conducting the review: Patrick Odling-Smee

Please submit the completed form via e-mail to EqHIA@havering.gov.uk thank you.

Appendix 1. Guidance on Undertaking an EqHIA

This Guidance can be deleted prior to publication.

What is it?

The Equality & Health Impact Assessment (EqHIA) is a tool to ensure that your activity meets the needs of individuals and groups that use your service, whilst at the same time ensuring a person's chance of leading a healthy life is the same wherever they live and whoever they are. We want to ensure that the activities of the Council are 'fit for purpose' and meet the needs of Havering's increasingly diverse communities and employees. This robust and systematic EqHIA process ensures that any potential detrimental effects or discrimination is identified, removed, or mitigated and positive impacts are enhanced.

When to Assess:

An EqHIA should be carried out when you are changing, removing or introducing a new service, policy, strategy or function; for simplicity, these are referred to as an "activity" throughout this document. It is best to conduct the assessment as early as possible in the decision-making process.

Guidance: Equality & Health Impact Assessment Checklist

The Checklist in Section 1 asks the key questions,

4a) Are you changing, introducing a new, or removing a service, policy, strategy or function?

4b) Does this activity (policy/strategy/service/decision) have the potential to impact (either positively or negatively) upon people (9 protected characteristics)?

4c) Does this activity (policy/strategy/service/decision) have the potential to impact (either positively or negatively) upon any factors which determine people's health and wellbeing?

- If the answer to ANY of the questions 4a, 4b or 4c of the Checklist is 'YES' then you must carry out an assessment. e.g. Proposed changes to Contact Centre Opening Hours
'YES' = you need to carry out an EqHIA
- If the answer to ALL of the questions, 4a or 4b of the Checklist is NO, then you do not need to carry out an EqHIA assessment. e.g. Quarterly Performance Report
'NO' = you DO NOT need to carry out an EqHIA. Please provide a clear explanation as to why you consider an EqHIA is not required for your activity.

Using the Checklist

The assessment should take into account all the potential impacts of the proposed activity, be it a major financial decision, or a seemingly simple policy change. Considering and completing this EqHIA will ensure that all Council plans, strategies, policies, procedures, services or other activity comply with relevant statutory obligations and responsibilities. In particular it helps the Council to meet its legal obligation under the [Equality Act 2010 and the Public Sector Equality Duty](#) and its public health duties under the [Health and Social Care Act 2012](#).

Having Due Regard

To have due regard means that in making decisions and in its other day-to-day activities, the Council must consciously consider the need to:

- Eliminate unlawful discrimination, harassment and victimisation
- Advance equality of opportunity between different groups
- Foster good relations between different groups
- Reduce inequalities in health outcomes

Combining Equality and Health Impact Assessment:

[Equality Impact Assessments \(EIAs\)](#) provide a systematic way of ensuring that legal obligations are met. They assess whether a proposed policy, procedure, service change or plan will affect people different on the basis of their 'protected characteristics' and if it will affect their human rights. Currently there are **nine protected characteristics** (previously known as 'equality groups' or 'equality strands'): age, disability, sex/gender, ethnicity/race, religion/faith, sexual orientation, gender reassignment, marriage/civil partnership, and pregnancy/ maternity/paternity.

An activity does not need to impact on all 9 protected characteristics – impacting on just one is sufficient justification to complete an EqHIA.

[Health Impact Assessments \(HIAs\)](#) consider the potential impact of any change or amendment to a policy, service, plan, procedure or programme on the health and wellbeing of the population. HIAs help identify how people may be affected differently on the basis of where they live and potential impacts on health inequalities and health equity by assessing the distribution of potential effects within the population, particularly within vulnerable groups. 'Health' is not restricted to medical conditions, or the provision of health services, but rather encompasses the wide range of influences on people's health and wellbeing. This includes, but is not limited to, experience of discrimination, access to transport, housing, education, employment - known as the 'wider determinants of health'.

This [Equality and Health Impact Assessment \(EqHIA\)](#) brings together both impact assessments into a single tool which will result in a set of recommendations to eliminate discrimination and inequality; enhance potential positive impacts and mitigate where possible for negative impacts. In conducting this EqHIA you will need to assess the impact (positive, neutral or negative) of your activity on individuals and groups with **protected characteristics** (this includes staff delivering your activity), **socio-economic status** and **health & wellbeing**. Guidance on what to include in each section is given on the next pages.

Guidance: What to include in background/context

In this section you will need to add the background/context of your activity, i.e. what is the activity intending to do, and why?

Make sure you include the scope and intended outcomes of the activity being assessed; and highlight any proposed changes. Please include a brief rationale for your activity and any supporting evidence for the proposal. Some questions to consider:

- What is the aim, objectives and intended outcomes?
- How does this activity meet the needs of the local population?
- Has this activity been implemented in another area? What were the outcomes?
- Is this activity being implemented as per best practice guidelines?
- Who were the key stakeholders in this activity?

*Note that the boxes will expand as required

Guidance: Who will be affected by the activity?

The people who will be affected may be

Residents: pay particular attention to vulnerable groups in the population who may be affected by this activity

Businesses/ manufacturing / developers / small, medium or large enterprises

Employees: e.g. Council staff for an internal activity, other statutory or voluntary sector employees, local businesses and services

*Note that the boxes will expand as required

Guidance: What to include in assessing a Protected Characteristic e.g. AGE

Please tick (✓) the relevant box:

Positive

Neutral

Negative

Overall impact: In this section you will need to consider and note what impact your activity will have on individuals and groups (including staff) with protected characteristics based on the data and information you have. You should note whether this is a positive, neutral or negative impact.

It is essential that you note all negative impacts. This will demonstrate that you have paid 'due regard' to the Public Sector Equality Duty if your activity is challenged under the Equality Act.

*Note that the boxes will expand as required

Evidence: In this section you will need to document the evidence that you have used to assess the impact of your activity.

When assessing the impact, please consider and note how your activity contributes to the three aims of the Public Sector Equality Duty (PSED) as stated in the section above.

It is essential that you note the full impact of your activity, so you can demonstrate that you have fully considered the equality implications and have paid 'due regard' to the PSED should the Council be challenged.

- If you have identified a **positive impact**, please note this.
- If you think there is a **neutral impact** or the impact is not known, please provide a full reason why this is the case.
- If you have identified a **negative impact**, please note what steps you will take to mitigate this impact. If you are unable to take any mitigating steps, please provide a full reason why. All negative impacts that have mitigating actions must be recorded in the **Action Plan**.
- **Please ensure that appropriate consultation with affected parties has been undertaken and evidenced**

Sources used: In this section you should list all sources of the evidence you used to assess the impact of your activity. This can include:

- Service specific data
- Population, demographic and socio-economic data. Suggested sources include:
 - o Service user monitoring data that your service collects
 - o [Havering Data Intelligence Hub](#)
 - o [Office for National Statistics \(ONS\)](#)

If you do not have any relevant data, please provide the reason why.

*Note that the boxes will expand as required

Guidance: What to include in assessing Health & Wellbeing Impact:

Please tick (✓) all the relevant boxes that apply:

Positive

Neutral

Negative

Overall impact: In this section you will need to consider and note whether the proposal could have an overall impact on, or implications for, people's health and wellbeing or any factors which determine people's health.

How will the activity help address inequalities in health?

Include here a brief outline of what could be done to enhance the positive impacts and, where possible, mitigate for the negative impacts.

*Note that the boxes will expand as required

Do you consider that a more in-depth HIA is required as a result of this brief assessment? Please tick (✓) the relevant box

Yes ☐ No ☐

Evidence: In this section you will need to outline in more detail how you came to your conclusions above:

- What is the nature of the impact?
- Is the impact **positive** or **negative**? It is possible for an activity to have **both positive and negative impacts**. Consider here whether people will be able to access the service being offered; improve or maintain healthy lifestyles; improve their opportunities for employment/income; whether and how it will affect the environment in which they live (housing, access to parks & green space); what the impact on the family, social support and community networks might be
- What can be done to mitigate the negative impacts and/or enhance the positive impacts?
- If you think there is a **neutral impact**, or the impact is not known, please provide a brief reason why this is the case.
- What is the likelihood of the impact? Will the impact(s) be in weeks, months or years? In some cases the short-term risks to health may be worth the longer term benefits.
- Will the proposal affect different groups of people in different ways? A proposal that is likely to benefit one section of the community may not benefit others and could lead to inequalities in health.

Please use the Health & Wellbeing Impact Tool in Appendix 2 as a guide/checklist to assess the potential wider determinants of health impacts.

This tool will help guide your thinking as to what factors affect people's health and wellbeing, such as social support, their housing conditions, access to transport, employment, education, crime and disorder and environmental factors. It is not an exhaustive list, merely a tool to guide your assessment; there may be other factors specific to your activity.

Some questions you may wish to ask include:

- Will the activity impact on people's ability to socialise, potentially leading to social isolation?
- Will the activity affect a person's income and/or have an effect on their housing status?
- Is the activity likely to cause the recipient of a service more or less stress?
- Will any change in the service take into account different needs, such as those with learning difficulties?
- Will the activity affect the health and wellbeing of persons not directly related to the service/activity, such as carers, family members, other residents living nearby?
- If there is a short-term negative effect, what will be done to minimise the impact as much as possible?

- Are the longer-term impacts positive or negative? What will be done to either promote the positive effects or minimise the negative effects?
- Do the longer term positive outcomes outweigh the short term impacts?

*Note that the boxes will expand as required

Sources used: In this section you should list all sources of the evidence you used to assess the impact of your activity. This could include, e.g.:

Information on the population affected

- Routinely collected local statistics (e.g. quality of life, health status, unemployment, crime, air quality, educational attainment, transport etc.)
- Local research/ Surveys of local conditions
- Community profiles

Wider Evidence

- Published Research, including evidence about similar proposals implemented elsewhere (e.g. Case Studies).
- Predictions from local or national models
- Locally commissioned research by statutory/voluntary/private organisations

Expert Opinion

- Views of residents and professionals with local knowledge and insight

*Note that the boxes will expand as required

Guidance: Outcome of the Assessment

On reflection, what is your overall assessment of the activity?

The purpose of conducting this assessment is to offer an opportunity to think, reflect and **improve** the proposed activity. It will make sure that the Council can evidence that it has considered its due regard to equality and health & wellbeing to its best ability.

It is not expected that all proposals will be immediately without negative impacts! However, where these arise, what actions can be taken to mitigate against potential negative effects, or further promote the positive impacts?

Please tick one of the 3 boxes in this section to indicate whether you think:

1. all equality and health impacts are adequately addressed in the activity – proceed with your activity pending all other relevant approval processes
2. the assessment identified some negative impacts which could be addressed – please complete the Action Plan in Section 4.
3. If the assessment reveals some significant concerns, this is the time to stop and re-think, making sure that we spend our Council resources wisely and fairly. There is no shame in stopping a proposal.

*Note that the boxes will expand as required

Guidance: Action Plan

For each protected characteristic/health & wellbeing impact where an impact on people or their lives has been identified, complete one row of the action plan. You can add as many further rows as required.

State whether the impact is Positive or Negative

Briefly outline the actions that can be taken to mitigate against the negative impact or further enhance a positive impact. These actions could be to make changes to the activity itself (service, proposal, strategy etc.) or to make contingencies/alterations in the setting/environment where the activity will take place.

For example, might staff need additional training in communicating effectively with people with learning difficulties, if a new service is opened specifically targeting those people? Is access to the service fair and equitable? What will the impact on other service users be? How can we ensure equity of access to the service by all users? Will any signage need changing? Does the building where the service being delivered comply with disability regulations?

Guidance: Review

Changes happen all the time! A service/strategy/policy/activity that is appropriate at one time, may no longer be appropriate as the environment around us changes. This may be changes in our population, growth and makeup, legislative changes, environmental changes or socio-political changes.

Although we can't predict what's going to happen in the future, a review is recommended to ensure that what we are delivering as a Council is still the best use of our limited resources. The timescale for review will be dependent on the scale of the activity.

A major financial investment may require a review every 2-3 years for a large scale regeneration project over 10-15 years.

A small policy change may require a review in 6 months to assess whether there are any unintended outcomes of such a change.

Please indicate here how frequently it is expected to review your activity and a brief justification as to why this timescale is recommended.

Appendix 2. Health & Wellbeing Impact Tool

Will the activity/service/policy/procedure affect any of the following characteristics? Please tick/check the boxes below

The following are a range of considerations that might help you to complete the assessment.

Lifestyle YES <input type="checkbox"/> NO <input type="checkbox"/>	Personal circumstances YES <input type="checkbox"/> NO <input type="checkbox"/>	Access to services/facilities/amenities YES <input type="checkbox"/> NO <input type="checkbox"/>
<input type="checkbox"/> Diet <input type="checkbox"/> Exercise and physical activity <input type="checkbox"/> Smoking <input type="checkbox"/> Exposure to passive smoking <input type="checkbox"/> Alcohol intake <input type="checkbox"/> Dependency on prescription drugs <input type="checkbox"/> Illicit drug and substance use <input type="checkbox"/> Risky Sexual behaviour <input type="checkbox"/> Other health-related behaviours, such as tooth-brushing, bathing, and wound care	<input type="checkbox"/> Structure and cohesion of family unit <input type="checkbox"/> Parenting <input type="checkbox"/> Childhood development <input type="checkbox"/> Life skills <input type="checkbox"/> Personal safety <input type="checkbox"/> Employment status <input type="checkbox"/> Working conditions <input type="checkbox"/> Level of income, including benefits <input type="checkbox"/> Level of disposable income <input type="checkbox"/> Housing tenure <input type="checkbox"/> Housing conditions <input type="checkbox"/> Educational attainment <input type="checkbox"/> Skills levels including literacy and numeracy	<input type="checkbox"/> to Employment opportunities <input type="checkbox"/> to Workplaces <input type="checkbox"/> to Housing <input type="checkbox"/> to Shops (to supply basic needs) <input type="checkbox"/> to Community facilities <input type="checkbox"/> to Public transport <input type="checkbox"/> to Education <input type="checkbox"/> to Training and skills development <input type="checkbox"/> to Healthcare <input type="checkbox"/> to Social services <input type="checkbox"/> to Childcare <input type="checkbox"/> to Respite care <input type="checkbox"/> to Leisure and recreation services and facilities
Social Factors YES <input type="checkbox"/> NO <input type="checkbox"/>	Economic Factors YES <input type="checkbox"/> NO <input type="checkbox"/>	Environmental Factors YES <input type="checkbox"/> NO <input type="checkbox"/>
<input type="checkbox"/> Social contact <input type="checkbox"/> Social support <input type="checkbox"/> Neighbourliness <input type="checkbox"/> Participation in the community <input type="checkbox"/> Membership of community groups <input type="checkbox"/> Reputation of community/area <input type="checkbox"/> Participation in public affairs <input type="checkbox"/> Level of crime and disorder <input type="checkbox"/> Fear of crime and disorder <input type="checkbox"/> Level of antisocial behaviour <input type="checkbox"/> Fear of antisocial behaviour <input type="checkbox"/> Discrimination <input type="checkbox"/> Fear of discrimination <input type="checkbox"/> Public safety measures <input type="checkbox"/> Road safety measures	<input type="checkbox"/> Creation of wealth <input type="checkbox"/> Distribution of wealth <input type="checkbox"/> Retention of wealth in local area/economy <input type="checkbox"/> Distribution of income <input type="checkbox"/> Business activity <input type="checkbox"/> Job creation <input type="checkbox"/> Availability of employment opportunities <input type="checkbox"/> Quality of employment opportunities <input type="checkbox"/> Availability of education opportunities <input type="checkbox"/> Quality of education opportunities <input type="checkbox"/> Availability of training and skills development opportunities <input type="checkbox"/> Quality of training and skills development opportunities <input type="checkbox"/> Technological development <input type="checkbox"/> Amount of traffic congestion	<input type="checkbox"/> Air quality <input type="checkbox"/> Water quality <input type="checkbox"/> Soil quality/Level of contamination/Odour <input type="checkbox"/> Noise levels <input type="checkbox"/> Vibration <input type="checkbox"/> Hazards <input type="checkbox"/> Land use <input type="checkbox"/> Natural habitats <input type="checkbox"/> Biodiversity <input type="checkbox"/> Landscape, including green and open spaces <input type="checkbox"/> Townscape, including civic areas and public realm <input type="checkbox"/> Use/consumption of natural resources <input type="checkbox"/> Energy use: CO2/other greenhouse gas emissions <input type="checkbox"/> Solid waste management <input type="checkbox"/> Public transport infrastructure



CABINET 17 February 2021	
Subject Heading:	2021/22 Capital Programme and Strategy
Cabinet Member:	Councillor Damian White, Leader
SLT Leads:	Jane West (Chief Finance Officer)
Report Author and contact details:	Mark White Capital Finance Manager 01708 433624 mark.white@onesource.co.uk
Policy context:	<p>This report presents the Council's Capital Strategy and associated Capital Programme for agreement by Cabinet and recommendation on to Council for consideration and approval.</p>
Financial summary:	<p>The Council is required to approve the Capital Strategy as per the Prudential Code for Capital Finance in Local Authorities and the Treasury Management in the Public Services Code of Practice. The Council is required to set a balanced budget and the capital strategy and subsequent capital programme form part of this process. The financial implications of this strategy are included as part of the 2021/22 Budget Medium Term Financial Strategy report elsewhere on this agenda.</p>
Is this a Key Decision?	Yes
When should this matter be reviewed?	Annually
Reviewing OSC:	Overview and Scrutiny Board

The subject matter of this report deals with the following Council Objectives

Communities making Havering	[X]
Places making Havering	[X]
Opportunities making Havering	[X]
Connections making Havering	[X]

SUMMARY

The Council is required by statute (the Prudential Code for Capital Finance in Local Authorities, 2017 Edition) to agree the capital programme and associated capital strategy. Local authorities are required to have regard to the current editions of this code by regulations 2 and 24 of the Local Authorities (Capital Finance and Accounting) Regulations 2003 [SI 3146].

This report sets out the Authority's Capital Strategy and presents the Council's proposed capital budget for 2021/22 and the medium term.

RECOMMENDATIONS

Cabinet is asked to:

1. **Recommend to Council for consideration and approval** the 2021/22 and ongoing Capital Programme noting the changes in accessing new borrowing set out in section 1.3
2. **Agree** that the Chief Financial Officer be authorised to allocate funding from the Capital Contingency included within the draft Capital Programme.
3. **Agree** that externally funded schemes can be added to the capital programme up to £500k as and when funding is confirmed. Any external funding over £500k will be subject to approval by the Chief Financial Officer.
4. **Agree** that the relevant Cabinet Member, together with the Cabinet Member for Finance and Property be delegated authority to commence tender processes and accept tenders for capital schemes included within the approved programme.
5. **Approve** the capital strategy contained within this report noting its impact on both the capital programme and overall contribution to the setting of the revenue budget for 2021/22 and beyond
6. **Note** the capital prudential indicators included within the capital strategy when approving the capital programme to ensure affordability.
7. **Agree** that the Chief Financial Officer be authorised to re-profile capital budgets mid-year based on the updated forecasts provided by services and reported to the Senior

Leadership Team as part of the capital monitoring process. This will assist in producing more accurate information for treasury management purposes.

REPORT DETAIL

1. Capital Strategy

1.1 Overview

1.1.1 This capital strategy gives a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of local public services along with an overview of how associated risk is managed and the implications for future financial sustainability. It should be read in conjunction with the following reports, all of which can be found elsewhere on this agenda:

- Treasury Management Strategy Statement (TMSS)
- Medium Term Financial Strategy (MTFS)
- HRA rent setting report

The capital strategy is underpinned by the strategic aims of the – Cleaner, Safer and Prouder Together. The future capital investment will be focused into the delivery of these objectives for the Council.

1.1.2 The Council is investing in major developments across the borough as part of the Regeneration schemes and Mercury Land Holdings portfolio, planning to deliver new and replacement affordable homes and enabling self-sustaining communities to grow.

1.1.3 The capital programme includes an investment in the core infrastructure of carriageways and footways, and the capital programme recognises the commitment to managing the performance, risk and expenditure on its infrastructure assets.

1.1.4 The asset management investment focuses on maintaining the core assets including the office estate, schools and other operational buildings against an asset management plan. The Council is currently undertaking an Accommodation Strategy refresh and looking at rationalising its estate and maximising the utilisation of those assets. A paper was presented to Cabinet in January 2021 setting out the Council's Asset Management Strategy. The Council has brought together its budgets in relation to its operational asset management into a Corporate Landlord function which prioritises repairs and maintenance across the office estate and operational buildings. Ongoing repairs and

maintenance budgets, including funding for health and safety work, are built into both the revenue budget and capital programme.

- 1.1.5 The digital portfolio investment brings together all current and future technology and digital transformation projects clearly setting out how advances in the application of digital data and smart technologies will help to shape the digital future of our borough. It is essential to future proof and protect the resilience of council's systems against the risk of cyber-attacks.

1.2 Governance of capital approvals

- 1.2.1 The capital programme, which is updated for new proposed schemes, revised profiling, slippage and changes in expenditure projections is presented to full Council every year for approval. Council approval of the programme gives an allocation to budget managers in the capital programme. Separate approval is required in line with the financial regulations, delegations and approved budget envelopes. The capital programme reported here covers the current MTFS reporting period of four years, However with the Council's engagement in longer term capital investments the timeframe over which the capital programme and financing costs are monitored extend beyond this period.
- 1.2.2 The process for including new schemes in the 2021/22 capital programme was undertaken as part of the corporate budget setting process. Project outlines were considered in terms of delivery of corporate objectives or operational plans, and a shortlist of schemes were approved for the production of outline business cases for consideration by Cabinet.
- 1.2.3 Any bids for capital funding outside the approved capital programme in year would need to include a business case demonstrating either a clear link to corporate objectives or the requirement to meet an operational imperative, establish the funding source to meet the cost and follow approval processes laid down in the Council's standing orders and financial regulations.
- 1.2.4 There is an established methodology for the development of project documentation and business cases, overseen by the corporate Programme Management Office. There is a corporate system which holds the key programme performance and delivery information used to manage and monitor the milestones, risk and outcomes of the programmes.
- 1.2.5 The above investments and processes are taking place against a background of austerity and significant uncertainty in the future sources of funding for local government. It is therefore a key aim of the Council's capital strategy that it delivers a financial return on investment, such as capital receipts or new revenue streams, or delivers key strategic priorities and benefits to the borough.
- 1.2.6 Value for money (VFM) is a key component of capital projects. As part of the business case development and evaluation process, projects will need to show that all options have been considered and that the option that has been chosen is

cost efficient and effective. The monitoring and management of these projects against the business case assumptions ensures that the focus on value for money remains for the life of the project.

- 1.2.7 The Council has chosen not to invest in purely commercial projects. Its capital investment is primarily related to increasing and improving the provision of a rich mix of housing tenures that help to address the acute housing need in the borough. Whilst there may be a commercial return resulting from a number of the schemes, this is not the predominant focus for the Council.

1.3 Access to Borrowing

- 1.3.1 The government has acknowledged the valuable contribution that local authorities make to the social and economic infrastructure of this country, and is committed to the approach of local decision-making and accountability under the prudential regime when setting its capital programme
- 1.3.2 To support local investment and to encourage capital investment, local authorities can access low cost loans through the Public Works Loan Board (PWLB). The purpose of the PWLB is to offer long-term, affordable loans to support local authority investment in service delivery, housing, economic regeneration, treasury management, and occasionally preventative action, under the prudential regime.
- 1.3.3 In February 2020 Parliament reformed the statutory basis of the PWLB, transferring its lending powers to HM Treasury. In March 2020 the government consulted on revising the PWLB's lending terms to reflect these new governance arrangements, and to end the situation in which a minority of local authorities used PWLB loans to support the acquisition of investment assets primarily for yield. The government published its response to this consultation and implemented these reforms in November 2020.
- 1.3.4 The key change in the PWLB lending change as a result of these reforms is Local Authorities can no longer access PWLB funds without confirmation from the S151 Officer that the authority does not plan to buy investment assets primarily for yield in the next 3 years. This is confirmed both at the start of the year in a return to HM Treasury setting out the authorities capital plans and in any application to the PWLB for additional loans.
- 1.3.5 In addition to borrowing from the PWLB local authorities must not pursue a deliberate strategy of using private borrowing or internal borrowing to support investment in an asset that the PWLB would not support and then refinancing or externalising this with PWLB loans. Under the prudential code, local authorities cannot borrow from the PWLB or any other lender for speculative purposes, and must not use internal borrowing to temporarily support investments purely for yield.
- 1.3.6 As set out in the proposed capital programme below, prudential borrowing is a key financing source in the funding of the authority's capital programme so it is

important that the approved capital programme does not include any schemes that are primarily for investment purposes. Investment assets would usually have one or more of the following characteristics

- Buying land or existing buildings to let out at market rates
- Buying land or buildings which were previously operated on a commercial basis which is then continued by the local authority
- Buying land or buildings other than housing which generate income and are intended to be held indefinitely rather than until the achievement of some meaningful trigger

2. 2021/22 – 2026/27 Capital Programme

2.1 Overview

- 2.1.1 After taking into consideration the existing approved capital programme and associated reprofiling, new bids and the capital investment plans, the full proposed capital programme has been developed for Members to approve.
- 2.1.2 Requirements under the Prudential Code and the changes to PWLB lending require the Council to separate out its capital programme between its main Service Spending (education, highways & transport, social care, public health, culture & related services and environmental & regulatory services), Housing (HRA and GF) and Regeneration projects.

The following sections of this report do this:-

- Existing Service Spending capital projects(section 2.2)
 - New Service Spending capital projects (section 2.3)
 - Revised Housing capital projects (section 2.4)
 - Revised Regeneration capital projects (section 2.5)
- 2.1.3 The capital budgets submitted for approval of expenditure are presented reflecting anticipated slippage from the existing capital programme. Any additional slippage will be reported and rolled forward into 2021/22 as part of the closure of the 2020/21 accounts.

2.2 Existing Service Spending Capital Projects

- 2.2.1 The existing capital programme was approved as part of last year's budget setting process. This programme is reviewed as part of the corporate monitoring processes each quarter and the progress against the budget is scrutinised. As a result of this review, reprofiling of certain projects spending plan are identified and have been included in the revised programme in this report.

2.2.2 The table below shows where significant changes to the profile have been made or existing projects have been paused

Programme Area	Previous Spend	Original 2020/21 Budget	Revised 2020/21	2021/22 Budget	2022/23 Budget and Beyond	Total remaining approved Budget	Comments
	£m	£m	£m	£m	£m	£m	
Paused schemes							
Corporate Estate Smart Working - Building Works - Mercury House	0.138	3.162	-	-	-	-	project paused - will be redirected into Asset rationalisation programme
Economic Development schemes	1.800	0.440	-	-	-	-	no specific plans for residual budget - future schemes would come forward with own business case
Slipped schemes							
Leisure - SLM contract Lifecycle capital investment - future maintenance	-	3.121	-	-	3.121	3.121	slip forward to later years of the contract, approval stands
Property	0.051	2.949		2.949		2.949	provision remains and rolled into next year
Potential acquisitions - Hornchurch PS					-		
Economic Development Romford Market Physical Works	0.352	0.748		0.100		0.100	Future works to be identified – provision rolled forward
Art & culture Langtons	-	0.500	-		0.500	0.500	paused
Art & culture Bretons	-	2.625	-		2.625	2.625	paused
Parks Improvements	-	1.750	0.600	1.650	1.500	3.750	Work underway, some programme slippage
Various parks schemes		0.569	0.451				Completion of some schemes, released residual budgets returned.
Asset management Depot expansion	7.985	0.527	-	0.527	-	0.527	paused
	7.985	16.391	1.051	5.226	7.746	13.572	

Paused Schemes

- 2.2.3 The project to refurbish Mercury House will be paused pending the asset rationalisation programme approved at Cabinet on 20 January 2021. The sum of £440,000 that had historically been rolled forward for economic development schemes has been removed from the programme as no specific investments are currently identified, and any capital bids for future programmes will come forward with associated business cases.

Slipped Schemes

- 2.2.4 An element of the SLM contract identified the need for planned lifecycle maintenance on the leisure facilities, and this had all been profiled into the current financial year. The reality is that this funding will be required but it is not expected to be called upon until years 5 onwards of the contract period. Therefore the approved provision has been rolled into the longer term capital programme.
- 2.2.5 Funding has been included in the capital programme for the acquisition of the Hornchurch police station. However at present there is no timeline to acquire that asset in this financial year, therefore the funding is to be rolled forward into the next financial year, 2021/22.
- 2.2.6 The programme of works on the Langtons and Bretons sites within the borough have not been progressed and it is proposed to pause these schemes and move the funding further into future financial years.
- 2.2.7 There are established programmes of works in the borough's parks where the works have been slipped into future years. The proposal is to move the capital provisions into the future years to reflect the revised profile of expenditure.
- 2.2.8 The approved scheme to expand the depot site has been slipped pending a review of the requirements for operations at the site. The programme has been paused to allow that work to take place and the provisions moved accordingly.
- 2.2.9 Following those changes Table 1 below sets out at programme level the existing 'service spending' projects that have already received approval from Members from prior years capital programmes. Appendix 1 sets out the full 2021/22 and beyond existing capital programme at a detailed project level.

Table 1 - Existing Service Spending Capital Programme

Summary of Existing Approved GF Capital Programme	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
Adults Services	0.076	0.023	0.000	0.098
Customer, Communication & Culture				
Art & Culture	0.050	0.000	0.000	0.050
Leisure - Other	5.140	3.125	0.000	8.265
Leisure - SLM	0.764	0.100	4.721	5.585
Libraries	0.223	0.010	0.000	0.233
Customer, Communication & Culture Total	6.177	3.235	4.721	14.134
Childrens Services				
Childrens Services	0.020	0.005	0.000	0.025
Learning & Achievement	0.022	0.000	0.000	0.022
Childrens Services Total	0.042	0.005	0.000	0.047
Environment				
Environment - Highways	2.000	2.000	0.000	4.000
Environment - Parks	1.600	0.500	0.500	2.600
Environment - Street Lighting	0.200	0.000	0.000	0.200
Environment Total	3.800	2.500	0.500	6.800
Registration & Bereavement Services	5.850	0.000	0.000	5.850
Asset Management				
Corporate Buildings	0.527	0.000	0.000	0.527
Health & Safety	0.098	0.078	0.007	0.183
Schools Conditions Programme	1.003	0.000	0.000	1.003
Schools Expansions	5.761	6.050	0.000	11.811
Asset Management Total	7.390	6.128	0.007	13.525
Finance				
Contingency	1.000	0.000	0.000	1.000
Internal Leasing	6.000	0.000	0.000	6.000
Finance Total	7.000	0.000	0.000	7.000
Regeneration - Externally Funded	4.138	0.000	0.000	4.138
Total GF Capital Expenditure	34.472	11.891	5.228	51.591

2.2.9 The funding streams to finance the above spend is as follows

Table 2 - Existing Service Spending Financing

Financing	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
Capital Receipts	6.343	0.088	0.065	6.496
Revenue and Reserve Contributions	0.042	0.005	0.000	0.047
Grants & Other Contributions	11.157	6.073	0.000	17.230
Borrowing	16.931	5.725	5.163	27.819
Total Funding	34.472	11.891	5.228	51.591

2.3 New Service Spending Capital Projects

2.3.1 In addition to the existing capital programme there has also been a review of the future capital requirements undertaken across the business. The updated new bids are shown in Table 2 below. Cabinet is asked to recommend these bids to Council for approval as part of the approval of the total Capital Programme.

Table 3 – New Service Spending Capital Projects

Internally Funded Schemes Presented for Approval	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	Total £m
Parking							
Traffic CCTV Cameras	1.000	1.000	1.000	1.000	0.000	0.000	4.000
Highways							
Roads and Pathways Enhancement	10.000	10.000	0.000	0.000	0.000	0.000	20.000
Infrastructure - Verges for parking	0.206	0.300	0.300	0.000	0.000	0.000	0.806
Environment							
Enforcement CCTV	3.500	0.000	0.000	0.000	0.000	0.000	3.500
Customer, Community & Culture							
Additional Leisure Centre Build Costs	2.400	0.000	0.000	0.000	0.000	0.000	2.400
ICT Services							
Digital Portfolio*	7.670	7.023	8.200	4.930	3.630	2.830	34.283
CRM System	1.807	1.021	0.042	0.000	0.000	0.000	2.870
Smart Working Plus	1.666	0.000	0.000	0.000	0.000	0.000	1.666
Asset Management							
Town Hall Site Development - Initial works	1.500	0.000	0.000	0.000	0.000	0.000	1.500
Asbestos Survey	0.100	0.000	0.000	0.000	0.000	0.000	0.100
Fire Door Replacement Programme	0.065	0.000	0.000	0.000	0.000	0.000	0.065
Tractor Barn structural works	0.035	0.000	0.000	0.000	0.000	0.000	0.035
Total Internally Funded Schemes	29.948	19.344	9.542	5.930	3.630	2.830	71.224

Externally Funded Schemes Presented for Approval	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	Total £m
Asset Management							
Schools Conditions Programme (indicative)*	2.130	0.000	0.000	0.000	0.000	0.000	2.130
Adults							
Better Care Fund/ Disabled Facilities Grant (indicative)	2.056	0.000	0.000	0.000	0.000	0.000	2.056
Environment							
TFL - Core Local Implementation Plan (indicative)	1.957	0.000	0.000	0.000	0.000	0.000	1.957
Total Externally Funded Schemes	6.143	0.000	0.000	0.000	0.000	0.000	6.143
TOTAL NEW GF CAPITAL PROGRAMME	36.091	19.344	9.542	5.930	3.630	2.830	77.367

* The detailed digital portfolio programme is set out in appendix 2.

** The indicative schools conditions programme is set out in detail in appendix 3. If the grant differs from the indicative allocation the schemes will be adjusted accordingly.

- 2.3.2 The investment in the CCTV on Highways ensures that the technology on the highways is refreshed to support keeping the traffic moving across the borough.
- 2.3.4 The inclusion of £10m for a further two years in roadways and pathways improvement continues the council's commitment to the Highways Investment Programme, and will maintain the highways across the borough. This sits alongside the investment in the base programme for carriageways and footways repair.
- 2.3.5 The infrastructure investment in the conversion of grass verges in specific locations and the installation the new parking bays to provide additional parking capacity for residents. This investment will allow a number of schemes and a business case will be established to identify the locations where the investment will be most beneficial.
- 2.3.6 The CCTV infrastructure across the borough is critical in enabling enforcement and community safety protection across the borough. This programme will enable a refresh of the technology in place and the cost of the programme is split between the HRA and the general fund based on the location of the technology. This provision represents the general fund contribution.
- 2.3.7 The construction of the new leisure centre in Rainham has been through design development and the tendering exercise has led to a revision of the estimated cost of the project. The increase results from a combination of meeting statutory development requirements and price increases since the original development plan was drawn up. Negotiations are under way considering design re-engineering options to ensure the costs are managed, so the final requirement may be reduced.
- 2.3.8 The corporate investment in the Digital Portfolio will support the strategic overview, consolidation and delivery of the Council's digital and efficiency aspirations as set out within the Corporate Plan. A report to Cabinet on 27 January outlined the planned investment and business case for the programme which will be developed in phases. This report outlined the objectives of the investment, enhancing the robustness of the council's technology, reducing the risk of technology failure impacting service delivery and risk of data breach or data release through improvements to core connectivity,
- 2.3.9 This proposed capital investment funds the Phase 1/ Year 1 activities as set out, at a value of £6.3m above the existing IT capital budget allocation. It will also enable further discovery and feasibility work to be undertaken, to complete more detailed business cases for each project proposed within the Digital Portfolio programme.
- 2.3.10 The Asset Management bids include the financial implications of a report presented Cabinet on 27 January 2021 outlining asset rationalisation proposals and which approved the immediate programme of building works necessary to reconfigure and remodel accommodation within the Town Hall campus to support the building consolidation proposals. This has superseded the scheme already included in the existing programme for the refurbishment of Mercury House and this scheme has been put on pause.

2.3.11 In addition there are minor schemes for the corporate landlord to enable estate maintenance and safety works.

2.3.12 The funding streams to finance the proposed new projects are as follows:

Table 4 – New Service Spending Financing

Funding Sources of Schemes Presented for Approval	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	Total £m
Capital Receipts	11.142	2.000	0.000	0.000	0.000	0.000	13.142
Revenue and Reserve Contributions	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Grants	6.143	0.000	0.000	0.000	0.000	0.000	6.143
Section 106/ CIL	0.206	0.300	0.300	0.000	0.000	0.000	0.806
Borrowing	18.600	17.044	9.242	5.930	3.630	2.830	57.276
TOTAL FUNDING	36.091	19.344	9.542	5.930	3.630	2.830	77.367

2.3.13 As can be seen from the above table a significant element of the new capital projects are funded from prudential borrowing. This will have the result of additional capital financing costs charged to revenue over the life of the assets. These costs are factored into the MTFS and where possible off set against income generated or savings made as a result of the projects. The capital financing costs as a result of the additional borrowing for the additional projects are set out below:

Table 5 – Revenue Impact of New Service Spending

	Incremental Impact to Revenue							
	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	Total £m
Interest Costs associated with additional Borrowing	0.279	0.535	0.394	0.228	0.143	0.097	0.042	1.718
Repayment of Principal (MRP) associated with additional borrowing	0.000	1.403	1.809	1.848	1.186	0.726	0.566	7.538
Total Capital Financing Costs associated with additional borrowing	0.279	1.937	2.203	2.076	1.329	0.823	0.608	9.256

2.3.14 Whilst these costs are factored into the MTFS for prudent financial planning purposes, alternative funding sources will be investigated and used where possible to mitigate these costs, delivering a saving on the revenue budget.

2.4 Revised Housing (HRA) Capital Projects

2.4.1 The HRA business plan was approved by Cabinet on 16 December 2020 and the 2021/22 HRA Rent Setting report is included elsewhere on this agenda. As well as setting out the revenue budgets for the financial year 2021/22 the plan also sets out the medium term capital programme for Housing. A summary of the plans can be seen in the table below:

Table 6 – Revised Housing (HRA) Capital Programme

Proposed HRA Capital Programme	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	Total £m
Stock capital investment	28.936	27.253	25.874	27.748	29.709	36.421	175.940
Other Improvements	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Development/Acquisition	83.060	73.867	80.058	42.718	38.021	40.153	357.876
Demolition & Forward Funding	19.495	21.924	52.011	88.817	133.268	103.082	418.596
Other Regeneration	27.304	19.926	16.797	8.367	4.095	6.340	82.828
Total HRA Capital Expenditure	158.795	142.970	174.740	167.649	205.093	185.994	1,035.240

2.4.2 Whilst there is no direct provision made for the repayment of debt (and therefore no MRP) the inclusion of the repayment of loans is included in the long term business plan for the HRA. To reflect this in the service revenue expenditure, unlike for the GF, depreciation is a true cost to the service which is then used to finance capital expenditure through the mechanism known as the Major Repairs Reserve (MRR).

2.4.3 Included within the HRA business plan is how the service are proposing to finance the capital expenditure and is summarised in the table below:

Table 7 – Revised Housing (HRA) Capital Financing

Sources of Financing	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	Total £m
Major Repairs Reserve (MRR)	31.035	9.305	9.305	9.480	9.659	9.842	78.626
RTB receipts (Allowable Debt)	1.460	1.065	1.073	1.080	1.074	1.067	6.819
RTB receipts (1-4-1 receipts)	10.290	5.290	6.887	5.939	6.015	4.375	38.795
Other Grants & Contributions	45.364	4.829	35.208	26.661	62.706	66.845	241.612
Revenue contributions (HRA)	1.917	8.796	3.223	5.104	1.875	14.466	35.382
HRA Prudential Borrowing	68.729	113.685	119.045	119.385	123.764	89.398	634.006
Total Funding	158.795	142.970	174.740	167.649	205.093	185.994	1,035.240

2.5 Revised Regeneration Capital Projects

2.5.1 Included within the capital programme are a number of Regeneration schemes that because of their size, are reported separately in the authority's capital programme. Each scheme has an individual business case setting out the risks and merits which have either been reviewed or are in the process of being reviewed by Members. The capital strategy brings together all these schemes, along with the Council's full capital programme, but Members are asked to review the individual business cases for a full understanding of each of the schemes.

2.5.2 The table below shows the current spending plans (based on latest business plans) for all of the regeneration schemes being proposed.

Table 7 – Revised Regeneration Capital Programme

	Prior years £m	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 and beyond £m	Total £m
Regeneration Programme									
Joint Ventures									
Rainham & Beam Park Housing Zone - Equity	0.000	3.075	3.473	16.913	0.000	0.000	0.000	1.953	25.414
Rainham & Beam Park (potential CPO's funded from sales to JV)	0.000	0.250	16.240	33.510	0.000	0.000	0.000	0.000	50.000
Bridge Close - New School	0.000	0.000	0.000	7.827	7.827	0.000	0.000	0.000	15.654
Bridge Close - New Medical Facility	0.000	0.000	0.000	0.000	5.146	0.000	0.000	0.000	5.146
Farnham & Hilldene - Com Properties	0.000	0.000	0.000	0.000	0.000	0.000	2.656	14.395	17.051
Farnham & Hilldene - Medical Centre	0.000	0.000	0.000	2.884	1.718	0.000	0.000	0.000	4.602
Provision for Future Regeneration Opportunities	0.000	0.000	55.000	45.000	40.000	0.000	0.000	0.000	140.000
Mercury Land Holdings									
North Street - loans	9.277	0.375	0.000	0.000	0.000	0.000	0.000	0.000	9.652
Quarles JV - Equity	0.000	6.100	0.000	0.000	0.000	0.000	0.000	0.000	6.100
Quarles JV - Loans	0.000	0.000	0.000	1.625	2.063	0.000	0.000	0.000	3.688
Quarles PRS - Equity	0.000	0.000	1.500	0.000	0.000	0.000	0.000	0.000	1.500
Quarles PRS - Loans	0.000	0.000	0.000	2.375	1.313	0.000	0.000	0.000	3.688
Homelessness - equity	0.000	0.000	4.746	4.760	4.738	4.760	4.738	0.000	23.742
Homelessness - loan	0.000	0.000	7.119	7.140	7.106	7.140	7.106	0.000	35.611
Crow Lane - Equity	2.575	0.996	0.000	0.000	0.000	0.000	0.000	0.000	3.571
Crow Lane - Loans	2.460	8.240	0.145	0.000	0.000	0.000	0.000	0.000	10.845
Waterloo - Equity	0.000	0.000	13.793	0.000	0.000	0.000	0.000	0.000	13.793
Waterloo - Loans	0.000	0.000	9.192	12.540	12.540	9.405	1.279	0.000	44.956
Roneo - Equity	0.000	0.000	3.474	0.000	0.000	0.000	0.000	0.000	3.474
Roneo - Loans	0.000	0.000	3.637	7.993	0.019	0.000	0.000	0.000	11.649
Rainham JV/LBH - Equity	0.000	0.000	9.000	0.000	0.000	0.000	0.000	0.000	9.000
Rainham JV/LBH - Loans	0.000	0.000	10.500	10.500	0.000	0.000	0.000	0.000	21.000
Reactive Acquisition Fund Balance	0.000	0.000	0.000	0.000	0.000	0.000	0.000	4.389	4.389
Total Regeneration Programme	14.312	19.036	137.819	153.067	82.470	21.305	15.779	20.737	464.525

2.5.3 The proposed funding of these schemes is predominantly from prudential borrowing with a small element of capital receipts. Details are set out in the table below:

Table 8 – Revised Regeneration Capital Financing

Funding Sources	Previous years	Forecast 2020/21	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	Total £m
Capital Receipts	0.000	0.250	71.240	78.510	40.000	0.000	0.000	0.000	190.000
Revenue and Reserve Contributions	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Grants	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Section 106/ CIL	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Borrowing	14.312	18.786	66.579	74.557	42.470	21.305	15.779	20.737	274.525
TOTAL FUNDING	14.312	19.036	137.819	153.067	82.470	21.305	15.779	20.737	464.525

2.5.4 Details of the regeneration schemes included as part of the capital programme are:

- Rainham & Beam Park Housing Zone

This scheme was originally approved for progression at Cabinet on 13 December 2017 with capital expenditure forecasts based on the original business plan. Since the original approval the project has developed with the capital expenditure above based on latest business plans.

- Bridge Close

This scheme was originally approved for progression at Cabinet on 15 November 2017 and again was based on the original business case for the project. Like with Rainham & Beam Park the scheme has developed and the latest capital expenditure forecasts are based on the new business plan. A report outlining a revised approach to funding Bridge Close was approved by Cabinet on 16 December 2020, and the capital requirements are included in the capital programme.

- Mercury Land Holdings

The original business plan was approved at Cabinet on 15 November 2017. Since this approval new schemes and opportunities have been identified and this new capital programme includes a number of new projects. Inclusion in the capital programme ensures that the capital expenditure approvals are in place subject to the full business cases being approved setting out the individual projects and their risks and benefits associated with them.

2.5.5 Like with the new capital projects, if schemes within these regeneration schemes are approved and progress then additional prudential borrowing will be required. This borrowing will result in revenue capital financing costs over the profile of the schemes as shown below. Whilst these costs are factored into the MTFS for prudent financial planning purposes, alternative funding sources will be used where possible to mitigate these costs, delivering a saving on the revenue budget.

Table 9 – Revenue Impact of the Regeneration Capital Programme

	Incremental Impact to Revenue							
	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	Total £m
Interest Costs associated with additional Borrowing	1.280	2.117	1.755	0.957	0.556	0.392	0.311	7.369
Repayment of Principal (MRP) associated with additional borrowing	0.509	1.799	1.084	0.872	0.238	0.290	0.398	5.189
Total Capital Financing Costs associated with additional borrowing	1.789	3.916	2.839	1.829	0.794	0.682	0.709	12.558

- 2.5.6 It is important to acknowledge that once the developments move into the delivery phase, the costs of the programmes become more significant, including for example the costs of borrowing or the costs of maintaining an operational construction site. Therefore any delays in the programme that add time into the development phase plans will bring with it additional material costs over and above these business plan assumptions.
- 2.5.7 It should also be acknowledged that as these regeneration ventures progress, there are costs incurred in the preparation of the schemes and the establishment of the delivery vehicles that are sunk costs, and have occurred in this or previous years. If any of the schemes at any stage in the future do not progress to final delivery and completion, then these costs could fall to the Council with no mechanism for recovery.
- 2.5.8 The primary reason for undertaking these schemes, and therefore including these projects in the capital programme, is regeneration. However, the business cases have identified a number of additional benefits arising alongside the regeneration. One of the benefits is the estimated financial return to the Council that will arise as a result of the delivery of the projects. The return generated from these regeneration projects will offset the budget pressure arising from the capital financing costs of borrowing and provide future funds for reinvestment. There will also be a return to support the Council's MTFS from MLH as a result of the Council making loans to the company. Full details of the additional pressures and savings for the individual schemes are included in the Medium Term Financial Strategy.
- 2.5.9 In addition to the income streams, dividends will also be payable from MLH, although at present it is assumed these are reinvested in further regeneration schemes.
- 2.5.10 The primary existence of these regeneration projects are for regeneration purposes and it's important to acknowledge that these income stream can be more volatile than other investments made solely for treasury purposes (details of which are set out in the Treasury Management Strategy Statement (TMSS) elsewhere in the agenda). Members are reminded that over reliance on these income streams should not be made when setting a balanced budget and that by approving these schemes, Members are happy with the overall balance of income that these projects contribute to the budget setting process.

2.6 2021/22-2026/27 Total Capital Programme

2.6.1 Subject to Member approval, the following table sets out the proposed total capital programme for the financial years 2021/22 through to 2026/27:

Table 10 – Proposed Total Capital Programme

	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	Total £m
Adults Services	2.132	0.023	0.000	0.000	0.000	0.000	2.154
Customer, Communication & Culture							
Art & Culture	0.050	0.000	0.000	0.000	0.000	0.000	0.050
Leisure - Other	7.540	3.125	0.000	0.000	0.000	0.000	10.665
Leisure - SLM	0.764	0.100	4.721	0.000	0.000	0.000	5.585
Libraries	0.223	0.010	0.000	0.000	0.000	0.000	0.233
Customer, Communication & Culture Total	8.577	3.235	4.721	0.000	0.000	0.000	16.534
Childrens Services							
Childrens Services	0.020	0.005	0.000	0.000	0.000	0.000	0.025
Learning & Achievement	0.022	0.000	0.000	0.000	0.000	0.000	0.022
Childrens Services Total	0.042	0.005	0.000	0.000	0.000	0.000	0.047
Environment							
Environment - Highways	12.206	12.300	0.300	0.000	0.000	0.000	24.806
Environment - Parks	1.600	0.500	0.500	0.000	0.000	0.000	2.600
Environment - Street Lighting	0.200	0.000	0.000	0.000	0.000	0.000	0.200
Environment - TFL	1.957	0.000	0.000	0.000	0.000	0.000	1.957
Environment - Parking	1.000	1.000	1.000	1.000	0.000	0.000	4.000
Environment - Public Protection	3.500	0.000	0.000	0.000	0.000	0.000	3.500
Environment Total	20.463	13.800	1.800	1.000	0.000	0.000	37.063
Registration & Bereavement Services	5.850	0.000	0.000	0.000	0.000	0.000	5.850
Asset Management							
Asset Rationalisation	1.500	0.000	0.000	0.000	0.000	0.000	1.500
Corporate Buildings	0.727	0.000	0.000	0.000	0.000	0.000	0.727
Health & Safety	0.098	0.078	0.007	0.000	0.000	0.000	0.183
Schools Conditions Programme	3.133	0.000	0.000	0.000	0.000	0.000	3.133
Schools Expansions	5.761	6.050	0.000	0.000	0.000	0.000	11.811
Asset Management Total	11.220	6.128	0.007	0.000	0.000	0.000	17.355
Finance							
Contingency	1.000	0.000	0.000	0.000	0.000	0.000	1.000
Internal Leasing	6.000	0.000	0.000	0.000	0.000	0.000	6.000
Finance Total	7.000	0.000	0.000	0.000	0.000	0.000	7.000
ICT Infrastructure	11.142	8.044	8.242	4.930	3.630	2.830	38.818
Regeneration Programme	141.957	153.067	82.470	21.305	15.779	20.737	435.315
Total GF Capital Expenditure	208.382	184.302	97.241	27.235	19.409	23.567	560.136
HRA Capital Expenditure	142.970	174.740	167.649	205.093	185.994	0.000	876.446
Total Capital Programme	351.352	359.042	264.890	232.328	205.403	23.567	1,436.582

2.6.3 If the capital programme is agreed the capital expenditure will be financed as follows:

Table 11 – Financing of Capital Programme

Sources of Financing	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	Total £m
Capital Receipts	95.080	88.558	47.084	7.089	5.442	0.000	243.252
Revenue and Reserve Contributions	18.143	12.533	14.584	11.534	24.309	0.000	81.103
Grants & Other Contributions	22.335	41.581	26.961	62.706	66.845	0.000	220.427
GF Prudential Borrowing	102.110	97.326	56.876	27.235	19.409	23.567	326.523
HRA Prudential Borrowing	113.685	119.045	119.385	123.764	89.398	0.000	565.277
Total Funding	351.352	359.042	264.890	232.328	205.403	23.567	1,436.582

3. Prudential Indicators

3.1 Capital expenditure is incurred where the Council spends money on assets, such as property or vehicles that will be used for more than one year. In local government this includes spending on assets owned by other bodies, and loans and grants to other bodies enabling them to buy assets. Details of the Council's policy on capitalisation can be found in the Council's accounting policies included within the annual statement of accounts.

3.2 In 2021/22, including the Housing Revenue Account, the Council is planning capital expenditure of £351m as set out in the table below:

Table 12 – Prudential Indicator: Estimate of Capital Expenditure

	2019/20 Actual £m	2020/21 Forecast £m	2021/22 Forecast £m	2022/23 Forecast £m	2023/24 Forecast £m
Service Spending	77.807	94.386	70.563	31.235	14.770
Council Housing (HRA)	61.831	158.795	142.970	174.740	167.649
Regeneration Programme	15.155	19.036	137.819	153.067	82.470
Total	154.793	272.216	351.352	359.042	264.890

The Service Spending on capital projects include highways, schools maintenance and expansions, IT infrastructure and leisure, and these can be seen in the detailed capital programme section of this report.

The Council Housing (HRA) is a ring-fenced account which ensures that council housing does not subsidise, or is itself subsidised, by other local services. The HRA capital programme supports the ongoing capital maintenance of the housing stock, the delivery of decent homes standards alongside a significant investment

in the 12 Estates regeneration programme and the acquisition of affordable homes across other regeneration schemes, particularly the Bridge Close scheme. The HRA business plan (which includes full details of the proposed HRA capital programme) is an item elsewhere on the agenda.

- 3.3 All capital expenditure must be financed, either from external sources (government grants and other contributions), the Council's own resources (revenue, reserves and capital receipts) or debt (borrowing, leasing and Private Finance Initiative). The planned financing of the above expenditure is as follows:

Table 13 – Prudential Indicator: Capital Financing

	2019/20 actual £m	2020/21 Forecast £m	2021/22 Forecast £m	2022/23 Forecast £m	2023/24 Forecast £m
Capital Receipts	18.231	27.816	95.080	88.558	47.084
Revenue Contributions & Reserves	26.937	35.443	18.143	12.533	14.584
Grants & Other Contributions	27.347	94.516	22.335	41.581	26.961
Borrowing	82.278	114.441	215.795	216.370	176.261
Total	154.793	272.216	351.352	359.042	264.890

- 3.4 Debt (Borrowing) is only a temporary source of finance, since loans and leases must be repaid, and this is therefore replaced over time by other financing, usually from revenue which is known as minimum revenue provision (MRP). Alternatively, proceeds from selling capital assets (known as capital receipts) may be used to replace debt finance. The Council's full Minimum Revenue Provision statement is available as part of the Treasury Management Strategy Statement.

- 3.5 The Council's cumulative outstanding amount of debt finance is measured by the capital financing requirement (CFR). This increases with new debt-financed capital expenditure and reduces with MRP and capital receipts used to replace debt. The CFR is expected to increase by £206.791m during 2021/22. Based on the above figures for expenditure and financing, the Council's estimated CFR is as follows:

Table 14 – Prudential Indicator: Estimates of Capital Financing Requirement

	2019/20 actual £m	2020/21 Forecast £m	2021/22 Forecast £m	2022/23 Forecast £m	2023/24 Forecast £m
Service Spending	100.366	124.546	155.956	175.340	181.385
Council Housing (HRA)	197.217	265.946	379.631	498.675	618.061
Regeneration Programme	55.844	73.688	135.384	206.691	234.765
Total Capital Financing Requirement	353.427	464.180	670.971	880.707	1,034.211

- 3.6 The previous tables cover the overall capacity and control of borrowing but within the prudential framework indicators are required to assess the affordability of the capital investment plans. One such indicator is the estimate of the ratio of financing costs to net revenue stream which can then be split between service spend, housing and regeneration. This indicator identifies the trend on the cost of capital against the net revenue stream and is set out in the table below:

Table 15 – Prudential Indicator: Ratio of Financing costs to Net Revenue Stream

	2019/20 Actual	2020/21 Forecast	2021/22 Forecast	2022/23 Forecast	2023/24 Forecast
Service Spending	3.20%	4.41%	5.82%	7.34%	8.46%
Council Housing (HRA)	4.45%	5.84%	8.17%	10.53%	12.79%
Regeneration Programme	1.64%	2.19%	3.78%	6.27%	7.35%
Total Capital Financing Requirement	9.30%	12.44%	17.78%	24.13%	28.60%

- 3.7 Additional Prudential Indicators can be found in the Treasury Management Strategy Statement (TMSS) which can be found elsewhere on the agenda

4. Disposals

- 4.1 As the Council has pursued a policy of selling surplus sites for many years it becomes more difficult to identify new sites for disposal that do not pose challenges, either technically or in terms of planning, and especially in respect of objections to disposal that arise in many cases. Nonetheless, constant and on-going appraisal of property assets to identify disposal opportunities is a best practice tenet on all local authorities.
- 4.2 Nationally, councils are shifting their approach and considering sites for self-development in line with corporate need. Through capital spend; they are able to generate savings and new forms of revenue income.
- 4.3 The Council's Asset Management Plan states that land and property assets should only remain in Council ownership if they:
- need to be retained in Council control for the provision of services
 - are of great value to the Council, community and other stakeholders and are in need of the degree of protection from development or other uses afforded only by ownership
 - are investment properties providing a financial return that can fully satisfy relevant investment criteria.

- 4.4 As well as ensuring that the portfolio of retained property is suitable for the operational needs of the Council, there is a continuing need to generate capital receipts from the disposal of assets in order to pursue capital projects. The review and identification of new disposal and capital receipt opportunities makes an essential contribution to funding the Council's capital programme.
- 4.5 The combination of these factors has highlighted the need for a continuing systematic review of the Council's assets to ensure that those that continue to be retained match one of the definitions referred to above and those that do not are considered for disposal or re-use.

5. Regeneration Programme

5.1 Overview

- 5.1.1 With central government financial support for local public services declining, the Council has invested in a number of joint ventures and subsidiaries.
- 5.1.2 Mercury Land Holdings (MLH) is the Council's wholly owned property development company established to:

- Make use of existing Council capital assets
- To contribute to dealing with the housing supply issue in the Borough
- Ensure a mix of housing in terms of type, size and tenure best matched to the needs of Havering
- To support the Council's regeneration and growth aim
- Generate a financial return to support front line services

The Council's investment in MLH in terms of loans and equity are included in the capital programme. The investment is managed via a shareholder's board arrangement and MLH submit a business plan each year with investment plans for consideration and approval by Cabinet.

- 5.1.3 In addition the Council is the partner in three other regeneration vehicles. One has been established to regenerate the Council's own housing provision, predominantly within the HRA. The other two are to support regeneration and bring in new affordable housing across Havering.

- 12 Estates programme
- Bridge Close
- Beam Park

- 5.1.4 With regeneration being the key objective, the Council accepts higher risk on capital investments in the Regeneration Programme than with treasury investments where the emphasis is on Security, Liquidity and Yield (SLY) in that order. The principal risk exposures for each regeneration scheme are set out in the individual business cases but include risks such as fall in capital values, inflation and interest rate risk. These risks are managed through the individual business cases which show detailed modelling of the risk factors and their impact. In order that commercial investments remain proportionate to the size of the authority, whilst there is no overall maximum investment limit, every business case is reviewed with the full impact of the decision assessed before a decision to proceed or abandon the scheme being made.
- 5.1.5 Further details on the capital expenditure plans and the associated prudential indicators which include the commercial activities can be found in the Treasury Management Strategy Statement. The Council's capital expenditure plans are the key driver of treasury management activity with the output of these plans reflected in the TMSS and prudential indicators. These are designed to assist Member's overview and confirm capital expenditure plans.

5.2 Risk Management and Mitigation

- 5.2.1 Specific risks for individual schemes are contained within the project business cases. The scale and importance of the project will dictate the level of business case evaluation. Sound business case protocols can mitigate the risk of business case collapse with appropriate levels of contingency being built into the business case to mitigate risks.
- 5.2.2 In addition to specific risks associated with projects there are a number of cross cutting risks that apply to all capital investments.
- Interest Rate Risk - This is managed indirectly through the TMSS and through our treasury advisers Link Asset Services
 - Inflation Risk – Whilst we are in a period of low inflation, inflation risk should always be a concern as slippage can potentially decrease the purchasing power. This can be mitigated by good project management and clearly identified cash flow projections.
 - Legal Risk – Capital schemes need to comply with the latest relevant regulations which can change and lead to an impact on construction costs for example. This is mitigated by awareness of pipeline changes and through contingencies
 - Market health and commercial values – when projects are entered, the business case often depends on key assumptions or estimates of future market positions. Should market movements mean that these assumptions are inaccurate then this may lead to a change in the project financials. This risk can be mitigated through performance monitoring and contingencies.

- Supplier financial stability – To mitigate this, the Council considers the financial robustness of all contractors and partners and requests appropriate financial standing assurance.
- Reputational Risk – This is particularly relevant to the public sector and can result in the public losing faith in the organisation. The risk can be mitigated by good project management and communication with clear expectations of all stakeholders being key.
- Financial risk due to programme delay – as the schemes progress into delivery phase the costs of the programmes become more significant, including the costs of any borrowing, of the holding costs of construction sites and the operating costs of the joint venture partners, which will be incurred even during times of delay. This can occur for external reasons – e.g. inclement weather that stops work on site – or reasons internal to the council – e.g. delays from slipped planned phasing or decision making deadlines. Many external causes can be mitigated by insurance cover or contingency sums, and close contract management with partners. The internal process risk can be mitigated by clear planning and timetabling of key decisions and project approval phasing, and monitoring and management of the project plans against those deliverables.

6. Knowledge and Skills

- 6.1 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.
- 6.2 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 is more cost effective than employing such staff directly, and ensures that the Council has access to knowledge and skills commensurate with its risk appetite.
- 6.3 Member training is undertaken as part of the induction programme following any election and in particular for new Members. Specialist training and advice is also provided to relevant cabinet portfolio members which is either conducted by members of staff or external specialist sources.

REASONS & OPTIONS

Reasons for the Decision

The Council is required to approve the Capital Strategy as per the 2017 updates to the Prudential Code for Capital Finance in Local Authorities and the Treasury Management in the Public Services Code of Practice.

Alternative Options Considered

There are no alternative options in so far as approving the capital strategy and setting the capital programme. However, there are options in respect of the various elements of the capital programme.

IMPLICATIONS & RISKS

Financial Implications and Risks

The Council needs to manage and control its future capital programme and investment very carefully to ensure that it meets its fiduciary responsibilities. It will need to carefully prioritise future capital investment to deliver optimum outcomes as resources become increasingly scarce. A number of new schemes rely upon borrowing which creates a long term budgetary commitment for the Council for which it anticipates that it will receive financial returns of income in addition to meeting the primary objectives of economic development and regenerations. It is therefore essential that there is robust and proactive management of all capital projects going forward in order to deliver the financial plans set out in each approved business case. In particular, the delivery of income streams due from the series of Regeneration led projects for housing development are crucial and underpin the Council's ability to meet the cost of this capital investment and generate future revenue returns to support the delivery of the MTFS. Failure to deliver to plan, could result in significant financial pressures for the Council and therefore robust programme and project governance will be essential. This framework and the expected returns on investment will be included in the revised Capital Strategy.

In allocating funding to these proposals the principle of financing capital expenditure from prudential borrowing as a last resort, was used. Going forward, the use of external funding sources will be maximised, pulling together the co-ordination of grant funding, s106 and any future CIL payments and the use of capital receipts, revenue and reserves.

Legal Implications and Risks

There are no apparent direct legal implications of this report.

Human Resource Implications and Risks

There appear to be no HR implications or risks arising directly that impact on the Councils workforce.

Equalities Implications and Risks

The Public Sector Equality Duty (PSED) under section 149 of the Equality Act 2010 requires the Council, when exercising its functions, to have due regard to:

- (i) The need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
- (ii) The need to advance equality of opportunity between persons who share protected characteristics and those who do not, and;
- (iii) Foster good relations between those who have protected characteristics and those who do not.

The Council is committed to all of the above in the provision, procurement and commissioning of its services, and the employment of its workforce.

Health and Wellbeing Implications and Risks

The Council is committed to improving the quality of life and wellbeing for all Havering employees and residents in respect of socio-economics and health determinants. Whilst there are no direct implications to the Council's workforce and residents health and wellbeing as a result of this report, the way the Council spends its budgets on facilities and services does have the potential to impact on our overall health and wellbeing.

For example investment in social infrastructure for public services is likely to have a positive impact on health and wellbeing in terms of providing facilities and services, social connectivity, skills improvement, employment and wealth creation. If social infrastructure is not invested and there is a lack of good quality roads, paths and public buildings the aesthetic quality of the environment can impact negatively on both physical and mental health and wellbeing.

Sitting behind this strategy are a number of processes to assess and improve the health impacts of the projects being proposed. For example, any capital building works such as the 12 estates regeneration project will be subject to the new local plan which includes a new policy requirement for development applications of 10 units or more to have a commensurate scale health impact assessment. This will highlight any positive impacts of the development on improved health and wellbeing and look for ways to mitigate any negative impacts.

In addition where appropriate, individual projects/programmes within this strategy will themselves be subject to a separate equalities and health impact assessment (EqHIA) which will identify in more detail potential negative impacts for mitigation or positive impacts.

BACKGROUND PAPERS

None

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Appendix 1

Directorate	Service	Programme	Project Number	Project Name	2021-22 Budget	2022 Budget and onwards	Total Budget	
Adults Services	Adult Services	Adult Services - Other	C21290	Furniture for JAD Team	50,500	0	50,500	
			C21270	Co-Location of Teams with NELFT	25,000	0	25,000	
			C16430	Location Monitoring Alarm Equipment for Staff, DoH Grant:2013-14	0	22,960	22,960	
Adults Services Total					75,500	22,960	98,460	
Chief Operating Officer	Customer, Communication & Culture	Art & Culture	C25290	Queens Theatre Building Works	0	0	0	
			C28310	Queens Theatre - Addressing items identified through a survey	50,000	0	50,000	
		Art & Culture Total			50,000	0	50,000	
		Leisure - Other	C35080	Langtons	500,000	500,000	1,000,000	
			C35070	Sports Centre	4,640,000	0	4,640,000	
			C35090	Bretons	0	2,625,000	2,625,000	
		Leisure - Other Total			5,140,000	3,125,000	8,265,000	
		Leisure - SLM	C26860	SLM - Central Park Leisure Centre - Refurbishment	0	536,878	536,878	
			C26870	SLM - Hornchurch Sports Centre - Redevelopment	764,000	255,084	1,019,084	
			C26880	SLM - Sapphire Ice and Leisure - Fit Out	0	908,484	908,484	
			C28070	SLM - Awaiting Allocation	0	3,120,755	3,120,755	
		Leisure - SLM Total			764,000	4,821,201	5,585,201	
		Libraries	C10000	Harold Hill Library Prgm, (Community Hubs)	184,608	0	184,608	
			C22130	Libraries CCTV Replacement	10,000	5,073	15,073	
			C22150	Libraries Redecoration	15,287	0	15,287	
			C25260	Library Building Works	5,000	5,000	10,000	
			C25270	Libraries Banner	8,342	0	8,342	
		Libraries Total			223,237	10,073	233,310	
	Customer, Communication & Culture Total				6,177,237	7,956,274	14,133,511	
	Chief Operating Officer Total					6,177,237	7,956,274	14,133,511
	Childrens Services Total	Childrens Services		C29360	Locality Based Childrens Centres Transformation	20,000	4,863	24,863
			Childrens - Other Total			20,000	4,863	24,863
		Learning & Achievement	Learning & Achievement - Other	C18960	Catering Management System and Equipment	11,226	0	11,226
C31030				Scargill Inf Sch - Kitchen extension	10,528	0	10,528	
Learning & Achievement - Other Total					21,754	0	21,754	
Childrens Services Total					41,754	4,863	46,617	
Neighbourhoods	Environment		C28210	Five Year Carriageway Resurfacing Programme	1,000,000	1,000,000	2,000,000	
			C28560	Five Year Footway Resurfacing Programme	1,000,000	1,000,000	2,000,000	
		Environment - Highways Total			2,000,000	2,000,000	4,000,000	
		Environment - Parks	C35030	Park Improvements	1,600,000	1,000,000	2,600,000	

Appendix 1

Directorate	Service	Programme	Project Number	Project Name	2021-22 Budget	2022 Budget and onwards	Total Budget
		Environment - Parks Total			1,600,000	1,000,000	2,600,000
		Environment - Street Lighting	C31060	Street Lighting LED Lantern Upgrades	200,195	0	200,195
		Environment - Street Lighting Total			200,195	0	200,195
		Environment Total			3,800,195	3,000,000	6,800,195
	Registration & Bereavement Services	Cemeteries & Crematoriums	C28320	Cemetery Expansion Phases 2 and 3	4,600,000	0	4,600,000
			C35010	Cremator Replacement	1,250,000	0	1,250,000
		Cemeteries & Crematoriums Total			5,850,000	0	5,850,000
	Registration & Bereavement Services Total				5,850,000	0	5,850,000
	Neighbourhoods Total				9,650,195	3,000,000	12,650,195
	OneSource						
	Asset Management	Asset Management -	C31160	Smart Working - Building Works	0	0	0
		Asset Management - Other Total			0	0	0
		Corporate Buildings	C28270	Central Depot Expansion	527,015	0	527,015
		Corporate Buildings Total			527,015	0	527,015
		Health & Safety	C12000	H&S Fire Extinguisher Acquisitions	5,000	3,000	8,000
			C14620	H and S - Memorial Safety Inspections (Cemeteries)	8,092	0	8,092
			C18010	H and S Corporate Buildings - Legionella Assessments	20,000	10,000	30,000
			C28250	H and S Corporate Buildings - Legacy Works	10,000	25,292	35,292
			C30860	H&S - Gates	25,000	20,000	45,000
			C30870	H and S Corporate Buildings - Fire Risk Assessments	20,000	26,800	46,800
			C30890	H&S Corporate Buildings - Asbestos	10,000	0	10,000
		Health & Safety Total			98,092	85,092	183,184
		Schools Building Maintenance	C25490	Unplanned works to Education Buildings	331,550	0	331,550
			C25510	Asbestos Removal 2017/18	248,977	0	248,977
			C25520	DDA Works 2017/18	49,153	0	49,153
			C29720	Nelmes Primary School - SEN Places	78,732	0	78,732
			C35260	Gidea Park School Heating and Controls	20,000	0	20,000
			C35270	Harold Court School Roofs 1,2,3,4,5,7	50,000	0	50,000
			C35290	Hilldene School Roofs 1,3,10	20,000	0	20,000
			C35300	Hilldene School Fire Alarm and Emergency Lighting	25,000	0	25,000
			C35310	Hilldene Nursery Fire Alarm and Emergency Lighting	25,000	0	25,000
			C35320	James Oglethorpe School Main Distribution Works	25,000	0	25,000

Appendix 1

Directorate	Service	Programme	Project Number	Project Name	2021-22 Budget	2022 Budget and onwards	Total Budget
			C35330	James Oglethorpe School Roof 15	10,000	0	10,000
			C35400	Parklands Jr School Roof 1	10,000	0	10,000
			C35410	Parsonage Farm School Roofs 3,4,5	10,000	0	10,000
			C35430	Squirrels Jr School Roofs	60,000	0	60,000
			C35460	Towers Inf School Roofs 4,8,10	40,000	0	40,000
		Schools Building Maintenance Total			1,003,412	0	1,003,412
		Schools Expansions	C26030	Phase 4 Expansions Unallocated	351,446	0	351,446
			C29470	SEN Unallocated Monies	843,334	0	843,334
			C30070	Schools Basic Needs 2020/21	2,000,000	6,000,000	8,000,000
			C23300	Crownfield Jr Expansion 3FE to 4FE - Phase 3	293,867	0	293,867
			C24010	Brady Primary Expansion - 1 to 2 FE Phase 3	400,000	50,000	450,000
			C26040	Mead Sch 1FE Expansion Phase 4	419,913	0	419,913
			C26080	Bower Park Sch - 6 to 7 FE Phase 4	1,452,912	0	1,452,912
		Schools Expansions Total			5,761,472	6,050,000	11,811,472
	Asset Management Total				7,389,991	6,135,092	13,525,083
	Finance	Contingency	C25470	Contingency	1,000,000	0	1,000,000
			C30050	Internal Leasing	6,000,000	0	6,000,000
		Contingency Total			7,000,000	0	7,000,000
	Finance Total				7,000,000	0	7,000,000
OneSource Total					14,389,991	6,135,092	20,525,083
Regeneration Programme	Regeneration	Regeneration - Other	C11390	Romford Associated Projects	21,221	0	21,221
			C12960	Rainham Marshes Nature Reserve, Access and Development	69,034	0	69,034
			C16140	HLS Capital Works at Bedford,Dagnum and Havering Parks: 2013-14	5,000	0	5,000
			C25450	Romford and London Riverside Project 2017/18	41,224	0	41,224
		Regeneration - Other Total			136,479	0	136,479
		Regeneration - TFL	C29000	Beam Parkway Major Scheme LIP 18-19 TFL	4,001,129	0	4,001,129
		Regeneration - TFL Total			4,001,129	0	4,001,129
	Regeneration Total				4,137,608	0	4,137,608
Regeneration Programme Total					4,137,608	0	4,137,608
Total					34,472,285	17,119,189	51,591,474

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Appendix 2

Digital Portfolio	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Portfolio Team	517,500	0	0	0	0	0	517,500
Cyber Security	200,000	192,500	200,000	160,000	160,000	160,000	1,072,500
Data Centre & Core Network Refresh	3,500,000	732,500	280,000	0	0	0	4,512,500
Platform	400,000	1,132,500	1,040,000	1,000,000	0	0	3,572,500
Integration	500,000	1,032,500	640,000	600,000	300,000	0	3,072,500
Device Refresh	100,000	0	2,400,000	0	0	0	2,500,000
Teams Telephony	150,000	0	0	0	0	0	150,000
Evergreening Capital	1,107,500	1,332,500	1,500,000	1,650,000	1,650,000	1,650,000	8,890,000
Audio Visual	250,000	0	0	0	0	0	250,000
Organisational Data Capability	480,000	2,032,500	2,040,000	1,500,000	1,500,000	1,000,000	8,552,500
Business Systems and BI Analytics	100,000	50,000	0	0	0	0	150,000
Borough Wide Connectivity	250,000	432,500	0	0	0	0	682,500
Chatbots - Green Waste	45,000	42,500	50,000	10,000	10,000	10,000	167,500
RPA - Automation Bots	45,000	42,500	50,000	10,000	10,000	10,000	167,500
User Centred Design Capabilities	25,000	0	0	0	0	0	25,000
	7,670,000	7,022,500	8,200,000	4,930,000	3,630,000	2,830,000	34,282,500

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Appendix 2

LA Schools	2021/22 Condition Grant Schemes	Priority	Budget £
James Oglethorpe	Junior electrical upgrade	1	100,000
James Oglethorpe	Replacement boiler 2 & 3	1	20,000
Elm Park	Heating controls	1	15,000
Parklands Inf	Replace galvenised water pipes	1	25,000
Nelmes	Remove pipes in hall floor duct	1	25,000
Mead	Replace dining room floor, ceiling and li	1	40,000
Harold Wood	Junior play ground resurface	1	80,000
Nelmes	Entrance and carpark resurface	1	50,000
Elm Park	Intumecent strip spalling	1	25,000
James Oglethorpe	window replacement	1	20,000
Ardleigh Green	Ship lap cladding	1	20,000
Parklands Jun	Replace Block B	1	300,000
Various Schools	Fire Doors	1	100,000
Crowfield Inf	Flat roofs B,C	1	60,000
Engayne	Flat roof 9	1	120,000
Gidea Park	Flat roof Roof B	1	15,000
Langton Infants	Flat roof	1	45,000
Nelmes	Flat roofs A,B,C	1	150,000
Newtons	Flat roofs Infant block	1	150,000
Rainham Village	Flat roofs 3,4,5,6,7,8,9,10	1	120,000
Scotts	Flat roof Infant block	1	120,000
Towers Infants	Flat roofs roof 3,7	1	40,000
Towers Juniors	Flat roofs A,D,G	1	200,000
Harold Wood	Electrical Upgrade sub-mains	1	18,000
Squirrels Heath Inf & Jun	Phase 4 electrical distribution	1	22,000
Parklands Inf	Fire Alarm and Emergency lighting	1	20,000
Parklands Jun	Fire Alarm and Emergency lighting	1	20,000
Parsonage farm	Upgrade classroom lighting	2	20,000
Branfil	Upgrade classroom lighting	2	20,000
Whybridge Infants	Upgrade classroom lighting	2	20,000
Clockhouse	Upgrade classroom lighting	2	20,000
Langton Inf	Upgrade classroom lighting	2	20,000
Crowlands	Upgrade classroom lighting	2	20,000
Harold Wood	Upgrade classroom lighting	2	20,000
Mead	Flat roofs	2	70,000
Total			2,130,000

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CABINET

17th February 2021

Subject Heading:

Treasury Management Strategy Statement 2021/22 and Annual Investment Strategy 2021/22 ("TMSS"), Treasury Indicators and Minimum Revenue Provision (MRP) Policy Statement for 2021/22

Cabinet Member:

Councillor Roger Ramsey
Cabinet Member for Finance & Property

SLT Lead:

Jane West
Chief Financial Officer

Report Author and contact details:

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Policy context:

The CIPFA Code of Practice ("CIPFA TM Code") on treasury management 2017 recommends that the TMSS and MRP Policy Statement are reported to a scrutiny committee for effective scrutiny- this role is undertaken by the Audit Committee and this report will be reviewed at its meeting on 23rd February 2021 and presented to Full Council on 3rd March 2021.

Financial summary:

The TMSS forms part of the Authority's overall budget strategy and financial management framework.

Is this a Key Decision?

No

When should this matter be reviewed? **Biannually**

Reviewing OSC: **Overview and Scrutiny Committee**

The subject matter of this report deals with the following Council Objectives

Communities making Havering	□
Places making Havering	□
Opportunities making Havering	□
Connections making Havering	□

SUMMARY

The TMSS is part of the authority's reporting procedures as recommended by the Chartered Institute of Public Finance and Accountancy (CIPFA) TM Code and its Prudential code ("The CIPFA Prudential Code") for capital finance in local authorities. The Local Government Act 2003 requires authorities to comply with both codes.

This report fulfils the authority's legal obligation under the Local Government Act 2003 to have regard to both the CIPFA TM Code and Government Guidance, and it covers:

- The Borrowing and Investment Strategies
- Treasury Management and Prudential Indicators
- A MRP Policy Statement (the means by which capital expenditure which is financed from borrowing is paid for by authority tax payers)

RECOMMENDATIONS

Cabinet is asked to:

1. Approve the TMSS 2021/22.

2. Approve the Prudential and Treasury Indicators set out in Appendices 2 and 3 respectively of this report.
3. Approve the Annual MRP Policy Statement for 2021/22 set out in Appendix 8 of this report.
4. Recommend the annual TMSS and MRP statements 2021/22 to Council for approval.
5. Delegate future changes required to this Strategy to the Chief Financial Officer after consultation with the Cabinet Member for Finance and Property. This will provide the additional flexibility to swiftly respond to changing circumstances.

REPORT DETAIL

1. Introduction

- 1.1 The authority is required to set a balanced budget each financial year, which broadly means that income received during the year will meet its operational expenditure. As part of the overall financial management arrangements, a primary objective of the Treasury Management service is to ensure that the authority's cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in counterparties or instruments in accordance with the authority's appetite for risk and liquidity requirements, as priorities before considering investment return.
- 1.2 CIPFA define 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."
- 1.3 Whilst any regeneration initiatives or loans to third parties will impact on the treasury function, these activities are generally classed as non-treasury activities, (arising usually from capital expenditure), and are separate from the day to day treasury management activities. This expenditure is shown throughout this report as the "regeneration programme".
- 1.4 The authority 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);
- MRP Policy Statement, (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 – a progress report and updates Members on the capital position, amending prudential/treasury indicators as necessary, and whether any policies require revision.

c. An annual treasury report – a backward looking review document providing outturn details on actual prudential and treasury indicators and treasury activity compared to the estimates within the strategy.

1.5 The above reports are required to be adequately scrutinised before being recommended to the authority. This role is undertaken by the Audit Committee.

2. Key Considerations and Sustainability

2.1 TMSS 2021/22

2.1.1 The strategy for 2021/22 covers two main areas:

a) Capital issues

- the capital expenditure plans and the associated prudential indicators set out in **appendix 2**;
- the MRP policy.

b) Treasury management issues

- the current treasury position as shown in **appendix 1**
- treasury indicators which limit the treasury risk and activities of the authority; **appendix 3**
- prospects for interest rates; **appendix 4**
- the borrowing strategy;
- policy on borrowing in advance of need; **appendix 5**

- debt rescheduling;
- the investment strategy;
- creditworthiness policy;
- the policy on use of external service providers.

2.1.2 These elements cover the requirements of the Local Government Act 2003, the CIPFA Prudential Code, MHCLG MRP Guidance, the CIPFA TM Code and MHCLG Investment Guidance.

2.2 Training

2.2.1 A key requirement of the CIPFA TM Code is Member consideration of treasury management matters. The authority addresses this important issue by:

- Providing training sessions, briefings and reports on treasury management and investment issues to those Members responsible for the monitoring and scrutiny of treasury management.
- Requires all relevant Officers to keep their skills up to date through training, workshops and seminars, and participating in the CIPFA Treasury Management Forum and other relevant local groups and societies.

2.3 Treasury Management Consultants

2.3.1 The authority uses Link Asset Services (“Link”) as its external treasury management adviser. The authority recognises that responsibility for treasury management decisions remains with itself at all times and ensures that undue reliance is not placed upon external service providers. It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The authority will ensure that the terms of their appointment and the methods by which their value will be assessed are agreed and subjected to regular review.

3. Service Delivery and Performance Issues

3.1 The authority’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, shown in **appendix 2**, which are designed to assist Members’ overview and confirm capital expenditure plans.

3.2 Borrowing Strategy

3.2.1 Caution will be applied to the 2021/22 treasury operations. The Chief Financial Officer will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances.

3.2.2 The authority has maintained an internal borrowing position (£118m at 31/3/20). This means that the capital borrowing need (the Capital Financing Requirement (CFR)), has not been fully funded with external loan debt as cash supporting the authority's reserves, balances and cash flow has been used as a temporary measure. This strategy has been prudent as investment returns have approached zero while counterparty risk has remained an issue. However as the authority's CFR continues to grow, internal cash balances will become strained resulting in temporary borrowing thereby increasing interest rate and refinancing risk in the debt portfolio. Those risks need to be carefully managed through the judicious introduction of new long term external borrowing into the debt portfolio.

3.2.3 The PWLB consultation concluded their review effective 26th November 2020 the main headlines were:

- PWLB rate lowered 100bps (or one percentage point) for all new Standard Rate and Certainty Rate loans. This takes PWLB borrowing back to a margin of 80bps (0.8%) above the Gilt which was the position pre October 2019 and prior to the PWLB consultation.
- As a condition to access PWLB, authorities were asked to submit a high level description of capital spending for 3 years.
- The S151 officer of the authority to confirm no intention to buy investment assets primarily for yield any time in the next 3 years
- The PWLB will not lend to an authority that plans to buy investment assets primarily for yield anywhere in their capital plans, regardless of whether the transaction would notionally be financed from a source other than the PWLB.

It is against this backdrop and the continued uncertainty of economic and interest rate forecasts, that caution will be exercised in managing the 2021/22 treasury operations. The Chief Financial Officer will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances:

- Where there is a significant risk of a sharp fall in long and short term rates, (e.g. due to a marked increase of risks around relapse into recession or of risks of deflation), then long term borrowing will be

postponed, and potential rescheduling from fixed rate funding into short borrowing will be considered.

- Where there is a significant risk of a much sharper rise in long and short term rates than that currently forecast, perhaps arising from an acceleration in the 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, long term fixed rate funding will be drawn whilst interest rates are lower than they are projected to be in the next few years.

New Borrowing

3.2.4 The authority's borrowing strategy will give consideration to the following forms of borrowing to finance capital requirements:

- Internal borrowing: The need to undertake external borrowing can be reduced by the temporary use of internal balances held for provisions and reserves within the authority's accounts and cashflow movements on a day-to-day basis. The option of postponing borrowing and running down investment balances may provide short term revenue savings and reduce investment risk. The use of internal balances, however, must be monitored in order to mitigate the risks arising from the need to externally refinance when rates are unfavourable and protect the budget strategy from volatility in short term interest rates;
- Temporary Borrowing: from the money market or other local authorities;
- Shorter Term Borrowing (1 – 5 years): from non PWLB and other sources;
- Long Term Market Debt: where rates are significantly below those offered by the PWLB for an equivalent maturity period, and to provide diversity within the debt portfolio;
- PWLB: borrowing for periods across all durations where rates offer best value.
- Other borrowing arrangements: such as the use of leasing, specialist 'green' funding that may be more cost efficient for some types of capital expenditure such as for vehicles, equipment and decarbonisation schemes.

3.2.5 The authority will continue to borrow in respect of the following:

- Maturing debt;

- Approved (prudential) capital expenditure / capital investment;
- To finance short-term cashflow fluctuations.

3.2.6 The type, period, rate and timing of new borrowing will be determined by the Chief Financial Officer under delegated powers, taking into account the following factors:

- Expected movements in interest rates as outlined above;
- Maturity profile of the debt portfolio;
- The impact on the medium term financial strategy;
- Proposed Prudential Indicators and limits as set out in **appendix 2**.

Treasury Management Limits on borrowing activity

3.2.8. There are three debt related treasury activity limits. The purpose of these are to manage the activity of the treasury function within a flexibly set remit for risk management, yet not impose undue restraints that constrict opportunities for cost reduction or performance improvement. The indicators are:

- Upper limits on variable interest rate exposure net of investments;
- Upper limits on fixed interest rate exposure;
- Maturity structure of borrowing to manage refinancing risk.

3.2.9. The proposed indicators are set out in **appendix 3**.

Policy on borrowing in advance of need

3.2.10. This is set out in **appendix 5** of this report.

Debt Rescheduling

3.2.11 All rescheduling will be reported to the Cabinet at the earliest meeting following its action.

Where short term borrowing rates are considerably cheaper than longer term fixed interest rates, there may be potential opportunities to generate savings by switching from long term debt to short term debt. However, these savings will be considered in the light of the current treasury position and the size of the cost of debt repayment (premiums incurred).

The reasons for any rescheduling to take place will include:

- The generation of cash savings and / or discounted cash flow savings;

- To fulfil the treasury strategy;
- To enhance the balance of the portfolio (amend the maturity profile and/or the balance of volatility).
- Consideration will also be given to identify if there is any residual potential for making savings by running down investment balances to repay debt prematurely as short term rates on investments are likely to be lower than rates paid on current debt.

3.3 Annual Investment Strategy

3.3.1 The MHCLG and CIPFA have extended the meaning of ‘investments’ to include both treasury and non-treasury investments. This report deals solely with treasury investments, (as managed by the treasury management team).

3.3.2 The Authority’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 2017 (“the TM Code”) .
- CIPFA Treasury Management Guidance Notes 2018.

3.3.3 The key intention of the Guidance is to maintain the requirement for authorities to invest prudently and that priority is given to the security and liquidity of investments before yield. The authority’s objective is therefore to achieve, within this constraint, the optimum return on its investments with the appropriate levels of security and liquidity. Within the prudent management of its financial affairs, the authority may temporarily invest funds that are borrowed for the purpose of expenditure expected to be incurred in the reasonably near future. Borrowing purely to invest or on-lend for speculative purposes remains unlawful and this authority does not engage in such activity.

3.3.4 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, its minimum credit criteria is set out in Appendix 6.

3.3.5 The authority will consider placing longer term treasury deals while investment rates are at historically low levels and where attractive interest rates with high quality counterparties become available.

- 3.3.6 Investments will make reference to the core balance, cash flow requirements and the outlook for short and medium term interest rates.
- 3.3.7 Credit ratings should not be the sole determinant of the quality of an institution, this authority is not bound by the agency with the lowest rating and, importantly, officers will continually assess and monitor the financial sector and the economic/political environment in which institutions operate.
- 3.3.8 Treasury investment instruments identified for use in the financial year are listed in Appendix 7 under the 'specified' and 'non-specified' investment categories in accordance with the MHCLG Investment Guidance.
- 3.3.9 The Chief Financial Officer will, on advice, make operational changes to these limits in response to prevailing market conditions and regulatory changes.
- 3.3.10 All investments will be denominated in sterling.
- 3.3.11 The largest UK banks, (those with more than £25bn of retail / Small and Medium-sized Enterprise (SME) deposits), were 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.
- 3.3.12 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, in order 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.
- 3.3.13 Whilst the structure of the banks included within this process may have changed, the fundamentals of credit assessment have not. The authority 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.
- 3.3.14 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. Regular monitoring of investment performance will be carried out during the year.

3.4 Loans to Third Parties or Non Treasury investments

3.4.1 The authority may borrow to make grants or loans to third parties for the purpose of capital expenditure, as allowable under paragraph 25 (1) (b) of the Local Authorities (Capital Financing and Accounting) (England) Regulations 2003 (Statutory Instrument No. 3146). This facility is likely to be used to support local economic regeneration and development activity but not limited to those purposes. The additional capital expenditure may be funded by external borrowing. Loans for working capital or revenue purposes are permitted as long as these are funded from the authority's internal cash balances as external borrowing is not permitted in such circumstances.

3.4.2 **Pension Fund Cash** - The Local Government Pension Scheme (Management and Investment) Regulations 2016 requires the Authority to maintain a separate bank account for the Pension Fund. For the management of Pension Fund cash, there is in place an agreement to pool internally held pension fund balances (working cash and those pending external investment) with the investment balances of the Authority. These balances are invested in accordance with the Authority's Treasury Management Strategy.

The Pension Fund receives interest annually on their cash balances at a rate commensurate with that received by the Authority. Pension Fund cash balances may be withdrawn anytime. In the event of loss of any investment, this will be borne on a pro rata basis equivalent to the value of each party's contribution to the investment which incurred the loss.

3.4.3 **Pension Fund Prefunding** – The authority can choose to enter into an agreement to made advance payment to fund the employee pension contribution for up to 3 years. The benefit of this is to take advantage of discount rate provided by the Pension Fund Actuary which will results in cash saving for the authority. The authority has not previously adopted such advance payments.

3.5 Treasury Indicators

3.5.1 The indicators cover 2019/20 -2023/24. The CIPFA Prudential Code and the TM Code requires authorities to set treasury indicators and these are set out in **Appendix 3**. No breaches in the indicators are expected in 2020/21.

3.6 Minimum Revenue Provision (MRP)

3.6.1 The MRP Policy Statement 2021/22 is set out in **Appendix 8** of this report.

3.7 Policy on the use of external service providers

3.7.1 The authority uses Link Asset Services as its external treasury management advisors.

3.7.2 The authority recognises that responsibility for treasury management decisions remains with the organisation at all times. All decisions will be undertaken with regards to all available information, including, but not solely, our treasury advisers.

REASONS AND OPTIONS

Reasons for the decision:

The statutory Codes set out that the authority ought to approve a Treasury Management Strategy Statement, the MRP Policy Statement and the Prudential Indicators.

Other options considered:

The MHCLG Guidance and the CIPFA Code do not prescribe any particular treasury management strategy for local authorities to adopt. The Chief Financial Officer, having consulted the Cabinet Member for Finance and Property, believes that the above strategy represents an appropriate balance between risk management and cost effectiveness. Some alternative strategies, with their financial and risk management implications, are listed below.

Alternative	Impact on income and expenditure	Impact on risk management
-------------	----------------------------------	---------------------------

Invest in a narrower range of counterparties and/or for shorter times	Interest income will be lower	Lower chance of losses from credit related defaults, but any such losses may be greater
Invest in a wider range of counterparties and/or for longer times	Interest income will be higher	Increased risk of losses from credit related defaults, but any such losses may be smaller
Borrow additional sums at long-term fixed interest rates	Debt interest costs will rise; this is unlikely to be offset by higher investment income	Higher investment balance leading to a higher impact in the event of a default; however long-term interest costs may be more certain
Borrow short-term or variable loans instead of long-term fixed rates	Debt interest costs will initially be lower	Increases in debt interest costs will be broadly offset by rising investment income in the medium term, but long-term costs may be less certain

IMPLICATIONS AND RISKS

Financial implications and risks:

The Treasury Management Strategy Statement is a key part of the overall budget strategy and financial management framework and governs the strategic and operational treasury management activities throughout each financial year in order to manage the Council's financial risks associated with cash management via borrowing and investments.

For the financial year 2021/22, the budget for investment income has been set at £0.5m, based on known maturing investments in 2021/22 and a future lending of 0.15%. However this may need to be revised down during the year depending on the balance between internal and external borrowing with any corresponding offset made to the interest payable budget.

The budget for long term debt interest payable in 2021/22 has been reduced from £14.0m to £12.4m. The budget was increased significantly in 2020/21 in

anticipation of borrowing for the capital programme. The COVID pandemic has led to both delays in the programme and the opportunity for new borrowing at lower interest rates. This has allowed for the external borrowing budget for 2021/22 to be reduced.

Of the existing £265m of long term debt, £228m is in relation to the HRA, with a budget for debt interest payable of £6.8m.

The General Fund Budget for debt interest on external debt has been increased from £4.1m to £5.6m to reflect the latest capital programme.

If actual levels of investments and borrowing, and actual interest rates differ from those forecast, performance against budget will be correspondingly different. Variance from budget will be reported on a bi-annual basis to full Council.

Legal implications and risks:

The Authority must comply with its duty under section 3 Local Government Act 2003 to keep under review the amount of money the Authority can afford to borrow. Regulation 2 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003/3146 requires the Authority to have regard to the code of practice entitled the "Prudential Code for Capital Finance in Local Authorities" published by CIPFA when considering its duty under section 3.

The Authority has fiduciary duties toward its tax payers to act in good faith in the interests of those tax payers with the considerable sums of money at their disposal. The Strategies being proposed for approval seek to discharge those duties in a reasonable and prudent fashion and therefore there is a low risk of successful challenge.

Otherwise there are no apparent legal implications arising as a result of this Report.

Agreed by: Stephen Doye.

Human Resources implications and risks:

There are no direct Human Resources implications arising as a result of this report

Equalities Implications and Risks:

The Public Sector Equality Duty (PSED) under section 149 of the Equality Act 2010 requires the Authority, when exercising its functions, to have due regard to:

- (i) The need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
- (ii) The need to advance equality of opportunity between persons who share protected characteristics and those who do not, and;
- (iii) Foster good relations between those who have protected characteristics and those who do not.

The Authority is committed to all of the above in the provision, procurement and commissioning of its services, and the employment of its workforce.

There are no equalities implications within this report

Health and Wellbeing Implications and Risks:

The Authority is committed to improving the quality of life and wellbeing for all Havering employee's and residents in respect of socio-economics and health determinants. There are no direct implications to the Authority's workforce and residents health and wellbeing as a result of this report.

BACKGROUND PAPERS

NONE

Appendix 1

Current Portfolio Position and Capital Financing Requirement (CFR)

The overall treasury management portfolio as at 31 March 2020 and the position as at 31st December 2020 for both borrowing and investments.

Table1: Current Portfolio Position

TREASURY PORTFOLIO				
	Actual 31/3/20 £m	Actual 31/3/20 %	Current 31/12/20 £m	Current 31/12/20 %
Treasury Investments				
Banks & Building Societies	52.800	31	20.000	15
Government (including Local Authorities)	100.000	58	90.000	68
Money Market funds	15.850	9	22.500	17
Bonds	3.000	2		
Total Treasury Investments	171.650	100	132.500	100
Treasury External Borrowing				
PWLB	228.234	83	258.234	97
LOBO loan from bank	7.000	3	7.000	3
Temporary loan (LA)	38.000	14		
Other loans	0.351		0.451	
Total External Borrowing	273.585	100	265.685	100
Net Treasury Investments/(Borrowing)				
	(101.935)		(133.185)	

The authority's forward projections for borrowing are summarised below in Table 2. The table shows the actual external debt, against the underlying capital borrowing need, (the Capital Financing Requirement - CFR), highlighting any over or under borrowing. The expected change in debt will be influenced by changes in the interest rate yield curve.

Table 2: Capital Financing Requirement (CFR) and Borrowing

£m	2019/20 Actual	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
External Debt					
Debt at 1 April	210	235	353	464	670
Expected change in Debt	25	118	111	206	207
Actual gross debt at 31 March	235	353	464	670	877
The Capital Financing Requirement	353	464	670	877	1031
Under / (over) borrowing	118	111	206	207	154

Within the above figures the level of debt relating to regeneration activities is detailed in table 3 below.

Table 3: Regeneration Programme debt

	2019/20 Actual	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
Actual debt at 31 March £m	56	74	135	206	234
Percentage of total CFR %	16	16	20	23	23

PRUDENTIAL INDICATORS

Appendix 2

Capital expenditure

This prudential indicator is a summary of the authority'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 £m	2019/20 Actual	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
Non-HRA	77.807	94.386	70.563	31.235	14.770
HRA	61.831	158.795	142.970	174.740	167.649
Regeneration Programme *	15.155	19.036	137.819	153.067	82.470
Total	154.793	272.216	351.352	359.042	264.890

* these activities relate to areas such as capital expenditure on investment properties, loans to third parties etc.

Other long-term liabilities - The above financing need excludes other long-term liabilities 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 expenditure £m	2019/20 Actual	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
Capital receipts	18.231	27.816	95.080	88.558	47.084
Capital grants	27.347	94.516	22.335	41.581	26.961
Revenue and Reserves	26.937	35.443	18.143	12.533	14.584
Net financing need for the year	82.278	114.441	215.795	216.370	176.261

The net financing need for regeneration programme activities included in the above table against expenditure is shown below:

Regeneration Programme £m	2019/20 Actual	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
Capital Expenditure	15.155	19.036	137.819	153.067	82.470
Other Sources of Financing	0.000	0.250	71.240	78.510	40.000
Net financing need for the year	15.155	18.786	66.579	74.557	42.470
Percentage of total net financing need %	18.42	16.42	30.85	34.46	24.09

The Authority's borrowing need (the Capital Financing Requirement)

The second prudential indicator is the authority'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 authority's indebtedness and so its underlying borrowing need. Any capital expenditure above, which has not immediately been paid for (e.g. by capital grants), 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 (OLTL) which relates to PFI schemes and finance leases. The authority currently has no such liabilities within the CFR.

The authority is asked to approve the CFR projections below:

£m	2019/20 Actual	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
Capital Financing Requirement					
CFR – non housing	100.366	124.546	155.955	172.415	178.535
CFR – housing	197.217	265.946	379.631	498.675	618.061
CFR – Regeneration Programme	55.844	73.688	135.384	206.691	234.765
Total CFR	353.427	464.180	670.971	877.782	1031.361
Movement in CFR	80.084	110.753	206.791	206.811	153.579

Movement in CFR represented by					
Net financing need for the year	82.278	114.441	215.795	216.370	176.261
Less MRP and other financing movements	2.194	3.688	9.004	9.559	22.682
Movement in CFR	80.084	110.753	206.791	206.811	153.579

A key aspect of the regulatory and professional guidance is that elected Members are aware of the size and scope of any commercial/regeneration activity in relation to the authority's overall financial position. The capital expenditure figures and the details above demonstrate the scope of this activity and, by approving these figures, consider the scale proportionate to the authority's remaining activity.

Within the range of prudential indicators there are a number of key indicators to ensure that the authority operates its activities within well-defined limits. One of these is that the authority needs to ensure that its gross debt does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2021/22 and the following two financial years. This allows some flexibility for limited early borrowing for future years, but ensures that borrowing is not undertaken for revenue or speculative purposes.

The Chief Financial Officer reports that the authority 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.

Core funds and expected investment balances

The application of resources (capital receipts, reserves etc.) to either finance capital expenditure or other budget decisions to support the revenue budget will have an ongoing impact on investments unless resources are supplemented each year from new sources (asset sales etc.).

The authority'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 are affordable, prudent and sustainable.

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 Authority's overall finances. The authority is asked to approve the following indicator:

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.

%	2019/20 Actual	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
Non-HRA	3.20	4.41	5.82	7.34	8.46
HRA	4.45	5.84	8.17	10.53	12.79
Regeneration Programme	1.64	2.19	3.78	6.27	7.35
Total	9.30	12.44	17.78	24.13	28.60

Prior to 2019/20 regeneration programme activities are not shown separately in this table

The estimates of financing costs include current commitments and the proposals in this budget report.

Appendix 3

TREASURY LIMITS

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.

Operational boundary £m	2020/21 Limit	2021/22 Limit	2022/23 Limit	2023/24 Limit
Debt	390	535	671	796
Other long term liabilities	10	10	10	10
Regeneration Programme	73	135	206	235
Total	473	680	887	1041

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 authority is asked to approve the following authorised limit:

Authorised limit £m	2020/21 Limit	2021/22 Limit	2022/23 Limit	2023/24 Limit
Debt	468	642	805	894
Other long term liabilities	10	10	10	10
Regeneration Programme	88	162	248	258
Total	566	814	1063	1162

Treasury Management Limits on Activity

There are two 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 opportunities to reduce costs/improve performance.

The Code requires that for LOBO loans the maturity date is now deemed to be the next call date.

The indicators are:

Maturity structure of borrowing

These gross limits are set to reduce the authority's exposure of large fixed rate sums falling due for refinancing; these have been kept deliberately wide to provide flexibility for any restructuring that might be carried out to de-risk the debt portfolio.

Maturity structure of fixed interest rate borrowing 2021/22		
	Lower	Upper
Under 12 months	0%	40%
12 months to 2 years	0%	60%
2 years to 5 years	0%	70%
5 years to 10 years	0%	80%
10 years to 20 years	0%	100%
20 years to 30 years	0%	100%
30 years to 40 years	0%	100%
40 years to 50 years	0%	100%
Maturity structure of variable interest rate borrowing 2021/22		
	Lower	Upper
Under 12 months	0%	90%
12 months to 2 years	0%	90%
2 years to 5 years	0%	100%
5 years to 10 years	0%	100%
10 years to 20 years	0%	100%
20 years to 30 years	0%	100%
30 years to 40 years	0%	100%
40 years to 50 years	0%	100%

Investment treasury indicator and limit

Total principal funds invested for greater than 365 days. These limits are set with regard to the authority'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 Authority is asked to approve the following treasury indicator and limit:

Upper limit for principal sums invested for longer than 365 days			
£m	2020/21	2021/22	2022/23
Principal sums invested for longer than 365 days	£120m	£120m	£100m

Appendix 4

PROSPECTS FOR INTEREST RATES

The authority has appointed Link Asset Services as its treasury advisor and part of their service is to assist the Authority to formulate a view on interest rates. The following table gives their central view.

APPENDIX: Interest Rate Forecasts 2020 – 2024.

The PWLB rates below are based on the new margins over gilts announced on 26th November 2020. PWLB forecasts shown below have taken into account the 20 basis point certainty rate reduction effective as of the 1st November 2012.

Link Group Interest Rate View		9.11.20		(The Capital Economics forecasts were done 11.11.20)											
These Link forecasts have been amended for the reduction in PWLB margins by 1.0% from 26.11.20															
	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	
BANK RATE	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	
3 month ave earnings	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	
6 month ave earnings	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	
12 month ave earnings	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	
5 yr PWLB	0.80	0.80	0.80	0.80	0.80	0.90	0.90	0.90	0.90	0.90	1.00	1.00	1.00	1.00	
10 yr PWLB	1.10	1.10	1.10	1.10	1.10	1.20	1.20	1.20	1.20	1.20	1.30	1.30	1.30	1.30	
25 yr PWLB	1.50	1.50	1.60	1.60	1.60	1.60	1.70	1.70	1.70	1.70	1.80	1.80	1.80	1.80	
50 yr PWLB	1.30	1.30	1.40	1.40	1.40	1.40	1.50	1.50	1.50	1.50	1.60	1.60	1.60	1.60	
Bank Rate															
Link	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	
Capital Economics	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	-	-	-	-	-	
5yr PWLB Rate															
Link	0.80	0.80	0.80	0.80	0.80	0.90	0.90	0.90	0.90	0.90	1.00	1.00	1.00	1.00	
Capital Economics	0.90	0.90	0.90	0.90	0.90	0.90	0.90	0.90	0.90	-	-	-	-	-	
10yr PWLB Rate															
Link	1.10	1.10	1.10	1.10	1.10	1.20	1.20	1.20	1.20	1.20	1.30	1.30	1.30	1.30	
Capital Economics	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	-	-	-	-	-	
25yr PWLB Rate															
Link	1.50	1.50	1.60	1.60	1.60	1.60	1.70	1.70	1.70	1.70	1.80	1.80	1.80	1.80	
Capital Economics	1.80	1.80	1.80	1.80	1.80	1.80	1.80	1.80	1.80	-	-	-	-	-	
50yr PWLB Rate															
Link	1.30	1.30	1.40	1.40	1.40	1.40	1.50	1.50	1.50	1.50	1.60	1.60	1.60	1.60	
Capital Economics	1.70	1.70	1.70	1.70	1.70	1.70	1.70	1.70	1.70	-	-	-	-	-	

The UK Interest rates are forecast to stay low following the Brexit deal agreed on the 31st December 2020 and as a result of the pandemic impact. The Bank of England is likely to stay focused on supporting the economic recovery with interest rates not expected to rise before late 2022. On the other hand, a combination of lower oil prices, temporary tax cuts and weaker demand will keep inflation well below the Bank of England's 2% target. That should help keep base interest rate at 0.1% or below until at least the end of 2021 (the forecast above is from Link, Capital Economics suggest longer). The pandemic will exercise a strain on public finances, with the deficit remaining above pre-COVID levels in the medium term.

Appendix 5

POLICY ON BORROWING IN ADVANCE OF NEED

The authority must ensure that its total debt does not, except in the short-term, exceed the total of the CFR in the preceding year i.e. 2020/21, plus the estimates of any additional CFR for the year 2021/22 and the following two financial years. This allows some flexibility for early borrowing for future years, but ensures that borrowing is not undertaken for revenue purposes.

Any decision to borrow in advance will be considered carefully to ensure that value for money can be demonstrated, and that the authority can ensure the security of such funds.

In determining whether borrowing will be undertaken in advance of need the Authority will:

- Ensure that the ongoing revenue liabilities created, and the implications for future capital plans and budgets have been considered;
- Evaluate economic and market factors that might influence the manner and timing of the decision to borrow;
- Consider the pros and cons of alternative forms of funding, interest rate structures and repayment profiles;
- Consider the positive and negative impacts of borrowing in advance of need on the authority's cash balances, in particular the increased exposure to credit risk that will arise as a result of investing this additional cash in advance of need.

Appendix 6

The Authority's minimum credit ratings criteria

Credit Rating: Investment decisions are made by reference to the lowest appropriate published credit rating from Fitch, Moody's or Standard & Poor's. Where available, the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used. However, investment decisions are never made solely based on credit ratings, and all other relevant factors including external advice will be taken into account.

Within the parameters set out below the authority works together with Link Asset Services (the treasury management advisor) to establish an operational lending list using Link's creditworthiness methodology.

The notes below should be read in conjunction with table 1 overleaf.

- 1. Banks (Unsecured) and Building Societies:** Accounts, deposits, certificates of deposit and senior unsecured bonds with banks other than multilateral development banks. These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail.

For non UK Banks, the authority's credit criteria will require that banks from AA+ rated countries and above can be used.

Current bank accounts: the authority's own banker, Should the credit rating fall below A-, for liquidity purposes the authority may continue to deposit surplus cash with the group providing that investments can be withdrawn on the next working day. Balances will be reviewed on a daily basis to assess their appropriateness.

Banks (secured): Covered bonds, reverse repurchase agreements and other collateralised arrangements with banks and building societies. These investments are secured on the bank's assets, which limits the potential losses in the unlikely event of insolvency, and means that they are exempt from bail-in. Where there is no investment specific credit rating, but the collateral upon which the investment is secured has a credit rating, the higher of the collateral credit rating and the counterparty credit rating will be used to determine cash and time limits.

The combined secured and unsecured investments in any one bank will not exceed the cash limit for secured investments.

- 2. Rated Building Societies** - The authority's credit rating criteria for UK Building Societies in 2021/22 will continue to limit deposits to those UK Building Societies that meet the credit criteria in table 1 below.
- 3. Non Rated Building Societies** – The criteria in table 1 overleaf will apply.
- 4. Government:** Loans, bonds and bills issued or guaranteed by national governments, regional and local authorities and multilateral development banks. These investments are not subject to bail-in, and there is an insignificant risk of insolvency. Investments with the UK Central Government may be made in unlimited amounts for up to 50 years.
- 5. Corporates:** Loans, bonds and commercial paper issued by companies other than banks and registered providers. These investments are not subject to bail-in, but are exposed to the risk of the company going insolvent. Loans to unrated companies will only be made following an external credit assessment as part of a diversified pool in order to spread the risk widely.
- 6. Registered providers:** Loans and bonds issued by, guaranteed by or secured on the assets of registered providers of social housing, formerly known as housing associations. These bodies are tightly regulated by the Regulator of Social Housing and, as providers of public services, they retain the likelihood of receiving government support if needed.
- 7. Residential Mortgage Based Schemes** - Investment will be restricted to AAA rated funds with only UK exposure. These funds offer stronger risk-adjusted returns whilst maintaining high daily liquidity with time plus two days (T+2) access.
- 8. Pooled funds:** Shares in diversified investment vehicles consisting of any of the above investment types, plus equity shares and property. These funds have the advantage of providing wide diversification of investment risks, coupled with the services of a professional fund manager in return for a fee.
- 9. Money Market Funds (MMF):** The authority will continue to use MMF's, which provide lower interest returns but do provide a highly liquid, diversified investment via a highly credit-rated pooled investment vehicle.

Bond, equity and property funds offer enhanced returns over the longer term, but are more volatile in the short term. These allow the authority to diversify into asset classes other than cash without the need to own and manage the underlying investments. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their

performance and continued suitability in meeting the authority's investment objectives will be monitored regularly.

Table 1: Approved investment counterparties and limits

Credit rating	Banks unsecured*	Banks secured	Government	Corporates	Registered Providers
UK Govt	n/a	n/a	£ Unlimited 50 years	n/a	n/a
AAA	£35m 5 years	£35m 20 years	£35m 50 years	£15m 20 years	£15m 20 years
AA+	£35m 5 years	£35m 10 years	£35m 25 years	£15m 10 years	£15m 10 years
AA	£35m 4 years	£35m 5 years	n/a	£15m 5 years	£15m 10 years
AA-	£35m 3 years	£35m 4 years	n/a	£15m 4 years	£15m 10 years
A+	£35m 2 years	£35m 3 years	n/a	£25m 3 years	£15m 5 years
A	£35m 13 months	£35m 2 years	n/a	£25m 2 years	£15m 5 years
A-	£35m 6 months	£35m 13 months	n/a	£15m 13 months	£15m 5 years
None	£1m 6 months	n/a	n/a	£5m 5 years	£10m 5 years
	UK Local Authorities £35m per authority; 50 years				
Pooled funds	£25m per fund These include Bond Funds, Gilt Funds, Equity, Enhanced Cash Funds, Mixed Asset Funds and Money Market Funds, Residential Mortgage Based Schemes (RMBS)				

* Includes Building Societies

Investment Limits

The authority further proposes the investment limits as set out in the table below to protect the security of its investments. A group of banks under the same ownership will be treated as a single organisation for limit purposes. Limits will also be placed on fund managers, investments in brokers' nominee accounts, foreign countries and industry sectors as below. Investments in pooled funds and multilateral development banks do not count against the limit for any single foreign country, since the risk is diversified over many countries.

Table 2: Investment limits

	Cash limit
UK Central Government	unlimited
Any single organisation, except the UK Central Government	£35m each
Any group of organisations under the same ownership	£35m per group
Any group of pooled funds under the same management	£35m per manager
Financial instruments held in a broker's nominee account	£50m per broker
Foreign countries	£35m per country
Registered providers	£35m in total
Unsecured investments with building societies	£50m in total
Loans to unrated corporates	£35m in total
Money Market Funds	£50m in total
UK Residential Mortgage Backed Securities (RMBS)	£25m in total

Appendix 7

Specified and Non Specified Investments

Specified investments:

The MHCLG Guidance defines specified investments as those:

- denominated in pound sterling,
- due to be repaid within 12 months of arrangement,
- not defined as capital expenditure by legislation, and
- invested with one of:
 - the UK Government,
 - a UK local authority, parish council or community council, or
 - a body or investment scheme of “high credit quality”.

The authority defines “high credit quality” organisations and securities as those having a credit rating of A- or higher that are domiciled in the UK or a foreign country with a sovereign rating of AA+ or higher. For money market funds and other pooled funds “high credit quality” is defined as those having a credit rating of A- or higher.

Limits on specified investments are shown in table 1 below.

Table 1: Specified Investments

Instrument	Institution Type	Instrument Minimum 'High' Credit Criteria	Limits	Max. Maturity Period
Accounts, deposits, certificates of deposit and senior unsecured bonds with banks other than multilateral development banks, UK Government Gilts.	UK Banks and UK Banking Groups ¹	per Appendix 6, Table 1	£35m	per Appendix 6, Table 1
	UK Building Societies	per Appendix 6, Table 1	£35m	per Appendix 6, Table 1
	Non UK Banks	Sovereign Rating of AA+ and above and meet Credit Criteria in Appendix 6, Table 1	£35m	per Appendix 6, Table 1
Covered bonds, floating rate notes, reverse repurchase agreements and other collateralised arrangements with banks and building societies	UK Banks and Building Societies and Non UK Banks	Per Appendix 6, Table 1 (and Sovereign Rating of AA+ minimum for Non UK Banks)	See Note 2	per Appendix 6, Table 1
Term Deposits	Local Authorities and other	UK Sovereign Rating	£35m	per Appendix 6, Table 1

	Public Institutions			
Loans and bonds issued by, guaranteed by or secured on the assets of registered providers of social housing.	Registered Social Housing Providers	per Appendix 6, Table 1		per Appendix 6, Table 1
Money Market Fund		AAA ³	£25m	
Enhanced Cash Funds		AA/Aa ⁴	£25m	
Residential Mortgage Based Schemes (RMBS)		UK AAA	£25m	
1. £35m Limit per bank / banking group.				
2. The combined secured and unsecured investments in any one bank will not exceed the cash limit for secured investments.				
3. Investments will be made with those MMF's which have a rating of AAA				
4. Minimum of Fitch / Standard & Poor's AA or Moody's Aa rating				

NON SPECIFIED INVESTMENTS

Instruments	Non Specified Investments	Institution Type	Minimum Credit Criteria	Maximum Duration	Cash limit
Accounts, deposits, certificates of deposit, structured deposits and senior unsecured bonds with banks other than multilateral development banks. Covered bonds, reverse repurchase agreements, and other collateralised arrangements with banks and building societies. Short Dated Bond Funds, Diversified Growth Funds, Absolute Return Funds and Property Funds. Unrated Bonds.	Total long-term investments (investments over 1 year)	UK and Non UK Banks and Building Societies, Rated Registered Social Housing Providers (RSP)	Per Appendix 6, Table 1	10 yrs.	£120m
	Total investments without credit ratings or rated below A- (except UK Government and local authorities)	Unrated Registered Social Housing Providers (RSP), Unrated Banks and Building Societies	N/A	5 yrs.	£40m
	Total Investments made in pooled investment vehicles.			7 yrs.	
	Total Investments made in unrated bonds.				
	Total non-specified investments				£160m

Non-specified investments:

Any investment not meeting the definition of a specified investment is classed as non-specified. The authority does not intend to make any investments denominated in foreign currencies, nor any that are defined as capital expenditure by legislation, such as company shares. Non-specified investments will therefore be limited to long-term investments, i.e. those that are due to mature 12 months or longer from the date of arrangement, and investments with bodies and schemes not meeting the definition on high credit quality.

Limits on non-specified investments are shown in table 2 below.

Table 2: Non-specified investment limits

	Cash Limit £m
Total long-term investments	120
Total Investments without credit ratings or rated below A- (subject to due diligence)	40
Total non-specified investments	160

Appendix 8

Minimum Revenue Provision Policy Statement

Where the Authority finances capital expenditure by debt, it must put aside resources to repay that debt in later years. The amount charged to the revenue budget for the repayment of debt is known as Minimum Revenue Provision (MRP). Although there has been no statutory minimum provision requirement since 2008, The Local Government Act 2003 requires the Authority to have regard to the MHCLG *Guidance on Minimum Revenue Provision* updated in 2018.

The broad aim of the MHCLG Guidance is to ensure that debt is repaid over a period that is either reasonably commensurate with that over which the capital expenditure provides benefits, or, in the case of borrowing supported by Government Revenue Support Grant, reasonably commensurate with the period implicit in the determination of that grant.

The MHCLG Guidance requires the Authority to approve an Annual MRP Statement each year, and recommends a number of options for calculating a prudent amount of MRP. The following statement only incorporates options recommended in the Guidance.

For capital expenditure incurred before 1st April 2008, MRP will be determined in accordance with the former regulations that applied on 31st March 2008, incorporating an “Adjustment A” of £2.9m on a reducing balance method

For capital expenditure incurred after 31st March 2008, MRP will be determined by charging the expenditure over the expected useful life of the relevant assets in equal instalments, but under exceptional circumstances MRP the annuity method may apply. Furthermore, where appropriate provision of MRP will commence in the year after the asset becomes operational.

Estimated life periods will be determined under delegated powers. The Authority may defer to the estimated useful economic life periods specified in the MRP guidance, but reserves the right to determine such periods and prudent MRP.

As some types of capital expenditure incurred by the Authority are not capable of being related to an individual asset, asset lives will be assessed on a basis which most reasonably reflects the anticipated period of benefit that arises from the expenditure. Also, whatever type of expenditure is involved, it will be grouped together in a manner which reflects the nature of the main component of expenditure and will only be divided up in cases where there are two or more major components with substantially different useful economic lives.

For assets acquired by finance leases or the Private Finance Initiative, MRP will be determined as being equal to the element of the rent or charge that goes to write down the balance sheet liability.

No MRP will be charged in respect of assets held within the Housing Revenue Account.

Third party loans – Under statutory requirements the payment of the loan will normally be treated as capital expenditure. The subsequent loan repayments, (which are treated as capital receipts under statutory requirements), will be used to reduce the long term liability and consequently the CFR. As a result MRP will not generally be charged on the loan as it is not appropriate to do so. The Authority keeps under review all loans to 3rd parties and should there be an expectation that loans will not be repaid in full MRP would be made in this respect.

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CABINET

Subject Heading:

2021/22 Budget and 2021-2024 Medium Term Financial Strategy

SLT Lead:

Jane West
Chief Financial Officer

Report Author and contact details:

Richard Tyler
Finance Strategy Manager, oneSource
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Policy context:

This report sets out the Council's revenue budget requirement for 2021/22 and MTFS for the following two years. It makes proposals regarding the level of Council Tax required to meet the budget requirement. The report also provides an update on the outcome of the 2021/22 local government financial settlement.

Financial summary:

This report includes:

- the approach to setting the Council's 2021/22 budget and MTFS for the following two years
- the outcome of the local government finance settlement
- The recommended Council Tax level for 2021/22.

The subject matter of this report deals with the following Council Objectives

Communities making Havering
Places making Havering
Opportunities making Havering

[X]

[X]

[X]

EXECUTIVE SUMMARY

The report sets out the Council's current financial situation and its approach to achieving financial balance over the period 2021/22 to 2023/24.

The Council has faced a very challenging financial context since the government's austerity agenda was launched in 2010. Back in 2010, the Council received £67 million in general government grant whereas this year and next we will only receive just over £1 million. The Council has had to face very difficult decisions over the last ten years to ensure it remains financially sustainable.

This challenge has been greater for Havering than many other London Boroughs. The formula used to calculate the general grant settlement has largely been frozen since 2013 and population growth has not been recognised by government since then. There is also a perversity built into the system which has meant that Havering receives lower government grant simply because it has a higher Council Tax. The Council continually lobbies government that this is a major flaw in its methodology for allocating a number of grants.

However, despite this, the council has been able to deliver key services to residents. It is well on track to deliver the four year £40 million capital spend on roads (2019/20-2022/23). It has funded additional police officers for the borough, a new leisure centre in Hornchurch, weekly bin collections, improved award winning parks, an online community hub and new homes for Havering residents.

The transformation programme is delivering improvements to services such as the new Local Area Co-ordinators being recruited in Harold Hill as well as cash savings through efficiency.

Despite the impact of Covid-19 has had on the council's finances, additional funding of £1.5 million was allocated in the first few weeks of the pandemic to increase the support to residents in need provided through the Havering Helps scheme, which itself built on the existing Emergency Assistance Scheme. Parents of pupils eligible for free school meals were given cash payments for food to tide them over the October half term. The Council has also supported the local food banks in the borough during the pandemic, helping to assist families who have suddenly and unexpectedly found themselves without an income due to job losses. Funding was also provided to the Council's leisure centres provider to ensure that once restrictions were lifted the centres could again be enjoyed by residents. Over the summer, as soon as it was possible, the centres reopened to support residents in

looking after their personal fitness, at a time when many other councils simply closed their leisure centres, in some cases possibly for good.

Parking was offered free on Sundays and in parking bays in Hornchurch, Rainham and Romford to support local businesses. A discount of 20% off parking charges has also been introduced if registering to pay with the new online app. Key workers such as NHS staff, carers and police are also able to apply for free parking.

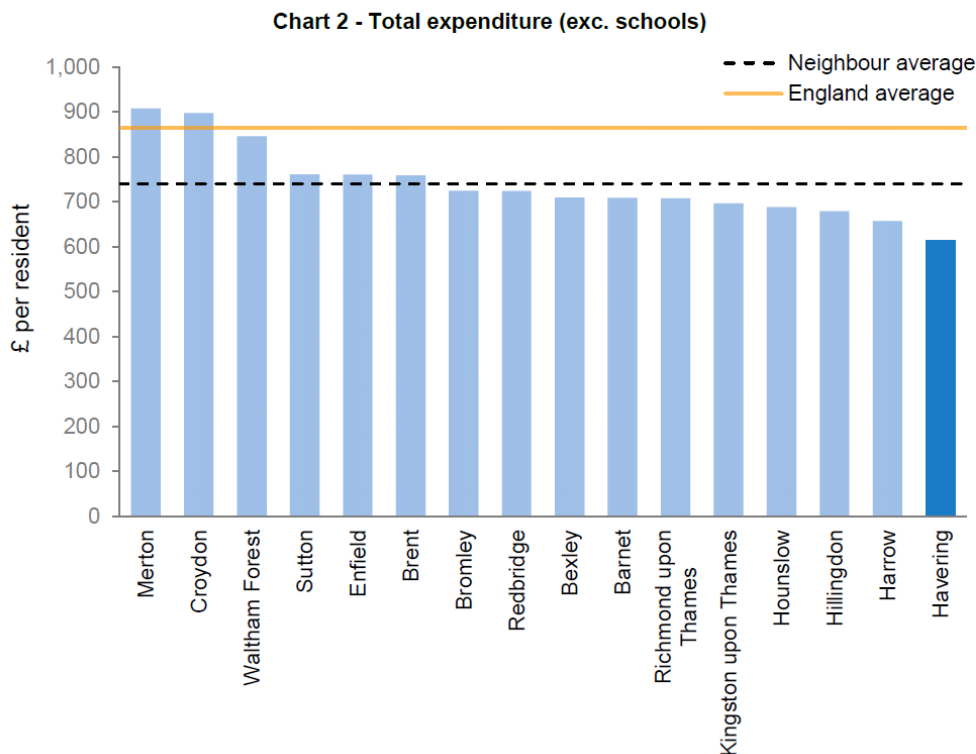
In addition, the challenging financial environment has had the benefit of making Havering one of the most productive councils in the country and the most productive in London and the south east in the two most recent IMPOWER efficiency reports (2018 and 2019).

Havering continues to have extremely low unit costs as demonstrated by the following table which compares its 2020/21 budget to those of its near neighbours.

Comparison of Havering's overall total expenditure per resident compared to its nearest neighbours

In 2020/21, Havering's total expenditure per resident (excluding schools) was 16.9% lower than the nearest neighbour average. It was ranked 16th highest out of the 16 authorities in the group.

Its position relative to its nearest neighbours is illustrated in the chart below.



The Covid-19 pandemic, which has struck globally since the Council's budget was set for 2020/21, has had a major impact on the Council's finances. This has been reported to the Overview and Scrutiny Board and the Cabinet during the year. There has been extensive government financial support in response, but the Council is still anticipating an overspend of around £9.9 million at the end of 2020/21.

Despite these financial challenges, there are a range of service improvements built into the new MTFS. These include capital investment to deliver further improvements in parks, the new sports centre in Rainham and to transform Havering into a Digital Council with many services for residents being offered 24/7 online in a more customer friendly way. The Council is also investing in local community hubs, local area co-ordinators plus a virtual community hub to allow communities to provide support to residents closer to their homes.

The Council still faces financial challenges posed by the national financial context, the government's 'levelling up' agenda which is expected to move government funding from the south to the north and the ongoing impact of the Covid-19 pandemic.

The government has offered a partial mitigation in that the Council has been given permission to increase its Council Tax by 3% as a Social Care Precept. However, this does not properly address the financial pressures faced in social care, it simply transfers the financial burden to local Council Tax Payers. This report proposes that to avoid further cuts to Council services that this 3% increase is implemented.

But even beyond the Social Care Precept, the Council is facing further budget pressures and it is proposed in this report that general Council Tax is raised by 1.5% to support local Council services. This is 0.5% below the government's limit of 2% beyond which a Council Tax Referendum would be necessary, reflecting the fact that although the Council faces tough financial challenges, residents do too.

The full extent of the budget pressures faced by the Council are set out in the table below. For next year, the pressures total £25.0 million.

Corporate Pressures	2021/22	2022/23	2023/24	3 Year Plan
	£m	£m	£m	£m
Review of pension fund contributions	0.795	0.000	0.000	0.795
Increased cost of Capital programme	0.681	5.580	4.984	11.245
Freedom pass reduction in costs	-1.132	-0.420	1.030	-0.522
Growth - Parking 1 hr and Havering Heroes	0.533	0.000	0.000	0.533
Loss of income from interest on cash balances	1.000	0.000	0.000	1.000
Provision for underlying budget issues	1.000	0.000	0.000	1.000
Loss of income due to increase in single person discounts and increase in CTS numbers	1.000	0.000	0.000	1.000
Provision for non achievement of savings	1.700	0.000	0.000	1.700
Reduction in business rates and collection	3.449	0.000	0.000	2.749

Provision to replenish reserves	2.100	2.000	0.000	4.100
Public Health provision	0.000	1.567	0.000	1.567
Other adjustments including ELWA	0.095	0.506	0.717	1.318
Inflationary pressures	3.436	2.537	2.557	8.530
Demographic Pressures	3.131	5.026	4.923	13.080
Unachievable and delayed savings from 20/21	7.207	0.000	0.000	7.207
TOTAL PRESSURES	24.995	16.796	14.211	56.002

The Council's overall financial position has been balanced for 2021/22 as shown in the table below. Further proposals will need to be developed during 2021 to balance the later years.

Funding the MTFs	2021/22	2022/23	2023/24	3 Year Plan
	£m	£m	£m	£m
TOTAL PRESSURES	24.995	16.796	14.211	56.002
Funded By				
Updated savings previously agreed	(17.133)	(3.354)	(1.227)	(21.714)
Changes in Government Grants	(2.012)	5.505	0.000	3.493
3% Social Care Precept	(3.900)	0.000	0.000	(3.900)
1.5% Council Tax Increase	(1.950)	0.000	0.000	(1.950)
FINAL POSITION	0.000	18.947	12.984	31.931

The report also sets out the impact of the proposed precept for the Greater London Authority. The GLA proposes to increase its share of the council tax by 9.5%.

This report consists of the following sections:

- Introduction (Section 1)
- Background, Strategic Context and an update on the Council's response to the COVID pandemic (Section 2)
- The revenue monitoring position for 20/21 (Section 3)
- The budget process (Section 4)
- The Local Government finance settlement and update on 21/22 COVID support (Section 5)
- 2021/22 Budget Proposals (Section 6)
- Impact of proposals on Council Tax levels (Section 7)
- Update on the Medium Term Financial Strategy (Section 8)
- Proposed Fees and Charges (Section 9)
- Contingencies Reserves and General Balances (Section 10)
- Update on the Capital Programme (Section 11)
- Budget risks and uncertainties (Section 12)
- Chief Financial Officer statement regarding the robustness of the budget (Section 13)

- Discount for Council Tax Payers Paying in Full (Section 14)
- Council Tax Support Scheme 2021/22 (Section 15)

RECOMMENDATIONS

Cabinet is asked to:

- Agree the Council Tax requirement for 2021/22 to be set at £134.980m as set out in paragraph 7.5 and Appendix G of the report;
- Agree the Delegated Schools' draft budget set out in section 5.13 of this report;
- Agree a 1.50% increase in Council Tax for 2021/22 as set out in paragraph 7.1;
- Agree an additional 3% Adult Social Care Precept as in paragraph 7.1;
- Note the Medium Term Financial Strategy position as set out in Section 8
- Agree the fees and charges schedule as set out in Section 9 and Appendix C
- Note the risks to the 2021/22 budget as set out in Section 10
- Note the requirements of S106 of the LGA 1992 Act as set out in Section 1
- Agree that to facilitate the usage of un-ringfenced resources, the Chief Financial Officer in consultation with Service Directors will review any such new funds allocated to Havering; make proposals for their use; and obtain approval by the Leader and the Cabinet Member for Finance and Property.
- Delegate to the Chief Financial Officer in consultation with Service Directors the authority to make any necessary changes to service and the associated budgets relating to any subsequent specific grant funding announcements, where delays may otherwise adversely impact on service delivery and/or budgetary control, subject to consultation with Cabinet Members as appropriate.

- Delegate authority to the Cabinet Member for Adult Social Services and Health and the Leader to approve an annual spend plan for the Public Health grant.
- Delegate to the Directors of Children's and Adults authority to agree inflation rates with social care providers for 2021/22.
- Read the Equalities Impact Assessment in respect of the CTS Scheme as set out in Appendix E to this report.
- Read the summary version of the Council Tax Support Scheme for 2021/22 as set out in Appendix F to this report (unchanged from 2020/21).

Cabinet is asked to recommend to Council for consideration and approval:

- Agree the Council Tax requirement for 2021/22 to be set at £134.980m as set out in paragraph 7.5 and Appendix G of the report;
- The Delegated Schools' draft budget set out in section 5.13 of this report;
- A 1.5% increase in Council Tax for 2021/22 as set out in paragraph 7.1;
- An additional 3% Adult Social Care Precept as in paragraph 7.1;
- That it pass a resolution as set out in section 14 of this report to enable Council Tax discounts for early payment to be given at the 2020/21 level of 1.5%.
- Recommend to Full Council that the Council Tax Support Scheme for 2021/22 is adopted as set out in Section 15 of this report (unchanged from 2020/21).

REPORT DETAIL

1. Introduction

- 1.1 This report presents the proposed 2021/22 budget and also an update of the Medium Term Financial Strategy (MTFS) between 2021/22 and 2023/24 that will support the delivery of the Council's objectives and priorities. The report includes a recommendation to increase the Havering element of Council Tax by 4.5% (including the Adult Social Care precept) in order to meet the new budget requirement whilst maintaining tight financial control and ensuring prudent levels of reserves and balances are maintained.
- 1.2 Councillors are reminded that Section 106 of the Local Government Finance Act 1992 requires any Member who is two months or more in arrears on their Council Tax to declare their position and not to vote on any issue that could affect the calculation of the budget or the Council Tax. Any Member affected by Section 106 who fails to declare could be subject to prosecution.

2. Background

2.1 The National Position

- 2.1.1 The process to set the 2021/22 budget has been unique and unprecedented due to the COVID pandemic. When the 2020/21 budget was set in February 2020 nobody could have imagined the impact the COVID pandemic was about to have. The Council has acted in a robust and responsive way to the changing circumstances and unique demands throughout the year. The Government has provided funding and support during the year which has been utilised to support all sectors of Council services.
- 2.1.2 The Council has a statutory duty to set a balanced budget each year and so work has been ongoing for 2021/22 taking account of all factors including the continued impact of the pandemic. The Government originally planned to announce significant funding reforms for 2021/22, but this has been delayed for at least a year due to the current crisis. The Government has instead announced a one year Spending Review providing figures for 2021/22. The Government have stated their intention to have a multi year spending review in 2021 but it is unclear at what point any reforms will be introduced.
- 2.1.3 The Covid-19 pandemic has posed an unprecedented challenge to the UK economy and to economies around the world. The restrictions needed to limit the spread of the virus meant people could not live their lives as normal and many businesses saw significant falls in turnover or were forced to close temporarily. Output fell by 25 per cent between February and April 2020.
- 2.1.4 The UK economy then grew rapidly from late spring onwards and by September GDP was around 8 per cent below its pre-pandemic level.

- 2.1.5 However, since the beginning of the autumn, the UK, like many countries, has seen a resurgence of the virus. At the time of the Spending Review, the OBR forecasted that GDP will fall by 11.3 per cent in 2020 , before returning to growth in 2021. However, the economy is not expected to reach pre-crisis levels until the end of 2022.
- 2.1.6 Business conditions have continued to worsen in recent months. Of those continuing to trade, nearly half have reported abnormal falls in turnover while the majority of businesses who continue to operate do not expect demand to recover until well into next year. The current lockdown since Christmas will only lengthen this recovery period.
- 2.1.7 The impact of Covid-19 has been felt across all parts of the UK with employment falling in all regions. Employment fell the most in London, by 4.6 per cent, reflecting the importance of hospitality and entertainment in that region.
- 2.1.8 The extent of national borrowing undertaken during the pandemic means that all sectors are likely to have to contribute towards recovering the financial position in the medium term. The extent and speed of any future financial constraints remains unclear and may well only become apparent when the next spending review is announced, which will be sometime in 2021. .

2.2 Havering's response to the COVID pandemic

- 2.2.1 The COVID pandemic has resulted in additional demand on local government which could not have been imagined when the 2020/21 budget was set in February 2020. During the first phase of the pandemic while lockdown was in place, the Council managed its services through its emergency planning arrangements referred to as Gold/Silver/Bronze and enacted a wide range of business continuity plans. The Council has acted swiftly and robustly to a series of new challenges to shield and support our most vulnerable citizens. Over 10,000 residents were supported through over 17,000 phone calls, 2,700 residents were supported through the Havering Volunteer Centre who were delivering food, pharmacy items and doing odd jobs as necessary. The Council provided more than 850 food parcels and managed the distribution of PPE across care homes, funeral directors and the Council itself.
- 2.2.2 The Council had to adapt its ways of working firstly through the lockdown period and then as the recovery period commenced. The majority of staff worked from home using the new Smart Working equipment that was rolled out over 2019 and early 2020. Councillors also adopted the Smart Working equipment as all Member meetings moved onto Zoom. The Council ramped up its communications to residents to support them through the crisis, electronically and through social media, including online public meetings. Many services from social work support to business support through to music school lessons moved online.

2.2.3 New COVID responsibilities have been transferred to local government by central government including:

- Roles in infection control across care settings
- Provision of temporary body storage facilities
- Providing testing and vaccination sites
- Running local testing facilities
- Track and trace responsibilities
- The policing of compliance with COVID rules in businesses, workplaces and other public settings
- The distribution of grants to small businesses
- Emergency payments to people on low incomes who need to self-isolate.

Funding has been provided by central government for some but not all of this activity.

2.2.4 Demand for Council services also changed dramatically. Many face to face services had to close down for periods during the year or change how they operate eg children's centres, registrars, libraries, sports centres, community centres.

In the first months of the pandemic, activity had to stop on legal enforcement eg debt enforcement as the courts were only dealing with limited, mainly criminal cases. As shops, hospitality and leisure facilities were closed and people were told to stay at home except for essential journeys, there was little demand for parking facilities in the borough.

Most services restarted over the summer but reduced capacity due to social distancing rules dampened demand while costs have increased due to the need for PPE and physical adjustments to protect staff and residents.

The second four week lockdown in November 2020 again closed down or radically changed services and hit economic activity across the borough. Activities apart from hospitality reopened on 2 December only to be shut down again on 20 December as London and much of the South East was moved into a new Tier 4 under rules that resembled the November lockdown eg the closure of non-essential shops, all hospitality, indoor entertainment, gyms and personal services such as hairdressers and nail bars. The Council's leisure centres had to close and Romford Market had to move to essential goods only. The libraries continued to provide click and collect plus access to wifi and computers although the five smaller ones were closed and are being used, or are planned to be used, as community testing sites.

A new period of national lockdown began on 5 January 2021 in response to rising pressure on the NHS and this is currently still in place. The government's message has been for people to stay at home, protect the NHS and save lives. This has led to the continued closure of businesses across the borough and the closure of schools except for vulnerable children and the

children of key workers. It has also led to the Council's libraries having to close. It is unsurprising that the lockdown, which is of course entirely necessary, continues to impact the Council's financial position adversely.

In summary, the Council has faced both new pressures and loss of income as a direct result of the pandemic. The impact of the pandemic will last into future years and the budget process has taken this into account. The Council will continue to face pressures over the medium term to support the community through future waves of the pandemic.

The Government has provided a wide range of financial support during 2020/21 but this has been insufficient to fully meet the financial pressures the Council faces. The detailed budget position for 2020/21 is set out in section 3 of this report.

2.3 The Council's Strategic Context

2.3.1 Both the pandemic and the future financial challenges being faced by the Council has prompted a complete rethink the future operating model. The pandemic has accelerated the adoption of more digital ways of working for Council employees and has significantly reduced the level of face to face customer interaction. Although there are areas of the business where these changes are recognised as sub-optimal and where face to face interaction will be resumed once it is safe to do so, in other areas the changes have been very beneficial. The Council's MTFS has been developed to recognise these changes and includes:-

- Further investment in the Council's ICT infrastructure to future proof and fully secure its systems
- The completion of the Smart Working programme to complete the move to the Cloud-based O365 suite, digitise the Council's paper records and to implement the business change required to support staff to maximise the potential of the new systems
- Investment in new flexible office space on the Town Hall site in Romford, including in a new Customer Appointments Centre to replace the old customer PASC in the Liberty Mall. Office space will be reduced to reflect the success of staff working from home over the last year which has increased productivity, work-life balance and staff satisfaction.
- Continued development of the Community Hub model, building on the Virtual Community Hub already in place, the two pilot community hubs in Harold Hill and Rainham and the Local Area Co-ordinator Teams that operate from these hubs. As a part of this model, libraries will be equipped to answer basic customer queries and assist customers in accessing services as necessary. This builds on the Council's ethos of supporting independence in the community.
- Services are being re-designed to build on the strengths of customers, again to promote independence. The starting point is to help the

resident work through what they are able to do for themselves, or ask others in their support network to assist them with, before assessing what support is required from the Council.

- The customer facing Digital Platform is being rolled out using an agile approach including customer workshops and testing to replace the legacy and more council process driven Customer Relationship Management system.

2.3.2 In addition, a range of efficiency savings are being introduced to drive down costs:-

- The centralisation of core support functions into a corporate wide model that can flexibility be deployed across the Council according to priorities eg business support, programme and project management, business systems support and complaints and Member Enquiries.
- Systems are being introduced to increase staff efficiency eg there are savings from the Fusion Finance, HR and Payroll system roll out and opportunities are being explored to use robotics for repetitive tasks.
- Further work is underway to better utilise the data the Council holds so that it can target its resources more effectively.
- Contracts are being reviewed to build in innovation and efficiency.

2.3.3 The Council has also rationalised its capital programme to prioritise the most important capital projects. Given the financial challenges the Council faces a number of schemes have been temporarily put on hold. Details of the revised capital programme are set out in the Capital Strategy elsewhere on this agenda.

3 The current revenue monitoring position

3.1 The revenue monitoring position at Period 8 showed a potential £9.9m overspend of which £3.9m is the net cost of the COVID pandemic and £6.0m is due to business as usual overspends. The COVID position is continually changing as we move through the lockdown since Christmas and the Government have issued a number of grants to help local authorities through this period.

The Council had already projected in earlier monitoring reports the continued additional COVID costs for the rest of the financial year but these are likely to increase due to the latest restrictions. It is highly likely that even with the extra support from central government that the Council will have a significant loss due to the COVID pandemic.

The Council also has a £6.0m overspend on non COVID activities. Services are reviewing all costs for the remainder of the year and are aiming to reduce this pressure by year-end. It has been established that a proportion of this

overspend relates to underlying budget issues and so as part of the 2021/22 budget setting a £1m provision has been added to resolve these issues.

Table 1: Summary Position Period 8 monitoring

Financial Position	£m
Projected COVID Expenditure for the year	11.154
Potential income loss for the year	12.295
Potential gap in 2020/21 MTFS savings delivery	6.386
Business As Usual Net Position	6.049
Total Pressures	35.884
Government Support to date including food supply	(19.611)
Projected value of Government support on loss of income	(4.000)
Corporate Underspends	(2.411)
Remaining Gap	9.862
Required use of reserves and balances	(9.862)
TOTAL	0.000

The Council fully hopes and expects to close this gap significantly by year end. The potential position will have a significant impact on general reserves if not mitigated.

4 The budget setting process

4.1 The Council has worked tirelessly to meet the pressures and demands caused by the COVID pandemic over the last year. At the same time the Council has maintained its medium term financial plan in order to set a balanced budget for 2021/22. During the summer and early autumn the Council reviewed the pressures it expects to face in 2021/22 in order to determine the level of savings and efficiencies that would be required to balance the budget.

4.2 The process to set the budget and medium term financial strategy is an ongoing one and in effect starts at the beginning of the financial year. The process is robust and apart from the impact of the COVID pandemic takes account of the following factors:

- Inflation Rates
- Demographic Assumptions
- Interest Rates and the cost of borrowing
- Current in-year pressures
- Implications of the future Capital programme
- Prudent levels of balances and reserves

- 4.3 The Section 151 officer oversees the budget process at all times and is therefore able to produce a statement of robustness of the budget which is set out in Section 10 of this report.
- 4.4 The main pressures identified were due to the ongoing impact of the COVID pandemic, increased demographic pressures and the revenue impact of the Capital programme
- 4.5 The ongoing impact of the COVID pandemic will influence the 2021/22 budget in the following areas.
- Social Care demand pressures as clients are discharged from hospitals but still need ongoing support
 - Support to help the high streets and local businesses
 - Lower collection rates through increased numbers of households on the Council Tax Support scheme
 - Reduced collection of fees and charges through restricted opening of certain services and lower than previous take up.
- 4.6 The Government has recognised these pressures and provided grant funding in the local government finance settlement to partially address these issues. The funding is only confirmed for 2021/22 at present and it remains to be seen both whether pressures continue into future years and the extent to which central government will recognise these pressures in the medium term.

5 The Local Government Financial Settlement

- 5.1 The Government have announced the Provisional Local Government Finance settlement. The settlement is welcomed as it confirms further funding to address the COVID pandemic and also maintains a number of grant streams that are vital to local government to fund key services.
- 5.2 The Government has announced that councils have an increase of 4.5% in Core Spending Power, which is the measure now used to judge the ability of a local authority to raise its budget to meet new pressures. The Core Spending Power increase however is almost totally due to allowing councils to raise Council Tax by up to 5% (3% for a precept for Adult Social Care and 2% for General Council Tax). So in reality any increase in spending ability will be a local decision and will be funded by Council Tax Payers
- 5.3 The table below set out the increase announced in Havering's Core Spending Power.

Description	20/21 CSP	21/22 CSP	Increase
	(M)	(M)	(M)
Settlement Funding Assessment	36.0	36.0	0.0
Under-indexation Grant	1.4	1.8	0.4
Council Tax requirement	130.1	138.0	7.9

New Homes Bonus	0.9	0.2	(0.7)
Improved better care fund	6.6	6.6	0.0
Additional Social Care Grant	5.5	6.0	0.5
New Lower Tier Services Grant (one off)	0.0	0.3	0.3
TOTAL CORE SPENDING POWER	180.4	188.8	8.4

5.4 The Council's Settlement Funding Assessment is virtually unchanged from 2020/21. Revenue Support Grant has gone up by £8k from £1.398m to £1.406m. This is reflective of an inflationary increase funded by returned New Homes Bonus.

5.5 The Settlement also announced the following further COVID support measures.

- A compensation grant payable over the next three years to mitigate collection fund losses in 2020/21 (nationally £765m in total spread over 3 years).
- A further one off payment in 2021/22 of general grant to cover future COVID pressures.
- A grant to mitigate lost Council Tax through increased numbers on the Council Tax Support scheme (£670m nationally)
- A continuation of the Sales, Fees and Charges re imbursement of 75% of lost income for a further 3 months to June 2021.

5.6 The impact for Havering is set out below

COVID Grant Support	Havering Allocation
One Off Payment in 2021/22 to support future COVID pressures.	£6.599m
Compensation grant to mitigate Council Tax losses	Will be confirmed at outturn
Grant to mitigate council tax loss from increased CTS numbers	£2.222m provisional allocation

5.7 There is a separate consultation paper on the 2021/22 COVID measures which the Council has responded to. Final allocations for the Collection Fund compensation grant are likely to depend on outturn and as such will not be apparent until later in 2021. A prudent estimate of £0.5m has been built into the 2021/22 budget.

5.8 The settlement also confirmed further funding in the following areas

- An extra £300m funding nationally for Adult Social Care on top of the funding announced in the previous financial settlement in February 2020. This funding has been allocated primarily using a formula which takes account of the ability to raise funding through the adult social care precept. This is disadvantageous to Havering effectively penalising the Council if the precept is not applied.

- A new un-ringfenced Lower Tier Services Grant in 2021/22, which will allocate £111 million nationally to councils with responsibility for services such as homelessness, planning, recycling and refuse collection and leisure services. This grant is funded from a topslice of unused New Homes Bonus and is therefore likely to be one off.
- An ability to raise Council Tax by 3% as a Precept to cover the cost of Social Care
- An ability to increase general council tax by up to 2% without the requirement for a referendum
- A one year continuation of New Homes Bonus with the scheme to be reviewed during the course of 2021.
- An announcement to support rough sleepers and those at risk of homelessness during COVID-19, including an additional £254 million nationally for 2021/22 to tackle homelessness and rough sleeping, including the £103 million announced earlier this year for accommodation and substance misuse support nationally.
- £165m nationally for the continuation of the troubled families grant for a further year
- £125m nationally to support initiatives to tackle domestic abuse in line with the recently passed government bill.
- An increase in the better care fund of 5.5% nationally
- An additional £15m nationally to support the changes from the Redmond review of external audit. Allocations are expected in the spring. This is to fund expected increases in external audit costs in 2021/22
- The flexible homelessness grant and homeless reduction grant will be merged to form a new grant called the Homeless Prevention Grant. The total funding for this are will be increased from £263m to £310m nationally.

5.9 The impact for Havering is as follows

Grant Announcements so far	Havering Grant
£300m additional support for social care	0.594m
£111m additional un-ringfenced support for lower tier authorities (One Off)	0.279m
Homeless Prevention Grant (£310m nationally)	2.344m
New Homes Bonus allocation 2021/22	0.154m

5.10 The Government was non-committal on the timing of the introduction of the fair funding review and business rate reform. It is still possible that these will be introduced in 2022/23 but the secretary of state did not commit to this other than to say his department would continue to work on the reforms. There was no mention at all of Social Care Reform.

5.11 The Government also confirmed its desire to announce a multi year spending review and multi year settlement next year but caveated this by stating this was dependent on the stability of the economic outlook over the coming year.

5.12 There have been no formal announcements as yet on Public Health funding for 2021/22 apart from a commitment in the spending review to maintain Public Health funding. An announcement is expected in either February or early March.

5.13 **Dedicated Schools Grant and Schools Funding**

The Dedicated Schools Grant (DSG) is a ring-fenced grant that is allocated to local authorities to meet their responsibilities for early years' education, the funding of schools and for provision and support for pupils with special educational needs and disabilities and for pupils requiring alternative provision. The grant is allocated in four "blocks" and the Havering's allocation for financial year 2021-22 is shown in table 1 below.

In September 2019, the Secretary of State for Education announced that funding for schools and high needs would rise by £2.2bn in 2021-22, plus £1.6bn to fund additional pension costs for teachers. Announcements followed in November 2020 confirming various elements and provisional allocations. Funding for early years provision has increased by £44m. The Government has now announced updated calculations reflecting the latest pupil numbers (using the January and October 2020 census data). Each local authority will, as usual, receive funding in four blocks, all of which have now been confirmed for 2021-22 (prior to recoupment of funding for Academies, which will be finalised in the coming months):

Table 1 - Havering's DSG allocation

	Schools Block					High Needs Block	Early Years	Central School Services Block	Total DSG
Year	Primary Funding per pupil (£)	Secondary Funding per pupil (£)	Pupil number allocation (£m)	Premises, pupil growth, falling rolls (£m)	Allocation (£m)	Allocation (£m)	Allocation (£m)	Allocation (£m)	Allocation (£m)
2021-22	4,559.26	6,097.05	193.60	3.84	197.43	31.89	20.74	1.60	251.65
2020-21	4,252.16	5,654.14	177.17	3.94	181.11	29.62	19.28	1.53	231.54
Diff	307.10	442.91	16.43	-0.10	16.32	2.27	1.46	0.07	20.11

Notes:

1. All of the above figures are before recoupment by the DfE for pupils attending academies, non maintained special schools and post 16 special educational needs provision.

2. The additional Schools Block funding includes funding for an increase of 611 pupils in Havering schools, and the transfer of two grants (Teachers' Pay Grant and Teachers' Pension Employer Contribution Grant) to the Schools Block.
3. The Early Years block is indicative and will be recalculated based on the January 2021 and 2022 early years censuses.

- **Schools Block** - The allocations to local authorities include a minimum 2% increase in the formula factor rates within the national funding formula, with at least £5,415 for every secondary school pupil, and £4,180 per primary pupil. Local authorities are required to ensure that these minimum per pupil levels are delivered in constructing their local funding formula although many schools will already be above these levels. In Havering this applies to ten primary schools and one secondary school.

Following agreement with the Schools Funding Forum and consultation with all schools, Havering is able to apply the national funding formula in full with a minimum 1.75% per pupil increase for all mainstream schools and academies with no cap for schools that have received a higher per pupil increase greater than 1.75%.

The effect on Havering schools of implementing the NFF in 2021-22 is as follows:

	No of schools receiving the minimum 1.75% increase per pupil	No of schools receiving an increase greater than 1.75% per pupil
Infant	0	11
Junior	1	10
Primary	13	25
Secondary	5	13
Total	19	59
	24%	76%

Although this provides an increase in funding for all schools in Havering, many will continue to struggle to set balanced budgets as a result of past and continuing financial pressure in having to fund national pay awards, incremental progression, increases in employer national insurance and pension contributions, inflationary increases on goods and services and covid related costs. School governors and head teachers are therefore continuing to implement efficiencies in the costs of running of their schools in an attempt to avoid falling into deficit.

In agreeing to the formula for distribution of funding to schools in 2021-22 the Schools Funding Forum has also agreed to use £0.55m of the Schools Block to meet commitments in pupil growth and falling rolls following the reduction in funding from the DfE.

- **Early Years Block** – the additional £44m has been allocated to local authorities by increasing the hourly rates used to fund parents' free entitlement to early years provision for 2 year olds by 8 pence and for 3 and 4 year olds by 6 pence which is to be passed on to providers.

Havering's central government rates' of funding are as follows:

	2 year olds	3 & 4 year olds
2020-21	£5.74	£5.36
2021-22	£5.82	£5.42
Increase	£0.08	£0.06

From a local authority's allocation, the pass-through rate to providers is 95% including contingencies and an inclusion fund to support access for children with special educational needs and disabilities. The remaining 5% is for local authorities to carry out their statutory duty to ensure sufficiency of provision, quality assurance, the funding of providers, data management control and business support.

Consultation with early years providers is currently underway to confirm Havering's funding arrangements for 2021-22.

- **High Needs Block** – as with schools' funding, the distribution of funding from central to local government is through a national formula. The formula for High Needs funding includes a number of factors including historic funding, pupil population, deprivation and the number of pupils attending special schools and post 16 provision. In 2021-22 the allocations include a minimum 8% increase in the funding for pupil population.

In common with many other local authorities, Havering will have difficulty in containing its expenditure with the allocation of funding because of an increasing number of pupils and students with Education, Health and Care plans and increasing complexity of need.

- **Central School Services Block** - this block is to fund some of the statutory education functions of local authorities that in previous years has been funded from the Schools Block and an Education Services Grant. This block also allocates funding for an LA's historic commitments previously funded within the Schools Block. Statutory functions include school admissions, the funding of national copyright licences, servicing the Schools Forum and other statutory duties previously funded from an Education Services Grant.
- **Education Services Grant (ESG)** The ESG ceased from September 2017 and local authorities now receive funding on a per pupil basis through the Central Schools Services Block of the Dedicated Schools Grant. The reduction in grant leaves a shortfall against the cost of providing LA statutory

services in spite of the savings made centrally and a contribution from LA maintained schools to meet the cost of central services relating only to that sector.

Table 2 – Shortfall in funding	£m
Estimated service costs in 2021/22	1.769
DSG Central Services Block for LA central duties (previously ESG grant)	(0.594)
Contribution from schools	(0.305)
Shortfall	0.870

The intention is to manage the shortfall in funding as part of the ongoing transformational review of the service. The service will come forward with longer-term proposals for implementation aimed at minimising the future funding gap. In the interim it is expected that Education traded services will be able to cover any remaining gap outside the funding already earmarked corporately to cover the shortfall shown above.

5.14 Consultation on the Settlement

The settlement included two consultation papers.

- A consultation paper on the Government's approach to funding the pressures caused by COVID in 2021/22
- A general consultation paper on the proposals set out in the settlement

5.15 Havering has replied to both consultation papers making it clear that the financial impact of COVID on local government will be long-lasting. The Government cannot squeeze local government in the future in order to recover the national financial position. The response also made it clear that distributing the Social Care Grant based on the notional amount authorities receive from the precept is unfair as it pre-presumes a local decision on council tax.

6 The budget for 2021/22

6.1 The overall announcements in the settlement however are welcome and have helped the Council reach a balanced budget position for 2021/22. The following funding streams have been included in setting the budget.

- Additional Social Care Grant (£594k) – This takes the total specific grant support for Adult Social Care for Havering to just over £6m built up over the last two years. There has been no further news on the long awaited reforms to the funding of Adult Social Care so for planning purposes the Council has assumed this funding is ongoing and is part of the Government's medium term strategy to address the demand in this area.

- Implementation of the 3% ASC precept. The Government have made it quite clear over the last few years that they expect local tax payers through Council Tax to help meet the increase costs of social care. The Council is facing unprecedented demand in this area so will need to implement the precept in order to meet this extra cost. All funding from both the Adult Social Care grant and the Social Care Precept will be directly applied to meet new pressures in those areas.
- The Council Tax Support grant (£2.222m provisionally). This Grant recognises that the number of CTS claimants has increased due to hardship as a result of the COVID pandemic. The grant also recognises that potentially numbers will continue to increase the longer the restrictions last. The impact of increased CTS numbers has caused a significant reduction in the Council's taxbase.
- The reduction in New Homes Bonus was predicted and was built into the planned 2021/22 budget some months ago.

6.2 In November a report to Cabinet set out the budget position which at that time had a budget gap for 2021/22 of £7.991m. This included original savings proposals of £18.982m

6.3 The savings proposals were included in the Council's budget consultation process. The consultation process aimed to reach out to everyone in the borough to get views on our proposals. Business were directly targeted to ensure that their views were heard as well as part of our ongoing support to that sector

6.4 The respondents to the consultation broadly understood the difficult position the Council faces and were in general in support of the proposals in this report.

The three most important issues that respondents considered that the borough is likely to face in the next year are:

- Coronavirus / pandemic
- Economy / economic situation
- Crime / community safety

Respondents were also asked the most important issues concerning them going forward which were:

- Staying in work / employment stability
- My physical health and fitness
- Anti-social behaviour in my community

Mental health and wellbeing was also considered a highly important issue for people.

6.5 Councillors reviewed the outcomes of the consultation process and considered all the responses in making the proposals for the 21/22 budget set out in this report. A full analysis of the consultation outcomes can be found at **Appendix A**

6.6 The central government grant announcements and revised corporate estimates in some areas have had the net impact of reducing the budget gap significantly. The ongoing situation related to COVID in particular has caused a number of changes to the Corporate position. The proposed adjustments to the budget are set out below and summarised in the table that follows:

- The Council generates income from the cash balances it holds at any point in time. Currently the interest rates are at a very low rate meaning the Council needs to adjust its budget for interest receivable
- The 2020/21 revenue monitoring position currently has £6.0m of business as usual pressures. Departments are working hard to contain these pressures but it is recognised that £1m is due to underlying budget issues and it is recommended that these are addressed in the 2021/22 original budget
- The hardship caused by the COVID pandemic continues to hit our residents hard and as a result there is an increased number of residents on the Council Tax Support scheme. This is anticipated to continue into the spring whilst restrictions are in place and when the government's furlough scheme comes to an end. Increased take up of the CTS scheme reduces Council Tax income to the Council
- The Council has £17m of savings proposals in its final budget. All proposals have been reviewed and are achievable but it is inevitable with savings of that scale that there will be some non achievement. The Council is therefore proposing to include a 10% provision to safeguard against delays and non achievement of savings. Every effort will be made by all officers to fully achieve all proposals. Further details of these savings are shown in **Appendix B**
- The COVID pandemic has caused significant delays to the Capital Programme. This will delay the significant revenue streams the Council expects in the medium term but in the short term has caused a reduction in the amount required for interest and repayment assumptions.
- The pandemic has caused a huge reduction in usage on the London Transport system, including by Freedom Pass holders. A significant reduction in the cost to the Council of Freedom Passes of £850k was built in to the November Cabinet report figures in anticipation of this.

The final settlement is now known and has further increased the reduction in costs. It should be noted that the Freedom Pass still will cost Havering £6.7m in 2021/22.

- The Council had included £300k in its base budget in anticipation of additional income from the Londonwide business rate pool. London councils collectively have concluded that the pool should not operate in 2021/22 due to the uncertainty in relation to business rate income in the wake of the pandemic. This income budget has therefore been removed. .
- There are a number of other small adjustments to the proposals relating to inflation and levels of New Homes Bonus. This is normal at this time in the budget cycle as final proposals are calculated.

	2021/22	2022/23	2023/24	3 Year Plan
	£m	£m	£m	£m
November Cabinet	7.991	18.308	8.319	34.618
Corporate Adjustments:				
Loss of income from interest on cash balances	1.000	0.000	0.000	1.000
Provision for underlying budget issues	1.000	0.000	0.000	1.000
Loss of income due to increase in SPD and increase in CTS numbers	1.000	0.000	0.000	1.000
Provision for non achievement of savings	1.700	0.000	0.000	1.700
Net effect of reducing to the Business Rate Safety Net	0.449	0.000	0.000	0.449
Impact of delays to the Capital programme	-3.578	-1.567	4.315	-0.830
Revision to Concessionary fare assumptions	-0.282	-0.570	-0.270	-1.122
End of the business rate pool growth	0.300	0.000	0.000	0.300
Other minor adjustments and assumptions	0.131	-0.291	0.620	0.460
Gap before settlement announcement	9.711	15.880	12.984	38.575

6.7 The settlement has introduced a number of grants that can be used to reduce the budget gap in the table above. These changes are set out below and allow the budget to be balanced after the Social Care Precept and Council Tax are included.

- New grant recognising the increase in Council Tax Support numbers as a result of the pandemic (£2.222m). This is likely to be one off although our consultation paper response has lobbied for this to continue whilst CTS numbers are high.
- New Adult Social Care Grant (£0.594m)
- Previous planning assumptions assumed the Social Care Grant announced last winter (£1.7m) would fall out in 2022/23. The Government has subsequently made it clear that the Social Care Funding will continue for at least the lifetime of the current parliament.
- The Government has however borrowed at unprecedented rates during the COVID pandemic and it is inevitable that there will be some cutbacks in the future when the next spending review is announced during 2021. The risk also remains that the fair funding review will be implemented which is likely to be adverse financially for London as the government has committed to what it calls 'levelling up' funding across the country. To mitigate these pressures it is assumed there will be a £2m reduction in central funding from 2022/23 onwards.
- There is uncertainty in how the Compensation grant for Collection Fund deficits will be applied. The Council has assumed at this stage that it will only benefit by £0.5m a year from this grant.

	2021/22	2022/23	2023/24	3 Year Plan
	£m	£m	£m	£m
Gap before settlement announcement	9.711	15.880	12.984	38.575
New Grant to cover increase in CTS numbers	-2.222	2.222	0.000	0.000
New Adult Social Care Grant	-0.594	0.000	0.000	-0.594
Continuation of Troubled families funding	-0.545	0.545	0.000	0.000
Assume previously announced ASC Grant is ongoing	0.000	-1.700	0.000	-1.700
Provision for loss of central grant and reduction in Business Rates	0.000	2.000	0.000	2.000

Collection fund compensation grant	-0.500	0.000	0.000	-0.500
Revised Gap	5.850	18.947	12.984	37.781
Funded by:				
1.5% Council Tax increase	-1.950	0.000	0.000	-1.950
3% Social Care Precept	-3.900	0.000	0.000	-3.900
Proposed Budget Position	0.000	18.947	12.984	31.931

- 6.8 The adjustments set out in this section, successfully balance the Council's budget for 2021/22 but there is still a large gap in the financial position for 2022/23 and, to a lesser extent, 2023/24. The notable pressures in later years are set out in more detail in section 8 below. These gaps will be addressed during 2021.
- 6.9 The table below summarises the budget position showing the pressures the Council has had to fund offset by savings, new grants and the proposed Council Tax increase.

2021/22 pressures and savings	2021/22
	£m
Corporate Pressures	11.221
Savings proposals unachievable due to COVID	7.207
Demographic Pressures	3.131
Inflationary Pressures	3.436
TOTAL PRESSURES	24.995
Net Projected Changes in Government Grants	-2.012
Savings Proposals	-17.133
Social Care Precept (3.0%)	-3.900
Council Tax increase (1.5%)	-1.950
NET POSITION	0.000

- 6.10 The East London Waste Authority has proposed the levy to the authority for 2021/22 and has provided a forecast of future levies in the medium term. The proposed levy for 2021/22 is £11.5m which includes a one-off re-imbursement of reserves to constituent boroughs (£4.8m for Havering). When the ELWA reserves are returned to the Council in 2021/22 they will be transferred into the Council's own reserves. There are no calls against these reserves at the current time.

Constituent Councils – ELWA Levy	2020/21	2021/22	2022/23	2023/24
	Actual	Estimate	Estimate	Estimate
	£m	£m	£m	£m
Havering	16.363	11.524	17.385	18.221

7. Total Council Tax Impact

- 7.1 The impact of the proposals of this report will be a 4.5% increase in the Havering element of the Council Tax. The increase is made up of a 3% increase relating to the specific Social Care Precept for Adults' and Children's Services and 1.5% in relation to Council services generally. The new Band D Council Tax level for Havering will be £1529.64
- 7.2 The GLA have provisionally announced a 9.5% increase in their precept equivalent to £31.59 on a Band D property. The total proposed Band D precept is forecast to be £363.66.
- 7.3 The combined increase on the Council Tax is a 5.43% increase with a new Band D level of £1893.30

The table below sets out the new proposed Council Tax levels for 2021/22

	Havering Element	GLA Precept	Total Council Tax
Band A	1019.76	242.44	1262.20
Band B	1189.72	282.85	1472.57
Band C	1359.68	323.25	1682.93
Band D	1529.64	363.66	1893.30
Band E	1869.56	444.47	2314.03
Band F	2209.48	525.29	2734.77
Band G	2549.40	606.10	3155.50
Band H	3059.28	727.32	3786.60

7.4 Taxbase

The Council's taxbase has reduced during 2021/22. This is as a result of increased numbers of people on the CTS scheme and Single Person Discounts partially offset by an increase in the number of chargeable properties. The Band D Taxbase for Havering is set at 88,243 band D equivalents. This is a reduction of 640 band D equivalents in comparison to 2020/21

7.5 The Council Tax requirement and General Fund Budget

The Council Tax requirement for 21/22 will be £134.980m. Appendix G sets out more detail on the new Council Tax levels.

8. The Medium Term Financial Strategy 2021-2024

- 8.1 The budget process has closed the gap for 2021/22 enabling a balanced budget to be set. There is however still a significant gap in future years as set out in the table below.

Description	2021/22	2022/23	2023/24	3 Year Plan
	£m	£m	£m	£m
Corporate Pressures	11.221	9.233	6.731	27.185
Savings proposals unachievable in 20/21 due to COVID	7.207	0.000	0.000	7.207
Demographic Pressures	3.131	5.026	4.923	13.080
Inflationary Pressures	3.436	2.537	2.557	8.530
TOTAL PRESSURES	24.995	16.796	14.211	56.002
Projected Changes in Government Grants	-2.012	5.505	0.000	3.493
Savings Proposals	-17.133	-3.354	-1.227	-21.714
Social Care Precept (3.0%)	-3.900	0.000	0.000	-3.900
Council Tax increase (1.5%)	-1.950	0.000	0.000	-1.950
NET POSITION	0.000	18.947	12.984	31.931

Closing the Medium Term Financial Gap

At this stage it is prudent to flag the continuing risks for 22/23 in particular but there is work ongoing which it is expected will close the gap for that year during 2021. This includes:

- Spending Review

There is still considerable uncertainty about future external support from 2022/23 onwards so the Council has sensibly adopted a cautious position in its medium term planning. It is possible that the Spending Review expected later in 2021 will give assurity on some funding streams and allow the medium term assumptions to be reviewed.

The Spending Review could possibly contain announcements on the fair funding review, business rates reform and further guidance on how adult social care will be funded going forward. The Government have committed to the current Adult Social Care Grants for the lifetime of this parliament and so the medium term financial plan reflects this.

- Review of corporate and demographic pressures

The Council has adopted a prudent approach to future corporate and demographic pressures. These assumptions will all be tested during the first part of 2021 and the assumptions will be updated accordingly. This will include an evaluation of the continuing impact of COVID and the associated Government support.

- Further transformation savings

The transformation programme was created to support, develop and enhance efficiency and improvement across the Council in a wide range of areas. The programme acts as a conduit bringing together cross council initiatives and developing joined up service delivery. The transformation programme has made significant savings already over the last two years. Further service reviews and procurement initiatives are planned to help ameliorate the future year pressures in the MTFS.

- Other Savings

The budget is a cyclical process and opportunities to save money, modernise and improve efficiency happen every year. This is a normal process that every authority undertakes every year regardless of the financial position moving forward. As stated earlier in this report the Council is fully committed to significant digital and IT enhancements which will lead to efficiency and savings.

- Updated Capital Financing Assumptions

The medium term financial strategy assumes a prudent position on the major regeneration schemes. If the schemes are able to progress as forecasted in the business plans then the level of income generated will potentially exceed the current planned position. The Council has also taken a prudent position on future interest rates as recommended by our treasury advisors. Over time these assumptions can be updated.

9 Fees and Charges

- 9.1 The Council annually reviews its fees and charges to customers.

Appendix C sets out the proposed fees and charges for 2021/22. In setting the fees and charges the Council takes account of:

- Full Cost recovery where appropriate
- Statutory Fees
- Inflation
- Benchmarking and other market comparators
- Delivery costs for social care providers.
- Current market conditions for any increase

10 Contingency, Reserves and Balances and update to Financial Procedures

10.1 The Council maintains a £1m central contingency budget as a sensible and prudent measure to mitigate unforeseen in-year events. When departments show an in-year overspend position the expectation is that they will develop an action plan to mitigate the pressure. The medium term financial strategy recognises demographic and inflationary pressures so the central contingency is maintained purely for unforeseen events.

10.2 Earmarked Reserves

Earmarked Reserves are time limited reserves for specific purposes. Some reserves such as the Insurance Fund will need to be replenished each year in line with projected future claims whilst others will be expected to be spent over the next four years. The Council makes decisions to set up reserves where funding is required in future years as projects are identified.

It should be noted that the Council will always seek to contain costs and minimise the need to draw on the planned reserves where possible. The Council reviews reserves through the year and particularly at year end in order to ensure appropriate funds are set aside for future year projects and requirements and funds are released where they are no longer required.

10.3 General Balances

The General Fund Balance stood at £12.7m at 31 March 2020. The Council has a further planned contribution built into the 2020/21 budget which will bring the general reserves up to £13.6m at 31st March 2021. The unprecedented financial situation as a result of the pandemic has resulted in a significant overspend being predicted in the current revenue monitor. The Council is working tirelessly to reduce this overspend but the outturn position may result in a draw on the general reserves position. The Council will seek to avoid this if possible as it would delay the objective of building reserves up as set out in previous budget reports.

The Council is fully committed to building up reserves in the medium term to the £20m level set out in previous budget reports. The medium term financial plan includes provisions to move towards this target

11 The Capital Programme and Strategy

- 11.1 The Capital Strategy and Programme is presented in a separate report on this agenda. The Medium Term Financial Strategy takes full account of the interest and borrowing cost of the proposed programme. This includes the revenue implications of a number of new bids which are included for approval by Council.

The Table below sets out the proposed General Fund Capital Programme for the next three years.

Capital Programme 21/22 to 23/24	2021/22 £m	2022/23 £m	2023/24 £m
Adults Services	2.132	0.023	0.000
Customer, Communication & Culture			
Art & Culture	0.050	0.000	0.000
Leisure - Other	7.540	3.125	0.000
Leisure - SLM	0.764	0.100	4.721
Libraries	0.223	0.010	0.000
Customer, Communication & Culture Total	8.577	3.235	4.721
Childrens Services			
Childrens Services	0.020	0.005	0.000
Learning & Achievement	0.022	0.000	0.000
Childrens Services Total	0.042	0.005	0.000
Environment			
Environment - Highways	12.206	12.300	0.300
Environment - Parks	1.600	0.500	0.500
Environment - Street Lighting	0.200	0.000	0.000
Environment - TFL	1.957	0.000	0.000
Environment - Parking	1.000	1.000	1.000
Environment - Public Protection	3.500	0.000	0.000
Environment Total	20.463	13.800	1.800
Registration & Bereavement Services	5.850	0.000	0.000
Asset Management			
Asset Rationalisation	1.500	0.000	0.000
Corporate Buildings	0.727	0.000	0.000
Health & Safety	0.098	0.078	0.007
Schools Conditions Programme	3.133	0.000	0.000
Schools Expansions	5.761	6.050	0.000
Asset Management Total	11.220	6.128	0.007
Finance			

Contingency	1.000	0.000	0.000
Internal Leasing	6.000	0.000	0.000
Finance Total	7.000	0.000	0.000
ICT Infrastructure	11.142	8.044	8.242
Regeneration Programme	141.957	153.067	82.470
Total GF Capital Expenditure 21/22 to 23/24	208.382	184.302	97.241
HRA Capital Expenditure	142.970	174.740	167.649
Total Capital Programme 21/22 to 23/24	351.352	359.042	264.890

Capital Programme Financing 21/22 to 23/24	2021/22 £m	2022/23 £m	2023/24 £m
Capital Receipts	95.080	88.558	47.084
Revenue and Reserve Contributions	18.143	12.533	14.584
Grants & Other Contributions	22.335	41.581	26.961
GF Prudential Borrowing	102.110	97.326	56.876
HRA Prudential Borrowing	113.685	119.045	119.385
Total Funding 21/22 to 23/24	351.352	359.042	264.890

12 Budget Risks and Uncertainties

12.1 There are a number of risks and uncertainties which could potentially impact on the 2021/22 budget and also medium term forecasting. This section summarises those risks. **Appendix D** sets out these risks in more detail.

- **Spending Review 2021:**

The Government have indicated their intention to run a multi-year spending review in 2021. If this proceeds it is likely it will be followed by a multi-year financial settlement next autumn. With the downturn in the economy there is a significant risk that future settlements will be adverse for local government as the government seeks to redress the national position

The Government have a number of reviews they have promised to implement although they haven't set a timescale in their recent announcements. The risks below therefore are general risks associated with these reforms

- **Reform of Adult Social Care:**

The Government is expected to set out the national funding position for adult social care over the medium term. It is unclear at present the extent to which local government and indeed local taxation will be expected to foot this bill.

- **Fair Funding Review**

The Fair Funding Review is expected to be wide ranging and will cover all cost drivers for local authorities. It is unclear at present how the government

will choose to weight the various formulae and datasets available. There is therefore a direct risk to Havering's funding if the demographic pressures the borough is facing are not fully reflected in the revised formula. The initial modelling of the impact of the review implied that the overall effect would be to re-distribute funding away from London

- **Loss / Reduction in Business Rates**

The downturn in the economy has hit businesses hard. There is a significant and ongoing risk of business failure in the borough. This in turn will reduce the business rates collectable and also the level of bad debt. The Council almost certainly will bear a proportion of the lost income from reductions in the total amount of collectable business rates. The safety net system has been put in place to partially mitigate this effect and the Council has taken the prudent position of reducing assumed income to that level for 2021/22

- **New Legislation/Burdens**

The Government periodically reviews national service provision and can transfer new burdens onto local government. When this happens there is always a risk that either the amount or the funding mechanism results in a new pressure for authorities. This is a risk particularly relevant to the recovery period following the COVID pandemic where it is entirely possible the Government will place expectation and burdens on local government without the ongoing funding to support those pressures.

- **Changes to Interest Rates/ Inflation**

The national economic situation is uncertain. As a result changes to interest rates and inflation levels are possible. An increase in inflation will potentially result in pressures on both pay and price locally and nationally.

- **Demographic pressures**

Increased population has resulted in demographic pressures over a number of years. Demographic pressures continue to be a significant risk both through government underfunding and accelerated population growth in the borough.

- **Pension Fund Performance**

The medium term financial strategy takes account of the latest triennial actuarial review of the pension fund. There will be a further review in 2022 and there is a risk of increased general fund and HRA contributions if the deficit has increased on the fund.

- **In-year pressures and overspends**

The 2021/22 budget is a robust balanced budget that takes account of all known pressures facing services. There remains a risk however that increased demand over forecasts will result in service overspend next year.

- **Future waste disposal arrangements**

The current contractual arrangements with Renewi expire in 2027. ELWA are planning significant investment to secure future arrangements after that date. Future potential costs are therefore volatile and subject to those negotiations.

- **Risks associated with the delivery of the regeneration programme**

The Council has an ambitious and far reaching regeneration programme which will rejuvenate key areas of the borough. There are however associated risks with the programme which are set out in detail in the business cases of the various schemes. The risks include:

- **Cost of delays:** Delays to the programme result in some work needing to be repeated and updated and the cost of finance being incurred before it is required
- **Additional cost of re-design and changing plans:** If the plans are changed significantly this can lead to additional costs if the new designs are more expensive but also the delay costs as described above and potentially abortive costs on the original plans.
- **Impact of a downturn in the economy including housing prices:** The schemes assume sales valuations in order to achieve returns on investment. Clearly a downturn in the Housing market, eg due to delays in Crossrail, will affect these assumptions.
- **Impact of inflation:** The models assume costs over the medium term. If inflation increased significantly this would have a direct impact on these costs.
- **Changing build costs/variations:** As the schemes progress it is possible that variations to the original specifications or additionality is required to deliver the required outcomes
- **Changes in legislation:** All assumptions are based on current regulations. Should any national legislation change regarding building works then this could affect the overall costs
- **Issues with land eg. contamination:** There are currently no expected issues with any of the land involved in the various regeneration schemes. It is possible albeit unlikely that an issue may emerge as the projects progress.
- **Overall financial risk:** The Council will invest significantly in the early years of these schemes with a return on investment in some cases maturing only in the medium term. Adverse movement in the assumptions caused by any of the above reasons will affect the financial modelling set out in the business cases and is therefore a material risk to the Council.

In mitigation, the Regeneration Joint Ventures include a number of mechanisms for the partners to exit from arrangements where schemes become unviable or for individual projects to be paused until conditions improve.

13 Chief Financial Officer (\$151 Officer) statement regarding the robustness of the budget and MTFS

- 13.1 Section 25 of the Local Government Act 2003 requires Chief Financial Officers to report to their authorities about the robustness of estimates and the adequacy of reserves when determining their budget and level of council tax. Authorities are required to consider their Chief Financial Officer's report when setting the level of council tax.

13.2 Robustness of Reserves and Balances

The budget has been prepared using a three year Financial Strategy. The Government has provided no assurance over future funding beyond 2021/22 and as such planning beyond a three year framework is very difficult. If the Government announces a multi year spending review in 2021 then future medium term financial plans will be lengthened again to 4 years.

The COVID pandemic has presented challenges to local government in a way that was not imaginable when the last budget was set. The Council has acted swiftly and responsibly and has been able to continue its business in a responsive and professional manner.

The need to have a robust budget and medium term financial plan underpinned by adequate reserves has never been greater and this has been at the forefront of the Council's planning process this winter.

The impact of the pandemic on residents and businesses in the borough will continue for years to come and in preparing its budget the Council has taken account of the steps needed to support its residents through the crisis. The Government has set out funding for COVID as part of the 2021/22 financial settlement and this money will be set aside as an earmarked reserve to be utilised to support those in need, cover the Council's loss of income and to meet other related burdens. Clearly if the lockdown and restrictions were to continue for a prolonged period into 2021/22 then the expectation is that central government will provide further funding to mitigate this situation.

In setting the 2021/22 budget the process has taken account of the following factors

- The forecast position as set out in the Cabinet report in November 2020
- The outcome and forecast impact on the Council of the Provisional Local Government Financial settlement as presented in this report.
- The Spending Review announced in November 2020.
- All announcements and future forecasts relating to the COVID pandemic.

As the development of the budget for 2021/22 has progressed, the position has been the subject to review and challenge with Heads of Service, the Senior Leadership Team, the Leader of the Council and Cabinet Members. Due consideration has been given to the delivery of corporate priorities in this challenge process and this is reflected in the detailed budget proposals.

Budget proposals have been developed within the context of current and future service plans. The Council has reviewed its pressures using the latest demographic and inflationary trends. In respect of savings, the proposals have been risk assessed and will be monitored closely during the year. A review of legislation takes place on an ongoing basis as part of the budget development process to assess possible implications.

The COVID pandemic resulted in a number of savings from 2020/21 either being delayed or not delivered. The 2021/22 fully addresses this either by deferring the savings to 2021/22 or removing the savings where appropriate. This has the result of increasing the savings proposed in 2021/22 and therefore for prudence a 10% provision for non achievement has been included in the 2021/22 budget. Departments will work hard to achieve all savings and if this provision is not required then the budget will be available for other priorities or contribution to reserves.

At a more detailed level, budgets have been built having due regard to:

- Staffing changes incorporating proposed restructures
- Inflation
- Contractual commitments
- Existing budgets
- The proposals for budget adjustments and savings
- The impact of changes to specific grants.

The budget includes a contingency that will provide a reasonable level for unforeseen issues that could arise during the year. This has had due regard to a risk assessment. Further information on the basis of this is set out later in this statement.

A review of the 2020/21 significant budget variances has taken place to assess any impact on the 2021/22 budget outside of the proposals in order to:

- Ensure action plans are in place where a possible adverse variance could occur;
- Ensure use of any possible additional favourable variance is considered in the context of the overall strategy;
- Inform the risk assessment of contingency and reserves.

This process resulted in the identification of a number of small underlying budget issues across the authority. In order to set a robust balanced budget the 2021/22 budget has included a £1m provision to enable these issues to be addressed. The S151 officer will review these issues and allocations will be made to original budgets where necessary before the commencement of the new year.

13.3 The Adequacy of Estimates Reserves and Balances

Local authorities are required to maintain adequate balances to deal with unforeseen demands upon financial resources. It is the responsibility of each authority to set its level of reserves based on local conditions, but taking into account national factors. Although a view can be sought from the external auditors it is not their responsibility to prescribe or recommend the appropriate level. In setting the level, the Authority should take into consideration the advice of their Chief Financial Officer (CFO), taking into account all local relevant circumstances.

The General Fund Balance stood at £12.7m at 31 March 2020. The Council has a further planned contribution built into the 20/21 budget which will bring the general reserves up to £13.6m at 31st March 2021. The unprecedented financial situation as a result of the pandemic has resulted in a significant overspend being predicted in the current revenue monitor. The Council is working tirelessly to reduce this overspend but the outturn position may result in a draw on the general reserves position. The Council will seek to avoid this if possible as it would delay the objective of building reserves up as set out in previous budget reports.

The historic rule of thumb from the now defunct Audit Commission was that 5% of net budget should be held as a General Reserve that should be untouchable except in major emergencies. The Council holds slightly more than this at 7% of net budget. However, the volume and complexity of the issues facing local government, the lived experience of the COVID pandemic and the level of public expectation of councils from their residents suggests this is no longer sufficient. The medium term financial strategy includes proposals to increase balances towards the target of £20 million but this will be subject to no further funding gaps from the COVID pandemic.

Members will be aware that the working balances provide protection against unforeseen events that could impact on the authority. Reserves must be used carefully and can be used only once. As reflected in the revenue budget strategy, the Council will not utilise General Fund Balances to subsidise its budget or suppress council tax increases. Further it will not use any specified or earmarked reserves to subsidise its budget or to suppress council tax increases on an on-going basis as this is neither financially sustainable nor prudent.

It may, in exceptional circumstances, utilise appropriate specified or earmarked reserves to bridge short term forecast budget shortfalls to facilitate delivery and implementation of projects and service initiatives that will generate additional income or reduce on-going expenditure to achieve a balanced budget. Approval of decisions to utilise reserves in this manner will require the appropriate approval of a robust business case including implementation plan.

The Council maintains a number of earmarked funds for specific purposes and their use is planned and approved for these purposes. Often they are used to comply with accounting policies, manage arrangements across financial years, or to fund known future commitments.

The sums established within earmarked reserves were agreed by the Senior Leadership Team as at 1st April 2020 and were fully allocated to projects or liabilities. Other reserves continue to be expended/ planned in accordance with their specific approved purpose. A review is planned to take place as part of the accounts closure process over the next few months. The working balances of the HRA are also subject to a risk assessment; this is included in the rent setting report on the HRA budget for 2021/22

13.4 Opportunity Cost of Reserves

Holding general reserves to meet unexpected events or emergencies is a necessary requirement. However, there are opportunity costs and benefits of holding cash balances, which can be measured in different ways, depending on what these resources were alternatively to be used for. For example, holding cash gives a financial benefit in contrast to using the cash to fund capital expenditure. The financial benefit would be the difference between the investment return and the total borrowing cost. At the current time due to low interest rates, these are in fact broadly neutral. However, a cost of around 4% will be incurred in respect of a requirement to make revenue provision to repay debt.

On this basis, for every £1m of cash held, the purely financial benefit could be deemed to be £0.040m per annum or approximately £0.400m per year for balances of £10 million. This is dependent on prevailing money market conditions, which in the current economic climate can fluctuate significantly. Using the balances to repay debt earlier would not achieve a matching saving given the costs around early redemption and the similarity in short-term lending rates and long-term borrowing rates. For information, £1.3m equates very approximately to 1% on the level of Band D Council Tax.

If, however, this is considered in the context of using these balances to fund one off expenditure, then the opportunity cost is the improvements that would accrue from that expenditure. This might for example be improvements in services, increased performance or some other measure and would be assessed via a business case. Such items have been considered by officers during the course of developing the MTFS, but these have not generally been included within the final proposals or the detailed budget given the broad financial constraints within which Havering is operating.

Should these items be included within the budget, they would obviously provide a basis for additional and/or improved services; with the need to appreciate that reserves exist for various reasons, and once expended, either have to be replenished, or the funding terminated. This is the opportunity that is being potentially foregone by holding general reserves. However this is only

relevant to the extent that such proposals align to Council's priorities and Medium Term Financial Strategy.

It is important that in considering the level of working balances that the issue of the opportunity costs and benefits of such an approach is also considered and that Members weigh up the potential benefits against the risks. The other important factor in making this judgement is to consider is that balances can as indicated only be spent once, and can realistically only be used to support one off expenditure, or to allow time for management action to be implemented to address ongoing expenditure requirements.

As stated above, the use of significant levels of balances to fund ongoing spending or reductions in Council Tax can pose material financial risks, especially given that the Council's ability to generate funds to replenish reserves through Council Tax is severely restricted by the Council Tax capping regime. Hence the level of reserves held overall requires a balance to be struck between the opportunity cost of holding balances against the unknown risks facing the Council and the need to safeguard the provision of local services if such risk were to crystalize.

13.5 Review of Reserves and Contingency

The assessment of the sums required for reserves and contingency purposes is reviewed regularly, taking into account the various risks facing the Council, the level of risk, the actions taken to mitigate risk, and the financial assessment of the risk. The review include consideration of the Corporate Risk Register, with the objective of ensuring that all such risks having a potential financial impact are covered in the reserves and contingency assessment.

The Corporate Risk Register is kept under review by the Senior Leadership Team, so any changes are then reflected when the reserves and contingency assessment is updated.

13.6 Summary of Robustness of the Budget and MTFS

The 2021/22 budget and 2021/24 MTFS has been prepared taking into account the following:

- The impact of the COVID pandemic on the 2021/22 and future budgets.
- The estimated impact of underlying cost pressures, evidenced by financial monitoring reports in the current year;
- The estimated impact of inflationary pressures and pay awards. Allowance has been made for cost increases over and above the general rate of inflation where these are known;

- The estimated impact of demographic change and the effect of increasing demands on services where these are unavoidable;
- Provision for legislative change and changes to the Council's statutory responsibilities;
- The estimated impact of Capital financing charges for the Capital programme including regeneration and highways schemes
- Provision for the impact of government grant changes across the lifetime of the MTFS and the continued risk of further tightening of finances in future years.

Furthermore, taking into account the budget risks and uncertainties, and assuming that the recommendations set out above are agreed, the Council's contingencies and balances are considered prudent. The S151 Officer is therefore of the view that the budget is robust. However, Members' attention is drawn to the need for close monitoring of the budget and, in particular, the achievement of the targets for savings. It will be essential for firm financial management to be exercised throughout the year to ensure that expenditure is contained within budget and targets for service improvements are met.

14 Discount for Council Tax Payers Paying in Full

- 14.1 The Council has agreed in the past, to offer a discount to Council Tax payers who pay their Council Tax in full. It is necessary for Cabinet to recommend Council to agree a specific resolution for this purpose or for any change proposed as the current assumption is that the discount remains at 1.5%. Cabinet should note that a similar discount is not permitted under business rate regulations.

14.2 Resolution

"Any Council Tax payer who is liable to pay an amount of Council Tax to the authority in respect to the year ending on 31 March 2022, who is served with a demand notice under Article 20(2) of the Council Tax (Administration and Enforcement) Regulations 1992 and who makes payment to the authority of the full balance of the estimated amount shown on that demand by 1 April 2021, may deduct a sum equivalent to 1.5% from the estimated amount and such reduced amount shall be accepted in full settlement of that estimated amount".

14.3 Resolution for Council Tax

The Council meeting in March will receive a resolution in the form required reflecting the recommendations of Cabinet.

15 Council Tax Support Scheme 2021/22

- 15.1 The local Council Tax Support (CTS) Scheme in Havering has been designed to support residents on low incomes pay their Council Tax. Council Tax Support rules for claimants of pensionable age are prescribed in law and can cover up to 100% of the Council Tax due. For working age claimants with disabilities and claimants without disabilities, they can receive up to 80% and 75% respectively off their Council Tax bill. Local authority Care Leavers can receive up to 100% in Council Tax Support. The rules within the CTS scheme for working age applicants have been designed by the Council.

The Council proposes to maintain the current CTS Scheme for 2020 putting forward no amendment to that scheme in 2021. A copy of the 2020 Council Tax Support Scheme can be found at https://www.havering.gov.uk/downloads/download/367/havering_local_council_tax_support_scheme

In accordance with Schedule 1A of the Local Government Finance Act 1992, Full Council is required to endorse the Council Tax Scheme for 2021 before 11 March 2021.

The Council has due regard for the Equality Act 2010 and the need to eliminate unlawful discrimination. Consequently, an Equality and Health Impact Assessment is attached to this report at **Appendix E**. An Equality Impact Assessment was also completed in December 2019 and this can be found at <https://www.havering.gov.uk/ctaxeia2020>

A draft summary version of the Council Tax Support Scheme for 2021 is contained within **Appendix F**. A full version of the draft CTS 2021 scheme can be found at <https://www.havering.gov.uk/draftctsscheme20212022>

REASONS AND OPTIONS

Reasons for the decision:

The Council is required to set a balanced budget in advance of the beginning of each financial year. This report sets out the process to reach a balanced budget for 2021/22 and sets out the Council's future plans for balancing the budget in the medium term from 2022/23 to 2024/25.

Other options considered:

The report outlines all the options identified for balancing the 2021/22 budget. Officers will continue to seek further options for balancing the budgets in future years.

IMPLICATIONS AND RISKS

Financial Implications and Risks

The financial implications of the Council's MTFS are the subject of this report and are therefore set out in the body of this report.

Legal Implications and Risks

Under S151 of the Local Government Act 1972 a local authority has to make proper arrangements for the administration of its financial affairs.

Under S28 of the Local Government Act 2003 a local authority has to review its budget calculations from time to time during the financial year and take appropriate action if there is any deterioration in its budget.

The Council is also required to set a balanced budget, taking into account a range of factors, including consultation feedback, and decisions must also be taken in accordance with the Council's duties under the Equality Act 2010.

The budget consultation and approval process is separate from individual decisions which may need to be taken for example in relation to service delivery; these may require a separate consultation process and equality impact assessment before a final decision is taken.

Human Resource Implications and Risks

The Council continues to work closely with its staff and with Trades Unions to ensure that the effects on staff of the savings required have been managed in an efficient and compassionate manner. All savings proposals or changes to the funding regime that impact on staff numbers, will be managed in accordance with both statutory requirements and the Council's Managing Organisational Change & Redundancy policy and associated guidance.

Equalities and Social Inclusion Implications and Risks

Havering has a diverse community made up of many different groups and individuals. The Council values diversity and believes it essential to understand and include the different contributions, perspectives and experience that people from different backgrounds bring.

The Public Sector Equality Duty (PSED) under section 149 of the Equality Act 2010 requires the council, when exercising its functions, to have due regard to:

- (i) the need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
- (ii) the need to advance equality of opportunity between persons who share protected characteristics and those who do not, and;
- (iii) foster good relations between those who have protected characteristics and those who do not.

Note: 'Protected characteristics' are: age, gender, race, disability, sexual orientation, marriage and civil partnerships, religion or belief, pregnancy and maternity and gender reassignment.

The Council demonstrates its commitment to the Equality Act in its decision-making processes, the provision, procurement and commissioning of its services, and employment practices concerning its workforce. In addition, the Council is also committed to improving the quality of life and wellbeing of all Havering residents in respect of socio-economics and health determinants.

Any decisions which need to be taken in furtherance of the budget proposals will be undertaken in accordance with the duty set out in Section 149 of the Equality Act 2010 and where appropriate full Equality Assessments will be undertaken and form part of the decision making process.

Health and Wellbeing Implications and Risks

The Council considers health and wellbeing implications in all the decisions it takes. The impact on general health and wellbeing is fully considered in developing the savings proposals in this report and in setting the Councils budget each year

BACKGROUND PAPERS

None



Havering
L O N D O N B O R O U G H

**Budget Consultation 2020
Results and Analysis
January 2021**

The budget consultation for Havering Council opened on 26th November 2020 and closed on 15th January 2021. There were 205 responses received. A 6.8% increase from last year's budget consultation.

36% respondents found out about the consultation via the Council's website; 37% through other means, mainly the Council's newsletter / bulletin email.

Respondents were asked questions regarding the following areas:

- Main issues and concerns
- Budget and Council Tax
- Saving proposals

From the 205 responses received:

- 160 identified as residents of the borough AND/OR
- 5 representing / owning a local business
- 1 representing a charity that covers the Havering area
- 35 working for Havering Council (resident)
- 17 working for Havering Council (non-resident)
- 1 representing a voluntary or community sector organisation

The three most important issues that respondents considered that the borough is likely to face in the next year are:

- Coronavirus / pandemic
- Economy / economic situation
- Crime / community safety

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Breakdown according to gender also supported these three as the most concerning issues, though those preferring not to disclose their gender included the NHS / healthcare as an important issue.

Question 4 – Most important issues facing the borough (weighted ranking)

Most important issues facing the borough(all respondents)

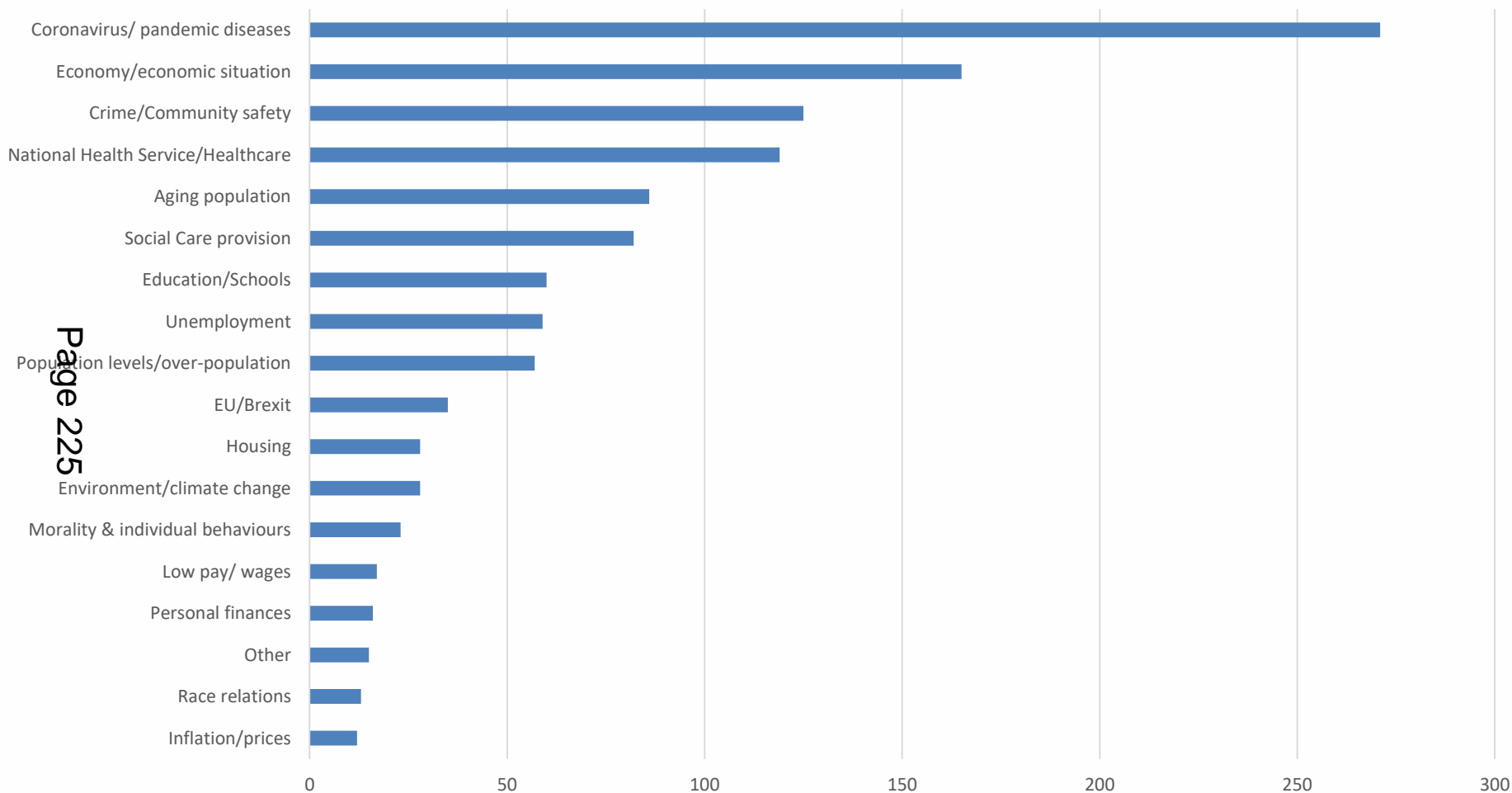


Chart shows weighted scores where rank 1 = 3 points, rank 2 = 2 points and rank 3 = 1 points.

Question 4– weighted ranking – female respondents

Most important issues facing the borough (female respondents)

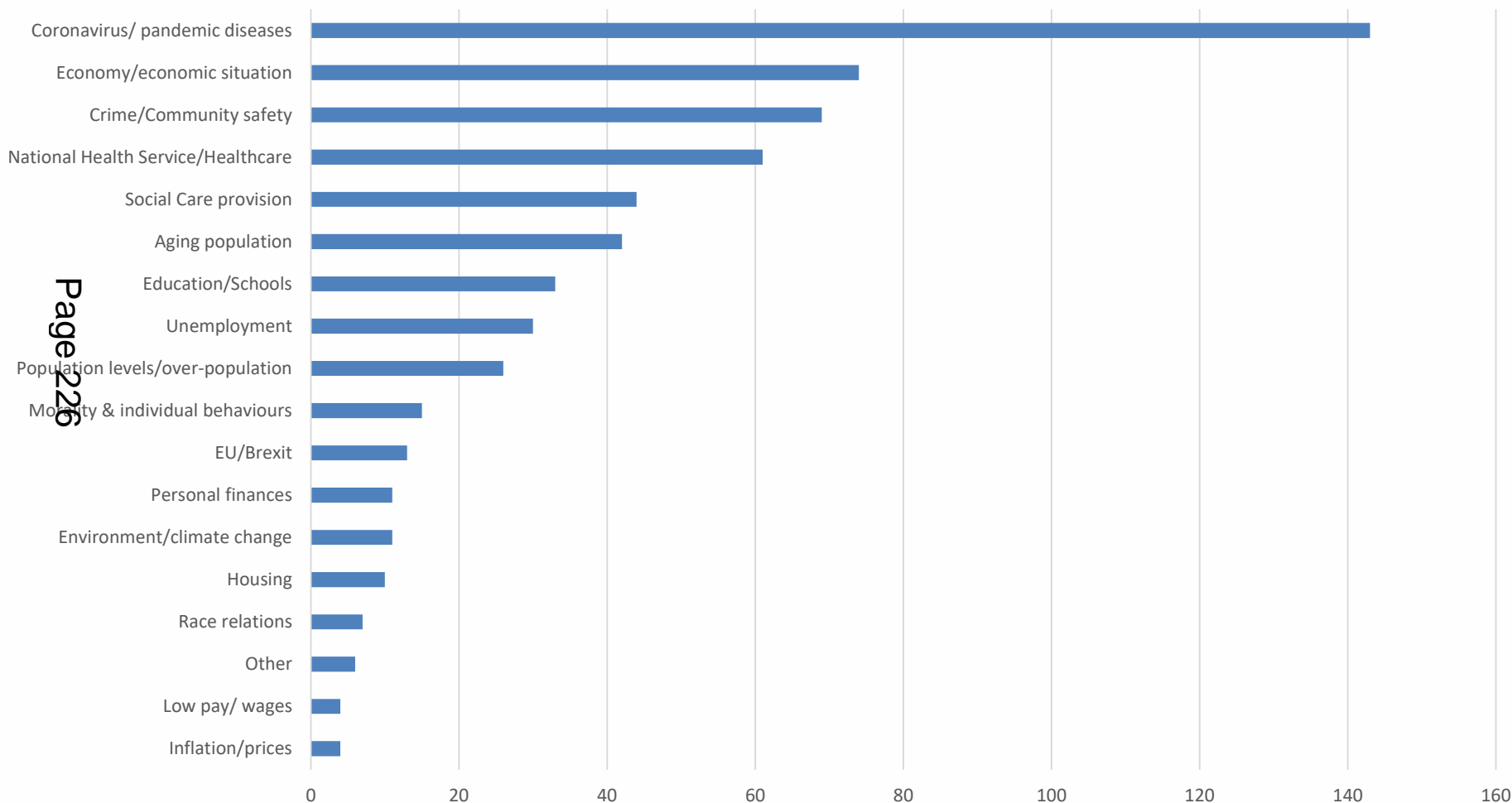
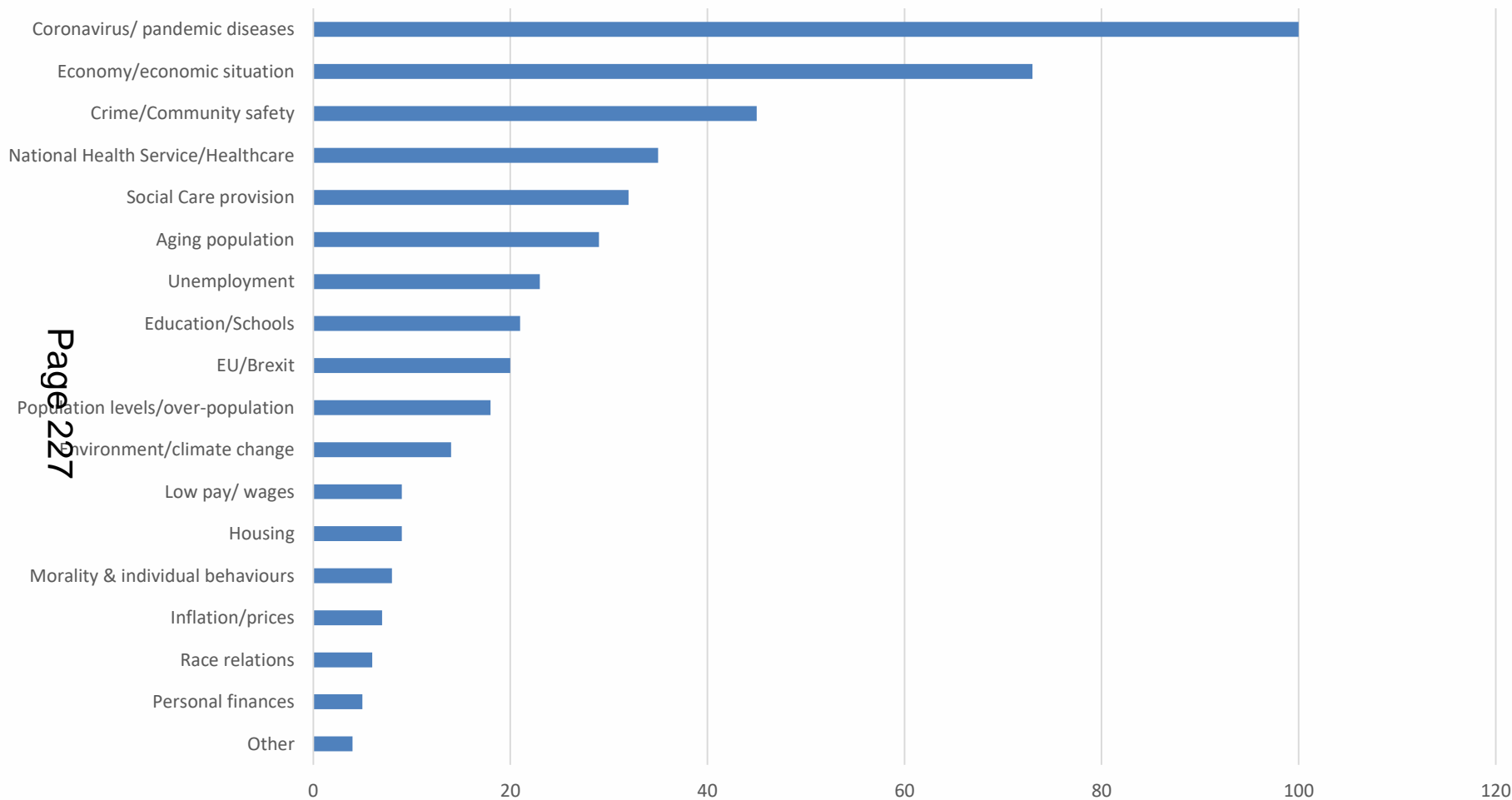


Chart shows weighted scores where rank 1 = 3 points, rank 2 = 2 points and rank 3 = 1 points.

Most important issues facing the borough (male respondents)



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Chart shows weighted scores where rank 1 = 3 points, rank 2 = 2 points and rank 3 = 1 points.

Question 4 – weighted ranking – prefer not to say

Most important issues facing the borough(prefer not to say)

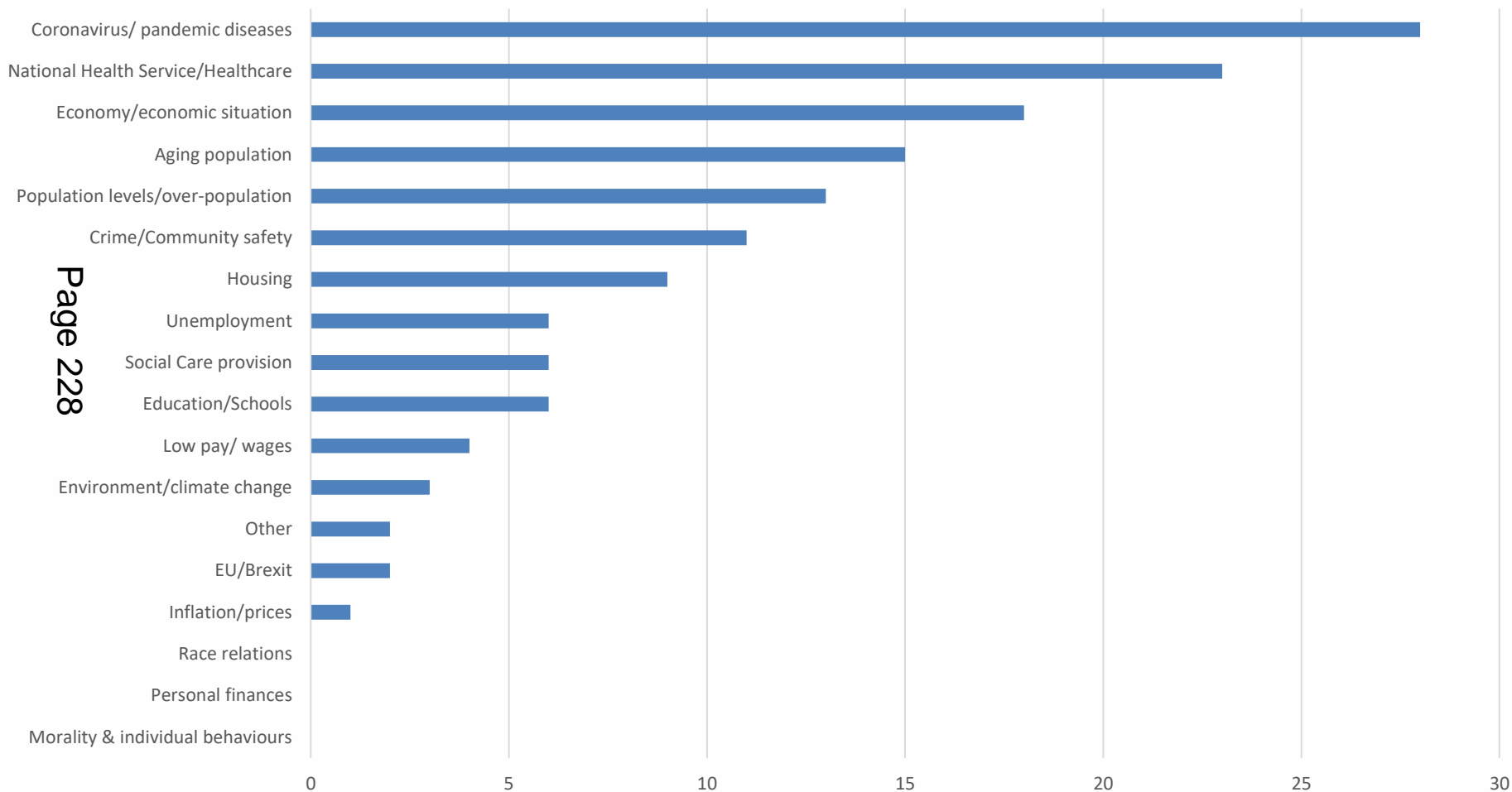


Chart shows weighted scores where rank 1 = 3 points, rank 2 = 2 points and rank 3 = 1 points.

Other issues that respondents thought that borough is facing include:

- Special needs children provision
- Roads and parking issues
- Highway and infrastructure
- Children Services
- Council Tax rate
- Council staff attitudes
- Overdevelopment
- Provision of parks, libraries and centres for social interaction

The three most important issues concerning respondents going forward are:

- Staying in work / employment stability
- My physical health and fitness
- Anti-social behaviour in my community

Mental health and wellbeing was also considered a highly important issue for people.

Staying in work / employment stability and physical health and fitness are important issue for all respondents regardless of gender. However, female respondents rated mental health and wellbeing over anti-social behaviour. For those who preferred to not to disclose their gender, considered local environment / pollution and other issues as more concerning.

Question 5 – Most important issues concerning respondents (weighted ranking)

Most important issues concerning residents (all respondents)

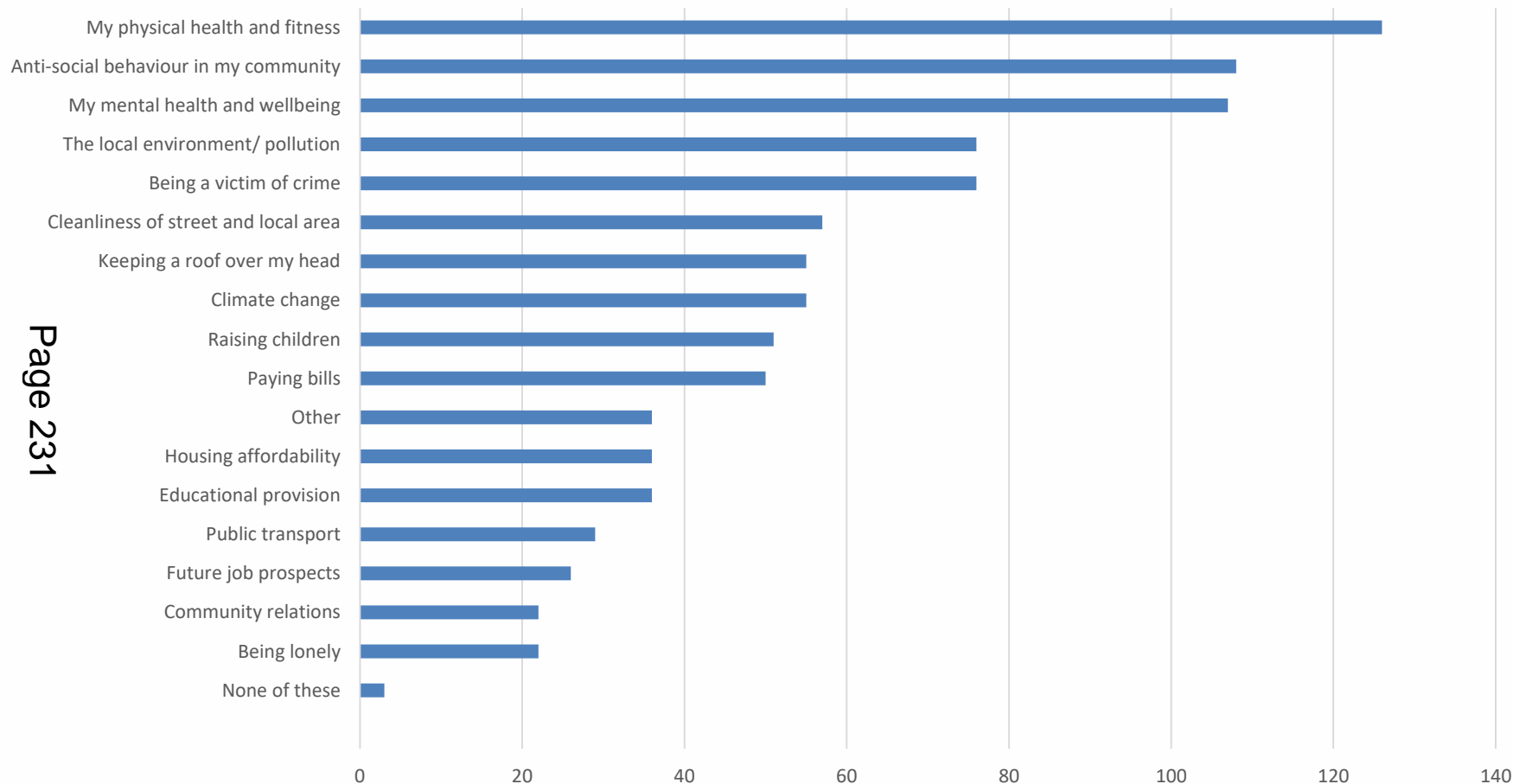


Chart shows weighted scores where rank 1 = 3 points, rank 2 = 2 points and rank 3 = 1 points.

Most important issue concerning respondents (female respondents)

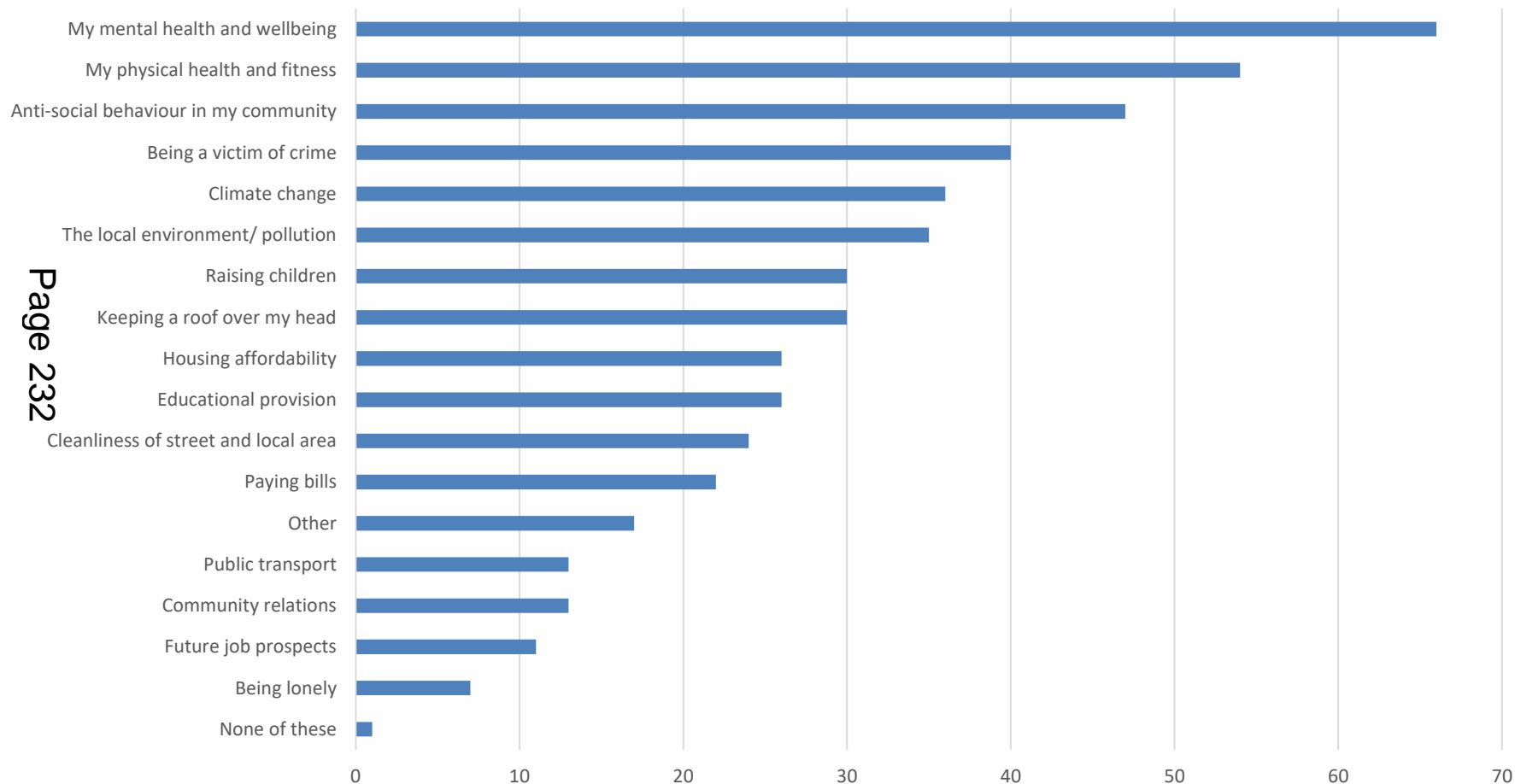


Chart shows weighted scores where rank 1 = 3 points, rank 2 = 2 points and rank 3 = 1 points.

Most important issues concerning respondents (male respondents)

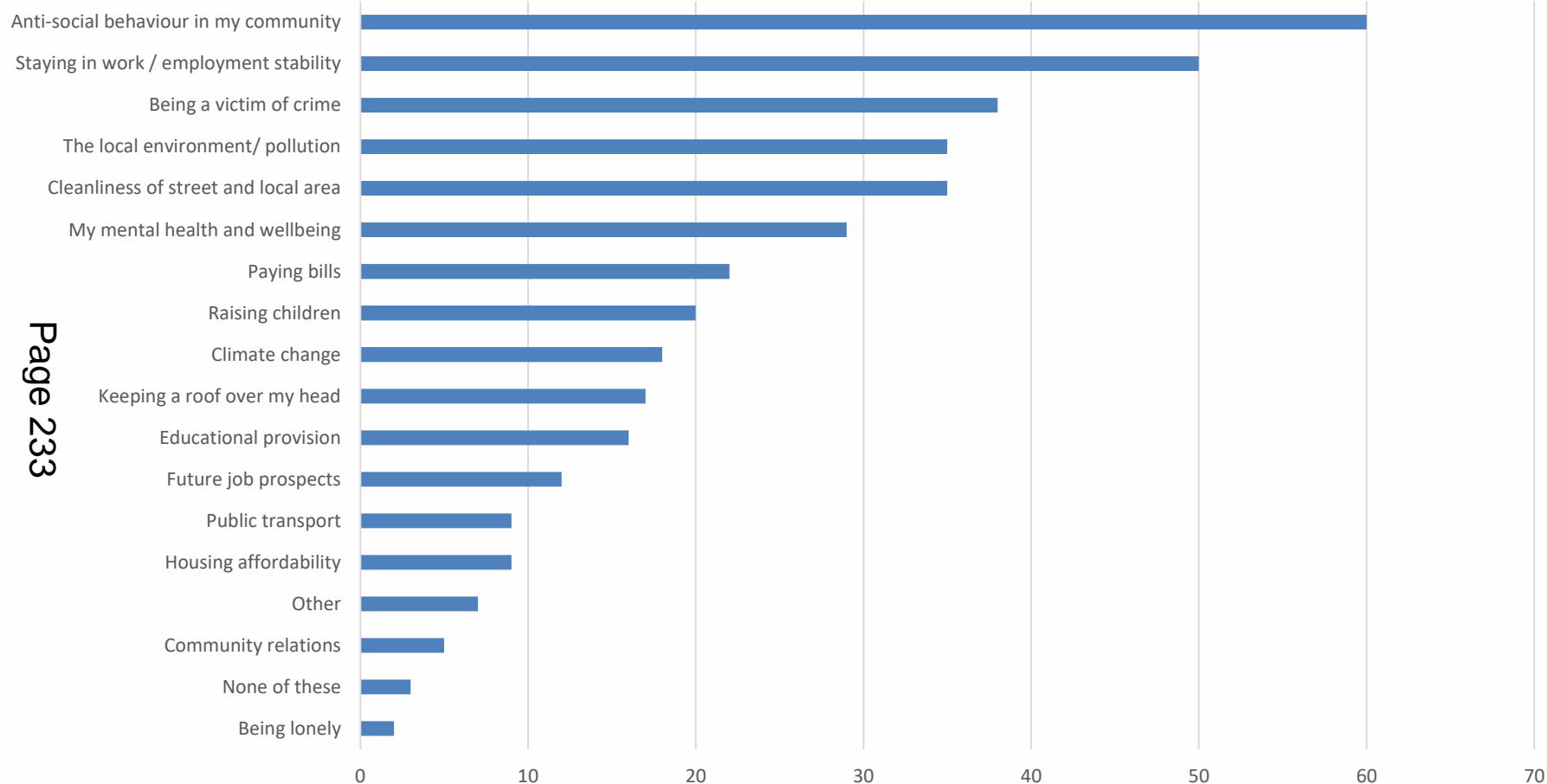


Chart shows weighted scores where rank 1 = 3 points, rank 2 = 2 points and rank 3 = 1 points.

Most important issue concerning respondents (prefer not to say)

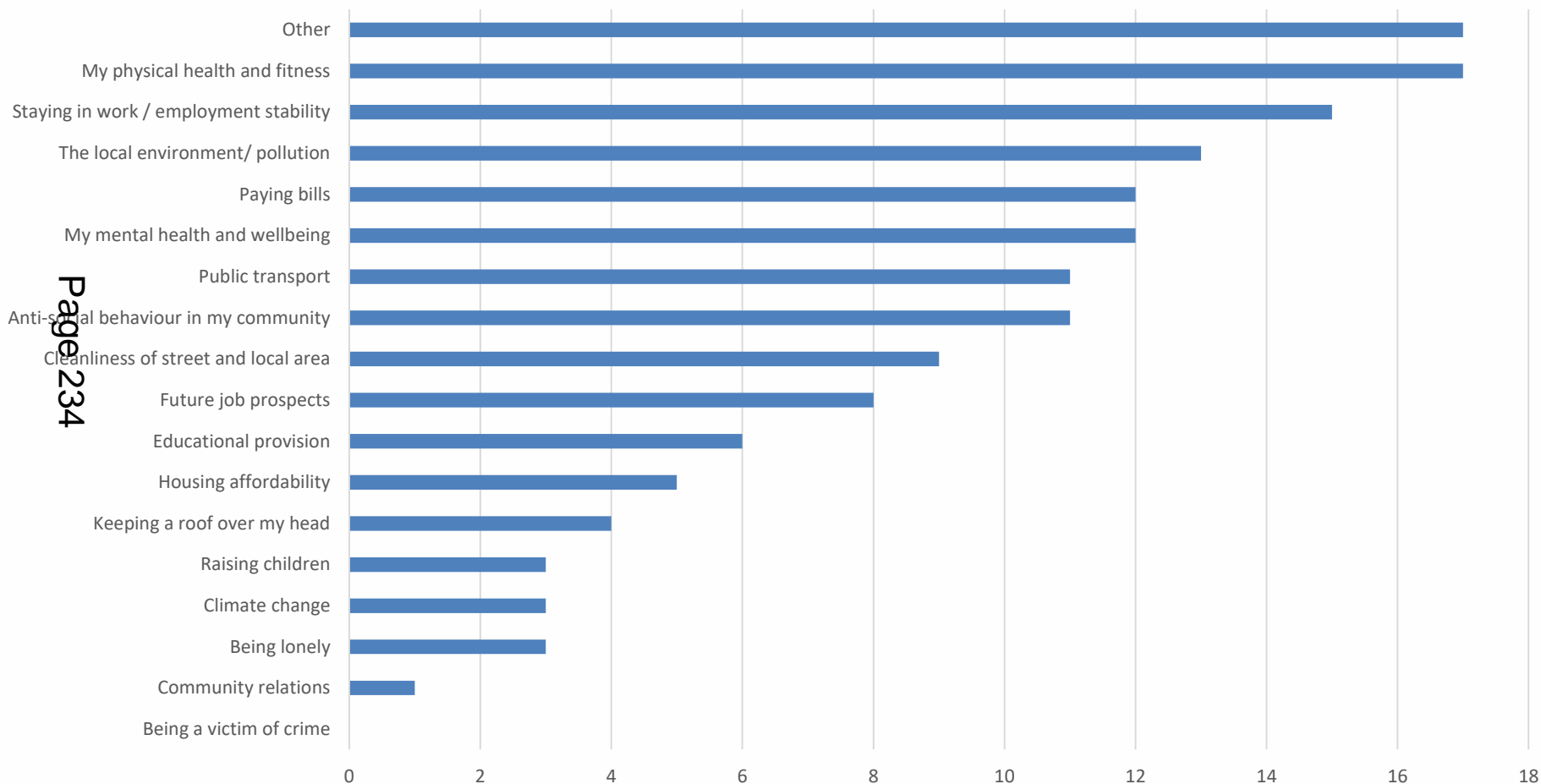


Chart shows weighted scores where rank 1 = 3 points, rank 2 = 2 points and rank 3 = 1 points.

Q6 – How the Council could support people

Respondents were asked how the Council could support them with the issues that they are most concerned. Responses are summarised and categorised under the Council's priorities.

SAFER

- More policing and visible enforcement
- Increasing CCTV
- Reducing noise pollution, antisocial behaviour (ASB) and crime
- Investing in tackling domestic violence and crime
- Regular meeting with local residents about concerns
- Tougher stance on landlords, reoffenders (i.e. litterers or for ASB), antisocial behaviour
- Better street lighting

TOGETHER

- Prioritising and funding education and schools
- Supporting the NHS
- Better funding of mental health services
- Building and supporting community cohesion
- Funding and supporting social care services
- More school places
- Increasing volunteering opportunities and skill development courses
- More social initiatives (particularly to those currently feeling socially isolated e.g. zoom events)

CLEANER

- Regular refuse collection and reducing roadside waste dumping
- Improving recycling facilities
- Higher standards of cleanliness and maintenance of roads, pavements open areas, green spaces and parks
- Reducing pollution
- Increasing wildlife and shrubbery
- Providing more parks and open spaces (that are well maintained and litter free)
- Addressing climate change, developing green policies and supporting green initiatives
- Installing more electric car charging points
- Greater protection of green spaces in planning policies

PROUDER

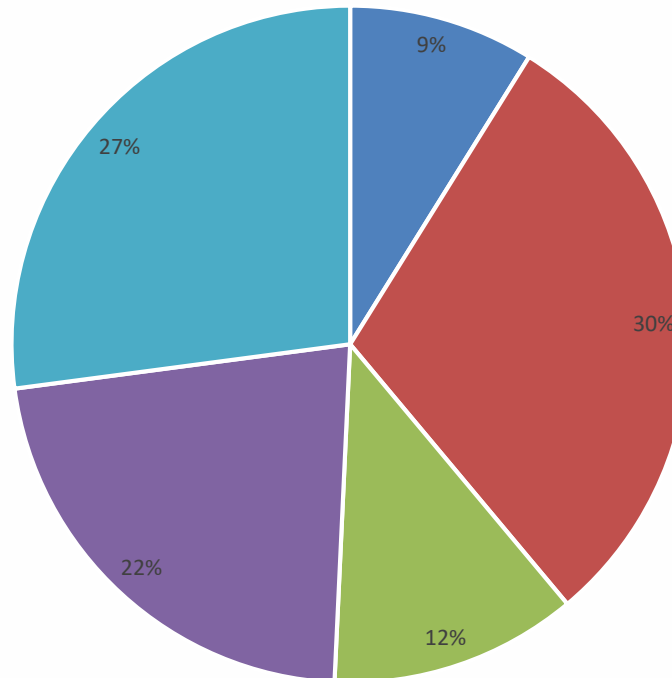
- Building and investing in more affordable housing
- Reducing overdevelopment (and ensuring the right level of infrastructure is in place)
- Improving town centres
- More social housing
- Designing out crime principles in new developments
- Removing car parking charges

VALUE FOR MONEY (and other Council related suggestions)

- No increase in Council Tax or Business Rates
- Supporting local businesses
- Reducing allowances and pay for staff and councillors
- Providing employment and training opportunities
- More funding from Central Government
- Supporting the Living Wage and reducing the wage gap
- Budgeting well and targeted funding to priority areas
- Better communication and transparency about policies, key deliverables and handling Covid-19.
- Limited restructures and changes in pay for staff
- Better customer care

- Respondents were asked about the Council's budget position and how it spends its money across various key services.
- Only 9% felt extremely informed about the Council and its financial challenges, whilst 79% felt moderately to slightly informed. The remaining 12% felt not at all informed.

Informed about the financial challenge (all respondents)



- Extremely informed
- Moderately informed
- Not at all informed
- Slightly informed
- Somewhat informed

**Please note percentages are taken from total of responses given to each question and exclude blank responses*

- A number savings in different services were proposed in the Medium Term Financial Strategy (MTFS) to help offset budgetary pressures.
- Savings proposals were proposed in the following areas:
Adult Social Care, Children Social Care, Housing Services, oneSource, Chief Operating Office, Regeneration and Corporate Services.

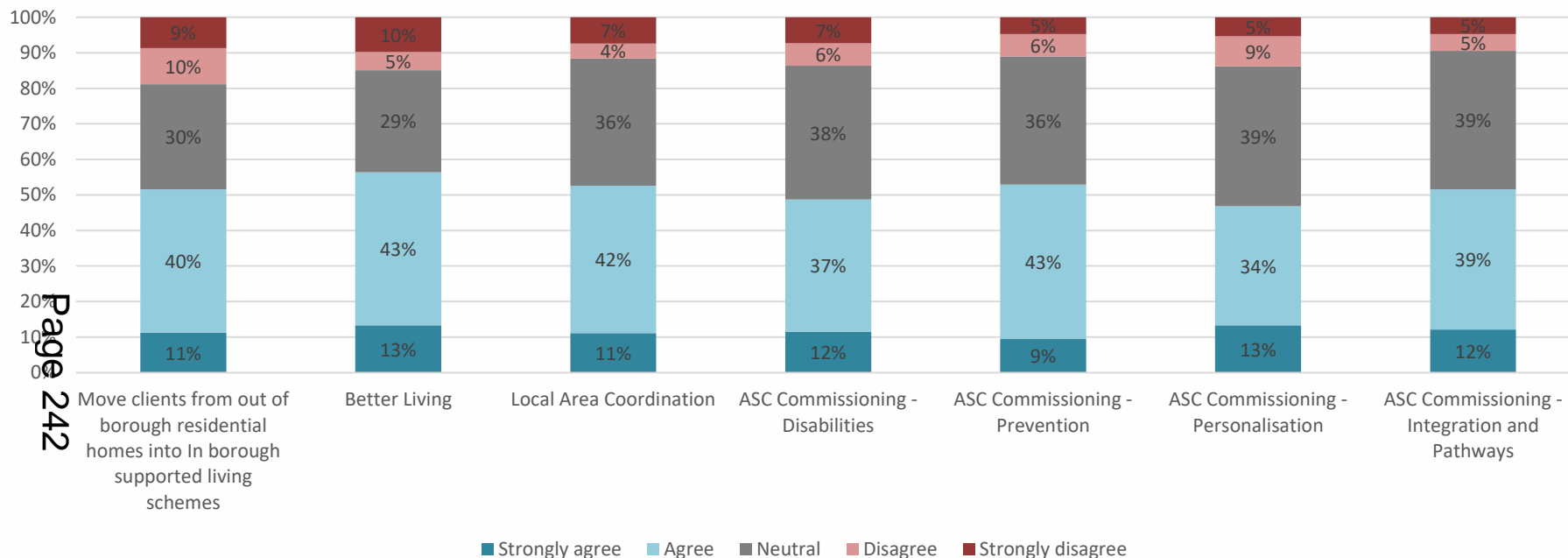
The following proposals were highly rated (those respondents agreeing or strongly agreeing):

- Better Living (56%)
- Local Area Co-ordination (53%)

In general, ~50% agreed with all the proposals suggested for Adult Social Care. ASC commissioning regarding disabilities and personalisation received the most negative responses (14% each).

Question 8 - Adult Social Care Saving Proposals

Adult Social Care Savings Proposals



Move clients from out of borough residential homes into In borough supported living schemes: 52% of respondents agreed overall, 30% were neutral, and 19% disagreed overall with the proposals.

Better Living: 56% of respondents agreed overall, 29% were neutral, and 15% disagreed overall.

Local Area Coordination: 53% of respondents agreed overall, 36% were neutral, and 12% disagreed overall.

ASC Commissioning - Disabilities: 49% of respondents agreed overall, 38% were neutral, and 14% disagreed overall.

ASC Commissioning - Prevention: 53% of respondents agreed overall, 36% were neutral, and 11% disagreed overall.

ASC Commissioning - Personalisation : 47% of respondents agreed overall, 39% were neutral, and 14% disagreed overall.

ASC Commissioning - Integration and Pathways: 52% of respondents agreed overall, 39% were neutral, and 9% disagreed overall.

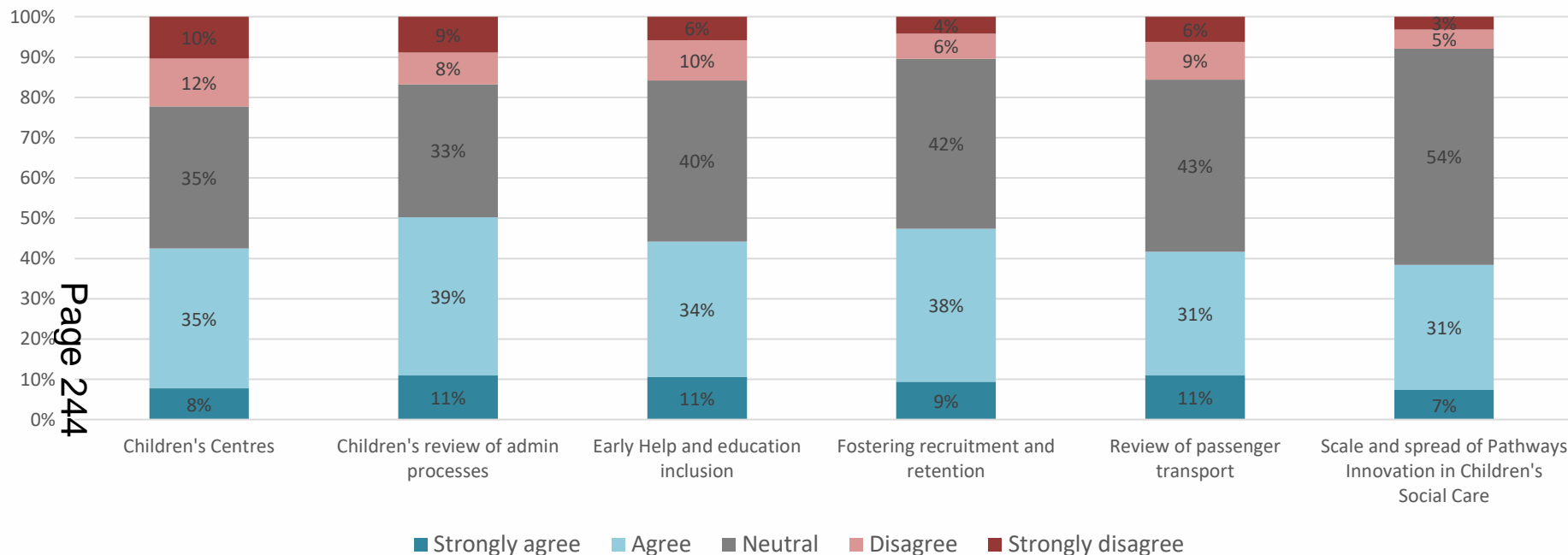
The following proposals were highly rated (those respondents agreeing or strongly agreeing):

- Review of admin processes (50%)
- Fostering recruitment and retention (47%)

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Both the review of admin and processes and Children's Centres also received the most negative response with 21% and 24% disagreeing with the proposal respectively. 54% felt neutral about the scale and spread of Pathways innovation.

Children's Social Care Savings Proposal



Children's Centres: 42% of respondents agreed overall, 35% were neutral, and 22% disagreed overall with the proposals.

Children's review of admin processes: 50% of respondents agreed overall, 33% were neutral, and 17% disagreed overall.

Early Help and education inclusion: 44% of respondents agreed overall, 40% were neutral, and 16% disagreed overall.

Fostering recruitment and retention: 47% of respondents agreed overall, 42% were neutral, and 10% disagreed overall.

Review of passenger transport: 42% of respondents agreed overall, 43% were neutral, and 16% disagreed overall.

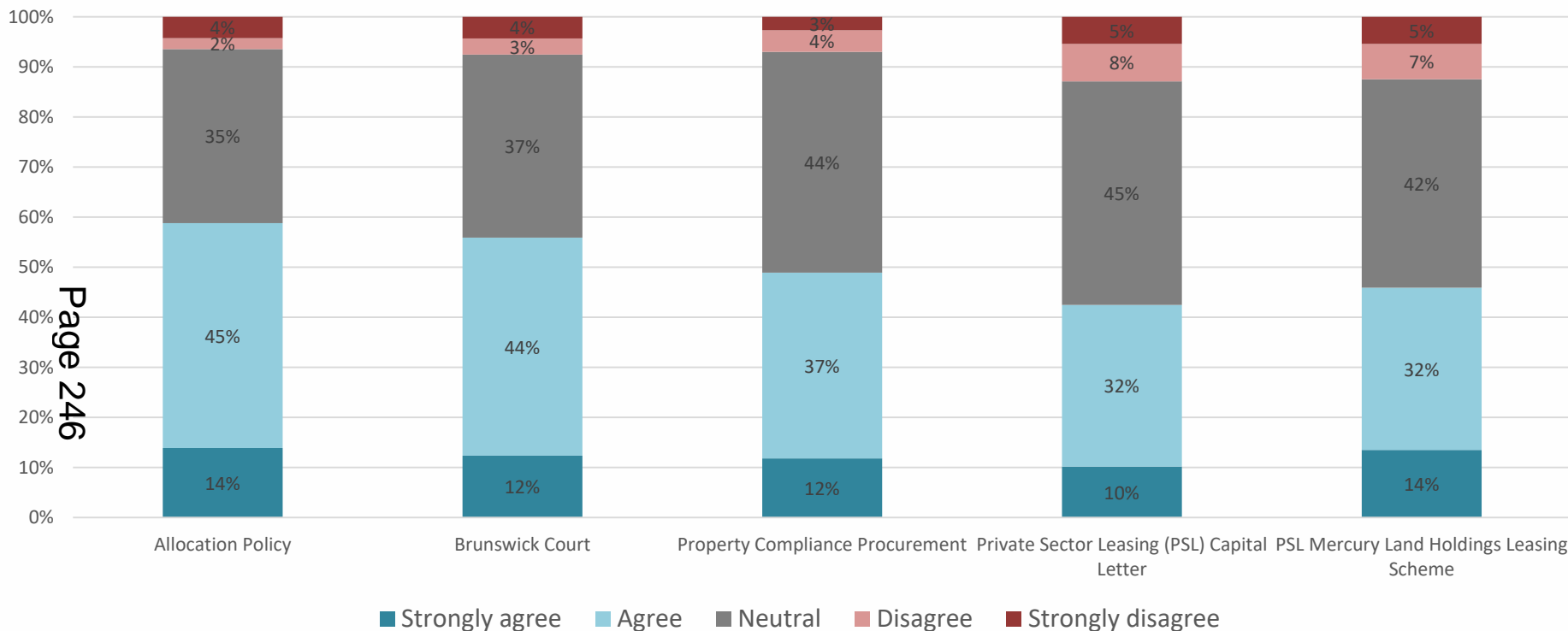
Scale and spread of Pathways Innovation in Children's Social Care: 38% of respondents agreed overall, 54% were neutral, and 8% disagreed overall.

The following proposals were highly rated (those respondents agreeing or strongly agreeing):

- Allocation Policy (59%)
- Brunswick Court (56%)

Private Sector Leasing - Capital Letter and Mercury Land Holdings – received the most negative responses with 13% and 12% respectively.

Housing Services Saving Proposals



Allocation Policy: 59% of respondents agreed overall, 35% were neutral, and 6% disagreed overall with the proposals.

Brunswick Court: 56% of respondents agreed overall, 37% were neutral, and 8% disagreed overall.

Property Compliance Procurement: 49% of respondents agreed overall, 44% were neutral, and 7% disagreed overall.

Private Sector Leasing (PSL) Capital Letter: 42% of respondents agreed overall, 45% were neutral, and 14% disagreed overall.

PSL Mercury Land Holdings Leasing Scheme: 46% of respondents agreed overall, 42% were neutral, and 12% disagreed overall.

**Please note percentages are taken from total of responses given to each question and exclude blank responses. Responses were aggregated to agree and disagree.*

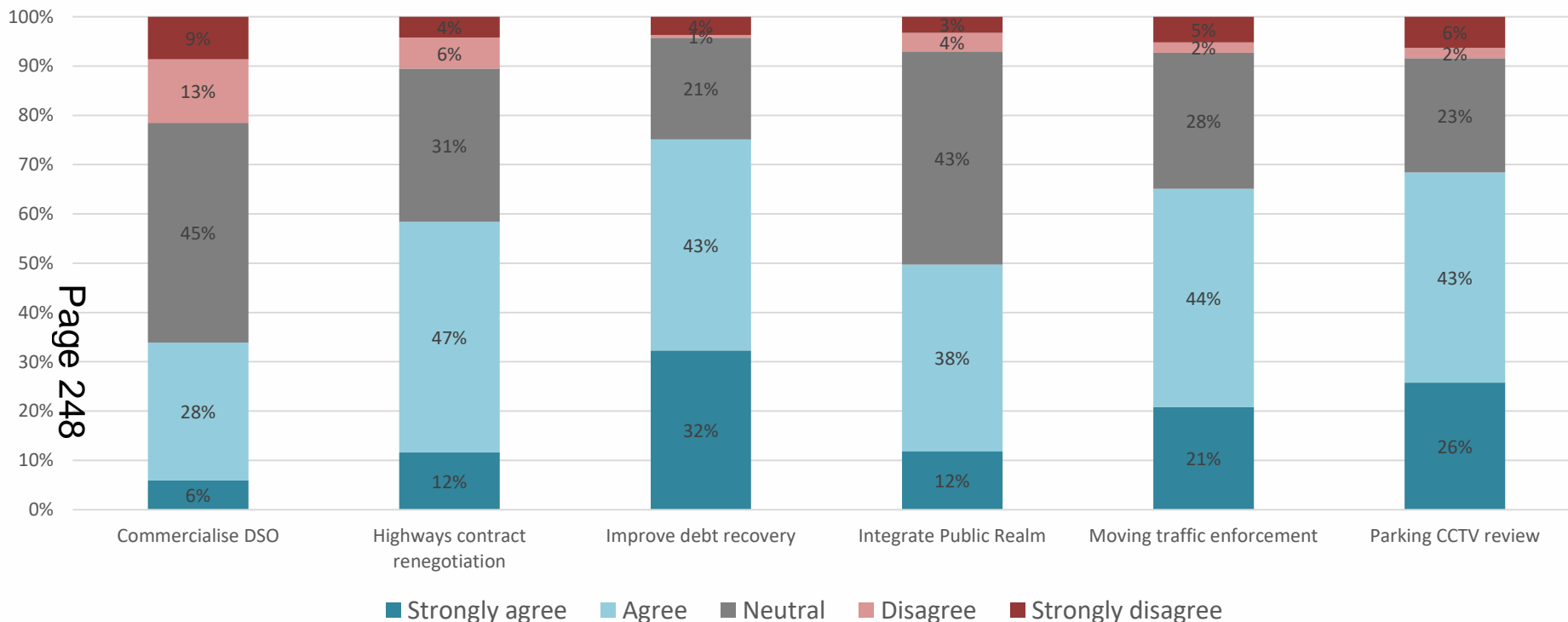
The following proposals were highly rated (those respondents agreeing or strongly agreeing):

- Improve debt recovery (75%)
- Parking CCTV review (68%)
- Moving traffic enforcement (65%)

Commercialising DSO and Planning Structure received the most negative responses with 22% each.

Q11 – Neighbourhood Saving proposals (1-6)

Neighbourhood Saving Proposals



Commercialise DSO: 34% of respondents agreed overall, 45% were neutral, and 22% disagreed overall with the proposals.

Highways contract renegotiation: 58% of respondents agreed overall, 31% were neutral, and 11% disagreed overall.

Improve debt recovery: 75% of respondents agreed overall, 21% were neutral, and 4% disagreed overall.

Integrate Public Realm: 50% of respondents agreed overall, 43% were neutral, and 7% disagreed overall.

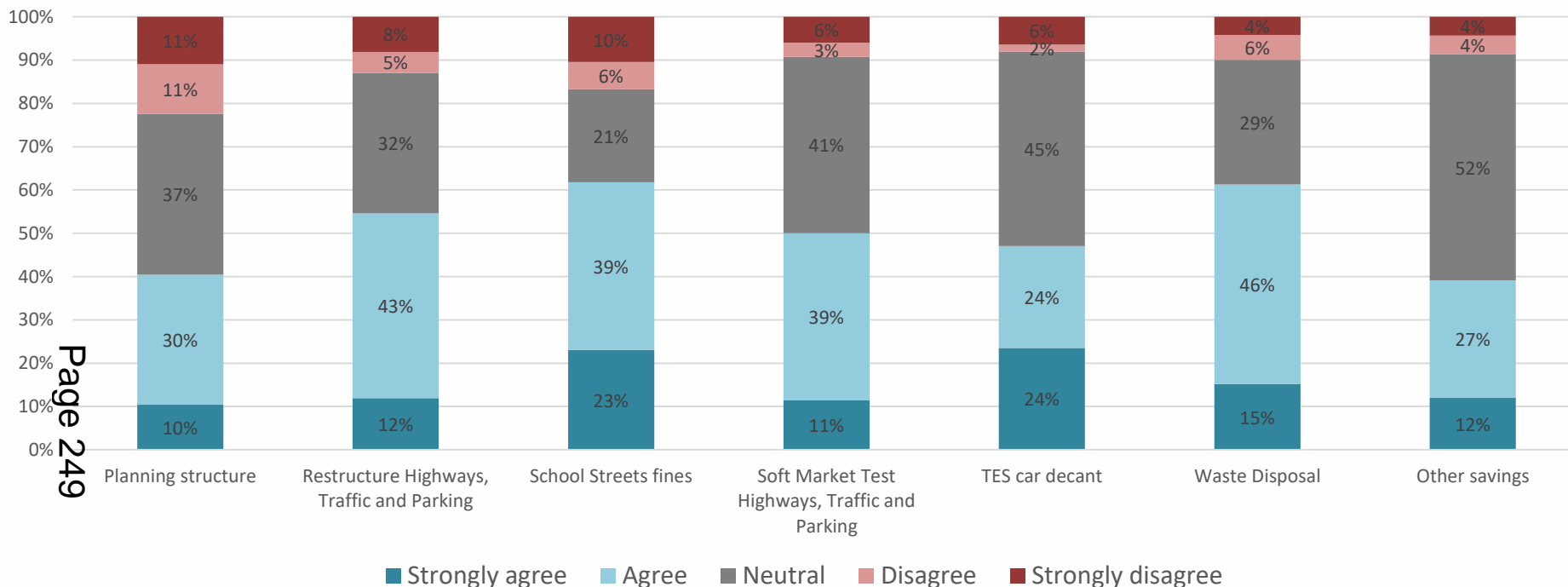
Moving traffic enforcement: 65% of respondents agreed overall, 28% were neutral, and 7% disagreed overall.

Parking CCTV review: 68% of respondents agreed overall, 23% were neutral, and 8% disagreed overall.

**Please note percentages are taken from total of responses given to each question and exclude blank responses. Responses were aggregated to agree and disagree.*

Q11 – Neighbourhood Saving proposals (7 - 13)

Neighbourhood Saving Proposals



Planning structure: 40% of respondents agreed overall, 37% were neutral, and 22% disagreed overall with the proposals.

Restructure Highways, Traffic and Parking: 55% of respondents agreed overall, 32% were neutral, and 13% disagreed overall.

School Streets fines: 62% of respondents agreed overall, 21% were neutral, and 17% disagreed overall.

Soft Market Test Highways, Traffic and Parking: 50% of respondents agreed overall, 41% were neutral, and 9% disagreed overall.

TES car decant: 47% of respondents agreed overall, 45% were neutral, and 8% disagreed overall.

Waste Disposal: 61% of respondents agreed overall, 29% were neutral, and 10% disagreed overall.

Other savings: 39% of respondents agreed overall, 52% were neutral, and 9% disagreed overall.

**Please note percentages are taken from total of responses given to each question and exclude blank responses. Responses were aggregated to agree and disagree.*

The following proposals were highly rated (those respondents agreeing or strongly agreeing):

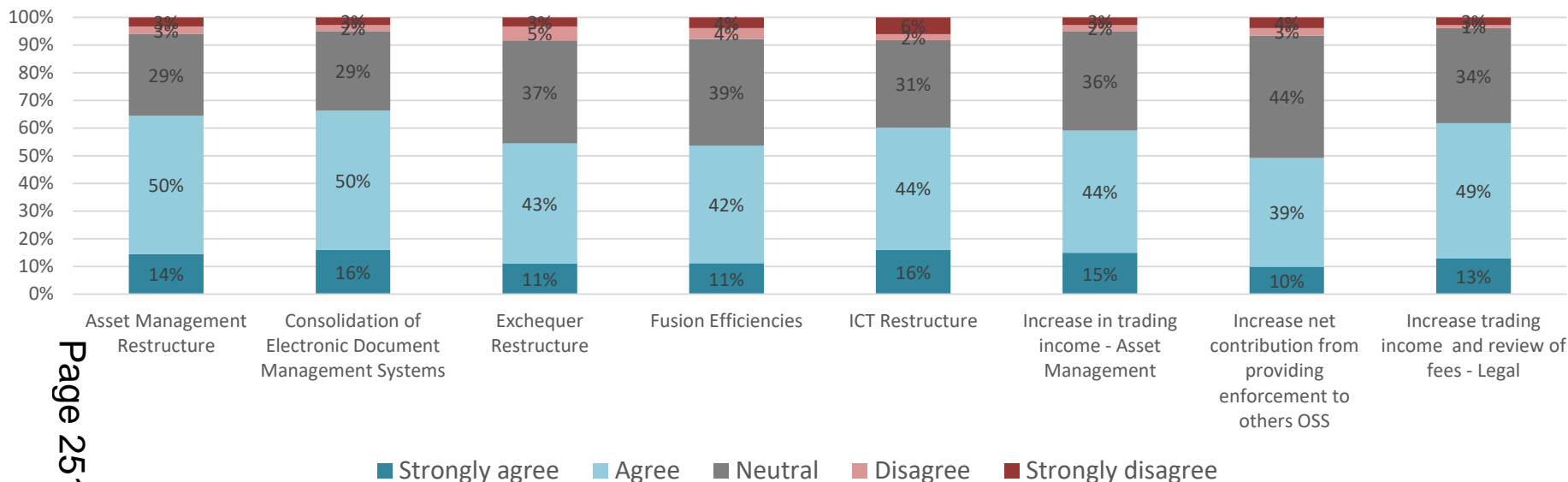
- Move all outbound postage to second class (79%)
- Consolidation of electronic documents (66%)
- Asset Management restructure (64%)

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The release of Mercury House received the most negative response with 27% disagreeing or strongly disagreeing with this proposal.

Q12 - oneSource Saving Proposals (1 – 8)

oneSource Saving Proposals



Asset Management Restructure: 64% of respondents agreed overall, 29% were neutral, and 6% disagreed overall with the proposals.

Consolidation of Electronic Document Management Systems: 66% of respondents agreed overall, 29% were neutral, and 5% disagreed overall.

Exchequer Restructure: 54% of respondents agreed overall, 37% were neutral, and 8% disagreed overall.

Fusion Efficiencies: 54% of respondents agreed overall, 39% were neutral, and 8% disagreed overall.

ICT Restructure: 60% of respondents agreed overall, 31% were neutral, and 8% disagreed overall.

Increase in trading income - Asset Management: 59% of respondents agreed overall, 36% were neutral, and 5% disagreed overall.

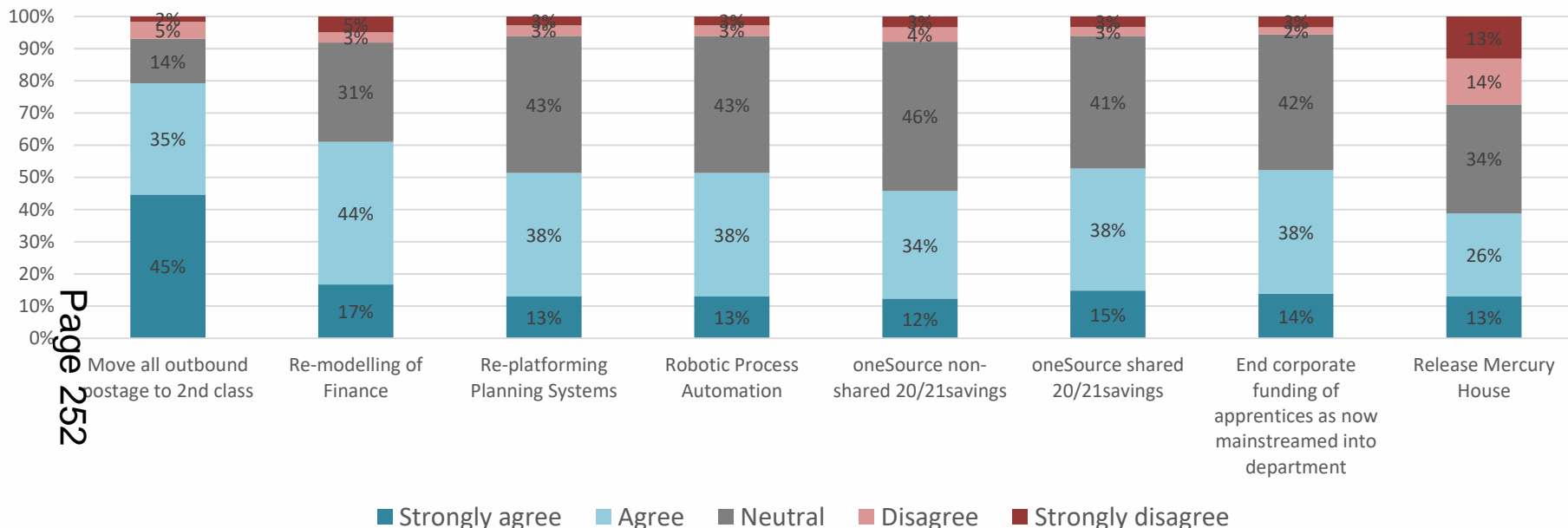
Increase net contribution from providing enforcement to others OSS : 49% of respondents agreed overall, 44% were neutral, and 7% disagreed overall.

Increase trading income and review of fees - Legal : 62% of respondents agreed overall, 34% were neutral, and 4% disagreed overall.

**Please note percentages are taken from total of responses given to each question and exclude blank responses. Responses were aggregated to agree and disagree.*

Q12 - oneSource Saving Proposals (9 - 16)

oneSource Saving Proposals



Move all outbound postage to 2nd class: 79% of respondents agreed overall, 14% were neutral, and 7% disagreed overall with the proposals.

Re-modelling of Finance: 61% of respondents agreed overall, 31% were neutral, and 8% disagreed overall.

Re-platforming Planning Systems: 51% of respondents agreed overall, 43% were neutral, and 6% disagreed overall.

Robotic Process Automation: 51% of respondents agreed overall, 43% were neutral, and 6% disagreed overall.

oneSource non-shared 20/21 savings: 46% of respondents agreed overall, 46% were neutral, and 8% disagreed overall.

oneSource shared 20/21 savings: 53% of respondents agreed overall, 41% were neutral, and 6% disagreed overall.

End corporate funding of apprentices as now mainstreamed into department: 52% of respondents agreed overall, 42% were neutral, and 6% disagreed overall.

Release Mercury House: 39% of respondents agreed overall, 34% were neutral, and 27% disagreed overall.

**Please note percentages are taken from total of responses given to each question and exclude blank responses. Responses were aggregated to agree and disagree.*

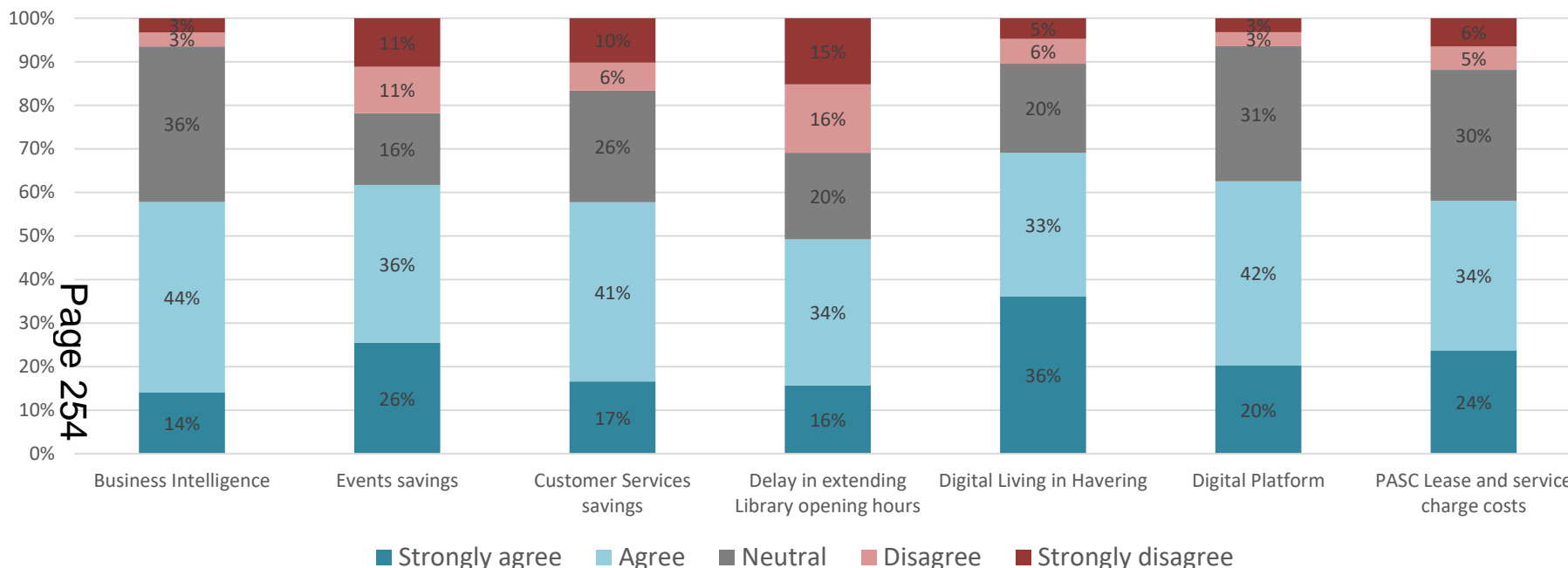
The following proposals were highly rated:

- Digital Living in Havering (69%)
- Digital Platform (63%)
- Events Savings (62%)

The proposal regarding delaying the extension of library hours has the most negative response, with 31% disagreeing or strongly disagreeing with this idea. Events savings has 22% disagreement and Customer Services savings has 17% disagreement.

Q13 - Chief Operating Office Saving Proposals

Chief Operating Office Saving Proposals



Business Intelligence: 58% of respondents agreed overall, 36% were neutral, and 6% disagreed overall with the proposals.

Events savings: 62% of respondents agreed overall, 16% were neutral, and 22% disagreed overall.

Customer Services savings: 58% of respondents agreed overall, 26% were neutral, and 17% disagreed overall.

Delay in extending Library opening hours: 49% of respondents agreed overall, 20% were neutral, and 31% disagreed overall.

Digital Living in Havering: 69% of respondents agreed overall, 20% were neutral, and 10% disagreed overall.

Digital Platform: 63% of respondents agreed overall, 31% were neutral, and 6% disagreed overall.

PASC Lease and service charge costs: 58% of respondents agreed overall, 30% were neutral, and 12% disagreed overall.

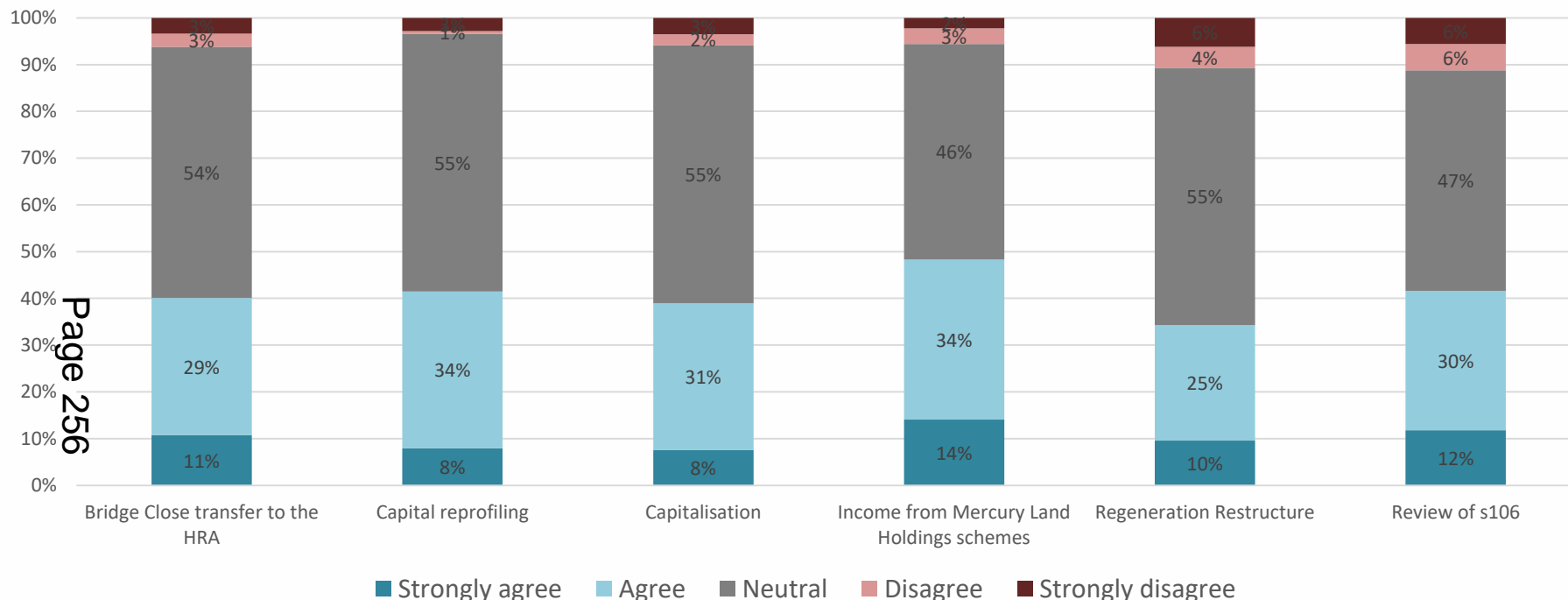
**Please note percentages are taken from total of responses given to each question and exclude blank responses. Responses were aggregated to agree and disagree.*

The following proposals were highly rated:

- Income from Mercury Land Holding schemes (48%)
- Review of Section 106 (42%)

Most responses were neutral about the regeneration proposals with highest disagree responses regarding in regeneration restructure and review of Section 106, with 11% respectively.

Regeneration Saving Proposals



Bridge Close transfer to the HRA: 40% of respondents agreed overall, 54% were neutral, and 6% disagreed overall with the proposals.

Capital reprofiling: 41% of respondents agreed overall, 55% were neutral, and 3% disagreed overall.

Capitalisation: 39% of respondents agreed overall, 55% were neutral, and 6% disagreed overall.

Income from Mercury Land Holdings schemes: 48% of respondents agreed overall, 46% were neutral, and 6% disagreed overall.

Regeneration Restructure: 34% of respondents agreed overall, 55% were neutral, and 11% disagreed overall.

Review of s106: 42% of respondents agreed overall, 47% were neutral, and 11% disagreed overall.

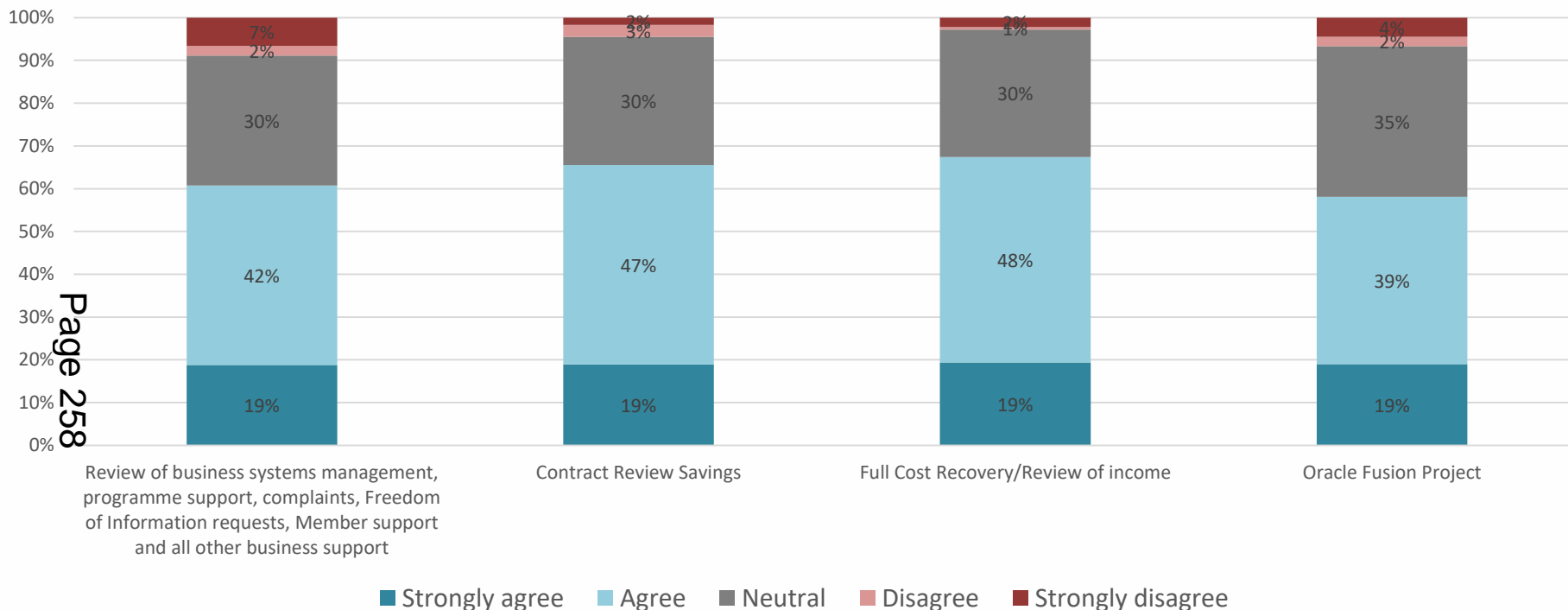
**Please note percentages are taken from total of responses given to each question and exclude blank responses. Responses were aggregated to agree and disagree.*

The following proposals were highly rated:

- Full cost recovery (67%)
- Contract review savings (66%)

Most responses were highly rated about the corporate saving proposals with highest disagreement regarding review of business systems management, with 9% disagreeing with this proposal.

Corporate Services Saving Proposals



Review of business systems management, programme support, complaints, Freedom of Information requests, Member support and all other business support: 61% of respondents agreed overall, 30% were neutral, and 9% disagreed overall with the proposals.

Contract Review Savings: 66% of respondents agreed overall, 30% were neutral, and 4% disagreed overall.

Full Cost Recovery/Review of income: 67% of respondents agreed overall, 30% were neutral, and 3% disagreed overall.

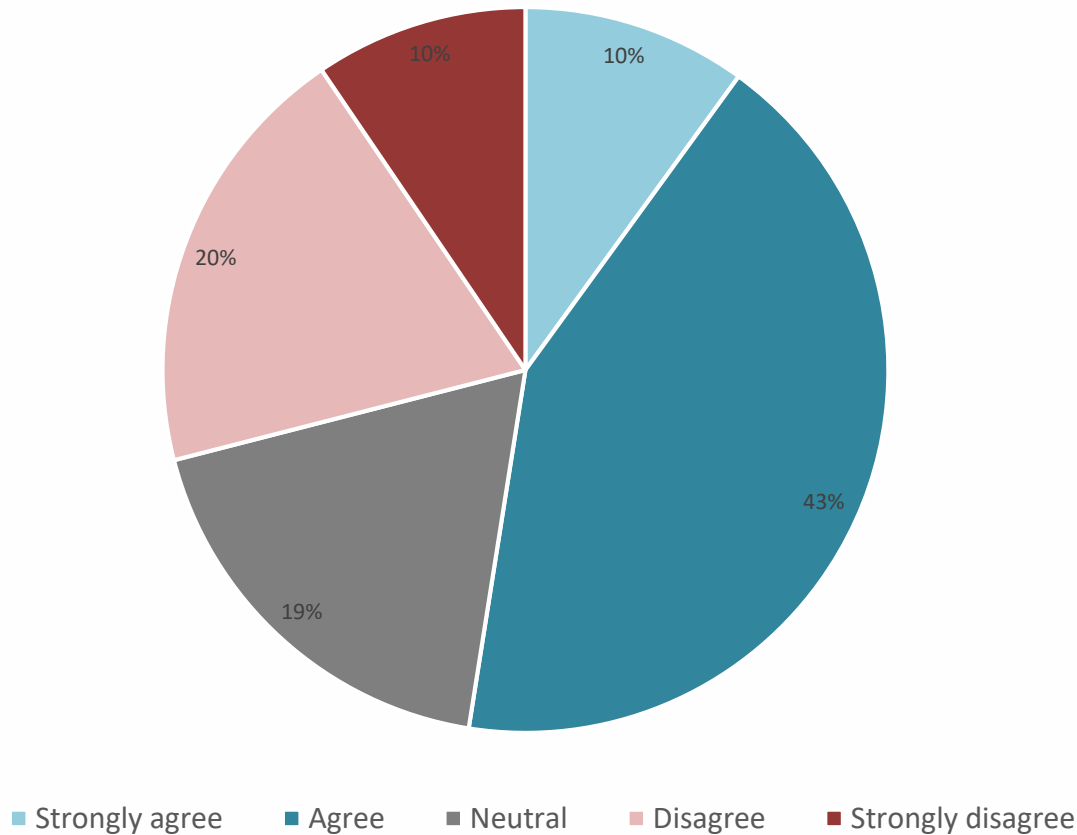
Oracle Fusion Project: 58% of respondents agreed overall, 35% were neutral, and 7% disagreed overall.

**Please note percentages are taken from total of responses given to each question and exclude blank responses. Responses were aggregated to agree and disagree.*

Respondents were asked if they would agree if the Council decided to rebuild and increase reserves to handle any crises.

- 10% strongly agreed with this decision and a further 43% agreed.
- 10% strongly disagreed and a further 20% disagreed.

Rebuilding Council reserves



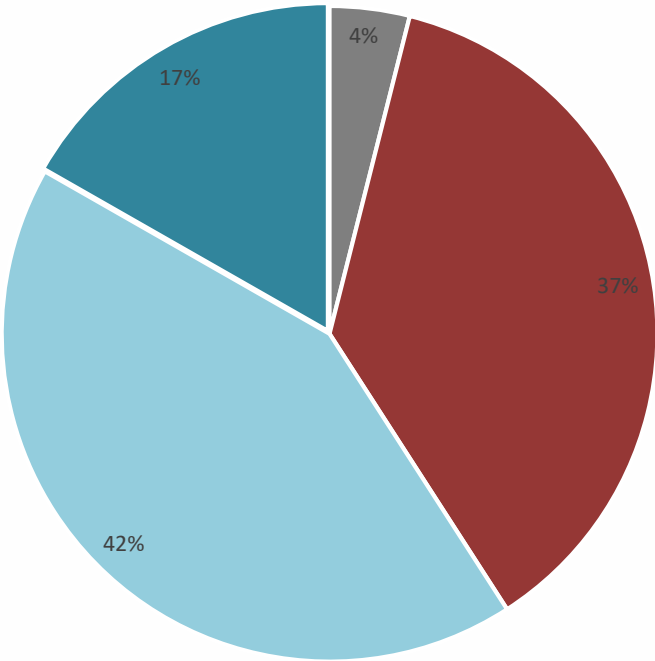
The Council did not include particular assumptions on a Council Tax increase but provided an illustration on how a 1% increase in Council Tax adds 28p per week (£14.64 per year) to a typical band D property and increases the Council's income by approximately £1.3 million.

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Based on the information, from the responses received:

- 37% did not support an increase
- 42% supported an increase of up to 2%
- 17% supported an increase above 2%
- 4% did not know or had no opinion on the matter

Increasing Council Tax



- Don't know / no opinion
- I do not support an increase
- I support an increase of up to 2%
- I support an increase above 2%

**Please note percentages are taken from total of responses given to each question and exclude blank responses*

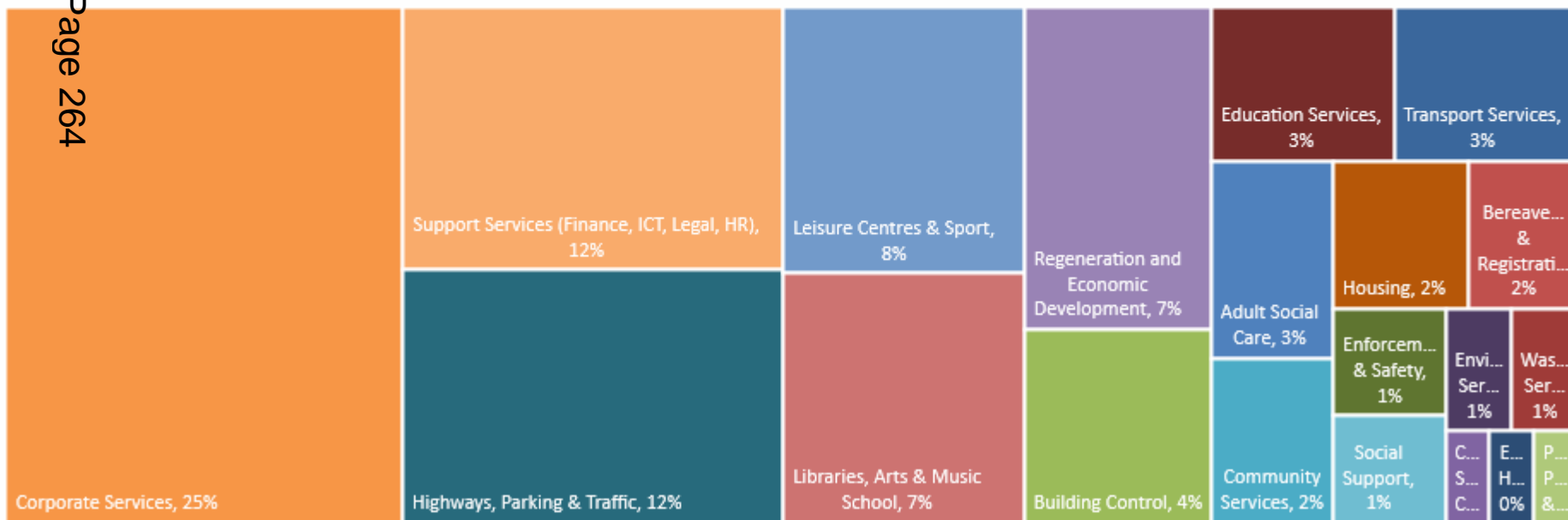
Respondents were asked which service area would they remove £1 from if savings were to be made in the Council in order to provide an understanding of the importance of services and prioritise if savings needed to be made.

The top three services that respondents would remove £1 from are:

- Corporate Services (25%)
- Support Services (12%)
- Highways, Parking and Traffic (12%)

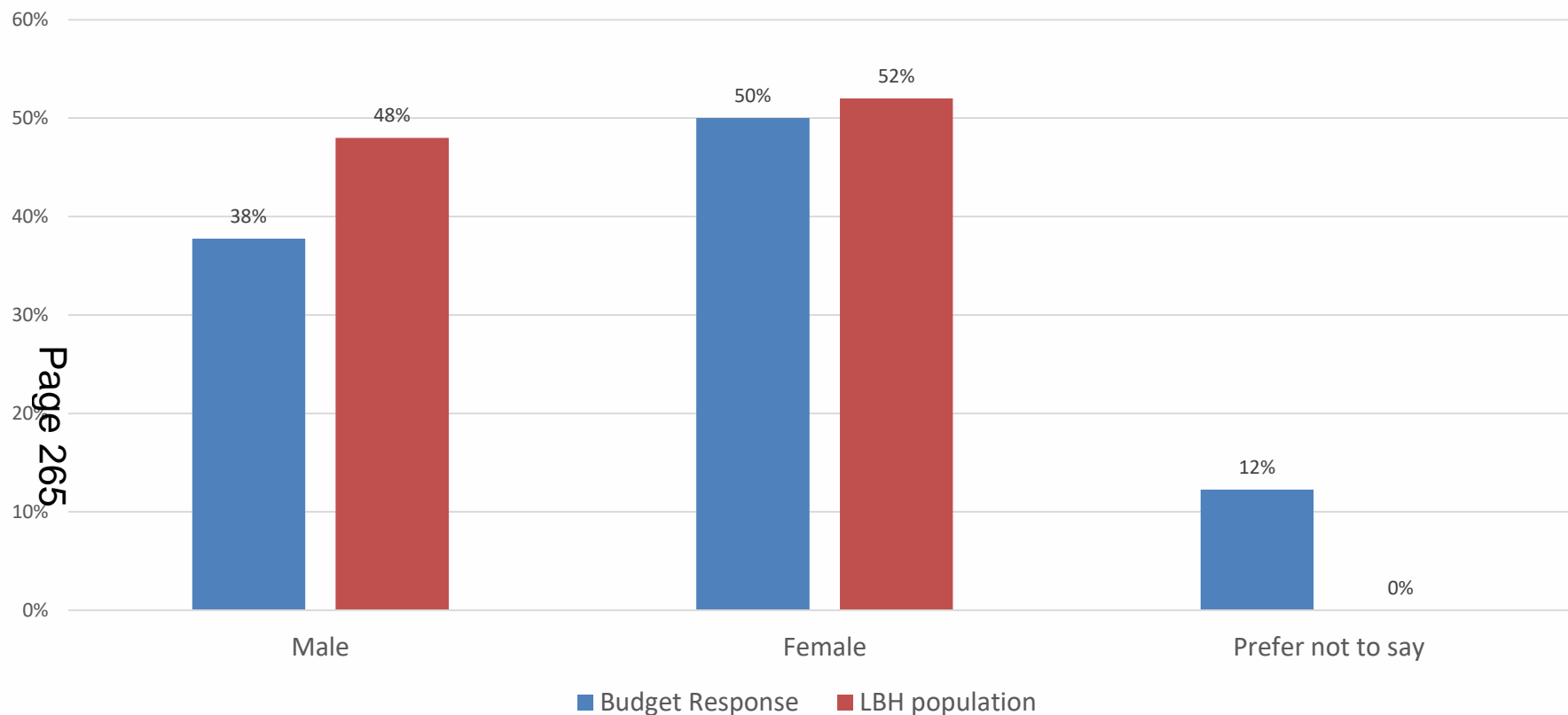
Removing £1 from services

- Adult Social Care
- Bereavement & Registration
- Building Control
- Children's Social Care
- Community Services
- Corporate Services
- Early Help
- Education Services
- Enforcement & Safety
- Environment Services
- Highways, Parking & Traffic
- Housing
- Leisure Centres & Sport
- Libraries, Arts & Music School
- Public Protection & Licensing
- Regeneration and Economic Development
- Social Support
- Support Services (Finance, ICT, Legal, HR)
- Transport Services
- Waste Services



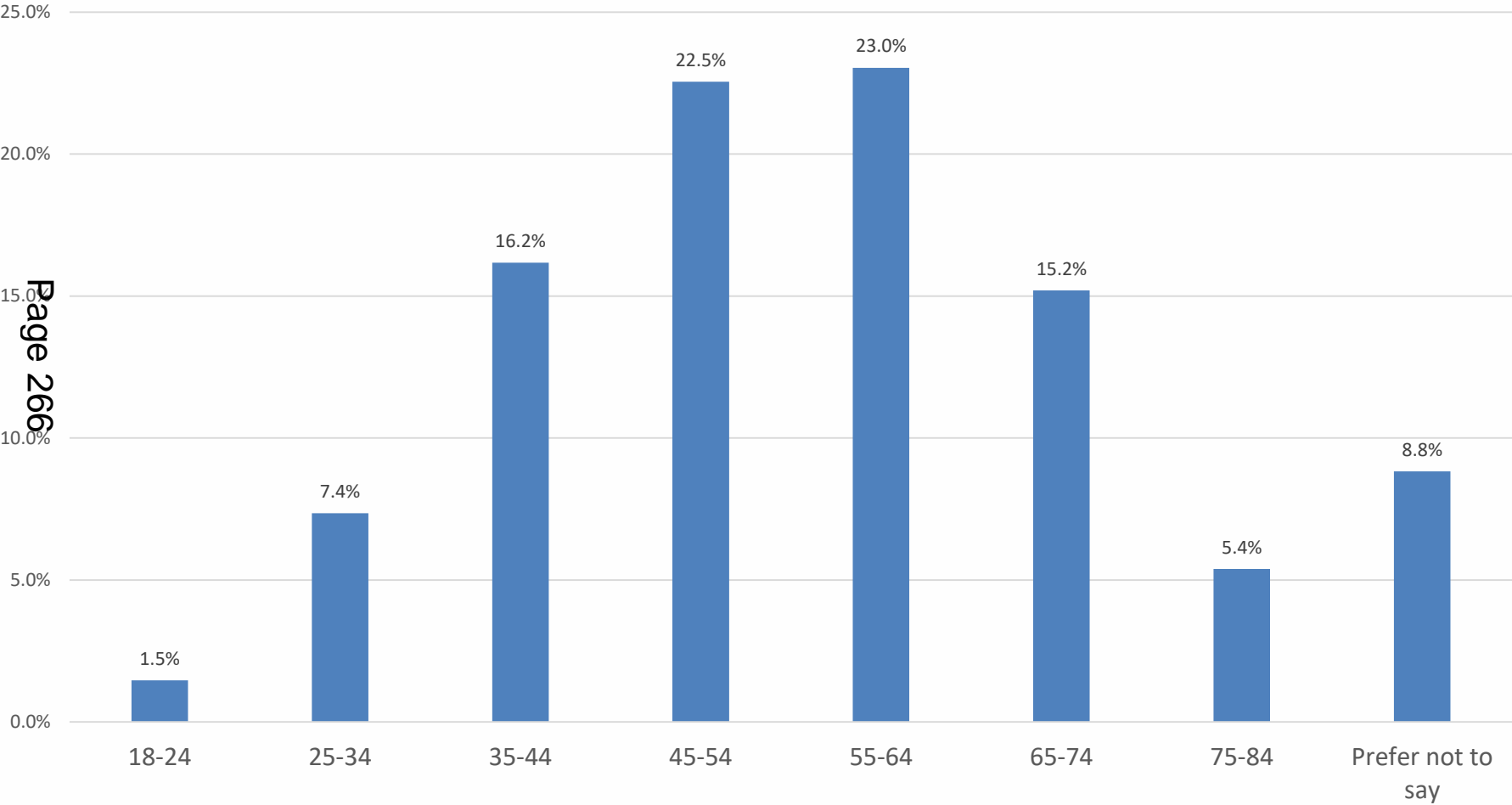
**Please note percentages are taken from total of responses given to each question and exclude blank responses*

Equalities Monitoring - by gender



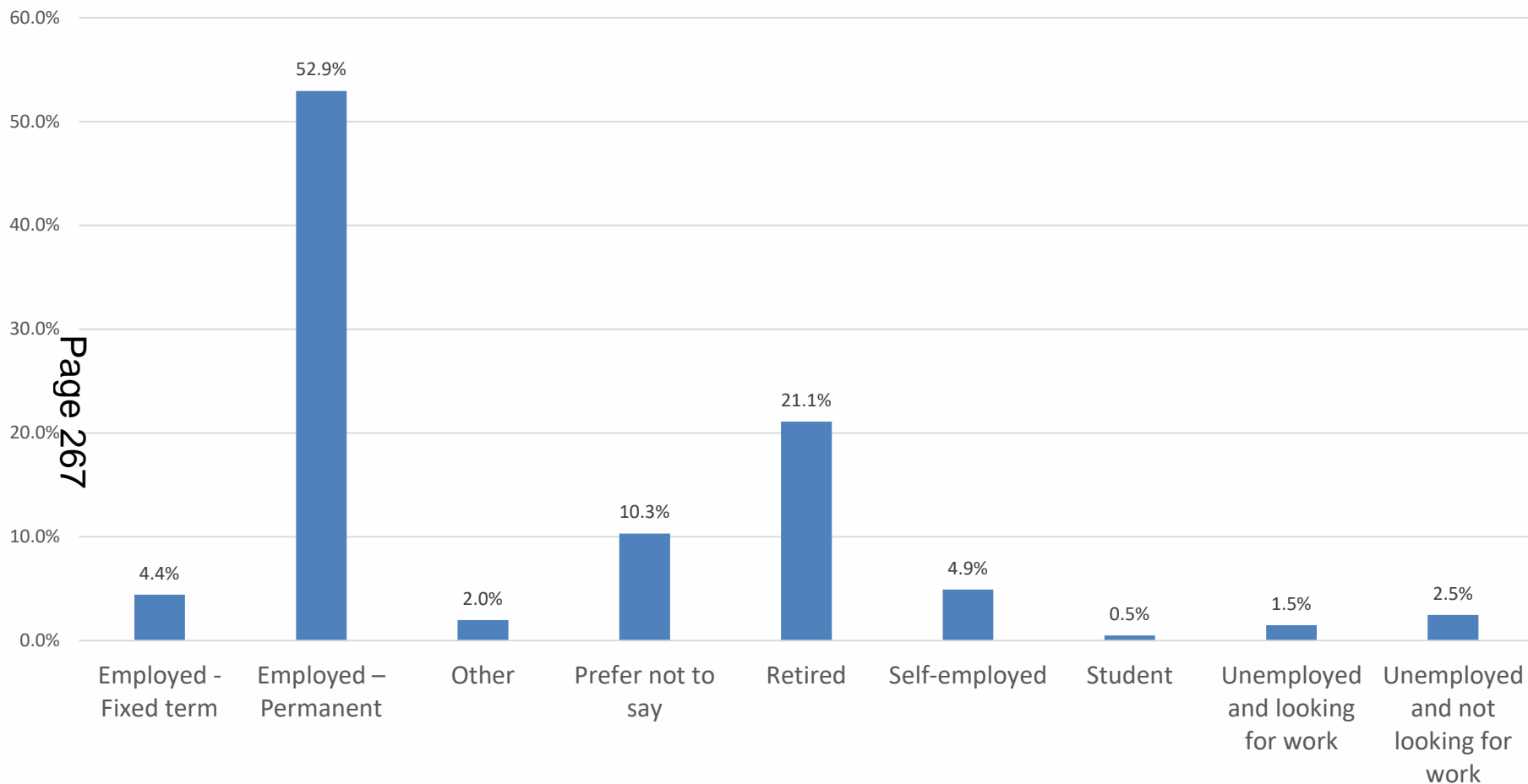
Responses from female residents and male residents (if non-responses were excluded) is 50% and 38% respectively. This is in line with the Havering average. 1 respondent did not answer this question and no responses were provided for the other gender categories .

Equalities Analysis - by Age Group



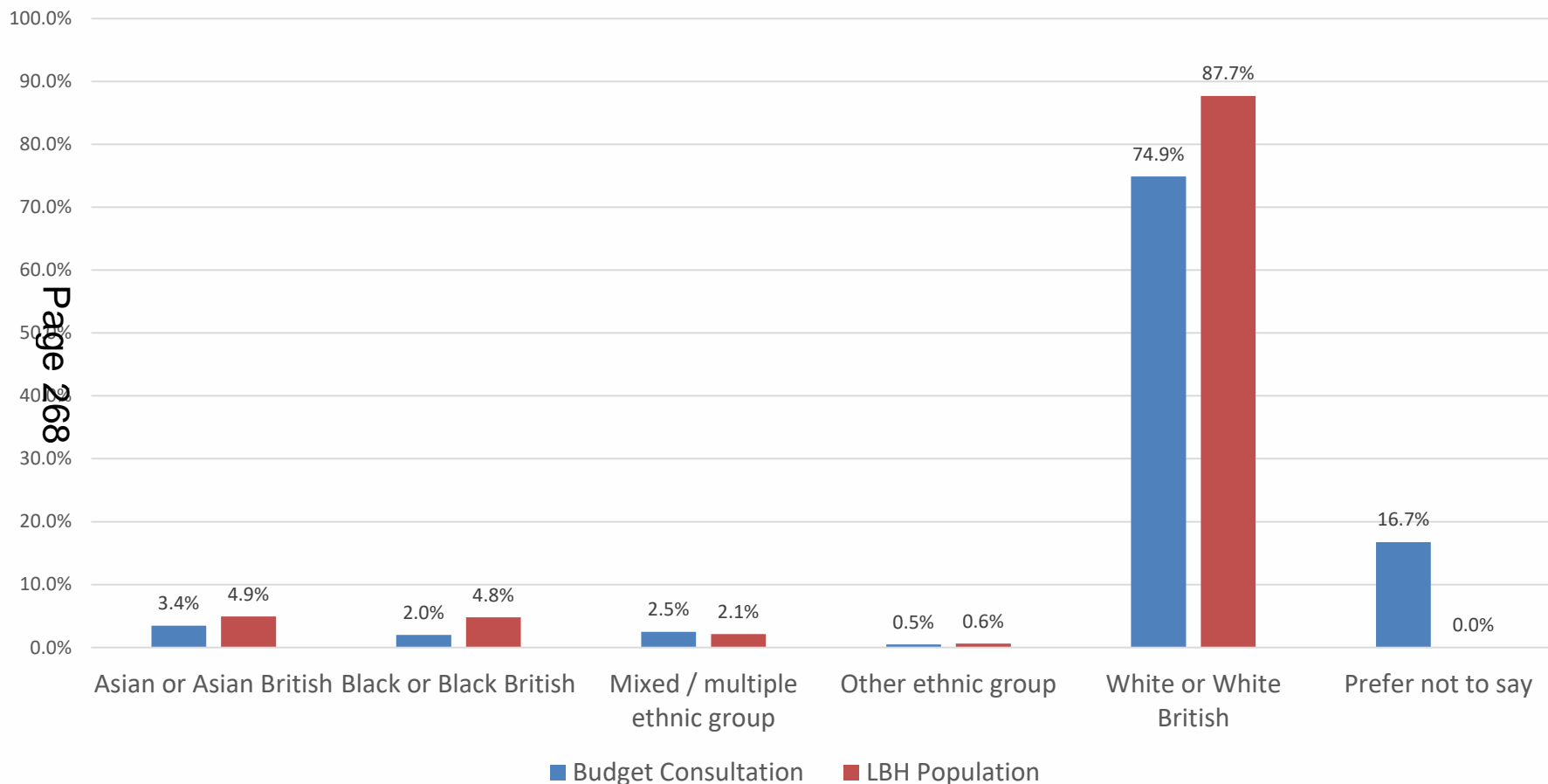
1 respondent did not answer this question.

Equalities Monitoring - by employment status



1 respondent did not answer this question.

Equalities Analysis - Ethnic Origin



Responses are broadly in line with the Havering Demographic, however the under-representation of all ethnic origins compared to the Havering average is likely to be affected by the number of responses “prefer not to say”. 2 respondents did not answer this question.

Equalities analysis – disability

16% of respondents to the budget consultation considered themselves to have a disability, impairment or health condition. This is compared to 19% Havering average for working-age residents*. It is likely that the higher number is due to responses from residents greater than working age.

Source: ONS Annual Population Survey (Jan 2015-Dec 2015),

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Description of disability, impairment or health condition	Percentage
Sensory - e.g. mild deafness; partially sighted; blindness	18.4%
Physical - e.g. wheelchair user	15.8%
Mental Illness - e.g. bi-polar disorder; schizophrenia; depression	15.8%
Development or Educational - e.g. autistic spectrum disorders (ASD); dyslexia and dyspraxia	7.9%
Learning Disability / Condition - e.g. Down's syndrome; Cerebral palsy	2.6%
Long-term Illness / Health Condition - e.g. cancer, HIV, diabetes, chronic heart disease, stroke	31.6%
Other	7.9%

1 respondent did not answer this question.

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APPENDIX B - PROPOSED SAVINGS

TOTAL SAVINGS BY DEPT	Decsription	2021/22	2022/23	2023/24	3 Year total
		£m	£m	£m	£m
Adults		-5.680	-0.800	0.000	-6.480
Children's		-0.617	0.000	0.000	-0.617
Housing		-0.500	0.000	0.000	-0.500
Neighbourhoods		-1.907	-0.027	0.000	-1.934
Chief Operating Officer		-1.088	0.168	0.000	-0.920
oneSource		-3.172	-0.875	0.000	-4.047
Regeneration		-2.379	-1.320	-0.727	-4.426
Corporate Budgets		-1.790	-0.500	-0.500	-2.790
TOTAL		-17.133	-3.354	-1.227	-21.714

TOTAL ADULTS' SAVINGS	DESCRIPTION	2021/22	2022/23	2023/24	3 Year total
		£m	£m	£m	£m
Move clients from out of borough residential homes into In borough supported living schemes	Delivery of revenue savings from the supported housing development/build programme, through having the right home environment for people currently living out of borough	-0.193			-0.193
Better Living	Working differently with residents to develop and link into their own personal networks rather than relying on a statutory service	-3.569	0.000		-3.569
Local Area Coordination	Continued roll-out of LAC model to reduce reliance on statutory services	0.000	-0.500		-0.500
ASC Commissioning - Disabilities	Recommissioning with providers to deliver more efficient contracts, targetted reviews (eg reducing double handed care packages to single handed), greater use of shared lives, introduction of complex placements pathways	-0.970	-0.300		-1.270
ASC Commissioning - Prevention	Home care demand management, working with NHS to deliver discharge to assess models of working	-0.373			-0.373

APPENDIX B - PROPOSED SAVINGS

ASC Commissioning - Personalisation	Increased use of direct payments	-0.395			-0.395
ASC Commissioning - Integration and Pathways	Assistive technology and new ways of working linked to integration with health and placed based care	-0.180			-0.180
TOTAL ADULTS SAVINGS		(5.680)	(0.800)	0.000	(6.480)

TOTAL CHILDREN'S SAVINGS	DESCRIPTION	2021/22	2022/23	2023/24	3 Year total
		£m	£m	£m	£m
Children's Centres	Children's Centres offer opportunity for income generation, particularly from BHRUT who deliver midwifery services from five of the centres. Alternative venues for service delivery have also been scoped, providing opportunity for greater outreach however the Covid-19 restrictions are creating limitations.	-0.047			-0.047
Children's Review of Admin Processes	There are currently resources available that support the administration and back office functions across the Directorate. It is expected there are cashable savings that can be discovered from conducting a full review of these processes and the organisational structures around them.	-0.150			-0.150
Early Help and education inclusion	Currently, 'inclusion' in schools is supported by a number of teams and staff across Education and Children's Social Care. It is proposed to review the range of support provided by existing teams, to identify any potential duplication, and gaps in early intervention services with children and families.	-0.100			-0.100

APPENDIX B - PROPOSED SAVINGS

<p>Fostering recruitment and retention</p>	<p>Strategic review as agreed by members is due to take place in Autumn 2020.</p> <p>By recruiting more foster carers and retaining experienced carers we are able to review existing placements and manage moves to more cost effective and more local placements.</p> <p>Stage one is to review recruitment strategy and look to shorten recruitment processes further.</p> <p>Aim is to increase placements capacity which should result in more savings being realised.</p> <p>A series of placements, where children can be safely moved from IFAs to expanded in-house provision is to be analysed and monitored. When new in-house provision is ready, it will provide an option to move children and reduce costs, where absolutely safe to do so and if in the best interests of the child.</p> <p>The impact of Covid has resulted in higher enquiry rates to the fostering recruitment service and we await full assessment to ascertain if this results in more foster carers.</p>	<p>-0.125</p>			<p>-0.125</p>
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APPENDIX B - PROPOSED SAVINGS

Review of passenger transport	<p>Review delayed by 1 year. Deferment of saving previously requested from 2019/20 to 2020/21. SEND cases are currently being reviewed to see if there are alternate transport arrangements and if savings can be made on existing routes. Covid has impacted on the size and type of transport to maintain distancing.</p> <p>The review will be via a procurement exercise to find a suitable specialist organisation that can conduct the review. Formal public consultation is required and the review will impact on the overall management of travel assistance provisions across the Council including:</p> <ul style="list-style-type: none"> - The processing and assessments of applications for home to school travel assistance across departments Business processes, accountability and governance. This will include revised officer roles and responsibilities. - Financial overview and management, including all relevant processes relating to Liquidlogic and Oracle Fusion. - The processing of applications for all forms of travel assistance across the Council, including Freedom Passes for older people and those with a disability, Blue Badges for those with physical and hidden disabilities <p>Understanding costs and benchmarking where possible.</p>	-0.145			-0.145
Scale and spread of Pathways Innovation Programme in Children's Social Care	Ongoing application of the systemic model of practice to reduce levels of new and forecasted receptions into care.	-0.050			-0.050
TOTAL CHILDRENS SAVINGS		(0.617)	0.000	0.000	(0.617)

TOTAL HOUSING SAVINGS	DESCRIPTION	2021/22	2022/23	2023/24	3 Year total
		£m	£m	£m	£m
Allocation Policy	Amendments to the allocation policy will support the prevention of homelessness thereby reducing pressure on numbers in temporary accommodation.	-0.200			-0.200
Brunswick Court	Additional supported housing for single vulnerable people and mothers and babies, will reduce pressure on social care budgets.	-0.100			-0.100
Property Compliance Procurement	Efficiencies through joint procurement of contracts.	-0.050			-0.050

APPENDIX B - PROPOSED SAVINGS

Private Sector Leasing (PSL) Capital Letter	Efficiencies through procurement of temporary accommodation through external agencies and access to government grant. 50 properties a year at £2k per unit.	-0.100			-0.100
PSL MLH Leasing Scheme	Efficiencies through replacing units of PSL with MLH properties. 25 properties a year at £2k per unit.	-0.050			-0.050
TOTAL HOUSING SAVINGS		(0.500)	0.000	0.000	(0.500)

TOTAL NEIGHBOURHOODS SAVINGS	DESCRIPTION	2021/22	2022/23	2023/24	3 Year total
		£m	£m	£m	£m
Commercialise DSO	Commercialisation of the DSO and schemes teams. Training and development revenue costs	-0.080			-0.080
Highways contract renegotiation	The review of the service offer and delivery model will provide a comprehensive review of the service strengths and weaknesses, opportunities for commercialisation and potential further outsourcing / in-sourcing.	-0.075			-0.075
Improve Debt Recovery	To actively collect debts from PCNs there are several actions the service needs to implement	-0.050			-0.050
Integrate Public Realm	An initial review of the in-house Public Realm services shows that, to contribute to this budget deficit, a saving of £100K can be made through restructuring that will have minimal impact on services delivery, performance or standards.	-0.100			-0.100
Moving Traffic Enforcement	Officers are also recommending that the review and issuance of moving traffic is brought in-house to reduce costs and so enhance savings.	-0.925			-0.925
Parking CCTV Review	Bring CCTV review in house from Chipside - current costs £1.49 per PCN	-0.062			-0.062
Planning Structure	Review to look at both structure and service offer and opportunities for further outsourcing		-0.027		-0.027
Restructure Highways, Traffic and Parking	This review is aimed to ensure consistency in roles and grades of staff, allow capacity for staff development and progression and ensure strength of the service.	-0.080			-0.080
School Streets fines	Implementation of school streets across the borough. 2020 based on 13. 2021 based on remaining schools all being implemented	-0.075			-0.075
Soft Market Test Highways, Traffic and Parking	Renegotiation the Marlborough contract with a 2 year extension and amalgamation of contracts into this larger term contract, such as all signs and lines, concrete etc.	-0.200			-0.200

APPENDIX B - PROPOSED SAVINGS

TES Car Decant	Discontinue use of CCTV vehicles - already complete from Sept. 20	-0.024			-0.024
Waste Disposal Cost Reduction	Identify alternative disposal arrangements for waste generated by the Highways DSO in order to reduce disposal costs. An alternative disposal point has been agreed but the arrangement is still to be formalised - check impact of any other Highways savings	-0.075			-0.075
Other small savings of under 50k across Neighbourhoods	Various savings	-0.161			-0.161
TOTAL NEIGHBOURHOODS SAVINGS		(1.907)	(0.027)	0.000	(1.934)

TOTAL ONE SOURCE SAVINGS	DESCRIPTION	2021/22	2022/23	2023/24	3 Year total
		£m	£m	£m	£m
Asset Management Restructure	Review of management and service structures to reflect changing service needs	-0.150			-0.150
Consolidation of Electronic Document Management Systems	Proposed as part of a wider review of document management	-0.040			-0.040
Exchequer Restructure	Automation and the implementation of robotics will enable services to be more Efficient. As the use of Fusion is enhanced, development plans will be discussed and agreed 21/22 once the professional users are able to identify processes that can be automated. full year savings will only become realistic for 22/23.	-0.100			-0.100
Fusion Efficiencies	Automation of processes could lead to reductions in manual processes	-0.070	-0.070		-0.140
ICT Restructure	A complete re-structure of the IT service over the next two financial years to ensure the service is fit-for-purpose for the needs of the council.	-0.400	-0.150		-0.550
Increase in trading income - Asset Management	Increasing sales to external customers for those services that already trade successfully (e.g. Health & Safety, Transport)	-0.100			-0.100
Increase net contribution from providing enforcement to others OSS	When conditions are appropriate, further expansion of enforcement services may be possible	-0.100	-0.450		-0.550
Increase trading income and review of fees - Legal	management of overall spend to deliver savings through the most cost effective provider; demand management and reducing failures that cause legal costs.	-0.370			-0.370
Move all outbound postage to 2 nd class	Proposed as part of a wider review of document management Agreement with multiple services across the council to stop 1st class postage and move to 2nd class	-0.100			-0.100
One Source Shared 20/21 Savings	Achievement of savings previously planned for 2020/21	-0.756			-0.756
One Source Non Shared 20/21 Savings	Achievement of savings previously planned for 2020/21	-0.225			-0.225

APPENDIX B - PROPOSED SAVINGS

Re Modelling of Finance	Reviewing the proportion of finance staff at different levels	-0.055	-0.055		-0.110
Re-platforming Planning Systems	Contract efficiencies in the cost of the provision of hosted systems	-0.015			-0.015
Robotic Process automation OSS	Dependent on enhanced use of fusion and identification of suitable processes		-0.150		-0.150
End corporate funding of apprentices as now mainstreamed into departments	continuation of the scheme dependent on service funding	-0.058			-0.058
Release Mercury House	Reduction in office space as a result of revised working arrangements. Subject of a separate report to December Cabinet on Asset Rationalisation and Smart Working	-0.633			-0.633
TOTAL ONE SOURCE SAVINGS		(3.172)	(0.875)	0.000	(4.047)

TOTAL CHIEF OPERATING OFFICER SAVINGS	DESCRIPTION	2021/22	2022/23	2023/24	3 Year total
		£m	£m	£m	£m
Business Intelligence	A project is underway to identify further opportunities for utilising the Council's existing data warehouse to identify opportunities to save money. This is being led by the new Corporate Insight and Business Systems Team which has been established by centralising expertise from across the Council. The team are working with their counterparts in other boroughs to identify potential projects using anonymised data in line with GDPR requirements .	-0.306			-0.306
Events savings	Fewer large events such as the Havering Show and Langton's Summer Concert will be held unless their cost is fully covered by ticket sales or sponsorship.	-0.050			-0.050
Customer Services savings	During the pandemic the Council has been operating without the PASC public access location. The plan is to continue to provide most customer support through telephone and online as has been the case over the last nine months. Once the pandemic is over, face to face support will in future be provided through the libraries and the new community hubs which should deliver significant savings. Savings are also expected to be delivered through demand reduction.	-0.212			-0.212
Delay in extending Library opening hours	It was agreed last year to extend library opening hours but this has been delayed due to the pandemic. Given the pandemic is likely to continue into 2021, it is proposed to delay the extension of opening hours until 2022/23.	-0.200	0.200		0.000

APPENDIX B - PROPOSED SAVINGS

Digital Living in Havering	This saving will be delivered by no longer printing copies of Living in havering unless the print cost can be met by sponsorship.	-0.030			-0.030
Digital Platform	A new digital platform will go live during 2021/22 which should deliver more efficient processes requiring fewer staff. The business case for the investment in this platform was signed off through Cabinet previously and the funding is included in the existing capital programme.	-0.193			-0.193
PASC Lease and service charge costs	This is the saving in rent and service charge that will be delivered by closing the PASC public access location.	-0.097	-0.032		-0.129
TOTAL COO SAVINGS		(1.088)	0.168	0.000	(0.920)

TOTAL REGENERATION SAVINGS	DESCRIPTION	2021/22	2022/23	2023/24	3 Year total
		£m	£m	£m	£m
Bridge Close transfer to the HRA	Business case to be presented to Cabinet with the review of the HRA BP.	-1.697	-1.169	-0.727	-3.593
Capital reprofiling	Further slippage over the £2m in the corporate capital programme.	-0.132			-0.132
Capitalisation	Schemes now moving towards start on site thus achieving threshold for capitalisation. Future years provision to be assessed annually and, subject to nothing unforeseen, would achieve a similar amount annually over the MTFS period.	-0.300			-0.300
Regeneration Restructure	At risk due to legislative changes to the Public Sector service termination provisions and associated amendments to the LGPS.	-0.100			-0.100
Review of S106	Complete review of existing s106 commitments has identified additional allocation of s106 commitments to reduce expenditure on projects requiring capital funding in regen.	-0.150	-0.151		-0.301
TOTAL REGENERATION SAVINGS		(2.379)	(1.320)	(0.727)	(4.426)

APPENDIX B - PROPOSED SAVINGS

TOTAL CORPORATE SAVINGS	DESCRIPTION	2021/22	2022/23	2023/24	3 Year total
		£m	£m	£m	£m
Review of business systems management, programme support, complaints, Freedom of Information requests, Member support and all other business support	Business systems support has already been centralised into the Corporate Insight and Business Systems Team. Project Management support is also being considered for centralisation. This should deliver savings through economies of scale. The new Fusion system has increased self-service and reduced administration in the departments. A new and more efficient complaints, FOI and Member support system will be delivered as part of the Digital Platform project. These two projects should reduce the requirement for Business Support resources across the Council.	-0.900			-0.900
Contract Review Savings	The Procurement Team has been reviewed and upskilled during 2020/21. A target has been set for a renewed focus on driving cost out of contracts from 2021/22.	-0.500	-0.500	-0.500	-1.500
Full Cost Recovery/Review of income	Continued review of services to compare and benchmark fees and charges and also to review budgets to ensure they represent current fee income	-0.200			-0.200
Oracle Fusion Project	This represents the saving in licensing costs between the old One Oracle system and the new Fusion system. This saving was presented as part of the original Business case signed off by Cabinet in 2019.	-0.190			-0.190
TOTAL CORPORATE SAVINGS		(1.790)	(0.500)	(0.500)	(2.790)

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Adults
Adult Services

(A) Statutory and Nationally Agreed Charges -

*VAT inclusive

Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
1 Respite Care				
Weekly charges*				
Age over Pension Credit age	136.40	tbc	01/04/20	L
Age 25 up to Pension Credit age	84.40	tbc	01/04/20	L
Age 18 to 24	68.95	tbc	01/04/20	L
Annual increase subject to DWP minimum income allowance				
Net of personal expense allowance set by DOH				
~ ~				
benefit, pension, and personal expense allowance rates are announced.				

Basis of Increase:

C - An increase dependent on committee approval

G - An increase below inflation in line with a corporate growth plan

I - Based on relevant inflationary change

N - A nominal adjustment e.g. due to rounding of charge

S - An increase above inflation in line with a corporate saving plan

D - Increase recommended by Head of Service

Basis for setting charge increase above complies with either:

P - The Corporate Charging Policy

L - A local charging policy that deviates from the Corporate Charging Policy

Adults
Adult Services

(A) Statutory and Nationally Agreed Charges -

*VAT inclusive

Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
2 Court of Protection				
Annual charges - Fixed Costs as directed by Court of Protection*				
1 Work up to and including the date upon which the court makes an order appointing a deputy for property and affairs	745.00	745.00	01/04/17	Court Direction
Annual management fee where the court appoints a local authority deputy for property and affairs, payable on the anniversary of the court order				
2a for the first year:	775.00	775.00	01/04/17	Court Direction
2b for the second and subsequent years:	650.00	650.00	01/04/17	Court Direction
Where the net assets are below £16,000, an annual management fee not exceeding 3.5% of net assets on the anniversary of the court order appointing the local authority as deputy				
3 Annual property management fee to include work involved in preparing property for sale, instructing agents, conveyancers, etc				
or the ongoing maintenance of property including management and letting of a rental property	300.00	300.00	01/04/17	Court Direction

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Adults Adult Services

(A) Statutory and Nationally Agreed Charges -

*VAT inclusive

Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
2 Court of Protection (cont)				
4 Preparation of Annual Report for the Public Guardian	216.00	216.00	01/04/17	Court Direction
5 Preparing basic HMRC tax return	70.00	70.00	01/04/17	Court Direction
6 Preparing complex HMRC tax return	140.00	140.00	01/04/17	Court Direction
7 Travel time £40 per hour in units of £10/15 mins	40/hour	40/hour	01/04/17	Court Direction
8 Recoup of Application fee paid from HMRC Account	365.00	365.00	24/07/18	Court Direction
Increase subject to Court of Protection/Direction and the 2017 Rate is the 1st increase since 2011				

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- S - An increase above inflation in line with a corporate saving plan
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Adults Adult Services

(A) Statutory and Nationally Agreed Charges -

*VAT inclusive

Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Burials & Cremations (Public Health Act 1984 Section 46)				
1 Administration of arrangements to Bury/Cremate -Liaison with Hospital Bereavement Team -Investigation to trace next of kin -Liaison with various friends of the deceased, regarding funeral arrangements -Death Registration and purchase of certificates -Liaison with Funeral Directors and Travel -Liaison with the Local Authority Housing Department, regarding termination of tenancy and property clearance -Referral to Treasury Solicitor -Investigation of assets and liaison with financial institutions by post and in person	745.00	745.00	01/04/17	Section 46 of the Public Health Act (Point 5)
2 Forensic searches of property with 2 staff	300.00	300.00	01/04/17	Section 46 of the Public Health Act (Point 5)

Basis of Increase:

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- S - An increase above inflation in line with a corporate saving plan
- D - Increase recommended by Head of Service

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Adults Adult Services

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
1. Personal care and Support Provision of homecare delivery to Service Users Homecare rate - hourly charge; per minute of actual care <i>The individual contribution is subject to the individual means test assessment</i> Homecare rates are currently subject to review and may change following the publishing of these fees and charges	18.20	tbc	01/04/20	D/L
2. Care home Provision of care home delivery to Service Users Care home rate based on authority's 'usual costs' -weekly charge				
Residential Frail	548.76	tbc	01/04/20	L
Residential Dementia	616.08	tbc	01/04/20	L
Nursing Frail	561.00	tbc	01/04/20	L
Nursing Dementia	600.78	tbc	01/04/20	L
Care home rates are currently subject to review and may change following the publishing of these fees and charges				
3. Day Centre Day care delivery to Service Users	40.00	40.00	07/04/14	L
Day Centre daily rate	10.00	10.00	07/04/14	L
Transport to Day Centre (inclusive of return journey)				

Basis of Increase:

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N - A nominal adjustment e.g. due to rounding of charge

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Adults Adult Services

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
4. Extra Care Housing				
Dreywood Court - hourly rate	16.00	tbc	01/04/20	I/L
St Ethelburga Court - hourly rate	16.00	tbc	01/04/20	I/L
Paines Brook Court - hourly rate	16.00	tbc	01/04/20	I/L
5. Deferred Payment Admin fees				
Initial set-up fee	658.00	658.00	11/04/16	L
Annual review charge	89.00	89.00	11/04/16	L

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- S - An increase above inflation in line with a corporate saving plan
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Table 1:**Charges for New Dwellings <150m²****New Houses and Blocks of Flats on the same site constructed at the sametime**

Number of Dwellings	Total
1	£1,073.00
2	£1,432.00
3	£1,670.00
4	£2,027.00
5	£2,266.00
6	£2,622.00
More than 6 - Please contact Building Control for individually assessed charges	

Table 2:**Charges for: Extensions, Garage Conversions and Loft Conversions****Separate Extensions constructed at the sametime may be aggregated together**

Type of work	Total
1. Detached non-habitable building having a floor area not exceeding 40m ² in total	£556.00
2. Garage Conversions where the total floor area does not exceed 30m ² , including means of access and work in connection with that extension.	£556.00
3. Any extension or Loft Conversion where the total floor area of which does not exceed 30m ² , including means of access and work in connection with that extension.	£711.00
4. Any extension or Loft Conversion where the total floor area of which exceeds 30m ² but does not exceed 60m ² , including means of access and work in connection with that extension.	£979.00
5. Any extension or Loft Conversion where the total floor area of which exceeds 60m ² but does not exceed 100m ² , including means of access and work in connection with that extension.	£1,163.00
6. Extension etc >100m ² - Please refer to Table 3 otherwise contact Building Control for Individually assessed charges	

Table 3:**Charges for other work****For all other work not covered in Tables 1 or 2**

Estimated Cost of Work	Total
£0-2,000	£256.00
£2,000-5,000	£383.00
£5,000-10,000	£556.00
£10,000-20,000	£727.00
£20,000-30,000	£884.00
£30,000-40,000	£1,015.00
£40,000-50,000	£1,144.00
£50,000-60,000	£1,240.00
£60,000-70,000	£1,336.00
£70,000-80,000	£1,431.00
£80,000-90,000	£1,540.00
£90,000-100,000	£1,646.00
£100,000-120,000	£1,759.00
£120,000-140,000	£1,902.00
£140,000-170,000	£2,016.00
£170,000-200,000	£2,248.00
Over £200,000 - Please contact Building Control for individually assessed charges.	

The Building Regulation charges are the same for corresponding building work for a: Full Plans Application; Building Notice; Regularisation Application; and, Reversion Application (refer to note 7 for Partnership Applications). All charges are shown with VAT at 20%. Only a charge for a Regularisation Certificate and a Reversion Certificate are exempt VAT however it is subject to a 20% uplift therefore the total fee is equivalent to all other Building Control Charges for corresponding building work.

Explanatory Notes

1. Before you build, extend or convert, you or your Agent must advise your Local Authority either by submitting Full Plans or a Building Notice. The Charge payable depends on the type of work, the number of dwellings in a building and/or the total floor area. The following tables (which are an integral part of this Schedule) may be used in conjunction with the current Charge Scheme to calculate the Charges. If you have any difficulties calculating the Charges please consult building control.

2. **Table 1:** Charges for new dwellings e.g. certain houses and flats - applicable where the total internal floor area of each dwelling, does not exceed 150m² and the building has no more than three storeys. Excluding dwellings with a basement level for basements and any other case, Table 3 applies.

3. **Table 2:** Loft conversion – For the purpose of calculating charges a reference to an extension includes a room or rooms in the roof space (including access) of an existing building not exceeding three storeys in height. Where work comprises more than one extension which is to be constructed at the same time (including rooms in roofs and associated access in buildings of three storeys or less) the total internal floor areas of all storeys of all the extensions shown on the application may be added together to determine the relevant Charge. If the extension(s) exceed 100m² or three storeys in height then Table 3 applies. All work contained within the footprint of an extensions or loft conversion is included in the fee but does not include work outside the footprint of the extension or loft conversion. For additional internal or external alterations Table 3 should be used. For multiple work that is to be carried out at the same time and falls into Table 3 as well as Table 2 the Table 3 fee may be discounted by 25%.

4. **Table 3:** Applicable to all other building work not covered by Tables 1 or 2. Total estimated cost means an estimate accepted by the local authority of a reasonable cost that would be charged by a person in business to carry out the work shown or described in the application, excluding VAT, and any professional fees paid to an architect, engineer or surveyor etc, and also exc

5. **Disabled Persons:** Building works to provide access and/or facilities for disabled people to existing dwellings and buildings to which the public have access may be exempt from Charges.

6. **Supplementary Charges:** The Building (Local Authority Charges) Regulations 2010 allow a local authority to make supplementary charges if additional costs arise as a result of confirming compliance with the Building Regulations. Such supplementary charges may be considered if costs result from: consultant costs; inaccurate/incomplete plans; revised schemes; work not being ready for inspection or additional site inspection; and, non compliant work etc.

7. **Refunds** will be calculated in accordance with the Charge Regulations and any costs incurred will be deducted. Breakdown of costs can be provided upon request.

8. **Partnership Applications:** Proposed building work outside the boundaries of the London Borough of Havering will be subject to a plan fee equating to 25% of the full plans application charge. Partnership Applications for building work checked by a Partnering Authority will be subject to an inspection fee equating to 75% of the full plans application charge.

9. **Break Down of Costs:** can be provided upon request. 10.

Making a Payment: Payment can be made by credit/debit card by telephoning 01708 432700.

Building Control may be contacted by telephone: 01708 432700 or by e-mail at: buildingcontrol@havering.gov.uk

Further information is available on our website at: www.havering.gov.uk/buildingcontrol

**Chief Operating Officer
Culture and Customer Access**

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
LIBRARY SERVICES:				
Fines (per item, per day)				
Adults	0.40	0.41	01/04/21	I/N/P
Children	No charge	No charge	01/04/14	L
Spoken Words	0.40	0.41	01/04/21	I/N/P
Lost Tickets	4.30	4.50	01/04/21	D/I/P
Lost Items - Replacement Cost (Minimum charge £10 + fines)	Cost + fines	Cost + fines	01/04/14	I/L
Pre Overdue by email	Cost + fines	Cost + fines	01/04/14	I/L
Overdue notifications				
1st Overdue (E-Mail)	No charge	No charge	01/04/14	L
1st Overdue (Text/Telephone)	No charge	No charge	01/04/19	L
Reservations				
Adult (E-mail)	No charge	No charge	01/04/19	L
Adult (Text/Telephone)	No charge	No charge	01/04/19	L
Children	No charge	No charge	01/04/14	L

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**Chief Operating Officer
Culture and Customer Access**

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Items not held within borough				
Adult - Items within the London Library Consortium (LLC)	1.40	1.50	01/04/21	I/N/P
British Library Loans (plus postage)	Quoted	Quoted	01/04/20	I/L
Children	No charge	No charge	01/04/14	L
CDs				
Per week:				
Singles	1.50	1.55	01/04/21	I/N/P
Sets	2.50	2.60	01/04/21	I/N/P
Per 3 weeks:				
Spoken Word	No charge	No charge	01/04/19	L
DVDs (per week)	3.50	N/A	01/04/21	L
Music Scores (3 Months)				
Cost to be agreed with customer before progressing order	Quoted	Quoted	01/04/15	D/L
Computer Use				
IT Hub - reservation fee per computer, per hour	No charge	No charge	01/04/15	D/L

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**Chief Operating Officer
Culture and Customer Access**

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Photo Copies				
B/W A4	0.35	0.36	01/04/21	D/P
B/W A3	0.40	0.45	01/04/21	D/P
Colour A3	2.20	2.30	01/04/21	D/P
Colour A4	1.55	0.36	01/04/21	D/L
Photocopying single sided	0.35	0.36	01/04/21	D/P
Photocopying double sided	0.54	0.55	01/04/21	D/P
People's Network - Printing				
B/W A4 (Printout per page)	0.35	0.36	01/04/21	D/P
Colour A4 (Printout per page)	1.55	0.36	01/04/21	D/L
Library Space				
2 hours for sole & guaranteed use of specific space, to include use of a desk/table & chair(s) to organisations for activities that benefit their members or participants, or where "drop in" services are being offered	15.00	16.00	01/04/21	D/P
Office Space in libraries	15.00	16.00	01/04/21	D/P

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Culture and Customer Access**

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Community Group Room Hire	20% discount	20% discount	01/04/17	D/P
Elm Park Library				
Elm Park Meeting Room per hour (Equiv. Hornchurch CR2)	18.00	19.00	01/04/21	D/P
Harold Hill Library				
Harold Hill Meeting Room per hour	23.00	24.00	01/04/21	D/P
Harold Hill Office Space per hour	16.50	17.00	01/04/21	D/P
Hornchurch Library				
Hornchurch Large meeting room - First Hour	28.00	29.00	01/04/21	D/P
Hornchurch Large meeting room - Additional Hours	23.00	24.00	01/04/21	D/P
Hornchurch - After 10pm, locking up fees	28.00	30.00	01/04/21	D/P
Hornchurch Class Room One, per hour	23.00	24.00	01/04/21	D/P
Hornchurch Class Room Two, per hour	18.00	19.00	01/04/21	D/P
Hornchurch Office Space per hour	12.00	15.00	01/04/21	D/P

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**Chief Operating Officer
Culture and Customer Access**

(B) Charges determined by Committee

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Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Rainham Library				
Rainham Library Meeting Room 1 (large room) First Hour	28.00	29.00	01/04/21	D/P
Rainham Library Meeting Room 1 (large room) Additional Hours	23.00	24.00	01/04/21	D/P
Rainham Library Meeting Room 2 per hour	23.00	24.00	01/04/21	D/P
Rainham Library Meeting Room 3 per hour	23.00	24.00	01/04/21	D/P
Rainham Library Meeting Room 4 per hour	17.50	18.50	01/04/21	D/P
Rainham Library Meeting Room 5 per hour	17.50	18.50	01/04/21	D/P
Rainham - After closing time, locking up fees	28.00	30.00	01/04/21	D/P
Nursery Room	23.00	24.00	01/04/21	D/P
South Hornchurch Library				
South Hornchurch Library Room 1 per hour	12.00	15.00	01/04/21	D/P
South Hornchurch Library Room 2 per hour	12.00	15.00	01/04/21	D/P
South Hornchurch Library Room 3 per hour	17.50	18.50	01/04/21	D/P
Harold Wood Library				
Harold Wood Library Meeting Room per hour	17.00	18.00	01/04/21	D/P

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Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Room Hire Cancellation				
Notice of cancellation of room hire under 24 hours	75% of room hire fee	75% of room hire fee	01/04/14	L
Notice of cancellation of room hire 1-3 days	50% of room hire fee	50% of room hire fee	01/04/15	L
Notice of cancellation of room hire 3-7 days	25% of room hire fee	25% of room hire fee	01/04/15	L

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Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Exhibitions (per week)				
Upminster at exhibitors liability for one week	No charge	No charge	01/04/12	L
Hornchurch at exhibitors liability for one week	No charge	No charge	01/04/12	L
Cost of Digital images				
Image on disc (including disc)	4.00	4.50	01/04/21	D/P
Image on USB (excluding USB)	4.00	4.50	01/04/21	D/P
Image on Paper price on application plus postage	No charge	No charge	01/04/20	L
Commercial Reproduction price on application	No charge	No charge	01/04/20	L
Hourly rate for project work +	15.00	20.00	01/04/20	D/L

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Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
MUSIC SCHOOL:				
Peripatetic tuition in schools and colleges (per hour pro rata)				
Academies and non-LA				
Basic	45.50	45.50	01/04/20	L
Over 15 hours per week	44.50	44.50	01/04/20	L
LA schools in Havering				
Basic	45.50	45.50	01/04/20	L
Over 15 hours per week	44.50	44.50	01/04/20	L
Over 25 hours per week	43.50	43.50	01/04/20	L

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Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
<u>MUSIC SCHOOL:</u>				
Direct Debit (weekly cost, charged monthly over 52 weeks)				
Bronze (36 shared 20mn lessons, Musicianship & 30mn Ensemble)				
First instrument	7.20	7.20	01/04/20	L
Second instrument	5.77	5.77	01/04/20	L
Third instrument	5.25	5.25	01/04/20	L
Silver (36 shared 30mn lessons, Musicianship, 60mn Ensemble & Summer School)				
First instrument	12.00	12.00	01/04/20	L
Second instrument	9.12	9.12	01/04/20	L
Third instrument	6.92	6.92	01/04/20	L
Gold (36 individual 30mn lessons, Musicianship, unlimited Ensembles & Summer School)				
First instrument	19.27	19.27	01/04/20	L
Second instrument	15.12	15.12	01/04/20	L
Third instrument	13.21	13.21	01/04/20	L

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<u>MUSIC SCHOOL:</u>				
Direct Debit (continued)				
Kindergarten	3.58	3.58	01/04/20	L
One Ensemble only	3.58	3.58	01/04/20	L
Unlimited Ensembles only	6.46	6.46	01/04/20	L
<p>Note: DDs are charged monthly and the weekly DD amounts are set to make the monthly figures rational.</p>				

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<u>MUSIC SCHOOL:</u>				
Remissions Scheme charges (reduced fees)				
Pupil Premium students:				
Bronze first instrument	2.65	2.65	01/04/20	L
Silver first instrument	4.32	4.32	01/04/20	L
Gold first instrument	6.92	6.92	01/04/20	L
Kindergarten	1.62	1.62	01/04/20	L
One Ensemble only	1.62	1.62	01/04/20	L
Unlimited Ensembles only	2.65	2.65	01/04/20	L
Instrument Hire (annual charge)	10.00	10.00	01/04/19	L
Looked After Children (all services in scope of Remissions Scheme)	No charge	No charge	01/04/16	L
Eligibility for reduced fees for children aged 5-18:				
Students school receive pupil premium for child or child is LAC				
Current Free School Meals eligibility or similar				
One package fee remitted but Music School Manager retains discretion, e.g. where existing multi-instrumentalist becomes eligible for remission.				

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<u>MUSIC SCHOOL:</u>				
Associate Ensemble Membership (termly charge) Associate Member (Adult)	52.50	52.50	01/04/20	L
Hire of Instruments (annual charge)	41.00	41.00	01/04/20	L
Administration fees				
Examination entries	2.00	2.00	01/04/17	L
Assisted Instrument Purchase Scheme	6.50	6.50	01/04/20	L
Timetable changes	20.00	20.00	01/04/18	L
Exam fees Including piano accompaniment as required (most instruments except piano/guitar/percussion) collected on a cost recovery basis	Cost recovery	Cost recovery	01/04/17	L

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Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
FAIRKYTES				
Off Peak: Mon-Fri** up to 6pm*** (per hour unless otherwise stated)				
Main Room	20.00	21.00	01/04/21	I/N/P
Three hour hire discounted rate	43.00	44.50	01/04/21	I/N/P
Room 12	16.00	16.50	01/04/21	I/N/P
Three hour hire discounted rate	34.00	35.00	01/04/21	I/N/P
Room 13	12.50	13.00	01/04/21	I/N/P
Three hour hire discounted rate	27.00	27.50	01/04/21	I/N/P
Room 9	12.50	13.00	01/04/21	I/N/P
Three hour hire discounted rate	27.00	27.50	01/04/21	I/N/P
Art Room	15.50	16.50	01/04/21	I/N/P
Three hour hire discounted rate	32.50	34.00	01/04/21	I/N/P
Sculpture (includes access to Kiln Room when available)	12.50	13.00	01/04/21	I/N/P
Three hour hire discounted rate	26.50	27.50	01/04/21	I/N/P
Studio 1	29.00	30.00	01/04/21	I/N/P
Three hour hire discounted rate	62.00	64.00	01/04/21	I/N/P
Studio 2	19.50	20.00	01/04/21	I/N/P
Three hour hire discounted rate	42.00	43.50	01/04/21	I/N/P

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Off Peak: Mon-Fri** up to 6pm*** (continued) (per hour unless otherwise stated)				
Studio 3	12.50	13.00	01/04/21	I/N/P
Three hour hire discounted rate	26.50	27.50	01/04/21	I/N/P
Billet Studio 1	19.50	20.50	01/04/21	I/N/P
Three hour hire discounted rate	42.00	43.50	01/04/21	I/N/P
Billet Studio 2	13.50	14.00	01/04/21	I/N/P
Three hour hire discounted rate	28.00	29.00	01/04/21	I/N/P
Gallery Studio	17.00	18.00	01/04/21	I/N/P
Three hour hire discounted rate	37.50	39.00	01/04/21	I/N/P
Peak rate: Mon-Fri 6pm*** to close, all day Sat,Sun,public holidays (per hour unless otherwise stated)				
Main Room	24.00	25.00	01/04/21	I/N/P
Three hour hire discounted rate	51.00	52.50	01/04/21	I/N/P
Room 12	20.00	20.50	01/04/21	I/N/P
Three hour hire discounted rate	42.50	44.00	01/04/21	I/N/P
Room 13	16.00	16.00	01/04/21	I/N/P
Three hour hire discounted rate	34.00	34.50	01/04/21	I/N/P
Room 9	15.50	16.00	01/04/21	I/N/P
Three hour hire discounted rate	32.50	34.00	01/04/21	I/N/P

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Peak rate: Mon-Fri 6pm*** to close, all day Sat,Sun,public holidays (per hour unless otherwise stated)				
Art Room	20.00	20.50	01/04/21	I/N/P
Three hour hire discounted rate	42.50	44.00	01/04/21	I/N/P
Sculpture (includes access to Kiln Room when available)	13.50	14.00	01/04/21	I/N/P
Three hour hire discounted rate	28.00	29.00	01/04/21	I/N/P
Studio 1 ****	38.00	39.00	01/04/21	I/N/P
Three hour hire discounted rate	80.00	82.00	01/04/21	I/N/P
Studio 2	22.50	23.50	01/04/21	I/N/P
Three hour hire discounted rate	48.50	50.00	01/04/21	I/N/P
Studio 3	14.50	15.00	01/04/21	I/N/P
Three hour hire discounted rate	31.00	32.00	01/04/21	I/N/P
Billet Studio 1	22.50	23.50	01/04/21	I/N/P
Three hour hire discounted rate	48.50	50.00	01/04/21	I/N/P
Billet Studio 2	16.00	16.50	01/04/21	I/N/P
Three hour hire discounted rate	33.50	34.50	01/04/21	I/N/P
Gallery Studio	21.00	22.00	01/04/21	I/N/P
Three hour hire discounted rate	46.50	48.00	01/04/21	I/N/P

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Peak rate: Mon-Fri 6pm*** to close, all day Sat,Sun,public holidays (per hour unless otherwise stated) Private Studio/Workshop/Office (flat rate per calendar month)	208.00	215.00	01/04/21	I/N/P
Private/Commercial Function Rates in Studio 1 (Main Hall)**** (The below charged at a flat rate per hire including staffing charge)				
Saturday 6.00pm - 11pm †	300.00	310.00	01/04/21	I/N/P
Sunday & Public Holidays 6.00pm - 10.30pm †	270.00	280.00	01/04/21	I/N/P
Friday 6.00-10.30pm †	210.00	220.00	01/04/21	I/N/P

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HORNCHURCH STADIUM				
Weekday Use by Athletics Clubs (excluding training session)*				
Half Day*	89.50	92.00	01/04/21	I/N/P
Full Day*	169.00	174.00	01/04/21	I/N/P
Saturday Use by Athletics Clubs (excluding training session)*				
Half Day*	112.50	116.00	01/04/21	I/N/P
Full Day*	208.00	214.00	01/04/21	I/N/P
Sunday Use by Athletics Clubs (excluding training session)*				
Half Day*	147.50	152.00	01/04/21	I/N/P
Full Day*	282.00	290.00	01/04/21	I/N/P
Use by Schools (excluding training session)**				
Half Day**	107.00	110.00	01/04/21	I/N/P
Full Day**	220.50	227.00	01/04/21	I/N/P
Schools Training Sessions (per hour Inc. equipment)**	40.00	41.00	01/04/21	I/N/P
Occasional use - Football - without lights Seniors (3 hours)**	208.00	214.00	01/04/21	I/N/P
Occasional use - Football - without lights Juniors (2.5 hours)**	114.50	118.00	01/04/21	I/N/P
Occasional use - Football - with lights Seniors (3 hours)**	325.50	336.00	01/04/21	I/N/P
Occasional use - Football - with lights Juniors (2.5 hours)**	144.00	149.00	01/04/21	I/N/P
* VATable unless block (10 or more) booking				
** VATable unless block (10 or more) booking or Havering schools				

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Marketing Advertising in Fairkytes and other culture publications				
Full page (A4)	265.00	273.00	01/04/21	I/N/P
Full page (A5) or Half page (A4)	133.00	137.00	01/04/21	I/N/P
Half page (A5) or Quarter page (A4)	69.00	71.00	01/04/21	I/N/P
Quarter page (A5) or Eighth page (A4)	37.00	38.50	01/04/21	I/N/P
Online ticket sales				
10% of ticket price to be added to the charge for Culture Events when sold on-line	10% of ticket price	10% of ticket price	01/04/16	L

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Neighbourhoods Bereavement Services

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Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
BEREAVEMENT SERVICES:				
Interments - Cemeteries (fees doubled for non-residents of LBH)				
Over 16 years	1,380.00	1,420.00	01/04/21	I/N/P
2 simultaneous full body interments aged over 16 years	2,060.00	2,120.00	01/04/21	I/N/P
Cremated remains	260.00	268.00	01/04/21	I/N/P
2 simultaneous cremated remains burials	NEW	480.00	01/04/21	I/N/P
Surcharge for cremated remains in full coffin	240.00	247.00	01/04/21	I/N/P
Non resident child cremated remains not over 16 years in any grave type	115.00	118.00	01/04/21	I/N/P
Extra depth (each interment over two) or casket/walled grave per depth	252.00	260.00	01/04/21	I/N/P
Resident child not over 16 Years	No Charge	No Charge	01/04/20	
Non resident stillborn to 1 month in child's grave or public grave	252.00	260.00	01/04/21	D/L
2 simultaneous non resident stillborn/to 1 month in child's or public grave	380.00	390.00	01/04/21	I/N/P
Non resident child not over 10 years in child's grave or public grave	390.00	402.00	01/04/21	I/N/P
Non resident child not over 16 years in child's grave	2,645.00	2,725.00	01/04/21	D/L
Use of chapel without organist	150.00	170.00	01/04/21	I/N/P
Hospital Contract NVB(Non Viable baby) burials	255.00	262.00	01/04/21	I/N/P
Exclusive Right of Burial (50 years with option of further 10 years)				
Lawn Section grave	2,140.00	2,200.00	01/04/21	D/L
Traditional Grave	3,320.00	3,420.00	01/04/21	D/L
Children's section (under 10)	455.00	468.00	01/04/21	I/N/P
Children's section (under 16)	910.00	938.00	01/04/21	I/N/P

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(B) Charges determined by Committee

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Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Surcharges				
Saturday full burial surcharge	700.00	Withdrawn	01/04/21	
Sunday full burial surcharge	1,400.00	Withdrawn	01/04/21	
Child (under 16) weekend full burial surcharge	690.00	710.00	01/04/21	I/N/P
Child (under 16) weekend cremated remains burial surcharge	260.00	267.00	01/04/21	I/N/P
Adult weekend full burial surcharge	1,035.00	1,066.00	01/04/21	I/N/P
Adult Weekend cremated remains surcharge	260.00	268.00	01/04/21	I/N/P
Funeral After Published Time or 48 hours of booking	330.00	340.00	01/04/21	I/N/P
Booking cancelled after 48 hours of booking	330.00	340.00	01/04/21	I/N/P
Booking cancelled within 48 hours of burial	330.00	340.00	01/04/21	I/N/P
Extension of Right of Burial for 10 years				
Lawn Section Grave	530.00	545.00	01/04/21	I/N/P
Traditional Grave	680.00	700.00	01/04/21	I/N/P
Children's Section (under 10)	118.00	124.00	01/04/21	I/N/P
Children's Section (under 16)	245.00	254.00	01/04/21	I/N/P
Walled graves	1,298.00	1,337.00	01/04/21	I/N/P
Other Charges				
Transfer of Exclusive Rights by Will, Letters of Administration or Assignment	54.00	56.00	01/04/21	I/N/P
Transfer of Exclusive Rights by Statutory Declaration or combination of methods	98.00	101.00	01/04/21	I/N/P
Certified extract from Burial Register	64.00	66.00	01/04/21	I/N/P

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Neighbourhoods Bereavement Services

(B) Charges determined by Committee

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Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Other Charges (continued)				
Staff attendance to select a new grave by appointment	50.00	52.00	01/04/21	I/N/P
Exhumation of cremated remains resident	260.00	268.00	01/04/21	I/N/P
Exhumation of cremated remains non-resident	520.00	536.00	01/04/21	I/N/P
Permit Charge				
Clean and Renovate/ NAMM fixing	No Charge	No Charge	01/04/20	
Lawn (Standard) Headstone & kerb/Additional Memorial	135.00	135.00	01/04/20	P
Additional Inscription on headstone or permit for a vase only/ Lawn kerb	90.00	90.00	01/04/20	P
Full kerb Traditional Grave	347.00	347.00	01/04/20	P
	135.00	135.00	01/04/20	P
Grave Maintenance Fees				
Bi annual Spring and Summer planting Service	276.00 *	285.00 *	01/04/21	I/N/P
Annual maintenance clean and tidy Service	172.00 *	178.00 *	01/04/21	I/N/P
Turfing (Winter months only after grave has settled)	111.00	115.00	01/04/21	I/N/P
Cremated Remains Burial Plots				
Purchase of exclusive rights (25 year term)	630.00	649.00	01/04/21	I/N/P
Extension of exclusive rights of burial for 10 years flat stone cremated remains plot	376.00	387.00	01/04/21	I/N/P
Tablet with First inscription	480.00	494.00	01/04/21	I/N/P

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Cremated Remains Burial Plots (continued)				
Additional / subsequent inscriptions	156.00	160.00	01/04/21	I/N/P
Blank stone	367.00	378.00	01/04/21	I/N/P
Photograph fixed to memorial	316.00	318.00	01/04/21	D/L
Granite memorial vases for use with cremated remains tablets (includes 45 letters)	360.00	362.00	01/04/21	D/L
Regilding or additional letter on granite vase	3.70	3.80	01/04/21	I/N/P
South Essex Crematorium				
Cremation includes organ/organist/polytainer or biodegradable casket:				
Over 16 years	955.00	995.00	01/04/21	D/I/P
Resident child not exceeding 16 years	No Charge	No Charge	01/04/20	
Non resident to 6 years but not exceeding 16 yrs	225.00	235.00	01/04/21	D/I/P
Non resident up to 6 years	115.00	120.00	01/04/21	D/I/P
Hospital Contract Non-viable foetus cremation	80.00	83.00	01/04/21	I/N/P
Weekend cremation (Subject to availability)	1,672.00	1,742.00	01/04/21	D/L
Sunday Cremation (subject to availability)	1,864.00	Withdrawn	01/04/21	
Unattended Cremation (adult)	560.00	580.00	01/04/21	I/N/P
Early Adult Cremation 15 minute service	750.00	780.00	01/04/21	D/L

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Neighbourhoods Bereavement Services

(B) Charges determined by Committee

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Additional Services and Surcharges				
Bookings cancelled after 10am one working day before reserved time	275.00	284.00	01/04/21	I/N/P
Surcharge for services over-running	275.00	284.00	01/04/21	I/N/P
Surcharge for Cremation after 4pm	275.00	284.00	01/04/21	I/N/P
Surcharge for unattended cremation and use of chapel at a different time	130.00	140.00	01/04/21	L/D
Use of chapel for private memorial service or extra time	275.00	285.00	01/04/21	I/N/P
CD recording of service	90.00 *	Withdrawn *	01/04/21	
CD discs 2-10	26.00 *	Withdrawn *	01/04/21	
DVD recording of service	109.00 *	Withdrawn *	01/04/21	
DVD discs 2-10	33.00 *	Withdrawn *	01/04/21	
Webcast of service	115.00 *	Withdrawn *	01/04/21	
Visual Tributes 10 photographs	49.00 *	Withdrawn *	01/04/21	
Visual Tributes per additional 5 photographs	19.00 *	Withdrawn *	01/04/21	
Per minute of video used plus set up cost	15.00 *	Withdrawn *	01/04/21	
Tributes embedded into DVD recording of the service	123.00 *	Withdrawn *	01/04/21	
DVD or USB of Visual Tribute only (first disc) - NEW	64.00 *	Withdrawn *	01/04/21	
DVD or USB of Visual Tribute only (disc 2 -10) - NEW	43.00 *	Withdrawn *	01/04/21	
Strewing (burial) of cremated remains from elsewhere	116.00	Withdrawn	01/04/21	
Witness Committal	56.00	58.00	01/04/21	I/N/P
Weekend Witness committal	112.00	116.00	01/04/21	I/N/P
Witness Committal Weekday Child non-resident	56.00	58.00	01/04/21	I/N/P

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Additional Services and Surcharges				
CD audio recording of service	60.00	65.00	01/04/21	L/D
CD audio recording additional copy	22.00	24.00	01/04/21	L/D
DVD recording of service	60.00	65.00	01/04/21	L/D
DVD recording of service additional copy	22.00	24.00	01/04/21	L/D
Webcast of service	55.00	60.00	01/04/21	L/D
Initial Visual Tribute set up and 1 photo	30.00	32.00	01/04/21	L/D
Subsequent Visual Tribute per segment and 1 photo	NEW	16.00	01/04/21	D
Visual Tributes per additional 1 photograph	2.00	2.20	01/04/21	L/D
Visual Tribute video set up and 1 minute of video used	25.00	27.00	01/04/21	L/D
Visual Tribute per additional 1 minute of video used	5.00	6.00	01/04/21	L/D
Tribute embedded into DVD recording of the service	60.00	75.00	01/04/21	L/D
DVD or USB of Visual Tribute only (first disc)	40.00	45.00	01/04/21	L/D
DVD or USB of Visual Tribute only, additional copy	22.00	24.00	01/04/21	L/D
Download link of Service only	NEW	60.00	01/04/21	D
Download link of Service and Visual Tribute	NEW	70.00	01/04/21	D
Download link of Visual Tribute only	NEW	40.00	01/04/21	D
Witness Committal Weekend Child Resident	56.00	58.00	01/04/21	L/D
Witness Committal weekend child Non-resident	112.00	116.00	01/04/21	L/D
2 simultaneous Weekend Witness Committals	NEW	200.00	01/04/21	I/N/P
2 simultaneous Weekday Witness Committals	NEW	100.00	01/04/21	I/N/P

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Additional Services and Surcharges (continued)				
Storage of cremated remains after one month per quarter	57.00 *	60.00 *	01/04/21	L/D
Storage of cremated remains after one month per year	134.00 *	140.00 *	01/04/21	L/D
Genealogy Searches per search not through Deceased Online	28.00 *	29.00 *	01/04/21	I/N/P
Containers				
Bronzed metal urns	75.00 *	80.00 *	01/04/21	L/D
Standard wooden or metal casket	90.00 *	92.00 *	01/04/21	I/N/P
Juvenile caskets	36.00 *	37.00 *	01/04/21	I/N/P
Various Decorative urns/caskets (new charge)	RRP *	RRP *	01/04/20	-
Dedicated Hymn Book	87.00 *	90.00 *	01/04/21	I/N/P
Various keepsake memorials made from or to contain cremated remains including diamonds, paperweights, jewellery	RRP *	RRP *	01/04/20	-
Memorials				
Kerb Plaques				
Perspex Plaque only	127.00 *	130.00 *	01/04/21	I/N/P
Bronze Plaque only	250.00 *	257.00 *	01/04/21	I/N/P
Rights to second dedication (plus cost of plaque)	119.00	123.00	01/04/21	I/N/P
Kerb plaque Rights or Renewal	248.00	255.00	01/04/21	I/N/P
Single motif on a perspex or bronze plaque	30.00 *	31.00 *	01/04/21	I/N/P
Two motifs on a perspex or bronze plaque	56.00 *	58.00 *	01/04/21	I/N/P

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Memorials (continued)				
Bronze Wall Plaque				
Bronze wall plaque only	250.00 *	257.00 *	01/04/21	I/N/P
Bronze wall plaque renewal	248.00	255.00	01/04/21	I/N/P
Supplier Refurbishment of a Bronze plaque	NEW *	75.00	01/04/21	D
Large Wall Plaques				
Single Slate or Large Bronze Wall Plaques				
Single plaque only (slate or bronze tablet)	334.00 *	344.00 *	01/04/21	I/N/P
Single plaque - Rights or Renewal fee for 10 years	250.00	255.00	01/04/21	L/D
Double Slate Wall Plaque single inscription	501.00 *	516.00 *	01/04/21	I/N/P
Double Slate Wall Plaque double inscription	810.00 *	834.00 *	01/04/21	I/N/P
Double Slate Wall Plaque second inscription within 1 year of original dedication	180.00 *	185.00 *	01/04/21	I/N/P
Double Plaque - Rights or Renewal 10 year renewal	500.00	510.00	01/04/21	L/D
Wall Niche for 10 years				
Renewal or Pre-purchase for Single Niche for 10 years	880.00	880.00	01/04/20	L
Renewal for Single Niche for 5 years	536.00	536.00	01/04/20	L
Replacement single plaque	590.00 *	590.00 *	01/04/20	L
Renewal Rights or Pre-purchase for Double Niche for 10 years	1,780.00	1,780.00	01/04/20	L

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Wall Niche for 10 years (continued)				
Renewal for Double Niche for 5 years	981.00	981.00	01/04/20	L
Replacement double plaque	912.00 *	912.00 *	01/04/20	L
Wall Niche rights for second inscription	151.00	151.00	01/04/20	L
Wall Niche Additional Items:				
Motif (optional)	95.00	98.00	01/04/21	I/N/P
Additional Bud Vase	33.00	34.00	01/04/21	I/N/P
Additional Inscription	280.00	288.00	01/04/21	I/N/P
Casket including nameplate	98.00	98.00	01/04/20	L/D
Photograph	316.00	316.00	01/04/20	L/D
Sanctum ii Vaults for 10 years				
Second Interment	170.00	175.00	01/04/21	I/N/P
2 simultaneous Sanctum interments	NEW	300.00	01/04/21	L/D
Sanctum Second inscription	572.00 *	590.00 *	01/04/21	I/N/P
Sanctum Plaque	457.00 *	470.00 *	01/04/21	I/N/P
10 Year Rights or Renewal	1,130.00	1,164.00	01/04/21	I/N/P
5 Year Renewal	658.00	677.00	01/04/21	I/N/P
Regilding (Inc. postage)	123.00 *	126.00 *	01/04/21	I/N/P
Replacement vase	20.00 *	21.00 *	01/04/21	L/D

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Vase Blocks and Tablets (includes Scented Garden Memorials)				
Vaseblock tablet	273.00	280.00	01/04/21	I/N/P
Vaseblock Rights or Renewal for 10 years	580.00	590.00	01/04/21	L/D
Memorials				
Summer House Memorial				
Floris plaque only	170.00 *	175.00 *	01/04/21	I/N/P
Floris plaque Renewal Rights for 10 years	250.00	257.00	01/04/21	I/N/P
Posy Holder rights or Renewal for 10 years	156.00	160.00	01/04/21	I/N/P
Posy Holder Memorial	21.00 *	22.00 *	01/04/21	I/N/P
Shrub, Rose or Tree with 10 Year dedication				
Shrub or Rose (including Bronze Stem Plaque)	257.00 *	257.00 *	01/04/20	L
Shrub 10 Year Rights or Renewal (also applies to vase block with rose)	665.00	685.00	01/04/21	I/N/P
Shrub 5 Year Renewal Rights (also applies to vase block with rose)	430.00	443.00	01/04/21	I/N/P
Tree (including bronze Stem or Strap plaque)	256.00 *	257.00 *	01/04/21	L/D
Tree 10 Year Rights or Renewal	810.00	835.00	01/04/21	I/N/P
Tree 5 Year Renewal Rights	500.00	515.00	01/04/21	I/N/P

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Benches and Chairs - 10 Year dedications				
Bench / Replacement Bench	1,240.00 *	1,277.00 *	01/04/21	I/N/P
Chair / Replacement Chair	725.00 *	746.00 *	01/04/21	I/N/P
Bench 10 Year Rights or Renewal	1,130.00	1,160.00	01/04/21	I/N/P
Chair 10 Year Rights or Renewal	1,000.00	1,030.00	01/04/21	I/N/P
Regular maintenance (per 2 years of remaining lease if not purchased or renewed since 1/1/2001)	51.00 *	53.00 *	01/04/21	I/N/P
Renovation of Bench	222.00 *	230.00 *	01/04/21	I/N/P
Renovation of Chair	142.00 *	146.00 *	01/04/21	I/N/P
Replacement Summerhouse Chair	731.00 *	753.00 *	01/04/21	I/N/P
Summerhouse Chair Renewal Rights	488.00	502.00	01/04/21	I/N/P
Bench, Tree & Shrub Additional dedications				
Rights to second dedication within 1 year of original (plus cost of plaque)	121.00	124.00	01/04/21	I/N/P
Rights to second dedication after 1 year of original or renewal per remaining year of lease (plus cost of plaque)	23.00	24.00	01/04/21	I/N/P
Rights to 2nd Dedication Life time of item (plus cost of plaque)	489.00	504.00	01/04/21	I/N/P
Replacement bronze plaque	250.00 *	257.00 *	01/04/21	I/N/P
Replacement Perspex plaque	127.00 *	130.00 *	01/04/21	I/N/P

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Miscellaneous Memorials				
Mallard Bridge	346.00 *	356.00 *	01/04/21	I/N/P
Admin Fee for private purchase of plaque (plus cost of plaque)	50.00 *	52.00 *	01/04/21	I/N/P
Replacement metal vase	20.00 *	21.00 *	01/04/21	I/N/P
Floral arrangements stand - plus cost of flowers	34.00 *	35.00 *	01/04/21	I/N/P
Hanging baskets (per year)	138.00 *	142.00 *	01/04/21	I/N/P
Sculpture Garden Memorial	273.00	280.00	01/04/21	I/N/P
Sculpture Garden Rights	580.00	590.00	01/04/21	L/D
Birdbath Rights	580.00	590.00	01/04/21	L/D
Books of Remembrance				
2 line entry	113.00 *	117.00 *	01/04/21	I/N/P
3 - 5 lines	162.00 *	167.00 *	01/04/21	I/N/P
6 - 8 lines	235.00 *	242.00 *	01/04/21	I/N/P
Additional Line	25.00 *	26.00 *	01/04/21	I/N/P
Cards of Remembrance & Additional Entries in existing miniature books				
2 line entry	40.00 *	42.00 *	01/04/21	I/N/P
3 - 5 lines	70.00 *	72.00 *	01/04/21	I/N/P
6 - 8 lines	109.00 *	112.00 *	01/04/21	I/N/P

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Miniature Triptych of Remembrance/Book of Remembrance				
2 line entry	80.00 *	83.00 *	01/04/21	I/N/P
3 - 5 lines	113.00 *	117.00 *	01/04/21	I/N/P
6 - 8 lines	148.00 *	153.00 *	01/04/21	I/N/P
Book of Remembrance Sundries				
Motif	84.00 *	87.00 *	01/04/21	I/N/P
Triptych photograph	84.00 *	87.00 *	01/04/21	I/N/P
Mini Headstone Cremated Remains Burial Plots				
Purchase of exclusive rights (25 year term)	1,100.00	1,133.00	01/04/21	I/N/P
Extension of exclusive rights of burial for 10 years mini headstone cremated remains plot	460.00	475.00	01/04/21	I/N/P
Memorial and installation with first 60 characters	1,170.00	1,205.00	01/04/21	I/N/P
Additional inscription rate per letter	3.70	3.80	01/04/21	I/N/P
Blank headstone only	296.00	305.00	01/04/21	I/N/P
Photograph fixed to memorial	316.00	318.00	01/04/21	D/L
Replacement Granite memorial vase only for Mini Headstone Only	76.00	100.00	01/04/21	I/N/P
Inscription first 60 characters on a pre purchased memorial	263.00	270.00	01/04/21	I/N/P
Blank memorial headstone only	850.00	876.00	01/04/21	I/N/P

Basis of Increase:

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Neighbourhoods Bereavement Services

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Mini Headstone Cremated Remains Burial Plots (continued)				
Stone chippings per bag	60.00	62.00	01/04/21	I/N/P
Flower Holder	21.00	22.00	01/04/21	I/N/P
Book of Remembrance Memorial Tree				
Memorial Tree leaf 10 Year Rights or Renewal	246.00	255.00	01/04/21	I/N/P
Memorial Tree leaf plaque	158.00 *	163.00 *	01/04/21	I/N/P
Rights for 2nd inscription - Rights remain the same (plus cost of plaque)	118.00	123.00	01/04/21	I/N/P
Advertising fees - pre funeral brochure				
Display Advertisement Quarter A4 page	639.00 *	660.00 *	01/04/21	I/N/P
Display and Directory Entry Quarter A4 page and directory entry	798.00 *	855.00 *	01/04/21	I/N/P
Display Advertisement half A4 page	850.00 *	876.00 *	01/04/21	I/N/P
Display and Directory Entry half A4 page and directory entry	1,009.00 *	1,040.00 *	01/04/21	I/N/P
Display Advertisement Full A4 page	1,040.00 *	1,072.00 *	01/04/21	I/N/P
Display and Directory Entry Full A4 page and directory entry	1,195.00 *	1,231.00 *	01/04/21	I/N/P
Display Advertisement Full inside back A4 page	1,277.00 *	1,316.00 *	01/04/21	I/N/P
Display and Directory Entry Full inside back A4 page and directory entry	1,432.00 *	1,475.00 *	01/04/21	I/N/P
Copy design simple half page	52.00 *	54.00 *	01/04/21	I/N/P
Copy design complex full page	77.00 *	80.00 *	01/04/21	I/N/P
All fees discounted by 10% for repeat customers				

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Neighbourhoods Bereavement Services

(B) Charges determined by Committee

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Arboria Plaques				
Arboria Plaque with text only	185.00 *	190.00 *	01/04/21	I/N/P
Arboria Plaque with text and engraved motif	215.00 *	221.00 *	01/04/21	I/N/P
Arboria Plaque with text and engraved and painted motif	245.00 *	252.00 *	01/04/21	I/N/P
Arboria Plaque with text and ceramic photo	295.00 *	304.00 *	01/04/21	I/N/P
Arboria Plaque Rights or Renewal for 10 years	246.00	255.00	01/04/21	I/N/P

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Neighbourhoods Environment

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Borough Roads:				
Note: Unlicensed Skips/Materials will be on the spot fined & removed @ £620	639.00	658.00	01/04/21	I/N/L
Each Skip / Builders materials on public highway				
Up to first 14 days	77.00	80.00	01/04/21	I/N/L
Each additional period of up to 7 days	67.00	70.00	01/04/21	I/N/L
Structures / Hoardings / Scaffolds				
Bond				
£105 per linear metre - Minimum 6 Metres	649.00	871.00	01/04/21	D/L
Licence				
Each additional period of up to 28 days/occasion				
£78.00 per linear metre - minimum 6 metres up to 28 days	482.00	Withdrawn	01/04/21	
£195 for 3 x NRSWA inspections @ £65 each inspection	201.00	Withdrawn	01/04/21	
Minimum charge length 6 mtrs & combined inspection = Total £663.00 min	683.00	698.00	01/04/21	D/L
(ii) Vehicle Crossovers (per square metre)	168.00	233.00	01/04/21	D/L
Non refundable charge for assessing applications	103.00	204.00	01/04/21	D/L
Waste disposal surcharge	18.50 per sq.m	26.00	01/04/21	C/I/N/D/L

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Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
(iii) Road Closures (per road)	2215.00	3047.00	01/04/21	D/L
(iv) Clearance of Blocked Drains (Vatable unless working under Statutory power)	150.00	155.00	01/04/21	I/N/L
(v) Parking Bay suspensions price per parking space per day (1 - 14 days)	36.00	Withdrawn	01/04/21	
price per parking space per day (15 days +)	41.00	Withdrawn	01/04/21	
(vi) Crane license (charges based on TMA 2004 permitted charges)				
Minimum	324.00	334.00	01/04/21	I/N/L
Maximum	587.00	605.00	01/04/21	I/N/L
(vii) Section 50 Licence (private individual to place/maintain apparatus in highway)	798.00	Withdrawn	01/04/21	
(£195 for 3 x NRSWA inspections @ £65 each inspection)	201.00	Withdrawn	01/04/21	
Total of Section 50 licence and inspections	999.00	Withdrawn	01/04/21	

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(i) Parking Bay suspensions				
price per parking space per day (1 - 7 days)	New	50.00	01/04/21	C/I/N/D/L
price per parking space per day (8 - 14 days)	New	100.00	01/04/21	C/I/N/D/L
price per parking space per day (15 days +)	New	150.00	01/04/21	C/I/N/D/L
(ii) Section 50 Licence (private individual to place/maintain apparatus in highway)				
Major works permit	1,345.00	1,385.00	01/04/21	C/I/N/D/L
Standard works permit	1,145.00	1,179.00	01/04/21	C/I/N/D/L
Minor works permit	995.00	1,025.00	01/04/21	C/I/N/D/L
(iii) Building materials licenses				
Up to first 14 days	77.00	93.00	01/04/21	C/I/N/D/L
Each additional period of up to 7 days (renewal)	67.00	81.00	01/04/21	C/I/N/D/L
(iv) Compound / welfare unit				
Up to first 14 days	77.00	250.00	01/04/21	C/I/N/D/L
Each additional period of up to 7 days (renewal)	67.00	67.00	01/04/21	C/I/N/D/L

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Neighbourhoods Environment

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Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Refuse Collection:				
(i) Bulky Household Refuse				
1 to 3 items	43.00	44.50	01/04/21	I/N/P
Each additional item	11.00	11.50	01/04/21	I/N/P
(ii) Compostable garden refuse sacks				
(Year's supply of 5 rolls of 10 sacks per roll)				
Standard	55.00	55.00	01/04/20	L
Top up roll (10 sacks)	11.00	11.00	01/04/20	L
Top up roll delivery	5.00	5.00	01/04/20	L
(iii) Green Waste Collection Service (per annum)				
(Wheeled bin hire included)				
Full year	55.00	55.00	01/04/20	L
Late payment charge	5.00	5.00	01/04/20	L
Late payment charge after bin collection	11.00	11.50	01/04/21	I/N/P
Replacement bin charge	29.00	30.00	01/04/21	I/N/P

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Neighbourhoods Environment

(B) Charges determined by Committee

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Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
(iv) Trade Refuse Collection Service From 1st April 2015 this service has been independently operated by Serco. These charges will only apply if a business within the borough exercises its legal right to require the Council to undertake the collection. Trade refuse sacks (pack of 26) Trade refuse sacks (pack of 26) for Charity shops Cardboard Collection Container emptying and disposal: 1100 / Palladin / 660 litre bin -1st bin per visit 2nd & subsequent bins 360 litre wheeled bin Charity shops LBH Schools 2nd collection from residential blocks per bin				
	162.00	167.00	01/04/21	I/N/P
	127.00	131.00	01/04/21	I/N/P
	6.00	6.50	01/04/21	I/N/P
	35.00	36.00	01/04/21	I/N/P
	34.00	35.00	01/04/21	I/N/P
	29.00	30.00	01/04/21	I/N/P
	29.00	30.00	01/04/21	I/N/P
	29.00	30.00	01/04/21	I/N/P
	10.00	10.50	01/04/21	I/N/P

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Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
(iv) Trade Refuse Collection Service (continued)				
Container hire (per annum):				
Eurobins:				
1100 litres	241.00	248.00	01/04/21	I/N/P
660 litres	179.00	184.00	01/04/21	I/N/P
Chamberlains:				
940 litres	179.00	184.00	01/04/21	I/N/P
Palladin:				
940 litres	179.00	184.00	01/04/21	I/N/P
Container Sale				
360 litres recycling	85.00	87.50	01/04/21	I/N/P
(v) Collection & disposal of trade clinical waste (per bag / box)	14.00	14.50	01/04/21	I/N/P
(vi) Special clearances of rubbish:				
Up to 30 minutes on site	112.00	115.50	01/04/21	I/N/P
Up to 1 hour on site	224.00	231.00	01/04/21	I/N/P
Each 15 minute thereafter	57.00	59.00	01/04/21	I/N/P

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Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
FOOTBALL AT PARKS WITH CRICKET (28 WEEKS)				
Pavilion with washing facilities				
Adult				
Each Saturday or Sunday during Season**	1,778.00	1,831.34	01/04/21	I/N/P
Each alternate Saturday or Sunday during Season**	889.00	915.67	01/04/21	I/N/P
Junior (under 18)				
Each alternate Saturday or Sunday during Season**	Withdrawn			
No Pavilion Facilities				
Junior (under 18)				
Each Saturday or Sunday during Season**	515.00	530.45	01/04/21	I/N/P
Each alternate Saturday or Sunday during Season**	294.00	302.82	01/04/21	I/N/P
**Bookings of less than 10, will attract a VAT charge.				

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FOOTBALL AT PARKS WITH CRICKET (32 WEEKS)				
Pavilion with washing facilities				
Adult				
Each Saturday or Sunday during Season**	2,046.00	2,107.38	01/04/21	I/N/P
Each alternate Saturday or Sunday during Season**	1,024.00	1,054.72	01/04/21	I/N/P
Junior (under 18) 7v7 & 9v9				
Each Saturday or Sunday during Season**	672.00	692.16	01/04/21	I/N/P
Each alternate Saturday or Sunday during Season**	336.00	346.08	01/04/21	I/N/P
Junior (under 18) 11v11				
Each Saturday or Sunday during Season**	610.00	628.30	01/04/21	I/N/P
Each alternate Saturday or Sunday during Season**	305.00	314.15	01/04/21	I/N/P

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FOOTBALL AT WESTLANDS FIELD				
Pavilion with washing facilities				
Adult				
Each Saturday or Sunday during Season**	2,400.00	2,472.00	01/04/21	I/N/P
Each alternate Saturday or Sunday during Season**	1,200.00	1,236.00	01/04/21	I/N/P
MINI SOCCER				
1 Hour Slots (during season)				
Each Saturday or Sunday**	390.00	401.70	01/04/21	I/N/P
Alternate Saturday or Sunday**	195.00	200.85	01/04/21	I/N/P
CRICKET				
 No Pavilion Facilities				
Adults Each Saturday or Sunday during Season**	1,620.00	1,668.60	01/04/21	I/N/P
 Pitches with Pavilions				
Adults Each Saturday or Sunday during Season**	2,909.00	2,996.27	01/04/21	I/N/P

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BOOT CAMPS, PERSONAL TRAINING, SPORTS & FITNESS GROUPS (annual licence)				
1-5 clients 1- 3 sessions per week	593.00	610.79	01/04/21	I/N/P
1-5 clients 4 - 7 sessions per week	1634.00	1683.02	01/04/21	I/N/P
6-20 clients 1-3 sessions per week	1103.00	1136.09	01/04/21	I/N/P
6-20 clients 4-7 sessions per week	3034.00	3125.02	01/04/21	I/N/P
<i>charges based on previous year's fee x median no. sessions x 40(weeks)</i>				
ALLOTMENTS				
Land charge per acre	207.00	213.21	01/04/21	I/N/P
Plot Rent (This fee is set by the Allotment Society and therefore is not published in the Councils fees and charges)				
WEDDING PHOTOGRAPHY				
Exclusive use of area of a park for wedding photography (except Langtons Ga	57.00	58.71	01/04/21	I/N/P
FUNFAIRS & CIRCUSES (
Ground rent per day of operation (up to 7 rides / 500 seating capacity)	550.00	566.50	01/04/21	I/N/P
Ground rent per day of operation (more than 7 rides /500 seating capacity)	1115.00	1148.45	01/04/21	I/N/P
Returnable deposit per visit.	Negosiated according to size of event			
Additional ground rent for extra non-operational days spent on site	382.00	393.46	01/04/21	I/N/P

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FUNFAIRS & CIRCUSES (continued)				
PARKS (all events and activities are subject to appropriate licence fees at a separate charge)				
Minimum charge for the hire of park & open space (private/commercial) <i>Charges to be negotiated with organiser based on details of event provided on the application . Factors to be considered are the type of organisation/individual, park and area being used, is it exclusive use of the space, time of usage, and scale of the event</i>	94.00	97.00	01/04/21	I/N/P
Mobile catering unit (per month)	266.00	273.98	01/04/21	I/N/P
Raphael Park Meeting Room (charge per hour)	22.00	22.66	01/04/21	I/N/P
Westlands Pavilion hire (charge per hour)	22.00	22.66	01/04/21	I/N/P
Tennis courts (fee per court per day for Coach/Club)	NEW	20.00	01/04/21	L

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CHARGES FOR NON SCHEDULED WORKS				
Week day rates				
18 tonne grab lorry and driver per hour	168.00 *	173.00 *	01/04/21	I/N/P
2 staff & a van (includes tools & machinery) per hour	81.00 *	83.50 *	01/04/21	I/N/P
1 staff & a van (includes tools & machinery) per hour	47.00 *	48.50 *	01/04/21	I/N/P
Tractor & implement, or trailer with operator per hour	52.00 *	54.00 *	01/04/21	I/N/P
Ride on mower & operator per hour	47.00 *	48.50 *	01/04/21	I/N/P
Member of staff per hour (standard hours)	34.00 *	35.00 *	01/04/21	I/N/P
Charge hand per hour (standard hours)	43.00 *	44.50 *	01/04/21	I/N/P
Supply & plant memorial tree (up to 2metre football Inc. stakes & ties)	323.00 *	333.00 *	01/04/21	I/N/P
Initial mark - rugby pitch per pitch per occasion	133.00 *	137.00 *	01/04/21	I/N/P
Re-mark - rugby pitch per pitch per occasion	47.00 *	48.50 *	01/04/21	I/N/P
Initial mark – football pitch per pitch per occasion	121.00 *	125.00 *	01/04/21	I/N/P
Re-mark football pitch per pitch per occasion	41.00 *	42.50 *	01/04/21	I/N/P
Initial mark six lane 400 metre running track per occasion	526.00 *	542.00 *	01/04/21	I/N/P
Re-mark six lane 400 metre running track per occasion	121.00 *	125.00 *	01/04/21	I/N/P
Initial mark hockey pitch per occasion	81.00 *	83.50 *	01/04/21	I/N/P
Re-mark hockey pitch per occasion	28.00 *	29.00 *	01/04/21	I/N/P
Remove or install goal post socket each (excludes socket)	81.00 *	83.50 *	01/04/21	I/N/P

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Week day rates (continued)				
Preparation of new or renovation of shrub beds per m2	56.00 *	58.00 *	01/04/21	I/N/P
Shrub bed planting (five 3 litre container grown shrubs) per m2	49.00 *	50.50 *	01/04/21	I/N/P
Shrub bed mulching (using composted whole tree mulch) per m2	4.00 *	4.00 *	01/04/20	P
Hedge cutting per linear metre	9.00 *	9.50 *	01/04/21	I/N/P
Prepare ground, supply & lay turf per m2	9.00 *	9.50 *	01/04/21	I/N/P
Prepare ground, supply and sow grass seed per m2	6.00 *	6.00 *	01/04/20	P
Saturday rates				
1 staff & a van (includes tools & machinery) per hour	64.00 *	66.00 *	01/04/21	I/N/P
2 staff & a van (includes tools & machinery) per hour	115.00 *	118.50 *	01/04/21	I/N/P
Member of staff per hour (standard hours)	52.00 *	53.50 *	01/04/21	I/N/P
Charge hand per hour (standard hours)	63.00 *	65.00 *	01/04/21	I/N/P

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(A) Statutory and Nationally Agreed Charges -

*VAT inclusive

Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
TRAFFIC & PARKING CONTROL:				
Parking Facilities				
Penalty Charge Notices				
(Levels set by London Councils and agreed by the Mayor of London and endorsed by the Secretary of State)				
Less Serious Contravention Band A	80.00	80.00	01/04/11	P
Less Serious Contravention Band A if paid within 14 days	40.00	40.00	01/04/11	P
Serious Contravention Band A	130.00	130.00	15/04/11	P
Serious Contravention Band A paid within 14 days	65.00	65.00	15/04/11	P
Less Serious Band B	60.00	60.00	01/04/11	P
Less Serious paid within 14 days	30.00	30.00	01/04/11	P
Serious Band B	110.00	110.00	15/04/11	P
Serious Band B if paid within 14 days	55.00	55.00	15/04/11	P
Vehicle Clamping and Removal				
Vehicle Immobilisation release fee	70.00	70.00	01/04/11	P
Vehicle Pound release fee (if clamped)	200.00	200.00	01/04/11	P
Disposal Fee	70.00	70.00	01/04/11	P
Vehicle Pound storage fee (per day)	40.00	40.00	01/04/11	P

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Neighbourhoods Environment

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ENVIRONMENTAL HEALTH:				
Defra				
Stray Dog Service - Environmental Protection (Stray Dogs) Regulation 1992				
Impounding fee per dog	25.00	25.00	01/04/92	P
Gambling Act 2005				
Bingo club - Gambling Act 2005 Dept. of Culture and Media and Sport				
Copy licence	25.00	25.00	01/10/06	P
Notification of change	50.00	50.00	01/10/06	P
Betting shop - Dept. of Culture and Media and Sport				
Copy licence	25.00	25.00	01/10/06	P
Notification of change	50.00	50.00	01/10/06	P
Betting premises tracks - Dept. of Culture and Media and Sport				
Copy licence	25.00	25.00	01/10/06	P
Notification of change	50.00	50.00	01/10/06	P

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Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Family entertainment centres - Dept. of Culture and Media and Sport				
Application to vary	1,000.00	1,000.00	01/10/06	P
Copy licence	25.00	25.00	01/10/06	P
Notification of change	50.00	50.00	01/10/06	P
Adult gaming centres - Dept. of Culture and Media and Sport				
Application to vary	1,000.00	1,000.00	01/10/06	P
Copy licence	25.00	25.00	01/10/06	P
Notification of change	50.00	50.00	01/10/06	P
Lottery - Dept. of Culture and Media and Sport				
New registration	40.00	40.00	01/10/06	P
Annual re registration	20.00	20.00	01/10/06	P
Permit fees - Dept. of Culture and Media and Sport				
Notification of right of licensed premises to have 2 gaming machines	50.00	50.00	01/10/06	P
Family entertainment centre - Dept. of Culture and Media and Sport				
New application	300.00	300.00	01/10/06	P
Change of name	25.00	25.00	01/10/06	P
Copy of permit	15.00	15.00	01/10/06	P

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Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Prize Gaming permit (S 16) Dept. of Culture and Media and Sport				
New application	300.00	300.00	31/03/05	P
Change of name	25.00	25.00	31/03/05	P
Copy of permit	15.00	15.00	31/03/05	P
Licensed premises gaming machine permit - Dept. of Culture Media and Sport				
New application (new operator)	150.00	150.00	31/03/05	P
New application (existing operator)	100.00	100.00	31/03/05	P
Vary a permit	100.00	100.00	31/03/05	P
Transfer application	25.00	25.00	31/03/05	P
Annual fee (1st fee payable within 30 days of issue)	50.00	50.00	31/03/05	P
Change of name	25.00	25.00	31/03/05	P
Copy of permit	15.00	15.00	31/03/05	P

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Club gaming machine permit - Dept. of Culture and Media and Sport				
New application	200.00	200.00	31/03/05	P
Renewal	100.00	100.00	31/03/05	P
New application (existing operator)	100.00	100.00	31/03/05	P
Vary a permit	100.00	100.00	31/03/05	P
Copy of permit	15.00	15.00	31/03/05	P
Annual fee (1st fee payable within 30 days of issue)	50.00	50.00	31/03/05	P
Environment Protection Act (Defra)				
Application Fee				
Standard Process	1,650.00	1,650.00	01/04/18	P
Additional fee for operating without a permit	1,188.00	1,188.00	01/04/18	P
Reduced fee activities (except VRs)	155.00	155.00	01/04/19	P
Service stations PVR I/dry cleaner/ waste oil burner <0.4MW	Withdrawn	Withdrawn		
Vehicle refinisher	362.00	362.00	01/04/18	P
Reduced fee activities: Additional fee for operating without a permit.	99.00	71.00	01/04/19	P

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Environment Protection Act (Defra) (continued)				
Service station PVR I& II combined	257.00	257.00	01/04/18	P
Additional fee for operating without a permit	Withdrawn		01/04/19	P
Mobile screening and crushing plant	1,650.00	1,650.00	01/04/18	P
For the third to seventh applications	985.00	985.00	01/04/18	P
For the eight and subsequent applications	498.00	498.00	01/04/18	P
Note: Where an application for any of the above is for a combined Part B and waste site	No Charge		01/04/18	P
Annual subsistence charge				
Standard process Low (+£103*)	772.00	772.00	01/04/18	P
Standard process Medium (+£156.00*)	1,161.00	1,161.00	01/04/18	P
Standard process High (+£207*)	1,747.00	1,747.00	01/04/18	P
<i>(+) to be added when the above standard process is for combined part B and waste site</i>				
Service stations PVR I/dry cleaner/ waste oil burner <0.4MW				
Low	79.00	79.00	01/04/18	P
Medium	79.00	158.00	01/04/18	P
High	237.00	237.00	01/04/18	P

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Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Environment Protection Act (Defra) (continued)				
Vehicle refinisher				
Low	228.00	228.00	01/04/18	P
Medium	365.00	365.00	01/04/18	P
High	548.00	548.00	01/04/18	P
Service station PVRI and II combined				
Low	113.00	113.00	01/04/18	P
Medium	226.00	226.00	01/04/18	P
High	341.00	341.00	01/04/18	P
Odourising of natural gas				
Low	79.00	79.00	01/04/19	P
Medium	158.00	158.00	01/04/19	P
High	237.00	237.00	01/04/19	P
Mobile screening and crushing plant For the first and second plants				
Low	646.00	626.00	01/04/19	P
Medium	1,034.00	1,034.00	01/04/18	P
High	1,506.00	1,551.00	01/04/19	P

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Environment Protection Act (Defra) (continued)				
For the third to seventh applications				
Low	385.00	385.00	01/04/18	P
Medium	617.00	617.00	01/04/18	P
High	924.00	924.00	01/04/18	P
For the eighth and subsequent applications				
Low	198.00	198.00	01/04/18	P
Medium	316.00	316.00	01/04/19	P
High	473.00	473.00	01/04/18	P
Transfer and Surrender of a permit				
Standard process transfer	169.00	169.00	01/04/18	P
Standard process partial transfer	497.00	497.00	01/04/18	P
New operator at low risk reduced fee activity	78.00	78.00	01/04/18	P
Surrender: all Part B activities	No Charge	No Charge	01/05/12	P
Transfer : Service Stations and Waste Oil burners <0.4MW	No Charge	No Charge	01/05/12	P
Reduced fee activities: Transfer	No Charge	No Charge	01/05/12	P
Reduced fee activities: partial transfer	47.00	47.00	01/04/18	P

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Transfer and Surrender of a permit (continued)				
Temporary				
First transfer	53.00	53.00	01/04/19	P
Transfer for mobiles				
Repeat transfer	11.00	11.00	01/04/19	P
Repeat following enforcement or warning	53.00	53.00	01/04/19	P
Substantial changes to s10 and s11				
One off annual payment				
Standard process	1,050.00	1,050.00	01/04/18	P
Standard process where the substantial change results in a new PPC activity	1,650.00	1,650.00	01/04/18	P
Reduced fee activities	102.00	102.00	01/04/18	P
Note: Reduced fee activities are; Service Stations, Vehicle Refinishers, Dry Cleaners and Small Waste Oil burners under 0.4MW				

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Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Environmental Protection Act (DEFRA): LAPPC mobile plant charges				
Number of Permits				
1 Low	646.00	646.00	01/04/19	P
1 Medium	1,034.00	1,034.00	01/04/19	P
1 High	1,506.00	1,506.00	01/04/19	P
2 Low	646.00	646.00	01/04/19	P
2 Medium	1,034.00	1,034.00	01/04/19	P
2 High	1,506.00	1,506.00	01/04/19	P
3 Low	385.00	385.00	01/04/19	P
3 Medium	617.00	617.00	01/04/19	P
3 High	924.00	924.00	01/04/19	P
4 Low	385.00	385.00	01/04/19	P
4 Medium	617.00	617.00	01/04/19	P
4 High	924.00	924.00	01/04/19	P
5 Low	385.00	385.00	01/04/19	P
5 Medium	617.00	617.00	01/04/19	P
5 High	924.00	924.00	01/04/19	P
6 Low	385.00	385.00	01/04/19	P
6 Medium	617.00	617.00	01/04/19	P
6 High	924.00	924.00	01/04/19	P

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Environmental Protection Act (DEFRA): LAPPC mobile plant charges (continued)				
7 Low	385.00	385.00	01/04/19	P
7 Medium	617.00	617.00	01/04/19	P
7 High	924.00	924.00	01/04/19	P
8 and over Low	198.00	198.00	01/04/19	P
8 and over Medium	316.00	316.00	01/04/19	P
8 and over High	473.00	473.00	01/04/19	P
Note: Subsistence charges can be paid in four equal quarterly instalments paid on 1st april, 1st July, 1st October and 1st January. Where paid quarterly the total amount payable to the local authority will be increased by £36.				
Payment in 4 equal instalments (1st April, 1st July, 1st October, 1st January)				
Standard process	Withdrawn	Withdrawn		
Standard process where the substantial change results in a new PPC activity	Withdrawn	Withdrawn		
Service stations/Dry cleaners /waste oil burner <0.4MW/ vehicle re-sprayers	Withdrawn	Withdrawn		

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Licensing Act 2003 fees set by Home Office				
Application for the grant or renewal of a personal licence	37.00	37.00	01/11/05	P
Temporary event notice	21.00	21.00	01/11/05	P
Theft, loss, etc. of premises licence or summary	21.00	21.00	01/11/05	P
Application for a provisional statement where premises being built etc.	10.50	10.50	01/11/05	P
Notification of change of name or address	10.50	10.50	01/11/05	P
Application to vary licence to specify individual as premises supervisor	23.00	23.00	01/11/05	P
Application for transfer of premises licence	23.00	23.00	01/11/05	P
Interim authority notice following death etc. of licence holder	10.50	10.50	01/11/05	P
Theft, loss etc. of certificate or summary	23.00	23.00	01/11/05	P
Notification of change of name or alteration of rules of club	23.00	23.00	01/11/05	P
Change of relevant registered address of club	23.00	23.00	01/11/05	P
Theft, loss etc. of temporary event notice	10.50	10.50	01/11/05	P
Theft, loss etc. of personal licence	10.50	10.50	01/11/05	P
Duty to notify change of name or address	10.50	10.50	01/11/05	P
Right of freeholder etc. to be notified of licensing matters	10.50	10.50	01/11/05	P

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Main Fee Levels				
Based on non domestic rateable value:				
Band A £0 - £4,300				
Band B £4,301 - £33,000				
Band C £33,001 - £87,000				
Band D £87,001 - £125,000				
Band E £125,001 and over				
Premises Licences				
New Applications and variation				
Band A	100.00	100.00	01/11/05	P
Band B	190.00	190.00	01/11/05	P
Band C	315.00	315.00	01/11/05	P
Band D	450.00	450.00	01/11/05	P
Band E	635.00	635.00	01/11/05	P
Multiplier applied to premises used exclusively or primarily for the supply of alcohol for consumption on the premises (bands D & E only)				
Band D x 2	900.00	900.00	01/11/05	P
Band E x 3	1,905.00	1,905.00	01/11/05	P

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Premises Licences (continued)				
Annual maintenance fee to keep premises licence current.				
Band A	70.00	70.00	01/11/05	P
Band B	180.00	180.00	01/11/05	P
Band C	295.00	295.00	01/11/05	P
Band D	320.00	320.00	01/11/05	P
Band E	350.00	350.00	01/11/05	P
Annual charge multiplier applied to premises used exclusively or primarily for the supply of alcohol for consumption on the premises (bands D & E only)				
Band D x 2	640.00	640.00	01/11/05	P
Band E x 3	1,050.00	1,050.00	01/11/05	P
Additional Fees				
There are additional fees for premises licence applications, and the annual fee for exceptionally large scale events (5000+), unless certain conditions apply. Please read Regulation 4(4) and 4(5) of the licensing Act (Fees) Regulations 2005.				

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Additional Premises licence fee				
Numbers in attendance at any one time				
5,000 - 9,999	1,000.00	1,000.00	01/11/05	P
10,000 - 14,999	2,000.00	2,000.00	01/11/05	P
15,000 - 19,999	4,000.00	4,000.00	01/11/05	P
20,000 - 29,999	8,000.00	8,000.00	01/11/05	P
30,000 - 39,999	16,000.00	16,000.00	01/11/05	P
40,000 - 49,999	24,000.00	24,000.00	01/11/05	P
50,000 - 59,999	32,000.00	32,000.00	01/11/05	P
60,000 - 69,999	40,000.00	40,000.00	01/11/05	P
70,000 - 79,999	48,000.00	48,000.00	01/11/05	P
80,000 - 89,999	56,000.00	56,000.00	01/11/05	P
90,000 and over	64,000.00	64,000.00	01/11/05	P

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Additional annual maintenance fee payable (if applicable)				
Numbers in attendance at any one time				
5,000 - 9,999	500.00	500.00	01/11/05	P
10,000 - 14,999	1,000.00	1,000.00	01/11/05	P
15,000 - 19,999	2,000.00	2,000.00	01/11/05	P
20,000 - 29,999	4,000.00	4,000.00	01/11/05	P
30,000 - 39,999	8,000.00	8,000.00	01/11/05	P
40,000 - 49,999	12,000.00	12,000.00	01/11/05	P
50,000 - 59,999	16,000.00	16,000.00	01/11/05	P
60,000 - 69,999	20,000.00	20,000.00	01/11/05	P
70,000 - 79,999	24,000.00	24,000.00	01/11/05	P
80,000 - 89,999	28,000.00	28,000.00	01/11/05	P
90,000 and over	32,000.00	32,000.00	01/11/05	P

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Neighbourhoods Environment

(A) Statutory and Nationally Agreed Charges -

*VAT inclusive

Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Club premises certificates				
New application variation				
Band A	100.00	100.00	01/11/05	P
Band B	190.00	190.00	01/11/05	P
Band C	315.00	315.00	01/11/05	P
Band D	450.00	450.00	01/11/05	P
Band E	635.00	635.00	01/11/05	P
Annual maintenance fee				
Band A	70.00	70.00	01/11/05	P
Band B	180.00	180.00	01/11/05	P
Band C	295.00	295.00	01/11/05	P
Band D	320.00	320.00	01/11/05	P
Band E	350.00	350.00	01/11/05	P
Fireworks Explosives Regulations 2014 (set by HSE)				
Registration (Unlimited) initial application	500.00	500.00	01/04/17	P
Renewal Withdrawn 2019/20	Withdrawn	Withdrawn		
Licence (limited) to store explosives (fireworks)				
New Application 1 year Withdrawn	Withdrawn	Withdrawn		
Renewal 1 year Withdrawn	Withdrawn	Withdrawn		
Renewal 3 year Withdrawn	Withdrawn	Withdrawn		

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Neighbourhoods Environment

(A) Statutory and Nationally Agreed Charges -

*VAT inclusive

Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Explosives Regulations 2014				
Fireworks Explosives Regulations Health & Safety and Nuclear (Fees) Regulations 2016				
Licence to store explosives where, by virtue of regulation 27 of, and Schedule 5 to, the 2014 Regulations, no minimum separation distance or a 0 metres separation distance is prescribed: (Storage of up to 250kg NEQ)				
New				
New application 1 year	109.00	109.00	01/04/17	P
New application 2 years	141.00	141.00	01/09/19	P
New application 3 years	173.00	173.00	01/09/19	P
New application 4 years	206.00	206.00	01/09/19	P
New application 5 years	238.00	238.00	01/09/19	P
Renewals				
Renewal 1 year	54.00	54.00	01/09/19	P
Renewal 2 years	86.00	86.00	01/09/19	P
Renewal 3 years	120.00	120.00	01/04/17	P
Renewal 4 years	152.00	152.00	01/09/19	P
Renewal 5 years	185.00	185.00	01/09/19	P

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Neighbourhoods Environment

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Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Explosives Regulations 2014 (Cont)				
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 required: (Storage between 250kg and 2,000kg NEQ)				
<u>New</u>				
New application 1 year	185.00	185.00	06/04/16	P
New application 2 years	243.00	243.00	01/09/19	P
New application 3 years	304.00	304.00	01/09/19	P
New application 4 years	374.00	374.00	01/09/19	P
New application 5 years	423.00	423.00	01/09/19	P
<u>Renewals</u>				
Renewal 1 year	86.00	86.00	06/04/16	P
Renewal 2 years	147.00	147.00	01/09/19	P
Renewal 3 years	206.00	206.00	06/04/19	P
Renewal 4 years	266.00	266.00	01/09/19	P
Renewal 5 years	326.00	326.00	01/09/19	P
<u>Varying a licence</u> (For any other variation-the reasonable cost to the licensing authority of having the work carried out)				
Varying the name of licensee or address of site	36.00	36.00	06/04/16	P
Transfer of licence	36.00	36.00	06/04/16	P
Replacement of licence if lost	36.00	36.00	06/04/16	P

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Neighbourhoods Environment

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Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
ENVIRONMENTAL ENFORCEMENT				
Environmental offences				
Fixed penalty notices				
Levels are set by legislation and London Councils Transport and Environment Committee Guidelines.				
Fly Tipping	400.00	400.00	01/04/20	P
Fail to produce Waste Transfer Notes	300.00	300.00	01/04/20	P
Litter	150.00	150.00	01/04/20	P
Fail to comply requirement or condition in Abatement Notice	110.00	110.00	01/04/20	P
Fail to comply Community Protection Notice	100.00	100.00	01/04/20	P
Fail to comply Public Space Protection Order	100.00	100.00	01/04/20	P
Fail to produce authority to carry waste	300.00	300.00	01/04/20	P
Fail to comply with receptables notice (Commercial)	110.00	110.00	01/04/20	P
Unlicensed Street Trading	150.00	150.00	01/04/20	P
Fail to comply conditions Street Trading License / temp License	100.00	100.00	01/04/20	P
Fail to produce a Street Trading Licence / Temp Licence on demand	100.00	100.00	01/04/20	P
Making a false statement to obtain a Street Trading Licence	125.00	125.00	01/04/20	P
Resisting or obstructing an authorised officer	250.00	250.00	01/04/20	P
Nuisance Vehicles exposed for sale Unlicensed Trade	150.00	150.00	01/04/20	P

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Neighbourhoods Environment

(A) Statutory and Nationally Agreed Charges -

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Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Fixed penalty notices (Continue)				
Abandoned Vehicles	200.00	200.00	01/04/20	P
Fail to comply dog control / CPN	80.00	80.00	01/04/20	P
Unauthorised distribution of printed matter	75.00	75.00	01/04/20	P
Fly Posting	150.00	150.00	01/04/20	P
Display advertisement in contravention of regs	75.00	75.00	01/04/20	P
Graffiti	150.00	150.00	01/04/20	P
Marks / picture/ sign on highway or highway furniture	100.00	100.00	01/04/20	P
Wilful obstruction	100.00	100.00	01/04/20	P
Erect building / fence / hedge on highway	100.00	100.00	01/04/20	P
Deposit skip on highway without authority	100.00	100.00	01/04/20	P
Deposit skip on highway failure to light or sign	100.00	100.00	01/04/20	P
Deposit skip on highway failure to display name and address	100.00	100.00	01/04/20	P
Deposit skip on highway fail to remove	100.00	100.00	01/04/20	P
Deposit skip on highway fail to comply conditions / permit	100.00	100.00	01/04/20	P
Deposit skip on highway fail to remove / reposition	100.00	100.00	01/04/20	P
Deposit material on made up carriageway	100.00	100.00	01/04/20	P
Deposit material within 15 feet of centre carriageway	100.00	100.00	01/04/20	P
Deposit material on highway to interruption of user	100.00	100.00	01/04/20	P
Pitching booths / stalls / stands / camp on highway	100.00	100.00	01/04/20	P

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Neighbourhoods Environment

(A) Statutory and Nationally Agreed Charges -

*VAT inclusive

Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Fixed penalty notices (Continue)				
Fail to prevent soil / mud / refuse escape to sewer / road	100.00	100.00	01/04/20	P
Fail to remove projection	100.00	100.00	01/04/20	P
Fail to prevent door etc, opening onto street	100.00	100.00	01/04/20	P
Deposit things on highway which cause injury or danger	100.00	100.00	01/04/20	P
Erect scaffold or structure on highway w/o licence ftc condition	100.00	100.00	01/04/20	P

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Neighbourhoods Planning

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
<u>Planning Performance Agreements</u>				
Strategic Applications Early Principles/Introductory Meeting	1,030.00	1,060.00	01/04/21	I/P

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(B) Charges determined by Committee

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Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
PLANNING AND BUILDING CONTROL:				
Photocopying per A4 and A3 sheet (minimum charge £1)	0.30 *	0.31 *	01/04/21	I/P
Photocopying of plans (per sheet)	21.00 *	22.00 *	01/04/21	I/P
Other Planning requests - per hour (minimum 1/2 hour)	79.00	81.00	01/04/21	I/P
Other Building Control requests - per hour	79.00	81.00	01/04/21	I/P
[The Building (Local Authority Charges) Regulations 2010] Committee reports (available from website for free)				
Section 106 Monitoring - A percentage of the total tariff payment required under the Council's Planning Obligations Supplementary Planning Document. For further details please contact the Planning service.				
Demolition Notices (Per Site) (larger sites will be assessed separately, customers are invited to contact Building control for a bespoke price)	249.00	256.00	01/04/21	I/P
Building Control - Dangerous Structure charge				
8am - 5pm - per hour	82.50	85.00	01/04/21	I/P
5pm - 8am - per hour	82.50	85.00	01/04/21	I/P
(Travelling costs will also be charged as appropriate as well as Dangerous Structures Consortium Contractors Costs)				

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Neighbourhoods Planning

(B) Charges determined by Committee

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Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Pre-Application advice				
Pre-Application advice				
Householder/Small Business - Face to Face	57.00 *	59.00 *	01/04/21	I/P
Householder/Small Business - Written Response	91.00 *	94.00 *	01/04/21	I/P
Change of Business Premises up to 99 sq.m	169.00 *	174.00 *	01/04/21	I/P
Pre-Application advice - Residential units/Commercial or Industrial Floor space				
1 residential unit	169.00 *	174.00 *	01/04/21	I/P
1 residential unit - Follow up advice	34.00 *	35.00 *	01/04/21	I/P
2-3 residential/100-499sq m floor space	338.00 *	348.00 *	01/04/21	I/P
2-3 residential/100-499sq m floor space - Follow up advice	67.50 *	69.50 *	01/04/21	I/P
4-9 residential/500-999 sq. m floor space	900.50 *	928.00 *	01/04/21	I/P
4-9 residential/500-999 sq. m floor space - Follow up advice	223.00 *	230.00 *	01/04/21	I/P
10-24 residential/1000-1999 sq.m floor spc/telecoms	1,689.00 *	1,740.00 *	01/04/21	I/P
10-24 residential/1000-1999 sq.m floor spc/telecoms - Follow up advice	335.00 *	345.00 *	01/04/21	I/P

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Planning Performance Agreements (PPA)				
Initiation Fee	5,150.00	5,300.00	01/04/21	I/P
Residential 25-49 Dwellings, Non-residential Up to 3000 sq m	20,600.00	21,200.00	01/04/21	I/P
Residential 50-100 dwellings, Non-residential Up to 3001 - 5000 sq m, Mineral extraction up to 10 hectares	30,900.00	31,800.00	01/04/21	I/P
Residential 101-150 dwellings, Non-residential 5001-10000 sq m, Mineral extraction 10.1- 20 hectares	41,200.00	42,400.00	01/04/21	I/P
Residential 151-300 dwellings, Non-residential Up to 20,000 sq m, Mineral extraction 20.1 – 30 hectares	51,500.00	53,000.00	01/04/21	I/P
Residential 301-600 dwellings, Mineral extraction more than 30 hectares	72,100.00	74,300.00	01/04/21	I/P
Residential 601-900 dwellings	92,700.00	95,500.00	01/04/21	I/P
Residential 901+ dwellings	103,000.00	106,000.00	01/04/21	I/P
Research, retrieval and copy of one document for domestic properties	43.75	45.00	01/04/21	I/P
Research, retrieval and copy of one document for non-domestic properties	66.00	68.00	01/04/21	I/P
For each additional document	21.00	21.75	01/04/21	I/P
Planning Condition History Search (30 minutes)	39.50	40.75	01/04/21	I/P
Additional research time (per 15 minutes)	19.75	20.25	01/04/21	I/P

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Neighbourhoods Planning

(B) Charges determined by Committee

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Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Supply of letter detailing inspections (where no completion certificate exists) per hour	123.50	127.00	01/04/21	I/P
Request for written confirmation that Enforcement Notice complied with or of no effect	153.00	157.50	01/04/21	I/P
Request to withdraw Enforcement Notice where no longer of effect	874.20	900.00	01/04/21	I/P
High Hedge Complaint	530.50	546.50	01/04/21	I/P

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LOCAL LAND CHARGES:				
Certain fees are laid down in regulations made under the Local Land Charges Act 1975.				
Fees for Official Local Land Charge Certificates				
Registration of a charge in Part II of the registers	94.00	97.00	01/04/21	I/P
Official search (including issue of official certificate of search)				
a) in only part of the register (one parcel)	9.50	10.00	01/04/21	I/P
b) in only part of register (each additional parcel thereafter),	3.00	3.00	01/04/20	I/P
c) in the whole of the register - post or fax (one parcel)	23.50	24.00	01/04/21	I/P
d) in the whole of the register - post or fax (each additional parcel thereafter)	6.00	6.00	01/04/20	I/P
e) in the whole of the register - where the requisition is made by electronic means in accordance with rule 16 (one parcel)	23.50	24.00	01/04/21	I/P
f) in the whole of the register - where the requisition is made by electronic means in accordance with rule 16 (each additional parcel thereafter)	6.00	6.00	01/04/20	I/P
Office copy of any entry in the register (not including a copy or extract of any plan or document filed pursuant to these rules)	2.00	2.00	01/04/20	I/P

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Office copy of any plan or other document filed pursuant to these rules:				
Personal Searches in whole or part of the Register	No Charge		01/07/10	L
Extract of register in place of personal search				
First Page	2.50	3.00	01/04/21	I/P
Subsequent pages	0.50	1.00	01/04/21	I/P
CON29(R) Enquiries				
One parcel of land	112.00 *	115.00	01/04/21	I/P
Several parcels of land				
Each additional (fees that exceed 100 to be fixed by arrangement)	48.00 *	49.00	01/04/21	I/P
Update Search Fee	80.00 *	Withdrawn	01/04/21	
Part 2 Enquiries				
Each printed enquiry	23.00 *	24.00	01/04/21	I/P
With exception to Question 4	36.00 *	37.00	01/04/21	I/P
With exception of surrounding area enquiries	39.50 *	41.00	01/04/21	I/P
 Provision of access data to external body to answer CON29(R) and (O) questions Data for CON 29(R) questions	No Charge		01/07/10	L

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Copying Charges - Legal Documents				
Certified Copy of Land Search - Paper Copy	16.50	17.00	01/04/21	I/P
First Page	3.00	3.00	01/04/20	I/P
Subsequent pages	0.50	0.50	01/04/20	I/P
Certified copy of extract of Highways Register (letter and extract)	33.00	34.00	01/04/21	I/P
Certified copy of extract of Highways Register (extract only and collection only)	16.50	17.00	01/04/21	I/P
New Residential Addresses - (building names included) in an existing road				
1 dwelling	66.00	68.00	01/04/21	I/P
2 - 5 dwellings	87.50	90.00	01/04/21	I/P
6 - 25 dwellings	104.00	107.00	01/04/21	I/P
26 - 45 dwellings	213.00	219.00	01/04/21	I/P
46 - 100 dwellings	454.00	468.00	01/04/21	I/P
100+ plots (plus an extra fee of £95 for each additional 10 dwellings (or part thereof))	765.00	788.00	01/04/21	I/P
	104.00	107.00	01/04/21	I/P

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New Residential Addresses (building names included) plus single road name				
1 - 5 dwellings	148.00	152.00	01/04/21	I/P
6 - 25 dwellings	170.00	175.00	01/04/21	I/P
26 - 45 dwellings	273.00	281.00	01/04/21	I/P
46 - 100 dwellings	514.00	529.42	01/04/21	I/P
100+ plots (plus an extra fee of £155 for each additional 10 dwellings (or part thereof)	825.00	850.00	01/04/21	I/P
	170.00	175.00	01/04/21	I/P
For each additional road name	71.00	73.00	01/04/21	I/P
New Commercial/Industrial Addresses (building name included) in an existing road				
1 unit	66.00	68.00	01/04/21	I/P
2 - 5 units	87.50	90.00	01/04/21	I/P
6 - 10 units	104.00	107.00	01/04/21	I/P
11 units plus	147.00	151.00	01/04/21	I/P

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Neighbourhoods Planning

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
New Commercial/Industrial Addresses (building name included) plus a single road name				
1 unit	87.50	90.00	01/04/21	I/P
2 - 5 units	104.00	107.00	01/04/21	I/P
6 - 10 units	125.00	129.00	01/04/21	I/P
11 units plus	170.00	175.00	01/04/21	I/P
For each additional road name	71.00	73.00	01/04/21	I/P
New street name without any new dwellings or units	71.00	73.00	01/04/21	I/P
Naming of land parcel	71.00	73.00	01/04/21	I/P
Renaming of existing road or building (residential, commercial or industrial)	71.00	73.00	01/04/21	I/P
(plus an extra fee of £21.50 for each additional dwelling or building affected)	22.00	23.00	01/04/21	I/P
Research time: flat fee for 2 hour research into possible building/street names	44.00	140.00	01/04/21	D
Non-refundable in the event that the suggested name(s) are not selected. One set of research to be undertaken on each application site only.				

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Neighbourhoods Registrars (A) - Statutory

(A) Statutory and Nationally Agreed Charges -

*VAT inclusive

Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Registrar of Births, Deaths and Marriages and Civil Partnerships:				
Places of Worship Registration Act 1855 Section 5 Certification of place of meeting for religious worship	29.00	29.00	01/09/14	P
Marriage Act 1949:				
Section 27 (6) Entering a notice of marriage in a marriage notice book				
(A) Where both parties to the proposed marriage are exempt persons within the meaning of section 49 Immigration act 2014	35.00	35.00	01/04/12	P
(B) In any other cases from 2nd March 2014	47.00	47.00	02/03/15	P
Section 41 (6) Registration of building for solemnization of marriages	123.00	123.00	01/09/14	P
Section 51 Fee of registrar for attending marriage/civil partnership:				
(i) At a register office	46.00	46.00	01/04/12	P
(ii) At a registered building or at a place where the house hold or detained person usually resides	86.00	86.00	01/09/14	P
(iii) Fee of Superintendent Registrar for attending marriage/civil partnership at the place where:				
a) Housebound or	84.00	84.00	01/09/14	P
b) Detained person usually resides	94.00	94.00	01/09/14	P

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(A) Statutory and Nationally Agreed Charges -

*VAT inclusive

Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Immigration Act 2016 :				
Consideration by a Superintendent Registrar of a divorce/civil partnership dissolution obtained outside of the British Isles (from 01/11/17)	50.00	50.00	01/04/18	P
Consideration by the Registrar General of a divorce/civil partnership dissolution obtained outside of the British Isles (from 01/11/17)	75.00	75.00	01/04/18	P
Consideration of a reduction in the 28 day notice to marry or form a civil partnership (from 01/11/17)	60.00	60.00	01/04/18	P
Marriage Act 1949 (continued):				
Section 64(1)				
Certified copy of entry issued under the subsection:				
(i) When application is made at the time of registering	11.00	11.00	16/02/19	P
(ii) After the time of registration	11.00	11.00	16/02/19	P
Certified copy of entry for Civil Partnerships:				
(i) At the time of registration	11.00	11.00	16/02/19	P
(ii) After the time of registration	11.00	11.00	16/02/19	P

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Neighbourhoods Registrars (A) - Statutory

(A) Statutory and Nationally Agreed Charges -

*VAT inclusive

Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Marriage Act 1949 (continued):				
Section 64(2) General search of indexes of register of books kept by superintendent registrars	18.00	18.00	01/04/04	P
Certified copy of entry issued under that sub-section	11.00	11.00	16/02/19	P
Section 65(2) Certified copy of entry ,following search of indexes kept at General Register Office	11.00	11.00	16/02/19	P
Births, Deaths Registration Act 1953:				
At the time of registration	11.00	11.00	16/02/19	P
After the time of registration	11.00	11.00	16/02/19	P
Section 30(2) certified copy of entry following search of indexes kept at General Register Office	11.00	11.00	16/02/19	P

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Neighbourhoods Registrars (A) - Statutory

(A) Statutory and Nationally Agreed Charges -

*VAT inclusive

Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Immigration Act 2016 :				
Fees for corrections to Initial Registration				
Forename added within 12 months of birth registration	40.00	40.00	01/11/17	P
Consideration by Registrar/Superintendent Registrar of a correction application (from 01/11/17)	75.00	75.00	01/11/17	P
Consideration by Registrar General of a correction application	90.00	90.00	01/11/17	P
Priority Certificate Fee 24 hr service	35.00	35.00	16/02/19	P
Fees for conversion of a Civil Partnership into Marriage				
Conversion of a civil partnership into marriage				
At the Register Office	45.00	45.00	01/11/17	P
Two stage procedure on other premises				
Completing the declaration	27.00	27.00	01/11/17	P
Signing the declaration in a religious building registered for the marriage of same sex couples	91.00	91.00	01/11/17	P

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Neighbourhoods Registrars - Non Statutory

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
REGISTRAR OF BIRTHS, DEATHS, MARRIAGES AND CIVIL				
Off site attendance to officiate at an approved premise wedding/civil				
Monday to Friday	635.00	655.00	01/04/21	I/N/P
Saturday	750.00	772.00	01/04/21	I/N/P
Sunday/ Bank Holiday	765.00	788.00	01/04/21	I/N/P
On site attendance to officiate at a wedding/civil partnership held in				
Monday to Thursday	560.00	Withdrawn	01/04/21	
Friday (Inc. red carpet)	680.00	Withdrawn	01/04/21	
Saturday (Inc. red carpet)	905.00	Withdrawn	01/04/21	
Sunday/ Bank Holiday (Inc. red carpet)	915.00	Withdrawn	01/04/21	
On site attendance to officiate at a wedding/civil partnership at Langtons				
Monday to Thursday	350.00	Withdrawn	01/04/21	
Frid Friday	550.00	Withdrawn	01/04/21	
Sat Saturday	685.00	Withdrawn	01/04/21	
Sun Sunday/ Bank Holiday	765.00	Withdrawn	01/04/21	

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Neighbourhoods Registrars - Non Statutory

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
On site attendance to officiate at a CEREMONY held in Langtons Hall &				
Monday to Thursday	625.00	625.00	01/04/20	L
Friday (Inc. red carpet)	760.00	760.00	01/04/20	L
Saturday (Inc. red carpet)	1,040.00	1,040.00	01/04/20	L
Sunday/ Bank Holiday (Inc. red carpet)	1,090.00	1,090.00	01/04/20	L
On site attendance to officiate at a CEREMONY held in Langtons Hall - LOW				
Monday to Thursday	545.00	545.00	01/04/20	L
Friday	660.00	660.00	01/04/20	L
Saturday	905.00	905.00	01/04/20	L
Sunday/ Bank Holiday	915.00	915.00	01/04/20	L

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Neighbourhoods Registrars - Non Statutory

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Other Civil Ceremonies				
Welcoming Ceremonies / Re-affirmation of vows (* prices include VAT) Held in Langtons Wedding Rooms				
Monday to Thursday	350.00 *	Withdrawn *	01/04/21	
Friday	550.00 *	Withdrawn *	01/04/21	
Saturday	685.00 *	Withdrawn *	01/04/21	
Sunday	765.00 *	Withdrawn *	01/04/21	
Welcoming Ceremonies / Re-affirmation of vows (* prices include VAT) Held in Langtons Hall				
Monday to Thursday	560.00 *	Withdrawn *	01/04/21	
Friday	680.00 *	Withdrawn *	01/04/21	
Saturday	905.00 *	Withdrawn *	01/04/21	
Sunday	915.00 *	Withdrawn *	01/04/21	

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Neighbourhoods Registrars - Non Statutory

(B) Charges determined by Committee

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Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
On site attendance to officiate at a CEREMONY held at Langtons House - HIGH SEASON				
Monday to Thursday	375.00	375.00	01/04/20	L
Friday	610.00	610.00	01/04/20	L
Saturday	750.00	750.00	01/04/20	L
Sunday	920.00	920.00	01/04/20	L
On site attendance to officiate at a CEREMONY held at Langtons House - LOW SEASON				
Monday to Thursday	300.00	300.00	01/04/20	L
Friday	485.00	485.00	01/04/20	L
Saturday	600.00	600.00	01/04/20	L
Sunday	735.00	735.00	01/04/20	L
(An additional amount is charged if any ceremony falls on the following three days: Valentine's Day, Christmas Eve or New Year's Eve)	120.00	120.00	01/04/20	L

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Neighbourhoods Registrars - Non Statutory

(B) Charges determined by Committee

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Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Individual Citizenship Ceremony	190.00	195.00	01/04/21	I/N/P
Wedding Rehearsal fee (per half hour)	58.00	60.00	01/04/21	I/N/P
Wedding Packages				
Silver Wedding Package/Civil Partnership Package (Friday)	2,000.00	Withdrawn	01/04/21	
Gold Wedding Package/Civil Partnership Package (Sunday)	3,500.00	Withdrawn	01/04/21	
Saturday Winter Wedding Package	Withdrawn	Withdrawn		
Surcharge for evening weddings at 5pm & 6pm on Thursdays & Fridays (includes Langton's House and Approved Premises)	205.00	Withdrawn	01/04/21	
Friday Silver Package (exc.linen) - LOW SEASON	1,750.00	1,750.00	01/04/20	L
Friday Silver Package (exc.linen) - HIGH SEASON	2,250.00	2,250.00	01/04/20	L
Sunday Gold Package (inc. linen) - LOW SEASON	2,500.00	2,500.00	01/04/20	L
Sunday Gold Package (inc.linen) - HIGH SEASON	3,250.00	3,250.00	01/04/20	L
Non Refundable deposit payable for packages	500.00	500.00	01/04/20	L
Surcharge for candlelit weddings between October-March in addition to an evening wedding option	205.00	210.00	01/04/20	I/N

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Neighbourhoods Registrars - Non Statutory

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Payment in advance of a non-refundable booking fee for Register Office Weddings only (in line with statutory fee for Register Office wedding)	57.00	57.00	01/04/20	L
Change of ceremony appointment fee	57.00	57.00	01/04/20	L
Premium Appointment Service (additional casual registrars used to cover up to one hour)	50.00	57.00	01/04/21	S/P
Non-Refundable booking fee for Notice of Marriage (applies to non-attendees only - in line with statutory fee for notice of	35.00	35.00	01/04/20	L
Langtons Hall Hire (Hourly)				
Monday - Friday 9.00-17.00	45.00	45.00	01/04/20	S/P
Monday - Thursday 17.00-24.00	60.00	60.00	01/04/20	S/P
Friday Evening, Saturday and Sunday (A discount of 20% applies for bookings of more than 6 hours for Friday evening and the weekend)	95.00	95.00	01/04/20	L
Damage deposit for Langton's Hall function bookings	250.00	250.00	01/04/20	L

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(B) Charges determined by Committee

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Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Langtons Room Hire (Hourly Minimum 2 hours)				
Room Hire Monday - Sunday 09.00 - 21.00	42.00	42.00	01/04/20	S/P
Charity Room Hire Monday - Thursday 09.00 - 21.00 (A discount of 40% applies for Charity/Community groups by application)	16.80	16.80	01/04/20	S/P
Sponsorship for Langtons Ceremony Brochure				
Whole A5 page - Portrait	770.00 *	770.00 *	01/04/20	L
Half A5 Page - Landscape	432.00 *	432.00 *	01/04/20	L
Quarter A5 Page - Portrait	267.00 *	267.00 *	01/04/20	L
Back Cover - Whole A5 Page - Portrait	1,200.00 *	1,200.00 *	01/04/20	L
Inside Front and Back Cover - Whole A5 Page - Portrait	1,134.00 *	1,134.00 *	01/04/20	L
Postage Costs:				
Marriage Authorities to other Districts by 1st class recorded delivery	Withdrawn	Withdrawn		
Copy certificates by 1st class recorded delivery	5.00	5.00	01/04/20	L

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Neighbourhoods Environment

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
TRADING STANDARDS:				
Trading Standards NE London Metrology Partnership Income Income is credited to the joint trading account				
Section 11 (4) of the Weights and Measures Act 1985				
Measuring Instruments:				
(a) Linear (with or without divisions/sub divisions)				
First Tape	13.00 *	13.00 *	01/04/20	I/N/P
(b) Capacity (without divisions, not exceeding 1 litre) - each measure				
	11.00 *	11.00 *	01/04/20	I/N/P
(c) Cubic ballast				
Other than brim (each measure)	225.00 *	232.00 *	01/04/21	I/N/P
Brim/bucket type (each measure)	99.00 *	102.00 *	01/04/21	I/N/P
1. Liquid capacity measures for making and checking average quantity purchases each measure	35.00 *	36.00 *	01/04/21	I/N/P

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Neighbourhoods Environment

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Measuring Instruments (continued):				
2. Templates (per scale)	62.00 *	64.00 *	01/04/21	I/N/P
First item	25.00 *	26.00 *	01/04/21	I/N/P
Second and subsequent items				
(d) Liquid fuel, Lubricants etc. (each instrument)				
1. Container type (not sub-divided)	115.00 *	118.00 *	01/04/21	I/N/P
2. Other types (multi-outlets)				
1 meter tested	149.00 *	153.00 *	01/04/21	I/N/P
Each additional meter tested	92.00 *	95.00 *	01/04/21	I/N/P
3. Test of peripheral equipment on separate visit	115.00 *	118.00 *	01/04/21	I/N/P
4. Test of credit card acceptor	115.00 *	118.00 *	01/04/21	I/N/P
5. MID verification				
1 meter tested	187.00 *	193.00 *	01/04/21	I/N/P
Each additional meter	115.00 *	118.00 *	01/04/21	I/N/P

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Measuring Instruments (continued):				
(e) Intoxicating liquor (each instrument)				
Not exceeding 150ml (individual submissions)	23.00 *	24.00 *	01/04/21	I/N/P
Other	27.00 *	28.00 *	01/04/21	I/N/P
(g) Each weight (stamping)				
1. Weights exceeding 5kg or not exceeding 500mg, 2cm	12.00 *	12.00 *	01/04/20	I/N/P
2. Other weights	9.00 *	9.00 *	01/04/20	I/N/P
3. Other weights (more than one submitted)	8.00 *	8.00 *	01/04/20	I/N/P
4. Adjusting weights (per hour)	116.00 *	119.00 *	01/04/21	I/N/P
(h) Verification - Weighing Machines / Weighing Equipment				
1. Calibrated to weigh only metric:				
Not exceeding 15kg	38.00 *	39.00 *	01/04/21	I/N/P
Exceeding 15kg to 100kg	55.00 *	57.00 *	01/04/21	I/N/P
Exceeding 100kg to 250kg	91.00 *	94.00 *	01/04/21	I/N/P
Exceeding 250kg to 1 tonne	131.00 *	135.00 *	01/04/21	I/N/P
Exceeding 1 tonne to 10 tonne	210.00 *	216.00 *	01/04/21	I/N/P
Exceeding 10 tonnes to 30 tonnes	440.00 *	453.00 *	01/04/21	I/N/P
Exceeding 30 tonnes to 60 tonnes	656.00 *	676.00 *	01/04/21	I/N/P

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Neighbourhoods Environment

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Measuring Instruments (continued):				
2. When testing instruments incorporate peripherals such as remote display or printing facilities, and where completion of the test requires a second person or a second series of tests by the same person, an additional fee may be charged at the standard hourly rate:	117.00 *	121.00 *	01/04/21	I/N/P
3. Medical weighing scales				
Not exceeding 15kg	38.00 *	39.00 *	01/04/21	I/N/P
Exceeding 15kg to 100kg	55.00 *	57.00 *	01/04/21	I/N/P
Exceeding 100kg to 250kg	91.00 *	94.00 *	01/04/21	I/N/P
Exceeding 250kg to 1 tonne	131.00 *	135.00 *	01/04/21	I/N/P
Certificate of errors				
For supplying a certificate containing results of errors found on testing (certificate supplied upon request of the submitter, fee applies when no other fee is payable)	52.00 *	54.00 *	01/04/21	I/N/P
Measuring Instrument Directive				
Measuring Instruments for liquid fuel and lubricants (initial verification not re-verification) (surcharge over fee listed above)	10% Surcharge *	10% Surcharge *	01/04/20	L

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S - An increase above inflation in line with a corporate saving plan

D - Increase recommended by Head of Service

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P - The Corporate Charging Policy

L - A local charging policy that deviates from the Corporate Charging Policy

Neighbourhoods Environment

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Measuring Instruments (continued):				
Other Weighing or Measuring Equipment				
Brake tester/spring balance type	62.00 *	64.00 *	01/04/21	I/N/P
For equipment other than the categories specifically described above, or equipment submitted for testing by means of statistical sampling techniques, or in pursuance of a Community obligation other than EEC. Initial or partial verification per man hour spent at place of submission of equipment etc. (pro rata for one quarter hour periods)	117.00 *	121.00 *	01/04/21	I/N/P
Standards Services provided to Other Local Authorities				
Testing and Associated Services (per hour)	98.00	101.00	01/04/21	I/N/P
Collection Delivery charge (price shown is per mile) return trip + congestion charge where applicable	1.00	1.00	01/04/20	I/N/P
Inspections during standard office hours, including travelling time	98.00	101.00	01/04/21	I/N/P
Block Booked and Pre-paid Inspections totalling more than £5,000 (per hour)	67.00	69.00	01/04/21	I/N/P

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Neighbourhoods Environment

(B) Charges determined by Committee

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Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Section 76 of the 1985 Act				
For other services or facilities provided, or for authorisation, certificates or other documents issued in pursuance of a community obligation				
Per man hour spent at place of providing the service, facility etc. (pro rata of one quarter hour periods)	98.00	101.00	01/04/21	I/N/P
UKAS Laboratory				
Charge for calibration to M1 level 25kg - 1mg (Incl. cert where total order over £100)				
One weight submitted	22.00 *	23.00 *	01/04/21	I/N/P
Certificate where total order is less than 100	34.00 *	35.00 *	01/04/21	I/N/P
Charge for calibration to F2 level 20kg - 1mg (Incl. cert where total order over £100)				
One weight submitted	52.00 *	54.00 *	01/04/21	I/N/P
Certificate where total order is less than £100 (Where multiple weights are submitted of the same nomination a 10% reduction may apply)	34.00 *	35.00 *	01/04/21	I/N/P

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Neighbourhoods Environment

(B) Charges determined by Committee

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Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
GLC (General Powers) Act 1985				
Competitive Bidding - Licence Registration fee	377.00	388.00	01/04/21	I/N/P
Financial Investigation by Accredited Financial Investigator (LA)				
Where no individual agreement exists, per hour spent by AFI	72.00	74.00	01/04/21	I/N/P
'PASS' Alcohol awareness retailer training fee (per delegate - Inc. VAT)	70.00 *	72.00 *	01/04/21	I/N/P

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Neighbourhoods Environment

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/20 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
TRAFFIC & PARKING CONTROL:				
PARKING FACILITIES				
Romford Area Car Parks - Mixed Tariff				
Monday to Saturday (Period Hours)				
0 - 1	1.50 *	1.50 *	01/04/21	C/I/N/D/L
1 - 2	2.50 *	2.50 *	01/04/21	C/I/N/D/L
2 - 3	3.50 *	3.50 *	01/04/21	C/I/N/D/L
3 - 4	4.50 *	4.50 *	01/04/21	C/I/N/D/L
4 - 5	5.50 *	5.50 *	01/04/21	C/I/N/D/L
5 - 6	6.50 *	6.50 *	01/04/21	C/I/N/D/L
6 - 7	10.50 *	10.50 *	01/04/21	C/I/N/D/L
7 - 8	11.50 *	11.50 *	01/04/21	C/I/N/D/L
over 8	12.50 *	12.50 *	01/04/21	C/I/N/D/L
Lost Ticket	12.50 *	12.50 *	01/04/21	C/I/N/D/L
Solo Motorcycle	No Charge *	No Charge *	01/04/21	L
Sunday (Flat Fee)	1.50 *	0.00 *	01/04/21	C/I/N/D/L
Overnight (Period Hours)	1.50 *	1.50 *	01/04/21	C/I/N/D/L

Basis of Increase:

C - An increase dependent on committee approval

G - An increase below inflation in line with a corporate growth plan

I - Based on relevant inflationary change

N - A nominal adjustment e.g. due to rounding of charge

S - An increase above inflation in line with a corporate saving plan

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Neighbourhoods Environment

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/20 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Market Place (Non-market days)				
0 - 1	1.50 *	1.50 *	01/04/21	C/I/N/D/L
1 - 2	2.50 *	2.50 *	01/04/21	C/I/N/D/L
Sunday (Flat Fee)	1.50 *	0.00 *	01/04/21	C/I/N/D/L
Overnight (Non-market days & Period Hours)	1.50 *	1.50 *	01/04/21	C/I/N/D/L
<div> <i>Reminder and extension texts from the supplier are charged directly to the customer. These are optional charges and not charged by the Council</i> </div> <div> <i>A 20% discount is applied to car parking charges for all customers</i> </div>				

Basis of Increase:

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G - An increase below inflation in line with a corporate growth plan

I - Based on relevant inflationary change

N - A nominal adjustment e.g. due to rounding of charge

S - An increase above inflation in line with a corporate saving plan

D - Increase recommended by Head of Service

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Neighbourhoods Environment

(B) Charges determined by Committee

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Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/20 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Car Parks excluding Romford Area Car Parks - Mixed Tariff				
Monday to Friday (Period Hours)				
0 - 30 minutes	Withdrawn *	*		
30min - 2	Withdrawn *	*		
2 - 3	Withdrawn *	*		
3 - 4	Withdrawn *	*		
4 - 5	Withdrawn *	*		
5 - 6	Withdrawn *	*		
6 - 7	Withdrawn *	*		
7 - 8	Withdrawn *	*		
8 - 12	Withdrawn *	*		
Solo Motorcycles	Withdrawn			
6pm to 7am	Withdrawn			

Basis of Increase:

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G - An increase below inflation in line with a corporate growth plan

I - Based on relevant inflationary change

N - A nominal adjustment e.g. due to rounding of charge

S - An increase above inflation in line with a corporate saving plan

D - Increase recommended by Head of Service

Basis for setting charge increase above complies with either:

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Neighbourhoods Environment

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/20 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Hornchurch & Upminster Area Car Parks				
Monday to Saturday (Period Hours)				
0 - 1	1.50 *	1.50 *	01/04/21	C/I/N/D/L
1 - 2	2.50 *	2.50 *	01/04/21	C/I/N/D/L
2 - 3	3.50 *	3.50 *	01/04/21	C/I/N/D/L
3 - 4	4.50 *	4.50 *	01/04/21	C/I/N/D/L
4 - 5	5.50 *	5.50 *	01/04/21	C/I/N/D/L
5 - 6	6.50 *	6.50 *	01/04/21	C/I/N/D/L
6 - 7	10.50 *	10.50 *	01/04/21	C/I/N/D/L
7 - 8	11.50 *	11.50 *	01/04/21	C/I/N/D/L
8 - 12	12.50 *	12.50 *	01/04/21	C/I/N/D/L
Solo Motorcycles	No Charge *	No Charge *	01/04/21	L
Sunday (Flat Fee)	1.50 *	0.00 *	01/04/21	C/I/N/D/L
Overnight (Period Hours)	1.50 *	1.50 *	01/04/21	C/I/N/D/L

Basis of Increase:

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I - Based on relevant inflationary change

N - A nominal adjustment e.g. due to rounding of charge

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(B) Charges determined by Committee

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Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/20 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Collier Row, Cranham, Elm Park, Gidea Park & Rainham Area Car Parks				
Monday to Saturday (Period Hours)				
0 - 30 mins	No Charge *	No Charge *	01/04/21	L
30 min - 1	1.50 *	1.50 *	01/04/21	C/I/N/D/L
1 - 2	2.50 *	2.50 *	01/04/21	C/I/N/D/L
2 - 3	3.50 *	3.50 *	01/04/21	C/I/N/D/L
3 - 4	4.50 *	4.50 *	01/04/21	C/I/N/D/L
4 - 5	5.50 *	5.50 *	01/04/21	C/I/N/D/L
5 - 6	6.50 *	6.50 *	01/04/21	C/I/N/D/L
6 - 7	10.50 *	10.50 *	01/04/21	C/I/N/D/L
7 - 8	11.50 *	11.50 *	01/04/21	C/I/N/D/L
8 - 12	12.50 *	12.50 *	01/04/21	C/I/N/D/L
Solo Motorcycles	No Charge *	No Charge *	01/04/21	L
Sunday				
0 - 30 mins	No Charge *	No Charge *	01/04/21	L
Over 30 Mins	1.50 *	0.00 *	01/04/21	C/I/N/D/L
Overnight (Period Hours)	1.50 *	1.50 *	01/04/21	C/I/N/D/L

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Neighbourhoods Environment

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Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/20 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Season Tickets				
Romford Central Area				
All car parks:				
Per quarter	210.00 *	210.00 *	01/04/21	C/I/N/D/L
Per month	75.00 *	75.00 *	01/04/21	C/I/N/D/L
Outside Romford Central Area				
5 Day season – Balgores Square:				
per quarter	210.00 *	210.00 *	01/04/21	C/I/N/D/L
per month	75.00 *	75.00 *	01/04/21	C/I/N/D/L
All other car parks:				
per quarter	170.00 *	170.00 *	01/04/21	C/I/N/D/L
per month	65.00 *	65.00 *	01/04/21	C/I/N/D/L

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Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/20 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
On Street Pay and Display				
Upminster Road South Monday to Saturday (Maximum Stay 1 hour)				
0 - 30 mins	No Charge	No Charge	06/04/15	L
30 min - 1 hour	1.50	No Charge	01/04/21	C/I/N/D/L
Sunday				
0 - 30 mins	No Charge	No Charge	01/04/19	L
Over 30 mins	1.50	0.00	01/04/21	C/I/N/D/L
Overnight (Period Hours)	No Charge	No Charge	01/04/19	L
 Romford, Hornchurch & Upminster Town Centres. Monday to Saturday (Maximum Stay 3 hours)				
0 - 1	1.50	No Charge	01/04/21	C/I/N/D/L
1 - 2	2.50	2.50	01/04/21	C/I/N/D/L
2 - 3	3.50	3.50	01/04/21	C/I/N/D/L
Sunday (Flat Fee)	1.50	0.00	01/04/21	C/I/N/D/L
Overnight (Period Hours)	No Charge	No Charge	01/04/19	L

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Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/20 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
On Street Pay and Display (continued) Ardleigh Green, Collier Row, Cranham, Elm Park, Gidea Park, Harold Hill, Harold Wood & Rainham Monday to Saturday (Maximum Stay 3 hours) 0 - 30 mins 30 min -1 hour 1 - 2 hours 2 - 3 hours Sunday 0 - 30 mins Over 30 mins Overnight (Period Hours)	No Charge	No Charge	01/04/19	L
	1.50	No Charge	01/04/21	C/I/N/D/L
	2.50	2.50	01/04/21	C/I/N/D/L
	3.50	3.50	01/04/21	C/I/N/D/L
	No Charge	No Charge	01/04/19	L
	1.50	0.00	01/04/21	C/I/N/D/L
	No Charge	No Charge	01/04/19	L

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Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/20 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Controlled Parking Zones				
Resident's parking permit (per annum)				
1st Permit per household	35.00	35.00	01/04/21	C/I/N/D/L
2nd Permit per household	60.00	60.00	01/04/21	C/I/N/D/L
3rd Permit per household	85.00	85.00	01/04/21	C/I/N/D/L
Resident's visitor permits (book of 10)	13.00	13.00	01/04/21	C/I/N/D/L
Resident's All Day visitor permits (book of 10)	39.00	39.00	01/04/21	C/I/N/D/L
Resident's Hourly visitor permits (book of 10)	10.00	10.00	01/04/21	C/I/N/D/L
Business parking permits (per annum)	200.00	200.00	01/04/21	C/I/N/D/L
Commuter Bays (per annum)	500.00	500.00	01/04/21	C/I/N/D/L
Domestic Carer Permit (per annum)	40.00	40.00	01/04/21	C/I/N/D/L
Amendment to existing permit	25.50	25.50	01/04/21	C/I/N/D/L
Cancellation of permit	15.00	15.00	01/04/21	C/I/N/D/L
Other Miscellaneous Charges				
Waiver	20.00	20.00	01/04/21	C/I/N/D/L
Health and Homecare Permit (per annum)	60.00	60.00	01/04/21	C/I/N/D/L
Amendment to existing permit	22.50	22.50	01/04/21	C/I/N/D/L
Cancellation of permit	15.00	15.00	01/04/21	C/I/N/D/L
License Holder Car Parks (per annum)	200.00 *	200.00 *	01/04/21	C/I/N/D/L

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Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/20 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Disabled Blue Badge (per 3 years)	10.00	10.00	01/04/21	P
Car Parking in Parks and Open Spaces Effective 01/04/2015 Maximum Stay 5 hours Mon - Friday 8.00am to 6.30pm. 0 - 3 hours 3 - 5 hours	Withdrawn * Withdrawn *	No Charge No Charge		
Blue Badge holders (for up to 5 hours)	No Charge		01/04/21	C/I/N/D/L
VEHICLE PARKING - WITHIN PARKS AND OPEN SPACES ONLY				
Release of vehicles that have been locked in a car park	80.00	80.00	01/04/21	C/I/N/D/L
Fee for vehicle left in car park overnight	107.00	107.00	01/04/21	C/I/N/D/L

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Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/20 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Events Charging For Traffic Management and Parking				
0 - 50 attendees	103.00 *	107.00 *	01/04/21	C/I/N/D/L
51 - 100 attendees	206.00 *	213.00 *	01/04/21	C/I/N/D/L
101 - 1000 attendees	515.00 *	531.00 *	01/04/21	C/I/N/D/L
1001+ attendees	1,030.00 *	1,061.00 *	01/04/21	C/I/N/D/L
plus hourly rate of £67 per hour	67.00 *	70.00 *	01/04/21	C/I/N/D/L
NRSW (Mayrise) fees and charges apply				
Road closure per road	2,150.00 *	3,047.00 *	01/04/21	C/I/N/D/L

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*VAT inclusive

Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
ENVIRONMENTAL HEALTH:				
Keeping of dangerous wild animals (Dangerous Wild Animals Act 1976)				
New application Part A	350.00	361.00	01/04/21	I/N/P
New application Part B	106.00	109.00	01/04/21	I/P
Note: total fee for new application £470				
Renewal Part A	350.00	361.00	01/04/21	I/N/P
Renewal Part B	106.00	109.00	01/04/21	I/P
Note: total fee for renewal £470				
Duplicate	46.00	47.00	01/04/21	D/L

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I - Based on relevant inflationary change

N - A nominal adjustment e.g. due to rounding of charge

S - An increase above inflation in line with a corporate saving plan

D - Increase recommended by Head of Service

Basis for setting charge increase above complies with either:

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*VAT inclusive

Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
ENVIRONMENTAL HEALTH:				
Animal Welfare Licences (The Animal welfare (Licensing of Activities Animals) England) Regulations 2018				
Providing and arranging boarding for cat/dog kennels, home boarding for dogs	360.00	371.00	01/04/21	L
New Application Part B (Issue Fee)	180.00	185.00	01/04/21	L
Note: total fee for new application £556				
Renewal Part A (Application Fee)	330.00	340.00	01/04/21	L
Renewal Part B (Issue Fee)	120.00	124.00	01/04/21	L
Note: total fee for renewal application £464				
Dog Daycare				
Dog Daycare Part A (Application Fee)	360.00	371.00	01/04/21	L
Dog Daycare Part 3 (Issue Fee)	180.00	185.00	01/04/21	L
Note: total fee for new application £556				
Renewal Part A (Application Fee)	330.00	340.00	01/04/21	L
Renewal Part B (Issue Fee)	120.00	124.00	01/04/21	L
Note: total fee for renewal application £464				

Basis of Increase:

C - An increase dependent on committee approval

G - An increase below inflation in line with a corporate growth plan

I - Based on relevant inflationary change

N - A nominal adjustment e.g. due to rounding of charge

S - An increase above inflation in line with a corporate saving plan

D - Increase recommended by Head of Service

Basis for setting charge increase above complies with either:

P - The Corporate Charging Policy

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Neighbourhoods Environment

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2020/21 (from April 2020) £	Charges 2020/21 (from April 2020) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Animal Welfare Licences (continued)				
Dog Breeding				
Dog Breeding Part A (Application Fee) (plus vet visit fee)	390.00	402.00	01/04/21	L
Dog Breeding Part B (Issue Fee)	180.00	185.00	01/04/21	L
Note: total fee for new application £587				
Renewal Part A (Application Fee)(plus vet fee visit fee)	360.00	371.00	01/04/21	L
Renewal Part B (Issue Fee)	120.00	124.00	01/04/21	L
Note: total fee for renewal application £495				
Pet Shop Operation				
Pet Shop Operation Part A (Application Fee)	360.00	371.00	01/04/21	L
Pet Shop Operation Part B (Issue Fee)	180.00	185.00	01/04/21	L
Note: total fee for Pet Shop Operation £556				
Renewal Part A (Application Fee)	330.00	340.00	01/04/21	L
Renewal Part B (Issue Fee)	120.00	124.00	01/04/21	L
Note: total fee for renewal application £464				

Basis of Increase:

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N - A nominal adjustment e.g. due to rounding of charge

S - An increase above inflation in line with a corporate saving plan

D - Increase recommended by Head of Service

Basis for setting charge increase above complies with either:

P - The Corporate Charging Policy

L - A local charging policy that deviates from the Corporate Charging Policy

Neighbourhoods Environment

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2020/21 (from April 2020) £	Charges 2020/21 (from April 2020) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Animal Welfare Licences (continued)				
Hiring of Horses				
Hiring of Horses (riding and/or instruction) Part A (Application Fee) (plus vet visit fee)	390.00	402.00	01/04/21	L
Hiring of Horses (riding and/or instruction) Part B (Issue Fee)	180.00	185.00	01/04/21	L
Note: total fee for Hiring of Horses £587				
Renewal Part A (Application Fee)(plus vet fee visit fee)	360.00	371.00	01/04/21	L
Renewal Part B (Issue Fee)	120.00	124.00	01/04/21	L
Note: total fee for renewal application £495				
Keeping or Training of Animals for Exhibitions				
Keeping or training of animals for exhibition Part A (Application Fee)	360.00	371.00	01/04/21	L
Keeping or training of animals for exhibition Part B (Issue Fee)	180.00	185.00	01/04/21	L
Note: total fee for Keeping or training of animals for exhibition £556				
Renewal Part A (Application Fee)	330.00	340.00	01/04/21	L
Renewal Part B (Issue Fee)	120.00	124.00	01/04/21	L
Note: total fee for renewal application £464				
Variation of Licence	300.00	309.00	01/04/21	L
Re-rating of Premises	270.00	278.00	01/04/21	L
Amendment Fee/Replacement Licence for a lost or defaced Licence	46.00	47.00	01/04/21	L
Transfer Fee	180.00	185.00	01/04/21	L

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Basis for setting charge increase above complies with either:

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Neighbourhoods Environment

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2020/21 (from April 2020) £	Charges 2020/21 (from April 2020) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Special treatment establishments (London Local Authority Act 1991)				
High risk single treatment New Part A	541.00	557.00	01/04/21	I/N/P
High risk single treatment New Part B	160.00	165.00	01/04/21	I/N/P
Note: total fee for new application £722				
High risk Multiple treatment New Part A	668.00	688.00	01/04/21	I/N/P
High risk Multiple treatment New Part B	160.00	165.00	01/04/21	I/N/P
Note: total fee for new application £853				
High risk renewal single treatment Part A	160.00	165.00	01/04/21	I/N/P
High risk renewal single treatment Part B	160.00	165.00	01/04/21	I/N/P
Note: total fee for renewal £330				
High risk Renewal multiple treatment Part A	222.00	229.00	01/04/21	I/N/P
High risk Renewal multiple treatment Part B	160.00	165.00	01/04/21	I/N/P
Note: total fee for renewal £394				
Variation (additional treatment High risk)	318.00	328.00	01/04/21	I/P

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S - An increase above inflation in line with a corporate saving plan

D - Increase recommended by Head of Service

Basis for setting charge increase above complies with either:

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Neighbourhoods Environment

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2020/21 (from April 2020) £	Charges 2020/21 (from April 2020) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Special treatment establishments (Cont)				
<p>**surcharge to be paid for renewal applications that are received within 30 days from the date the licence lapsed. Any renewal applications received after that period will not be accepted and a new application and associated fee will be required.</p>				
low risk single treatment New Part A	350.00	361.00	01/04/21	I/N/P
low risk single treatment New Part B	160.00	165.00	01/04/21	I/N/P
Note: total fee for new application £526				
low risk multiple treatment New Part A	478.00	492.00	01/04/21	I/N/P
low risk multiple treatment New Part B	160.00	165.00	01/04/21	I/N/P
Note: total fee for new application £657				

Basis of Increase:

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- I - Based on relevant inflationary change
- N - A nominal adjustment e.g. due to rounding of charge
- S - An increase above inflation in line with a corporate saving plan
- D - Increase recommended by Head of Service

Basis for setting charge increase above complies with either:

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Neighbourhoods Environment

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2020/21 (from April 2020) £	Charges 2020/21 (from April 2020) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Special treatment establishments (Cont)				
Low risk renewal single treatment Part A	106.00	109.00	01/04/21	I/N/P
Low risk renewal single treatment Part B	160.00	165.00	01/04/21	I/N/P
Note: total fee for renewal £274				
Low risk renewal multiple treatment Part A	160.00	165.00	01/04/21	I/N/P
Low risk renewal multiple treatment Part B	160.00	165.00	01/04/21	I/N/P
Note: total fee for renewal £330				
Variation (additional treatment low risk)*	160.00	165.00	01/04/21	I/N/P
Change of details/transfer	106.00	109.00	01/04/21	I/N/P
Late renewal surcharge**	42.00	43.00	01/04/21	I/N/P
Change of Therapist	30.00	31.00	01/04/21	I/N/P
Duplicate	46.00	47.00	01/04/21	D/L
* if the additional treatment is high risk the higher fee must be paid.				

Basis of Increase:

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I - Based on relevant inflationary change

N - A nominal adjustment e.g. due to rounding of charge

S - An increase above inflation in line with a corporate saving plan

D - Increase recommended by Head of Service

Basis for setting charge increase above complies with either:

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Neighbourhoods Environment

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2020/21 (from April 2020) £	Charges 2020/21 (from April 2020) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Zoo Licensing (Zoo Licensing Act 1981)				
New Application Part A (Part B no charge) (plus vet visit fee)	668.00	688.00	01/04/21	I/N/P
Renewal (no change) Part A fee plus vet inspection fee	478.00	492.00	01/04/21	I/N/P
Alteration Part A plus vet inspection fee	584.00	602.00	01/04/21	I/N/P
Sex Establishment Licensing (Local Govt. Miscellaneous Provisions Act 1982)				
New application Part A (Part B no charge)	2,164.00	2,229.00	01/04/21	I/N/P
Renewal Part A fee	318.00	328.00	01/04/21	I/P
Renewal Part B fee	106.00	109.00	01/04/21	I/P
Note: total fee for renewal £437				
Hypnotism consent (Hypnotism Act 1952)				
New application Part A	318.00	328.00	01/04/21	I/P

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Neighbourhoods Environment

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2020/21 (from April 2020) £	Charges 2020/21 (from April 2020) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Street Trading Licences (London Local Authorities Act 1990)				
Subject to review and a separate consultation for proposed street trading				
Trading between 05:00 - 20:00				
Seven days per week	2,230.00	2,297.00	01/04/21	I/N/P
Six days per week	1,912.00	1,969.00	01/04/21	I/N/P
Five days per week	1,599.00	1,646.00	01/04/21	I/N/P
Four days per week	1,275.00	1,313.00	01/04/21	I/N/P
Three days per week	959.00	988.00	01/04/21	I/N/P
Two days per week	638.00	657.00	01/04/21	I/N/P
One day per week	320.00	330.00	01/04/21	I/N/P
Trading between 20:00 - 02:00				
Seven days per week	2,760.00	2,843.00	01/04/21	I/N/P
Six days per week	2,367.00	2,438.00	01/04/21	I/N/P
Five days per week	1,972.00	2,031.00	01/04/21	I/N/P
Four days per week	1,579.00	1,626.00	01/04/21	I/N/P
Three days per week	1,182.00	1,217.00	01/04/21	I/N/P
Two days per week	783.00	806.00	01/04/21	I/N/P
One day per week	392.00	404.00	01/04/21	I/N/P
These can be paid annually in advance				

Basis of Increase:

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- S - An increase above inflation in line with a corporate saving plan
- D - Increase recommended by Head of Service

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Neighbourhoods Environment

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2020/21 (from April 2020) £	Charges 2020/21 (from April 2020) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Temporary Street Trading Licences (up to 6 months)				
Trading between 05.00 and 20.00				
Seven days per week	1,117.00	1,151.00	01/04/21	I/N/P
Six days per week	958.00	987.00	01/04/21	I/N/P
Five days per week	785.00	809.00	01/04/21	I/N/P
Four days per week	638.00	657.00	01/04/21	I/N/P
Three days per week	480.00	494.00	01/04/21	I/N/P
Two days per week	319.00	329.00	01/04/21	I/N/P
One day per week	162.00	167.00	01/04/21	I/N/P
Temporary Street Trading Licences (up to 6 months) (continued)				
Trading between 20.00 and 02.00				
Seven days per week	1,381.00	1,422.00	01/04/21	I/N/P
Six days per week	1,187.00	1,223.00	01/04/21	I/N/P
Five days per week	988.00	1,018.00	01/04/21	I/N/P
Four days per week	789.00	813.00	01/04/21	I/N/P
Three days per week	592.00	610.00	01/04/21	I/N/P
Two days per week	396.00	408.00	01/04/21	I/N/P
One day per week	206.00	212.00	01/04/21	I/N/P

Basis of Increase:

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S - An increase above inflation in line with a corporate saving plan

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Neighbourhoods Environment

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2020/21 (from April 2020) £	Charges 2020/21 (from April 2020) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Daily Temporary Licence for special events	46.00	47.00	01/04/21	I/N/P
Duplicate Licence	49.00	50.00	01/04/21	I/N/P
Variations to existing Licences	105.00	108.15	01/04/21	I/N/P
Advertisement A Boards				
Removal cost	123.00	127.00	01/04/21	I/N/P
Storage cost per week	11.00	11.00	01/04/20	L
Disposal cost	34.00	35.00	01/04/21	I/N/P
Return cost (collection only)	62.00	64.00	01/04/21	I/N/P
Total cost if not collected within 14 days	224.00	231.00	01/04/21	I/N/P
Abandoned Shopping Trolleys				
Collection fee	33.00	34.00	01/04/21	I/N/P
Storage fee per week/part week	23.00	24.00	01/04/21	I/N/P
Administration fee	28.00	29.00	01/04/21	I/N/P
Disposal of unwanted trolleys	28.00	29.00	01/04/21	I/N/P
Pavement Licence (Business and Planning Act 2020) Until 30th September 2021	N/A	100.00	01/04/21	L

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Neighbourhoods Environment

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2020/21 (from April 2020) £	Charges 2020/21 (from April 2020) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Stray Dog Service				
Administration Fee	11.00	11.00	01/04/20	L
Weekdays 09:00 - 16:59	56.00	58.00	01/04/21	I/N/P
Weekdays 17:00 - 21:59	71.00	73.00	01/04/21	I/N/P
Weekdays 22:00 - 08:59	77.00	79.00	01/04/21	I/N/P
Weekends 09:00 - 16:59	77.00	79.00	01/04/21	I/N/P
Weekends 17:00 - 08:59	77.00	79.00	01/04/21	I/N/P
Bank Holidays	77.00	79.00	01/04/21	I/N/P
Charge per day per dog/part day	15.00	15.00	01/04/20	L
Land Quality Reports				
Written report that takes less than 2 hours to complete:				
a) 5 working day response (where available and on request)	558.00 *	575.00 *	01/04/21	I/N/P
b) 20 working day response	308.00 *	317.00 *	01/04/21	I/N/P
For every hour over 2 hours	91.00 *	94.00 *	01/04/21	I/N/P
To respond to specific questions on land quality hourly rate	91.00 *	94.00 *	01/04/21	I/N/P

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Neighbourhoods Environment

(B) Charges determined by Committee

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Income Source	Charges 2020/21 (from April 2020) £	Charges 2020/21 (from April 2020) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
5 – Year Licence				
Mandatory HMO Licensing (Housing Act 2004)				
Additional HMO Licence has a fixed fee of £900 and its usually valid for 5 years				
Part A	550.00	550.00	01/04/20	L
Part B	350.00	350.00	01/04/20	L
Note: If landlord is accredited by a recognised body there is a discount of £35 off the Part B fee				
5 – Year Licence				
Mandatory HMO Licensing (Housing Act 2004)				
New licences:				
Up to 5 lettings	1,115.00	1,149.00	01/04/21	I/N/P
6 - 9 lettings	1,284.00	1,323.00	01/04/21	I/N/P
10 - 14 lettings	1,473.00	1,517.00	01/04/21	I/N/P
15 - 19 lettings	1,630.00	1,679.00	01/04/21	I/N/P
20 lettings and above	1,788.00	1,842.00	01/04/21	I/N/P
Additional fee for processing paper applications (discretionary)	N/A	100.00	01/04/21	L

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N - A nominal adjustment e.g. due to rounding of charge

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Neighbourhoods Environment

(B) Charges determined by Committee

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Income Source	Charges 2020/21 (from April 2020) £	Charges 2020/21 (from April 2020) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Housing Act 2004: Mandatory Housing of Multiple Occupation (HMO)				
New Licence Application up to 5 rooms/units Part A	670.00	Withdrawn	01/04/21	L
New Licence Application up to 5 rooms/units Part B	515.00	Withdrawn	01/04/21	L
Note: Total fee for new application is £1,150				
New Licence Application for each room above 5 Part A	52.00	Withdrawn	01/04/21	L
New Licence Application for all rooms above 5 Part B	52.00	Withdrawn	01/04/21	L
Additional Licensing for Housing of Multiple Occupation (HMO) Licensing				
New Licence Application Part A	583.00	Withdrawn	01/04/21	L
New Licence Application Part B	372.00	Withdrawn	01/04/21	L
Note: Total Fee for new application is £927				
Note: If Landlord is accredited by a recognised body there is a discount of £35 off the Part B fee. Additional HMO Licence for all rooms above 5 Part B				
	37.00	Withdrawn	01/04/21	L
Caravan site licence (Caravan Sites and Control of Development Act 1960)	401.00	413.00	01/04/21	I/N/P

Basis of Increase:

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S - An increase above inflation in line with a corporate saving plan

D - Increase recommended by Head of Service

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Neighbourhoods Environment

(B) Charges determined by Committee

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Income Source	Charges 2020/21 (from April 2020) £	Charges 2020/21 (from April 2020) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Selective Licensing for Privately Rented Homes				
New licence Application (Part A application fee)	450.00	450.00	01/04/20	L
New licence Application (Part B enforcement fee)	450.00	450.00	01/04/20	L
Additional fee for processing paper applications (discretionary)	N/A	100.00	01/04/21	L
Miscellaneous housing-related fees				
Fee for each type of statutory Notice served under Housing Act 2004 with the ability to add the cost of any report required from external experts such as Gas, Electricity or Structural Surveyors	510.00	525.00	01/04/21	I/L

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Neighbourhoods Environment

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2020/21 (from April 2020) £	Charges 2020/21 (from April 2020) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Gambling Act 2005 Bingo Club premises				
Fees set by LA (subject to maxima set by Govt.)				
New premises application	3,500.00	3,500.00	01/04/20	I/N/P
Annual fee	716.00	737.00	01/04/21	I/N/P
Application to vary	1,190.00	1,226.00	01/04/21	I/N/P
Application to transfer	602.00	620.00	01/04/21	I/N/P
Gambling Act 2005 Bingo Club premises (continued)				
Fees set by LA (subject to maxima set by Govt.)				
Application for reinstatement	932.00	960.00	01/04/21	I/N/P
Application for a provisional statement	1,244.00	1,281.00	01/04/21	I/N/P
License application (provisional statement holders)	932.00	960.00	01/04/21	I/N/P

Basis of Increase:

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Income Source	Charges 2020/21 (from April 2020) £	Charges 2020/21 (from April 2020) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Betting shop				
New premises application	1,221.00	1,258.00	01/04/21	I/N/P
Annual fee	600.00	600.00	01/04/20	P
Application to vary	914.00	941.00	01/04/21	I/N/P
Application to transfer	602.00	620.00	01/04/21	I/N/P
Application for reinstatement	933.00	961.00	01/04/21	I/N/P
Application for a provisional statement	1,245.00	1,282.00	01/04/21	I/N/P
License application (provisional statement holders)	933.00	961.00	01/04/21	I/N/P
Betting premises tracks				
New premises application	2,500.00	2,500.00	01/04/20	I/N/P
Annual fee	942.00	970.00	01/04/21	I/N/P
Application to vary	1,202.00	1,238.00	01/04/21	I/N/P
Application to transfer	602.00	620.00	01/04/21	I/N/P
Application for reinstatement	902.00	929.00	01/04/21	I/N/P
Application for a provisional statement	2,500.00	2,500.00	01/04/20	I/N/P
License application (provisional statement holders)	902.00	929.00	01/04/21	I/N/P

Basis of Increase:

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I - Based on relevant inflationary change

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Neighbourhoods Environment

(B) Charges determined by Committee

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Income Source	Charges 2020/21 (from April 2020) £	Charges 2020/21 (from April 2020) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Family Entertainment centres				
New premises application	1,635.00	1,684.00	01/04/21	I/N/P
Annual fee	717.00	739.00	01/04/21	I/N/P
Application to vary	1,000.00	1,000.00	01/04/20	I/P
Application to transfer	602.00	620.00	01/04/21	I/N/P
Application for reinstatement	902.00	929.00	01/04/21	I/N/P
Application for a provisional statement	1,671.00	1,721.00	01/04/21	I/N/P
License application (provisional statement holders)	938.00	950.00	01/04/21	I/N/P
Adult gaming centres				
New premises application	1,658.00	1,708.00	01/04/21	I/N/P
Annual fee	717.00	739.00	01/04/21	I/N/P
Application to vary	1,000.00	1,000.00	01/04/20	I/N/P
Application to transfer	602.00	620.00	01/04/21	I/N/P
Application for reinstatement	902.00	929.00	01/04/21	I/N/P
Application for a provisional statement	1,655.00	1,705.00	01/04/21	I/N/P
License application (provisional statement holders)	902.00	929.00	01/04/21	I/N/P

Basis of Increase:

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G - An increase below inflation in line with a corporate growth plan

I - Based on relevant inflationary change

N - A nominal adjustment e.g. due to rounding of charge

S - An increase above inflation in line with a corporate saving plan

D - Increase recommended by Head of Service

Basis for setting charge increase above complies with either:

P - The Corporate Charging Policy

L - A local charging policy that deviates from the Corporate Charging Policy

Neighbourhoods Environment

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2020/21 (from April 2020) £	Charges 2020/21 (from April 2020) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Scrap Metal Dealers Act 2013				
Application for a new scrap metal site licence	908.00	935.00	01/04/21	I/N/P
Application for a new scrap metal collectors licence	293.00	302.00	01/04/21	I/N/P
Application for a variation of an existing licence	147.00	151.00	01/04/21	I/N/P
Site licence to a collectors licence				
Application for a variation of an existing licence	766.00	789.00	01/04/21	I/N/P
Scrap Metal Dealers Act 2013 (continued)				
Collectors licence to a site licence				
Application for a variation of an existing licence not listed above	203.00	209.00	01/04/21	I/N/P
Renewal application for a site licence under Scrap Metal Dealers Act 2013	908.00	935.00	01/04/21	I/N/P
Renewal application for a collectors licence under Scrap Metal Dealers Act 2013	274.00	282.00	01/04/21	I/N/P
Lost licence replacement	27.00	28.00	01/04/21	I/N/P

Basis of Increase:

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- S - An increase above inflation in line with a corporate saving plan
- D - Increase recommended by Head of Service

Basis for setting charge increase above complies with either:

- P - The Corporate Charging Policy
- L - A local charging policy that deviates from the Corporate Charging Policy

Neighbourhoods Environment

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2020/21 (from April 2020) £	Charges 2020/21 (from April 2020) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Marriage Act 1949				
Wedding Registration				
New application Part A fee	716.00	737.00	01/04/21	I/N/P
New Application Part B fee	191.00	197.00	01/04/21	I/N/P
Note: Total fee parts A and B £934				
Renewal of Premises Licensing				
Renewal Part A fee	207.00	213.00	01/04/21	I/N/P
Renewal Part B fee	191.00	197.00	01/04/21	I/N/P
Note: Total fee parts A and B £410				
Primary Authority				
Annual Fee, pays for 20 hours work (Enterprise and Regulatory Reform Act)	1,311.00	1,350.00	01/04/21	I/N/P
Hourly rate, agreed in advance for work beyond 20 hours.	66.00	68.00	01/04/21	I/N/P
Food				
Health Export Certificates				
(these are issued on request to food businesses who wish to export foodstuff outside the EU. They are provided to assist local exporters in meeting the food safety requirements. Only the local authority can provide them). Food Hygiene Rating Requested re-rating inspection,	56.00	58.00	01/04/21	I/N/P
New charge for 2017. Can only be supplied by the local authority by the Enterprise Act. No Vat applicable	214.00	220.00	01/04/21	I/N/P

Basis of Increase:

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- S - An increase above inflation in line with a corporate saving plan
- D - Increase recommended by Head of Service

Basis for setting charge increase above complies with either:

- P - The Corporate Charging Policy
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oneSource Asset Management

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Licenced Trader Market Charges				
Monthly Charges (Includes Weds, Fri & Sat Markets)				
Market - All Locations				
Ground space/6ft frontage	171.00	171.00	01/04/15	L
Electricity Charge per Ground Space/6ft frontage	11.70	11.70	01/04/15	L
<i>(Electricity Charges will be applied to all licences other than to</i>				
Extra Land (Daily Charge)	5.35	5.35	01/04/15	L
Other one-off charges				
Nomination of Licence	255.00	255.00	01/04/15	L
Nomination of Licence to member of Family	185.00	185.00	01/04/15	L
Other alterations to Licences	42.50	42.50	01/04/15	L
Casual Trader Market Charges				
Daily Charges				
Saturday Market – Ground Space/6ft frontage including electricity	27.00	27.00	01/04/15	L
Wed or Friday Market – Ground Space/6ft frontage including electricity	19.00	19.00	01/04/15	L
Extra Land (Daily Charge)	5.35	5.35	01/04/15	L

Basis of Increase:

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I - Based on relevant inflationary change

N - A nominal adjustment e.g. due to rounding of charge

S - An increase above inflation in line with a corporate saving plan

D - Increase recommended by Head of Service

Basis for setting charge increase above complies with either:

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L - A local charging policy that deviates from the Corporate Charging Policy

**oneSource
Asset Management**

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Extra Market Days – At Christmas/Sundays/Banks Holidays				
Daily Charges				
Market - All Locations				
Licenced Traders - Ground space/6ft frontage including electricity (Must have held a Licence for at least 2 mths to qualify for this rate)	18.00	18.00	01/04/15	L
Casual Traders - Ground space/6ft frontage including electricity	24.00	24.00	01/04/15	L
Extra Land (Daily Charge)	5.35	5.35	01/04/15	L

Basis of Increase:

- C - An increase dependent on committee approval
- G - An increase below inflation in line with a corporate growth plan
- I - Based on relevant inflationary change
- N - A nominal adjustment e.g. due to rounding of charge
- S - An increase above inflation in line with a corporate saving plan
- D - Increase recommended by Head of Service

Basis for setting charge increase above complies with either:

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oneSource
Legal & Governance

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Legal & Democratic Services				
Licences to Assign (Seal)	796.00	876.00	01/04/21	D/L
Licence to Alter	796.00	876.00	01/04/21	D/L
Sale of Council Houses - Mortgage Fees	147.00	162.00	01/04/21	D/L
Mortgage Redemption Fees:				
Early redemption	134.00	147.00	01/04/21	D/L
Complete term	70.00	77.00	01/04/21	D/L
Deeds of release for pre-emption discount repayment	156.00	172.00	01/04/21	D/L
Release from Mortgage Covenant	101.00	114.00	01/04/21	D/L
Second Charge Questionnaire	105.00	116.00	01/04/21	D/L
Enquiries re: Discount repayment from Commercial sources	75.00	83.00	01/04/21	D/L
Administration fee re:enquiries from commercial sources on 2nd charges	56.00	62.00	01/04/21	D/L

Basis of Increase:

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I - Based on relevant inflationary change

N - A nominal adjustment e.g. due to rounding of charge

S - An increase above inflation in line with a corporate saving plan

D - Increase recommended by Head of Service

Basis for setting charge increase above complies with either:

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oneSource
Legal & Governance

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Reserve/Access Licences: Single payment Annual payment	60.00 21.00	66.00 21.00	01/04/21 01/04/14	D/L P
Lease of shops/offices: Town centre Other	1,545.00 1,030.00	1,700.00 1,133.00	01/04/21 01/04/21	D/L D/L
Complex Commercial Leases (fees dependent on complexity, urgency and time)				
Sale of surplus land/property N.B. All other conveyancing costs where Council can charge when terms so provide are by agreement in terms of solicitors Remuneration Order 1972.				

Basis of Increase:

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- I - Based on relevant inflationary change
- N - A nominal adjustment e.g. due to rounding of charge
- S - An increase above inflation in line with a corporate saving plan
- D - Increase recommended by Head of Service

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oneSource
Legal & Governance

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Planning Agreements (Section 106 Town & Country Planning act 1990)	£148- £244 ph	£163-£268 ph	01/04/21	D/L
Unilateral Undertaking	£148- £244 ph	£163-£268 ph	01/04/21	D/L
Legal Charges				
S38 Highways Act 1980 Supervision	£148- £244 ph	£163-£268 ph	01/04/21	D/L
Section 278 Highways Act 1980	£148- £244 ph	£163-£268 ph	01/04/21	D/L
Highway Agreements (Minimum Fee)	562.00	567.00	01/04/21	D/L

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oneSource
Legal & Governance

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Use of Council Chamber and Committee Rooms – Town Hall				
Council Chamber				
Monday to Friday - per whole day	379.00	390.00	01/04/21	I/N/P
Monday to Friday - per half day	190.00	196.00	01/04/21	I/N/P
Weekends - per whole day	524.00	540.00	01/04/21	I/N/P
Weekends - per half day	264.00	272.00	01/04/21	I/N/P
Evenings - after 6pm (Fridays and weekends only)	229.00	236.00	01/04/21	I/N/P
Committee Room 3				
Monday to Friday - per whole day	236.00	243.00	01/04/21	I/N/P
Monday to Friday - per half day	117.00	121.00	01/04/21	I/N/P
Monday to Friday - per 2 hour session	90.00	93.00	01/04/21	I/N/P
Evening - after 6pm (Fridays and weekends only)	117.00	121.00	01/04/21	I/N/P
Other Committee Rooms - per hour (daytime & evening)				
Room 1	36.00	37.00	01/04/21	I/N/P
Room 2	36.00	37.00	01/04/21	I/N/P
Room 4	36.00	37.00	01/04/21	I/N/P
Lettings to Charities and Voluntary Organisations				
Lettings to charities and voluntary organisations will usually attract a 50%				

Basis of Increase:

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I - Based on relevant inflationary change

N - A nominal adjustment e.g. due to rounding of charge

S - An increase above inflation in line with a corporate saving plan

D - Increase recommended by Head of Service

Basis for setting charge increase above complies with either:

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oneSource
Legal & Governance

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Land and Property Services Various charges for services to private sector				
Democratic Services Copies of the Constitution	32.00	33.00	01/04/21	I/N/P
All Departments Local Government (Access to Information) Act 1985 Inspection of papers in background paper list				
Copying				
Supply of photocopies of background papers				
First page	2.00	2.00	01/04/15	L
Cost per additional page	0.20	0.20	01/04/15	L

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oneSource
Legal & Governance

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Admission appeals				
Per appeal withdrawn before processing	No charge	No charge	01/04/14	L
Per processed appeal withdrawn less than three weeks before hearing	165.00	170.00	01/04/21	I/N/P
Per appeal withdrawn once papers for hearing have been distributed	200.00	206.00	01/04/21	I/N/P
Per appeal heard	266.00	274.00	01/04/21	I/N/P
Per appeal referred to the Secretary of State alleging maladministration	Charge to be agreed on per appeal basis	Charge to be agreed on per appeal basis	01/04/20	L
Per appeal subject to judicial review proceedings			01/04/20	L
Fixed Term Contract(min 2 yrs)	210 per appeal	216 per appeal	01/04/20	C/P
Exclusion reviews				
Per review withdrawn before processing	No charge	No charge		
Per processed review withdrawn less than three weeks before hearing	161.00	166.00	01/04/21	I/N/P
Per review withdrawn once papers for hearing have been distributed	191.00	197.00	01/04/21	I/N/P

Basis of Increase:

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- S - An increase above inflation in line with a corporate saving plan
- D - Increase recommended by Head of Service

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oneSource
Legal & Governance

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Education Appeals:				
Per review heard				
For first hour of hearing and up to four hours of the clerk's time after the	314.00	323.00	01/04/21	I/N/P
For each subsequent hour or part of an hour of hearing; plus	71.00	73.00	01/04/21	I/N/P
For each subsequent hour or part of an hour of clerk's time	49.00	50.00	01/04/21	I/N/P
Per review referred to the Secretary of State alleging maladministration	Charge to be	Charge to be	01/04/20	I/N/P
Per review subject to judicial review proceedings	agreed on per appeal basis	agreed on per appeal basis	01/04/20	I/N/P
Applications to correct the Registers of Common Land and Town and				
Declaration of entitlement to exercise a right of common	36.00	40.00	01/04/20	I/N/P
Creation of a right of common resulting in the registration of new common	No charge	No charge		
Creation of a right of common over existing common land	141.00	155.00	01/04/20	I/N/P
Variation of a right of a common	141.00	155.00	01/04/20	I/N/P
Apportionment of a right of common	141.00	155.00	01/04/20	I/N/P
Attachment of a right of common	No charge	No charge		
Re-allocation of attached rights	141.00	155.00	01/04/20	I/N/P
Transfer of a right in gross	58.00	64.00	01/04/20	I/N/P

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S - An increase above inflation in line with a corporate saving plan

D - Increase recommended by Head of Service

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oneSource
Legal & Governance

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Surrender or extinguishment of a right of common	100.00	100.00	15/12/14	P
Statutory disposition pursuant to section 14 of the 2006 Act (including the exchange of land for land subject to a statutory disposition)	211.00	230.00	01/04/21	D/L
Registration of a new town or village green other than by owner	No charge	No charge	15/12/14	
Registration of a new town or village green by the owner	No charge	No charge	15/12/14	

Basis of Increase:

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oneSource
Exchequer and Transactional Services

(A) Statutory and Nationally Agreed Charges -

*VAT inclusive

Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Legal Fees				
Recovery of Rates/Community Charge/Council tax				
Summons Council Tax (inc £3 paid to the court)	105.00	105.00	01/04/11	P
Liability Order	10.00	10.00	01/04/10	P
Summons NNDR (inc £3 paid to the court)	180.00	180.00	01/04/11	P
Liability Order NNDR	47.00	47.00	01/04/11	P
Means Enquiry Summonses Council Tax (£245.00 paid to the court)	305.00	305.00	22/04/14	P
Arrest Warrants with Bail Council Tax (inc. £75 paid to the court)	145.00	145.00	22/04/14	P
Arrest Warrants without Bail Council Tax (inc. £75 paid to the court)	130.00	130.00	22/04/14	P

Basis of Increase:

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G - An increase below inflation in line with a corporate growth plan

I - Based on relevant inflationary change

N - A nominal adjustment e.g. due to rounding of charge

S - An increase above inflation in line with a corporate saving plan

D - Increase recommended by Head of Service

Basis for setting charge increase above complies with either:

P - The Corporate Charging Policy

L - A local charging policy that deviates from the Corporate Charging Policy

oneSource
Legal & Governance

(A) Statutory and Nationally Agreed Charges -

*VAT inclusive

Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Electoral Registration				
Sale of Electoral Registers				
Data format	20.00	20.00	01/02/01	P
Additional charge per 1000 entries	1.50	1.50	01/02/01	P
Paper format	10.00	10.00	01/02/01	P
Additional charge per 1000 entries	5.00	5.00	01/02/01	P

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oneSource
Legal & Governance

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Electoral Registration				
Registration Certificate	0.00	0.00	01/04/19	P
Charge for each additional year checked	0.00	0.00	01/04/18	P
Ward Map	4.20	4.20	01/04/20	P
Photocopying:				
First page	2.40	2.40	01/04/20	P
Cost per additional page	0.36	0.36	01/04/20	P

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Childrens Childrens Services

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
MY PLACE: (All charges are for 1hr unless stated otherwise)				
Off Peak (Mon - Fri 9am - 6pm)				
Performance Hall	23.75	24.50	01/04/21	I/N/P
Performance Hall with sound and lighting:	30.50	31.50	01/04/21	I/N/P
Performance Hall with staging				
4 hrs (if stage erected by myplace staff)	145.00	149.25	01/04/21	I/N/P
Music Studio				
1 hr	11.75	12.00	01/04/21	I/N/P
Technician	24.50	25.25	01/04/21	I/N/P
Games Room	18.50	19.00	01/04/21	I/N/P
Art Room	10.50	10.75	01/04/21	I/N/P
Health Room	8.75	9.00	01/04/21	I/N/P
IAG Room	8.25	8.50	01/04/21	I/N/P
Counselling Room	8.25	8.50	01/04/21	I/N/P
Large Meeting Room	15.50	16.00	01/04/21	I/N/P
N.B The above room hire charges are maximum charges that are to be applied. Managers will have the discretion to negotiate lower charges per hour/session if a hirer pays in advance and commits to a long term hire, with such discounts to be agreed by the Head of Service.				

Basis of Increase:

C - An increase dependent on committee approval

G - An increase below inflation in line with a corporate growth plan

I - Based on relevant inflationary change

N - A nominal adjustment e.g. due to rounding of charge

S - An increase above inflation in line with a corporate saving plan

D - Increase recommended by Head of Service

Basis for setting charge increase above complies with either:

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Childrens Childrens Services

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Off Peak (Mon - Fri 9am - 6pm)				
Small Meeting Room	10.75	11.00	01/04/21	I/N/P
Bike Workshop	14.00	14.50	01/04/21	I/N/P
IT Hub - reservation fee per computer	No Charge	No Charge	No Charge	
Peak (Mon - Fri after 6pm)				
Performance Hall	28.75	29.50	01/04/21	I/N/P
Performance Hall with sound and lighting:	42.25	43.50	01/04/21	I/N/P
Performance Hall with staging				
4 hrs (if stage erected by myplace staff)	203.00	209.00	01/04/21	I/N/P
Music Studio				
1 hr	15.00	15.50	01/04/21	I/N/P
Technician	24.50	25.25	01/04/21	I/N/P
Games Room	25.25	26.00	01/04/21	I/N/P
Art Room	14.00	14.50	01/04/21	I/N/P
Health Room	11.75	12.00	01/04/21	I/N/P
IAG Room	11.25	11.50	01/04/21	I/N/P
N.B The above room hire charges are maximum charges that are to be applied. Managers will have the discretion to negotiate lower charges per hour/session if a hirer pays in advance and commits to a long term hire, with such discounts to be agreed by the Head of Service.				

Basis of Increase:

- C - An increase dependent on committee approval
- G - An increase below inflation in line with a corporate growth plan
- I - Based on relevant inflationary change
- N - A nominal adjustment e.g. due to rounding of charge
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Childrens Childrens Services

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Peak (Mon - Fri after 6pm)				
Counselling Room	11.25	11.50	01/04/21	I/N/P
Large Meeting Room	19.00	19.50	01/04/21	I/N/P
Small Meeting Room	13.50	14.00	01/04/21	I/N/P
Bike Workshop	17.50	18.00	01/04/21	I/N/P
IT Hub - reservation fee per computer	No charge	No Charge	No Charge	
<p>N.B The above room hire charges are maximum charges that are to be applied. Managers will have the discretion to negotiate lower charges per hour/session if a hirer pays in advance and commits to a long term hire, with such discounts to be agreed by the Head of Service.</p>				

Basis of Increase:

C - An increase dependent on committee approval

G - An increase below inflation in line with a corporate growth plan

I - Based on relevant inflationary change

N - A nominal adjustment e.g. due to rounding of charge

S - An increase above inflation in line with a corporate saving plan

D - Increase recommended by Head of Service

Basis for setting charge increase above complies with either:

P - The Corporate Charging Policy

L - A local charging policy that deviates from the Corporate Charging Policy

Childrens Childrens Services

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Saturday and Sunday				
Performance Hall	76.75	79.00	01/04/21	I/N/P
Performance Hall with sound and lighting:	100.00	103.00	01/04/21	I/N/P
Performance Hall with staging 4 hrs (if stage erected by myplace staff)	450.00	463.50	01/04/21	I/N/P
Music Studio				
1 hr	50.00	51.50	01/04/21	I/N/P
Technician	30.00	31.00	01/04/21	I/N/P
Games Room	75.75	78.00	01/04/21	I/N/P
Art Room	55.50	57.25	01/04/21	I/N/P
Health Room	52.00	53.50	01/04/21	I/N/P
IAG Room	50.50	52.00	01/04/21	I/N/P
Counselling Room	52.00	53.50	01/04/21	I/N/P
Large Meeting Room	64.00	66.00	01/04/21	I/N/P
Small Meeting Room	54.00	55.50	01/04/21	I/N/P
Bike Workshop	61.25	63.00	01/04/21	I/N/P
IT Hub - reservation fee per computer	No charge	No Charge	No Charge	
N.B The above room hire charges are maximum charges that are to be applied. Managers will have the discretion to negotiate lower charges per hour/session if a hirer pays in advance and commits to a long term hire, with such discounts to be agreed by the Head of Service.				

Basis of Increase:

- C - An increase dependent on committee approval
- G - An increase below inflation in line with a corporate growth plan
- I - Based on relevant inflationary change
- N - A nominal adjustment e.g. due to rounding of charge
- S - An increase above inflation in line with a corporate saving plan
- D - Increase recommended by Head of Service

Basis for setting charge increase above complies with either:

- P - The Corporate Charging Policy
- L - A local charging policy that deviates from the Corporate Charging Policy

Childrens Childrens Services

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Weekly Charges Storage Charge for Hirers (per week)	5.25	5.50	01/04/21	I/N/P
<p>N.B The above room hire charges are maximum charges that are to be applied. Managers will have the discretion to negotiate lower charges per hour/session if a hirer pays in advance and commits to a long term hire, with such discounts to be agreed by the Head of Service.</p>				

Basis of Increase:

C - An increase dependent on committee approval

G - An increase below inflation in line with a corporate growth plan

I - Based on relevant inflationary change

N - A nominal adjustment e.g. due to rounding of charge

S - An increase above inflation in line with a corporate saving plan

D - Increase recommended by Head of Service

Basis for setting charge increase above complies with either:

P - The Corporate Charging Policy

L - A local charging policy that deviates from the Corporate Charging Policy

Learning and Achievement

(A) Statutory and Nationally Agreed Charges -

*VAT inclusive

Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
1 Non Attendance and Holiday Fines 1a Penalty Notices Penalty Notice paid within 21 days Penalty Notice paid after 21 days Charges are per child, per parent Fines must be paid within 28 days to avoid prosecution				
	60.00	60.00	01.09.12	
	120.00	120.00	01.09.12	

Basis of Increase:

C - An increase dependent on committee approval

G - An increase below inflation in line with a corporate growth plan

I - Based on relevant inflationary change

N - A nominal adjustment e.g. due to rounding of charge

S - An increase above inflation in line with a corporate saving plan

D - Increase recommended by Head of Service

Basis for setting charge increase above complies with either:

P - The Corporate Charging Policy

L - A local charging policy that deviates from the Corporate Charging Policy

Childrens Learning & Achievement

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2020/21 (from April 2020) £	Charges 2021/22 (from April 2021) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
1 Schools Meals				
1a Primary School Meal	2.25	2.30	01/04/21	N/L
1b Secondary School Meal	2.50	2.55	01/04/21	N/L
1c Special Infant	2.25	2.30	01/04/21	N/L
Special Junior	2.25	2.30	01/04/21	N/L
Adult	3.35	3.40	01/04/21	N/L

Basis of Increase:

C - An increase dependent on committee approval

G - An increase below inflation in line with a corporate growth plan

I - Based on relevant inflationary change

N - A nominal adjustment e.g. due to rounding of charge

S - An increase above inflation in line with a corporate saving plan

D - Increase recommended by Head of Service

Basis for setting charge increase above complies with either:

P - The Corporate Charging Policy

L - A local charging policy that deviates from the Corporate Charging Policy

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Appendix B – Corporate Finance Risk Register

Ref	Title	Description	Value	Likelihood	Impact
COVID 1	Financial Pressures caused by the pandemic	The continued Pressures to support our most vulnerable clients through the pandemic is not fully supported by Government Funding	Unclear	4	3
COVID 2	Lower Collection rates	The pandemic is causing hardship across the borough. This is directly affecting the ability of households to pay Council Tax and the ability of businesses to pay rates	Unclear	4	3
COVID 3	Hidden extra demand	The pandemic has resulted in changing circumstances for everyone especially during lockdown periods. There is a significant risk particularly in Children's that the difficulties caused by the effects of COVID will result in additional demand for Council services	Unclear	4	3
COVID 4	Delayed Savings and efficiencies	The Pandemic has caused a delay to many of the 2020/21 savings proposals. The Council is putting together revised proposals to set the budget for 2021/22. There is however a risk that if the effects of the pandemic continues well into 2021 that again proposals will be delayed	£17m Savings Proposals	2	2
COVID 5	Recruitment of Staff	For the Council to run efficiently there is a need to recruit high calibre staff to replace those who leave either through retirement or to move to other jobs. The pandemic is preventing population mobility both from elsewhere in the country and from abroad. This could impact on the need to recruit qualified staff to key positions such as social care and result in expensive temporary cover being needed	Unclear	2	2
COVID 6	Potential end of free Travel for under 18's	There is an agreement between the Government and TFL that free travel for under 18's will continue to March 2021. The cost of this thereafter will need to be included in the Mayoral budget and be funded from savings or additional	Unclear	2	2

		income. If the free travel were to end this would impact on poor families and there is a significant risk that the Council will need to support travel for these children			
C1	Spending Review 2021 and beyond	The 2021 Spending Review will determine the control totals Local Government have available over the next few years. There is a risk that the spending review will result in an adverse outcome for Havering.	Unclear	2	2
C2	Outcome of Fair Funding Review	It is unclear when the Government will implement the outcome of the fair funding review. There is a significant risk that the revised formula will redistribute funds from London to others areas in the country.	Unclear	3	2
C3	Impact of Leaving the EU	The potential implications of leaving the EU are wide ranging on local authorities including interest rates, the value of the pound and the costs of products, services and staffing.	Unclear	4	1
C4	Loss/reduction in Business Rates	In recent years as a result of austerity and the general reduced footfall from the high streets, a number of local businesses have failed. Business rates are in part locally retained meaning that significant downturn in yield will have a direct impact. This risk has increased as a direct result of the pandemic. This will be a national issue and it is hoped that the Government will fully recognise this in future settlements.	Potentially significant	3	2
C5	Affordability of Capital Programme	The Capital programme is based on a robust funding strategy. Significant overspends or enhancements to projects will result in a revenue pressure through increased contributions on higher borrowing and MRP costs	Unlikely to be significant	1	1
C6	New Legislation	The Government could at any time introduce new legislation or transfer new burdens to local government. History has shown that frequently new legislation is not accompanied by enough associated funding	Unlikely to be significant	2	1

C7	The impact of delays, changes, and market fluctuations to the Regeneration Programme	The regeneration models contained in the business cases make assumptions regarding inflation, interest rates and the property market. Changes to these factors could affect the expected yields. There is also a significant cost associated with delays to the programme either caused by changes to proposals or any other reason	Could be significant	2	3
C8	Interest Rate change	An increase in interest rates will have a direct impact on the Council's treasury strategy. Potential increases in borrowing will directly impact on the Councils MTFP and affordability decisions on major future Capital Plans	£1m per 1%	2	1
C9	Higher than expected inflation	If there was a significant increase in inflation this would result in cost of services increasing and potential pay awards all of which would be a direct pressure on the MTFS.	£1.5m per 1%	2	2
C10	Higher than expected population growth/ demographics	The Council's plans recognise the effect of population growth and the demographic pressures that brings particularly to Social Care. If either the population increased at a higher rate or factors such as poverty and deprivation resulted in increased demand above current planned amounts then this would have a direct impact on the MTFS	Unclear	1	2
C11	IBCF and other Grants	The 2021 settlement announced a continuation of grant funding in line with the previous 4 year settlement. Funding from 2022/23 onwards is far less clear and whilst this is taken into account in the MTFS a loss of smaller grants will impact on planning.	Unlikely to be significant	2	1
C12	Pension Fund Performance/Actuarial Review	A downturn in the performance of the pension fund could result in increased contributions being required at the next triennial review. This will have a direct impact on the MTFS assumptions	Unlikely to be significant	1	2
C13	Budget Failure/ Overspends	The MTFS allows for any recognised ongoing budget pressures. Unbudgeted overspends will depleted general and earmarked reserves. This could lead to future year budget pressures either through planned contributions to	Potentially significant in 20/21 but a	3	2

		reserves or through continued overspends. There is a significant risk that the 20/21 budget will overspend and officers are working hard to control spend in order to minimise this risk.	lower risk thereafter		
C14	IT System Failure	Significant IT failure could result in loss of service provision, potential loss of data and additional repair or replacement costs	Unclear	1	3
C15	Future Waste disposal arrangements	Preparations are well underway for the next steps following the end of the current 25 year contract. There is a risk however that the cost of the levy may increase as preparation for 2027 accelerates	Unlikely to be significant	1	2
C16	Adverse Weather/Cold winter	A cold or wet winter can result in increased environmental costs through gritting or possibly flood alleviation. Freezing weather also can break up road surfaces resulting in emergency repairs	Unclear	2	1
C17	Fraud	The Council has measures in place to minimise the risk of fraud. If a major financial fraud were discovered this could have a reputational risk and result in additional costs both to improve systems and to mitigate any uninsured losses.	Unclear	1	2
C18	JV Failure	The JV's all have business cases with returns on investments at various points to the Council. Failure of a JV could be for a number of reasons but will result in both additional costs and loss of income to the Council	Significant - several £m	1	3
C19	Collection Rates	Council Tax is set on assumed collection rates. Failure to achieve those rates will have an impact on the collection fund and the level of bad debt provision required. Both of these items will impact on future planning. The downturn in collection rates has been picked up as part of the 21/22 budget setting and so this risk relates to future years	Unlikely to be significant	1	1
C20	Public Health Joint Funding	The Public Health Grant has reduced over the last two years and is quite likely to continue to be squeezed. This could potentially impact on the future funding of Council Services	Unclear	1	1

C21	Proposed 95k cap on redundancy payments	The Government are currently consulting on proposals to introduce a 95k cap on redundancies. Introduction of the new rules would significantly limit the ability of the Council to make savings through restructures as redundancies would become difficult to achieve	Unclear	3	1
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Equality & Health Impact Assessment (EqHIA)

Document control

Title of activity:	Council Tax Support Scheme 2021
Lead officer:	Chris Henry, Head of Council Tax & Benefits, Exchequer & Transactional Services, oneSource
Approved by:	Sarah Bryant, Director of Exchequer & Transactional Services
Date completed:	03 November 2020
Scheduled date for review:	November 2021

Did you seek advice from the Corporate Policy & Diversity team?	Yes
Did you seek advice from the Public Health team?	No
Does the EqHIA contain any confidential or exempt information that would prevent you publishing it on the Council's website?	No

1. Equality & Health Impact Assessment Checklist

Please complete the following checklist to determine whether or not you will need to complete an EqHIA and ensure you keep this section for your audit trail. If you have any questions, please contact EqHIA@havering.gov.uk for advice from either the Corporate Diversity or Public Health teams. Please refer to the Guidance in Appendix 1 on how to complete this form.

About your activity

1	Title of activity	Council Tax Support Scheme 2021		
2	Type of activity	This is a scheme which provides assistance to people on low incomes to help them pay their Council Tax.		
3	Scope of activity	<p>The Council Tax Support (CTS) Scheme helps many working age people on low incomes pay their Council Tax bills.</p> <p>While Government funding is insignificant, the Council is committed to maintaining the current 2020 CTS scheme in 2021.</p> <p>The proposed scheme will continue to protect pensioners by law who will get the same level of council tax support as they do now which be up to 100%.</p> <p>Disabled working age applicants can have up to 80% off their Council Tax Bill. Working age applicants can have up to 75% off their Council Tax bill.</p> <p>It is proposed the CTS 2020/21 Scheme remains unchanged for working age and pension age claimants in 2021/22.</p>		
4a	Are you changing, introducing a new, or removing a service, policy, strategy or function?	No	If the answer to <u>any</u> of these questions is 'YES', please continue to question 5.	If the answer to <u>all</u> of the questions (4a, 4b & 4c) is 'NO', please go to question 6.
4b	Does this activity have the potential to impact (either positively or negatively) upon people (9 protected characteristics)?	Yes		
4c	Does the activity have the potential to impact (either positively or negatively) upon any factors which determine	No		

	people's health and wellbeing?			
5	If you answered YES:	Please complete the EqHIA in Section 2 of this document. Please see Appendix 1 for Guidance.		

Completed by:	Chris Henry, Head of Council Tax & Benefits
Date:	03 November 2020

2. The EqHIA – How will the strategy, policy, plan, procedure and/or service impact on people?

Background/context:
<p>The Council has a statutory obligation to provide a local Council Tax Support Scheme under the Local Government Act 2012.</p> <p>The Council proposes to maintain the Council Tax Support (CTS) Scheme in place since April 2020/21 for 2021/22. The scheme provides assistance to people on low incomes to help them pay their Council Tax.</p>

Who will be affected by the activity?
<p>The 2021 scheme will continue to protect pensioners who will get the same level of Council Tax Support as they do now. This can provide up to 100% off their Council Tax bill.</p> <p>Disabled working age applicants can have up to 80% off their Council Tax Bill. Working age applicants can have up to 75% off their Council Tax bill.</p> <p>At 31 October 2020, 8,957 working-age claimants and 5,515 pensionable age claimants were in receipt of Council Tax Support.</p> <p>Support remains in place through the Council Tax Discretionary policy for those who suffer hardship. Support workers and advisors continue to direct customers where appropriate to the online application which is available on the Havering website.</p> <p>In terms of the number of Council Tax Support Claimants and their household and personal status, the overall total, compared to last year, has increased from 14,272 to 14,472 (Oct 2020).</p>

<u>Council Tax Support Case Group Descriptions</u>	<u>Count</u>
Elderly - Non-Passported - Carer	121
Elderly - Non-Passported - Child Under 5	0
Elderly - Non-Passported - Enhanced Disability	0
Elderly - Non-Passported - Family Premium	0
Elderly - Non-Passported - Family Premium - 1 Child	2
Elderly - Non-Passported - Family Premium - 2 Child	1
Elderly - Non-Passported - Family Premium - 3 Child	0
Elderly - Non-Passported - Non Dependant	317
Elderly - Non-Passported - Other	1502
Elderly - Non-Passported - Severe Disability	415
	11
Elderly - Non-Passported - War Pensioners	
Elderly - Non-Passported - Working	55
Elderly - Passported - Carer	152
Elderly - Passported - Child Under 5	1
Elderly - Passported - Enhanced Disability	0
Elderly - Passported - Family Premium	4
Elderly - Passported - Family Premium - 1 Child	8
Elderly - Passported - Family Premium - 2 Child	3
Elderly - Passported - Family Premium - 3 Child	1
Elderly - Passported - Family Premium - 4 Child	0
Elderly - Passported - Non Dependant	389
Elderly - Passported – Other	1699
Elderly - Passported - Severe Disability	821
Elderly - Passported Working	13
TOTAL (Elderly) = 5515 (38%)	
Working Age - Non-Passported - Carer	359
Working Age-Non-Passported – Care Leavers	60
Working Age - Non-Passported - Child Under 5	323
Working Age - Non-Passported - Disability	292
Working Age - Non-Passported - Disabled Child	
Premium	50
Working Age - Non-Passported - Enhanced Disability	251
Working Age - Non-Passported - Family Premium	142
Working Age - Non-Passported - Family Premium - 1 Child	782
Working Age - Non-Passported - Family Premium - 2 Child	558
Working Age - Non-Passported - Family Premium - 3 Child	191
Working Age - Non-Passported - Family Premium - 4 Child	37
Working Age - Non-Passported - Family Premium - 5 and above	2

Working Age - Non-Passported - Lone Parent Child Under 5	738
Working Age - Non-Passported - Non Dependant	183
Working Age - Non-Passported - Other	707
Working Age - Non-Passported - Severe Disability	358
Working Age - Non-Passported - War Pensioners	4
Working Age - Non-Passported - Working	471
Working Age - Passported - Carer	365
Working Age- Passported- Care Leavers	9
Working Age - Passported - Child Under 5	8
Working Age - Passported - Disability	95
Working Age - Passported - Disabled Child Premium	8
Working Age - Passported - Enhanced Disability	936
Working Age - Passported - Family Premium	22
Working Age - Passported - Family Premium - 1 Child	152
Working Age - Passported - Family Premium - 2 Child	57
Working Age - Passported - Family Premium - 3 Child	17
Working Age - Passported - Family Premium - 4 Child	3
Working Age - Passported - Family Premium - 5 and Above	1
Working Age - Passported - Lone Parent Child Under 5	274
Working Age - Passported - Non Dependant	130
Working Age - Passported - Other	339
Working Age - Passported - Severe Disability	1024
Working Age - Passported - Working	9
TOTAL (Working Age) = 8,957 (62%)	
Grand Total Working Age & Elderly)	14472

**Expand box as required*

Protected Characteristic - Age: Consider the full range of age groups		
Please tick (✓) the relevant box:		Overall impact: There are no changes proposed to the CTS 2021 Scheme. The impact of this scheme, as compared to the current scheme will remain the same as in the Equality Impact Analysis prepared in Dec 2019. Legislation means that the 2021/22 scheme will continue to protect pensioners by law. Consequently the pension age scheme and the working age scheme have become more disparate overtime. Within the scope of the 2021 scheme, there continues to be a Council Tax Discretionary policy to enable the Council to consider cases of
Positive		
Neutral	✓	
Negative		

		<p>hardship which will help mitigate any negative impacts.</p> <p>Pension age claimants on low incomes can receive up to 100% CTS.</p> <p>At present approximately 62% of Council Tax Support claimants are working age and 38% are pension age. For comparison, the working age population (18-64 years) in Havering is 76% and the pension age population is 24%.</p> <p>The application for Council Tax Support is an online form which allows for a third party such as a family member, friend or a voluntary organization to assist any person of pension age requiring assistance. A range of information and advice is also available on the Council Tax web pages.</p> <p>A full range of online services are available including a Text relay service: 18001 01708 434343. Customers can contact the council in person at the Public Advice & Service Centre or by telephone to the dedicated Call Centre. Customer Services staff are able to advise and assist. Outside organisations such as Peabody, CAB and Age UK are widely promoted to provide assistance to the elderly population.</p>
Evidence: Havering Customer Services Peabody CAB Age UK		
Sources used: Council Tax Support caseload data as above		

Protected Characteristic - Disability: Consider the full range of disabilities; including physical mental, sensory and progressive conditions		
Please tick (✓) the relevant box:		Overall impact:
Positive		There are no changes proposed to the CTS 2021 Scheme.
Neutral	✓	The impact of this scheme, as compared to the scheme available in 2020/21, will remain the same as in the Equality Impact Analysis prepared in Dec 2019. https://www.havering.gov.uk/ctaxeia2020
Negative		

	<p>Within the scope of the 2021 scheme, there continues to be a Council Tax Discretionary policy to enable the Council to consider cases of hardship which will help mitigate any negative impacts.</p> <p>The Recovery Policy also sensitively considers vulnerable persons under whom disabled CTS applicants are categorized, in the collection of Council Tax.</p> <p>In terms of Council Tax Support, disabled claimants are defined as people who have a disability income that entitles them to one of the following premiums: disability, severe disability, enhanced disability, disabled child and/or carer when calculating their benefit. These premiums raise the amount the household need to live on and so can increase the amount of CTS.</p> <p>Approximately 23% of working age Council Tax Support claimants meet the above definition compared with 21% of the over all working age population of Havering.</p> <p>It is known Disabled people are historically disadvantaged and face greater barriers when accessing (information about) services, therefore disabled households are considered to be more vulnerable than other households. Disabled people who are unable to work receive higher levels of state benefits and while based on the proposals they will be subject to pay 20% of their Council Tax, disabled working age claimants are likely to have a higher income than other unemployed, working age claimants whose council tax support will also be reduced.</p> <p>Council Tax Support hardship payments can also assist disabled people with their Council Tax.</p> <p>A full range of online services are available and a Text relay service exists: 18001 01708 434343. Customers can contact the council in person at the Public Advice and Service Centre or by telephone to the dedicated service Call Centre. Details of AccessAble are available on the council's website. Customer Services staff are able to advise and assist, as can Havering's Community Learning Disability Team (CLDT) which assists adults with a learning disability and their carers. The Language Shop also exists providing the following services:</p> <ul style="list-style-type: none"> - Proofing and editing of translated documents; - Reproduction of print material in large print; - Reproduction of print material in Braille; - Audio and transcription services; - Subtitling; - Reproduction of information in "Easy Read" (simplifying information using pictures and plain English); - Certification and authenticity checks of documents - Other outside organisations such as Peabody, CAB and Age UK are widely promoted to provide assistance customers with disabilities
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Evidence: Havering Customer Services Peabody CAB Age UK The Corporate Translation & Interpreting Policy The Language Shop		
Sources used: Council Tax Support caseload data		

Protected Characteristic - Sex/gender: Consider both men and women		
<i>Please tick (✓) the relevant box:</i>		Overall impact:
Positive		There are no changes proposed to the CTS 2021 Scheme.
Neutral	✓	The impact of this scheme, as compared to the scheme available in 2020/21, will remain the same as in the Equality Impact Analysis prepared in Dec 2019. https://www.havering.gov.uk/ctaxeia2020
Negative		Within the scope of the 2021 scheme, there continues to be a Council Tax Discretionary policy to enable the Council to consider cases of hardship which will help mitigate any negative impacts
Evidence:		
Sources used:		

Protected Characteristic - Ethnicity/race: Consider the impact on different ethnic groups and nationalities		
Please tick (✓) the relevant box:		Overall impact:
Positive		There are no changes proposed to the CTS 2021 Scheme.
Neutral	✓	The impact of this scheme, as compared to the scheme available in 2020/21, will remain the same as in the Equality Impact Analysis prepared in Dec 2019. https://www.haverling.gov.uk/ctaxeia2020
Negative		<p>Providing comprehensive translation and interpretation services is becoming increasingly important in light of the significant demographic changes occurring across the Borough. Haverling's non-English speaking population has grown steadily. It is estimated that the percentage of adults is greater than 10% (last Census only recording if English as main language in a household)</p> <p>Interpretation, translation or alternative formats can be obtained from organisations such as The Language Shop which includes:</p> <p>Face to face interpreting (Spoken Language Interpreting, this can be simultaneous or consecutive);</p> <p>Telephone interpreting (connecting to a spoken language interpreter over the telephone);</p> <p>Multilingual telephone information service;</p> <p>Translation (to have written documents translated from the source language to the target language):</p>
Evidence: The Corporate Translation and Interpreting Policy The Language Shop		

- According to the GLA 2012 Round Strategic Housing Land Availability Assessment (SHLAA) ethnic group projection, which is the most up-to-date data on ethnicity, ethnic groups represent 14.3% of the Borough population. It should be noted, however, that the GLA define ethnic groups (BAME) differently to the ONS (BME). The GLA's BAME category does not include the 'White Other' Group. Instead the 'White Other' group is included in the 'White' category.

Table 6: Ethnic group projections

2014 (projection)	Number	Percentage of population (%)
All Ethnicities	246,269	100.00
White	211,126	85.7
Black Caribbean	3,335	1.4
Black African	9,485	3.9
Black Other	4,524	1.8
Indian	5,813	2.4
Pakistani	1,820	0.7
Bangladeshi	1,205	0.5
Chinese	1,662	0.7
Other Asian	4,467	1.8
Other	2,833	1.2
BAME	35,144	14.3

(Source: 2012 Round SHLAA ethnic group projection - final, Greater London Authority)

- GLA Intelligence also reports on BAME population projections from 2001 to 2041, across 5-year intervals. As illustrated on the below graph, (Graph 1) Havering's BAME population is projected to steadily increase from the current 14.3% to approximately 21% in 2041. For comparison, the BAME population for Greater London is projected to reach 50% by 2038, which also coincides with a steady decline of the White population.

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Sources used:

Demographic, Diversity and Socio-economic Profile of Havering's Population March 2017
Havering Data Intelligence Hub

**Expand box as required*

Protected Characteristic - Religion/faith: Consider people from different religions or beliefs including those with no religion or belief

Please tick (✓)
the relevant box:

Positive

Neutral

Negative

Overall impact:

There are no changes proposed to the CTS 2021 Scheme.

The impact of this scheme, as compared to the scheme available in 2020/21, will remain the same as in the Equality Impact Analysis prepared in Dec 2019. <https://www.havering.gov.uk/ctaxeia2020>

Providing comprehensive translation and interpretation services is

		<p>becoming increasingly important in light of the significant demographic changes occurring across the Borough. Havering's non-English speaking population has grown steadily. It is estimated that the percentage of adults is greater than 10% (last Census only recording if English as main language in a household) Interpretation, translation or alternative formats can be obtained from organisations such as The Language Shop which includes:</p> <ul style="list-style-type: none"> – Face to face interpreting (Spoken Language Interpreting, this can be simultaneous or consecutive); – Telephone interpreting (connecting to a spoken language interpreter over the telephone); – Multilingual telephone information service; <ul style="list-style-type: none"> ○ Translation (to have written documents translated from the source language to the target language) ○ Reproduction of information in "Easy Read" (simplifying information using pictures and plain English);
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Evidence:

The Corporate Translation and Interpreting Policy
The Language Shop

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Sources used:

ONS Sources

Protected Characteristic - Sexual orientation: Consider people who are heterosexual, lesbian, gay or bisexual

Please tick (✓) the relevant box:

Positive

Overall impact:

There are no changes proposed to the CTS 2021 Scheme.

Neutral

The impact of this scheme, as compared to the scheme available in 2020/21, will remain the same as in the Equality Impact Analysis prepared in Dec 2019. <https://www.havering.gov.uk/ctaxeia2020>

Negative

Evidence:		
<p style="text-align: right;"><i>*Expand box as required</i></p>		
Sources used:		
<p style="text-align: right;"><i>*Expand box as required</i></p>		

Protected Characteristic - Gender reassignment: Consider people who are seeking, undergoing or have received gender reassignment surgery, as well as people whose gender identity is different from their gender at birth		
Please tick (✓) the relevant box:		Overall impact:
Positive	<input type="checkbox"/>	There are no changes proposed to the CTS 2021 Scheme.
Neutral	<input type="checkbox"/>	The impact of this scheme, as compared to the scheme available in 2020/21, will remain the same as in the Equality Impact Analysis prepared in Dec 2019. https://www.havering.gov.uk/ctaxeia2020
Negative	<input type="checkbox"/>	There is no information available to make an assessment on the impact of the proposals on this protected characteristic Name changes are actioned through UK deed poll office <p style="text-align: right;"><i>*Expand box as required</i></p>
Evidence:		
<p style="text-align: right;"><i>*Expand box as required</i></p>		
Sources used:		
<p style="text-align: right;"><i>*Expand box as required</i></p>		

Protected Characteristic - Marriage/civil partnership: Consider people in a marriage or civil partnership	
Please tick (✓) the relevant box:	Overall impact:

Positive		<p>There are no changes proposed to the CTS 2021 Scheme.</p> <p>The impact of this scheme, as compared to the scheme available in 2020/21, will remain the same as in the Equality Impact Analysis prepared in Dec 2019. https://www.haverling.gov.uk/ctaxeia2020</p> <p><u>Same sex couples and civil partnerships are recognised however,</u> there is insufficient information available to make an assessment on the impact of the proposals on this protected characteristic</p>
Neutral		
Negative		
Evidence:		
<p style="text-align: right;"><i>*Expand box as required</i></p>		
Sources used:		
<p style="text-align: right;"><i>*Expand box as required</i></p>		

Protected Characteristic - Pregnancy, maternity and paternity: Consider those who are pregnant and those who are undertaking maternity or paternity leave		
Please tick (✓) the relevant box:		Overall impact: There are no changes proposed to the CTS 2021 Scheme.
Positive		<p>The impact of this scheme, as compared to the scheme available in 2020/21, will remain the same as in the Equality Impact Analysis prepared in Dec 2019. https://www.haverling.gov.uk/ctaxeia2020</p> <p>There is insufficient information available to make an assessment on the impact of the proposals on this protected characteristic. However, working mothers on maternity leave and women with caring responsibilities tend to have less income and/or reduced access to the labour market.</p> <p>It is perceived that there may also be equality implications for parents with young children and babies, particularly lone parents who may experience a negative impact. Support is in place through the Council Tax Discretionary policy for those who suffer hardship as a result of these proposals in order to mitigate any negative impacts.</p>
Neutral		
Negative		

Evidence:
Sources used:

Socio-economic status: Consider those who are from low income or financially excluded backgrounds	
<i>Please tick (✓) the relevant box:</i>	
Positive	Overall impact: There are no changes proposed to the CTS 2021 Scheme.
Neutral	The impact of this scheme, as compared to the scheme available in 2020/21, will remain the same as in the Equality Impact Analysis prepared in Dec 2019. https://www.havering.gov.uk/ctaxeia2020
Negative	<p>Council Tax Support is a means tested scheme available to households on low incomes. Therefore all recipients would be considered to be at a socio-economic disadvantage, particularly lone parents (most likely to be women), part-time workers (most likely to be women), working-age couples on low income, large households (more likely to be from BME backgrounds) and carers (most likely to be women).</p> <p>Support is in place through the Council Tax Discretionary policy for those who suffer hardship as a result of these proposals in order to mitigate any negative impacts.</p> <p>Pension age Council Tax Support claimants will not be affected and will continue to receive similar levels of support with their council tax bills as they do at present.</p>
Evidence:	
Please refer to breakdowns of Council Tax Support claimants available above	
<i>d</i>	

Sources used:

Council Tax Support caseload data

Demographic, Diversity and Socio-economic Profile of Havering's Population March 2017

Havering Data Intelligence Hub

Office of National Statistics (ONS)

**Expand box as required*

Health & Wellbeing Impact: Consider both short and long-term impacts of the activity on a person's physical and mental health, particularly for disadvantaged, vulnerable or at-risk groups. Can health and wellbeing be positively promoted through this activity? Please use the Health and Wellbeing Impact Tool in Appendix 2 to help you answer this question.

Please tick (✓) all the relevant boxes that apply:

Positive**Neutral****Negative****Overall impact:**

There are no changes proposed to the CTS 2021 Scheme.

The impact of this scheme, as compared to the scheme available in 2020/21, will remain the same as in the Equality Impact Analysis prepared in Dec 2019. <https://www.havering.gov.uk/ctaxeia2020>

Entitlement to Council Tax Support assists low income households to pay their council tax bill which in turn contributes to financial wellbeing and alleviates stress and poor mental health

Do you consider that a more in-depth HIA is required as a result of this brief assessment? Please tick (✓) the relevant box

Yes

☐

No

☒**Evidence:****Expand box as required***Sources used:**

3. Outcome of the Assessment

The EqHIA assessment is intended to be used as an improvement tool to make sure the activity maximises the positive impacts and eliminates or minimises the negative impacts. The possible outcomes of the assessment are listed below and what the next steps to take are:

Please tick (✓) what the overall outcome of your assessment was:

✓	1. The EqHIA identified <u>no significant concerns</u> OR the identified <u>negative concerns</u> have already been <u>addressed</u>	➔	Proceed with implementation of your activity
	2. The EqHIA identified some <u>negative impact</u> which still needs <u>to be addressed</u>	➔	COMPLETE SECTION 4: Complete action plan and finalise the EqHIA
	3. The EqHIA identified some <u>major concerns</u> and showed that it is <u>impossible to diminish negative impacts</u> from the activity to an acceptable or even lawful level	➔	Stop and remove the activity or revise the activity thoroughly . Complete an EqHIA on the revised proposal.

4. Action Plan

Protected characteristic / health & wellbeing impact	Identified Negative impact	Recommended actions to mitigate Negative impact* or further promote Positive impact	Outcomes and monitoring**	Timescale	Lead officer
All	✓	<p>Monitor implication of change in Council Tax Support.</p> <p>Opportunities with the Ctax Support Scheme</p>	<p>We will monitor the impact of the continuing scheme and take-up of hardship funds as part of our performance and quality checking systems. The performance data collated, including satisfaction surveys and community profile monitoring will form part of regular reporting arrangements to senior management and members.</p> <p>Citizens' Advice Bureau commissioned to assist provides debt counselling and advice.</p>	December 2021	Debbie Wheatley

		<p>to challenge amount of benefit through internal/external review procedures to maximize support.</p> <p>Availability of the Emergency Assistance Scheme in LB Havering delivered with DABD</p>	Applications monitored & awards recorded by Disablement Association of Barking & Dagenham (DABD)	December 2021	Debbie Wheatley
All	✓	The Council Tax Discretionary Policy	<p>The policy is available on the Internet for any claimant struggling to pay their Council Tax.</p> <p>32 applications were received & awarded in 2020/21. The majority</p>	December 2021	Chris Henry

			<p>being from Havering care leavers.</p> <p>The Discretionary Policy is promoted by several internal departments and external organizations who engage with vulnerable residents.</p>		
Disability	✓	<p>International Day of the Disabled Person</p> <p>Ctax Recovery Policy. Individual circumstances taken into account.</p>	<p>This is a practical event planned for International Day of the Disabled Person to engage with and advance the rights and wellbeing of persons with disabilities.</p> <p>The agenda will include public Speakers, open forum discussions and opportunities to develop and contribute local policy.</p>	<p>3 December 2021</p> <p>December 2021</p>	Chris Henry

Age	✓	Referral to Havering Works to assist careers advice & getting back into employment	Positive outcomes recorded by Havering Works	September 2021	Debbie Wheatley
Socio-Economic	✓	Referral to external bodies for income maximization and debt advice eg CAB, Peabody, The Money Advice Service, Stepchange etc		December 2021	Council Tax & Benefit Services, Housing

Add further rows as necessary

* You should include details of any future consultations and any actions to be undertaken to mitigate negative impacts

** Monitoring: You should state how the impact (positive or negative) will be monitored; what outcome measures will be used; the known (or likely) data source for outcome measurements; how regularly it will be monitored; and who will be monitoring it (if this is different from the lead officer).

5. Review

In this section you should identify how frequently the EqHIA will be reviewed; the date for next review; and who will be reviewing it.

Review:

The EIA will be reviewed on bi-annual basis.

Scheduled date of review: September 2021

Lead Officer conducting the review: Chris Henry

Please submit the completed form via e-mail to EqHIA@haverling.gov.uk thank you.

London Borough of Havering

Short version of the Council Tax Support Scheme 2021/22

Introduction

Since April 2013, Havering Council is required by Section 9 of the Local Government Finance Act 2012 (the Act) to produce its own scheme to reduce the liability of working age applicants whom it considers to be in financial need.

This document summarises the proposed Council Tax Support Scheme (2021 scheme) from April 2021 which the Council has produced in accordance with of Schedule 4 of the Act.

The Council adopted its own local scheme from April 2013 which has due regard to the Department for Communities and Local Government's policy intentions and unequivocally protects pensioners.

Havering's Local Council Tax Support scheme has been interpreted and applied in accordance with the Council Tax Reduction Schemes (Prescribed Requirements) (England) Regulations 2012 which set out what must be included in the scheme.

Summary of the 2021/22 Council Tax Support Scheme

The 2021/22 scheme will adopt the existing Council Tax Support scheme in place at 31 March 2021.

People of pensionable age can receive up to 100% Council Tax Support.

The maximum Council Tax Support is 75% of the Council Tax due for working age claimants who are not considered disabled. This means that every working age household that is not considered disabled will continue to pay a minimum charge of 25% towards their council tax bill.

For working age claimants who are considered disabled, the maximum Council Tax Support is 80% of the Council Tax due. This means that every working age household that is considered disabled continues to pay a minimum charge of 20% towards their Council Tax Bill.

Local authority Care Leavers can receive up to 100% Council Tax Support until the age of 25 years.

Disabled claimants for the purposes of the scheme are defined as people who have a disability income that entitles them to one of the following premiums: disability, severe disability, enhanced disability, disabled child and/or carer when calculating their benefit.

Haverling's Local Council Tax Support Scheme

In this document 'the current scheme' means Haverling's existing Council Tax Support scheme which was adopted with effect from 1 April 2013 and then amended with effect from 1 April 2014, 1 April 2015 and again with effect from 1 April 2019.

Unless expressly stated otherwise, the provisions outlined below relate solely to working age applicants under the current scheme.

This document summarises the Council's proposed Scheme for eligible working age Council Tax payers to receive council tax support.

The scheme applicable to pensioners is defined in The Council Tax Reduction Schemes (Prescribed Requirements) Regulations 2012, Part 3, and Schedules 1 to 6, which is adopted within this scheme.

The procedure for the application and calculation of the 2021 scheme is summarised below and is made in accordance with Schedules 7 and 8 of the Council Tax Reduction Schemes (Prescribed Requirements) Regulations 2012.

The principles embodying the Local Council Tax Support Scheme include:

- Local authorities will be expected to manage significant reductions in subsidised expenditure.
- Regulations have been set to protect claimants of state pension credit age.
- Local authorities will consult on their schemes with precepting authorities and the public.
- The Council will adopt the final scheme before 11 March 2021 or the default scheme will apply.
- Local authorities should aim to protect vulnerable groups.
- In developing schemes, local authorities should consider incentivising claimants into work.

The Local Council Tax Support Scheme includes the following:

- Introduction and definitions
- Prescribed of persons
- Provisions relating to entitlement under the scheme
- Applicable amounts
- Maximum Council Tax Reduction
- Amount of reduction under the scheme
- Assessment of Income and Capital under the scheme
- Students
- Applications
- Extended reductions
- Period of entitlement and changes of circumstances
- Schedules

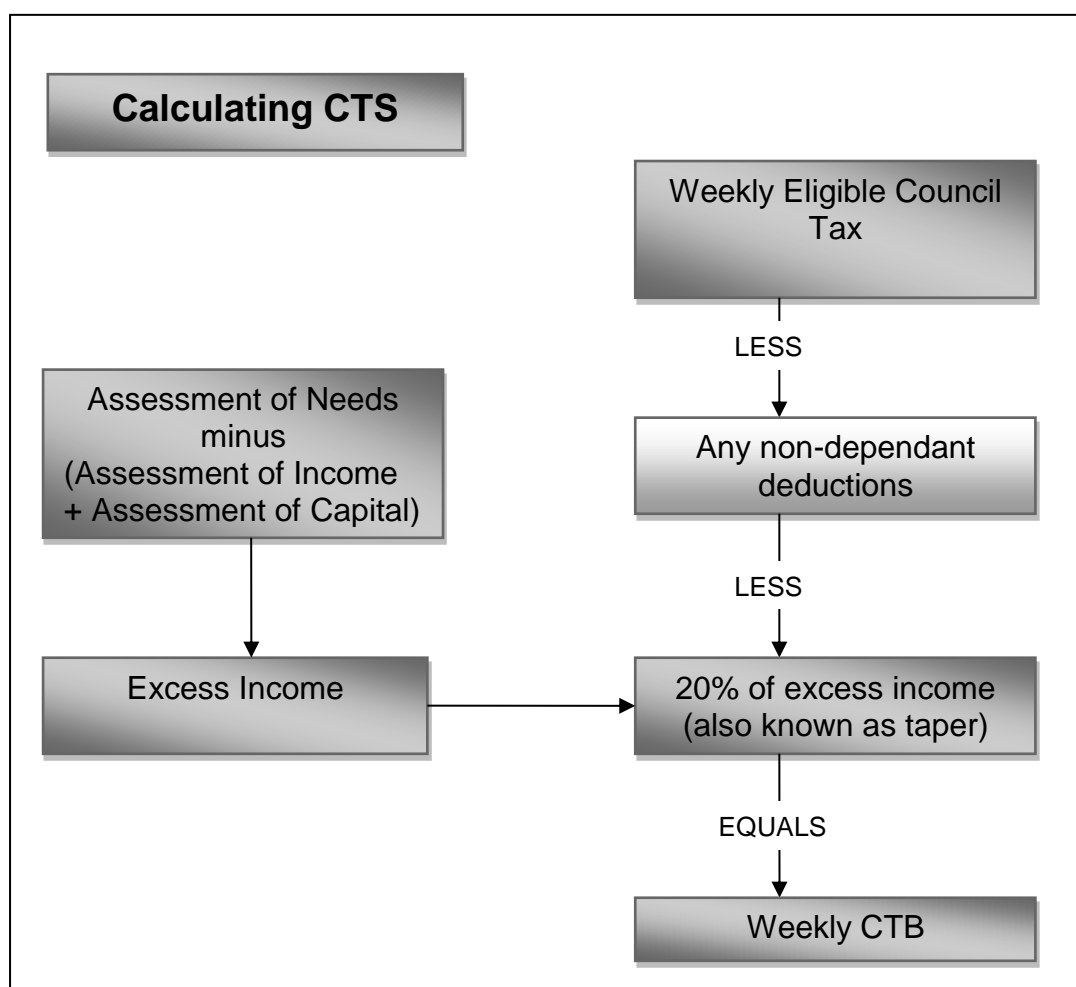
The Council Tax Support Calculation

The starting point for all calculations of Council Tax Support is the claimant's 'maximum benefit'. This is the claimant's weekly eligible Council Tax less any non-dependant deductions that apply.

Income and capital are compared to the claimant's applicable amount. Any income over the applicable amount is known as the Excess Income.

The claimant qualifies for maximum support less 20% of any excess income figure. The 20% reduction to the maximum benefit is known as a taper.

Claimants in receipt of Job Seeker's Allowance, Income Support or Universal Credit have already been assessed by the Department for Work and Pensions (DWP) as having income lower than their applicable amount and so will receive maximum council tax support less any non-dependant deductions.



Non-dependant deductions

A non-dependant deduction is an amount of council tax that is due from the CTS claimant because there is another adult (non-dependant), who is not the claimant's partner, living in the household who receives an income. This reduces the amount of CTS a claimant will receive which is described in paragraph 30A of the 2021 scheme as follows:

- (1) Subject to the following provisions of this regulation, the non-dependant deductions in respect of a day referred to in regulation 29A (maximum council tax benefit) shall be—
 - (a) in respect of a non-dependant aged 18 or over in remunerative work, £20.00 x 1/7;
 - (b) in respect of a non-dependant aged 18 or over to whom sub-paragraph (a) does not apply, £6.00 x 1/7.
- (2) In the case of a non-dependant aged 18 or over to whom paragraph (1)(a) applies, where it is shown to the appropriate authority that his normal gross weekly income is—
 - (a) Less than £207.70, the deduction to be made under this regulation shall be that specified in paragraph (1)(b);
 - (b) Not less than £207.70 but less than £360.10, the deduction to be made under this regulation shall be £9.00;
 - (c) Not less than £360.10 but less than £447.40, the deduction to be made under this regulation shall be £15.00.

Since April 2014, the eligible weekly council tax used to calculate council tax support shall be no higher than the weekly Council Tax Band D value for a property in Havering.

Paragraph 29A (1) of the CTS scheme 2018/19 provides that:

- (1) Subject to paragraphs (2) to (5), the amount of a person's maximum council tax benefit in respect of a day for which he is liable to pay council tax, shall be 85 per cent of the amount A/B where—
 - (a) A is the amount set by the appropriate authority as the council tax for the relevant financial year in respect of the dwelling in which he is a resident and for which he is liable, subject to any discount which may be appropriate to that dwelling under the 1992 Act; and
 - (b) B is the number of days in that financial year, less any deductions in respect of non-dependants which fall to be made under regulation 58 (non-dependant deductions).
- (2) In calculating a person's maximum council tax benefit any reduction in the amount that person is liable to pay in respect of council tax, which is made in consequence of any enactment in, or made under, the 1992 Act, shall be taken into account.
- (3) The level of any Council Tax Support awarded shall be restricted to the level of band D
- (4) Subject to paragraph (5), where a claimant is jointly and severally liable for council tax in respect of a dwelling in which he is resident with one or more other persons but excepting any person so residing with the claimant who is a student to whom regulation 45(2) (students who are excluded from entitlement to council tax benefit) applies, in determining the maximum council tax benefit in his case in accordance with paragraph (1), the amount A shall be divided by the number of persons who are jointly and severally liable for that tax.
- (5) Where a claimant is jointly and severally liable for council tax in respect of a dwelling with only his partner, paragraph (4) shall not apply in his case.

Since April 2019, the Maximum Council Tax Support for working age claimants is 75%. However, working age claimants classified as disabled for the purposes of the CTS scheme will have a maximum council tax support of 80%.

This means that working age households without disabilities will pay a minimum charge of 25% of their Council Tax Bill and working age households with disabilities will pay a minimum charge of 20% towards Council Tax bill.

Paragraph 29A of the CTS scheme 2021/22 provides that:

(1) Subject to sub-paragraphs (2) to (5), for persons in classes D to E in this scheme a person's maximum council tax reduction amount in respect of a day is 75 per cent for working age (not disabled) & 80% for working age (disabled) of the amount A/B where—

(a) A is the amount set by the authority as the council tax for the relevant financial year in respect of the dwelling in which he is a resident and for which he is liable, subject to any discount which may be appropriate to that dwelling under the 1992 Act; and

(b) B is the number of days in that financial year, less any deductions in respect of non-dependants which fall to be made under paragraph 30A (non-dependant deductions: persons who are not pensioners) and any award restricted to the level of Band D

Since April 2015, the amount of savings and investments people are allowed to have and still be entitled to claim CTS was reduced from £16,000 to £6,000.

From April 2015, applicants who have more than £6,000 in savings or investments are not eligible to claim and therefore have no entitlement to CTS.

Paragraph 23 of the CTS scheme 2021/22 states that:

(1) The class of person described in this paragraph consists of -

(a) Persons in class A and B whose capital exceeds £16,000

(b) Persons in class D and E whose capital exceeds £6,000.

Since April 2015, Second Adult Rebate was abolished. Second Adult Rebate supported working age council tax payers whose income was too high in their own right for Council Tax Support but who had other adults living in the household whose income was low.

Applications for Council Tax Support

The application process referred to below is for working and pension age Council Tax payers.

The following procedure has been set in accordance with the Council Tax Reduction Schemes (Prescribed Requirements) Regulations 2012, referred to as 'the Regulations' below.

Entitlement to CTS is dependent on an application being made in the following way:

An application may be made:

- (a) In writing
- (b) By means of an electronic communication or
- (c) By telephone following publication by the Council of a number for this purpose.

The form provided by the Council for this purpose must be properly completed, and the Council may require the applicant to complete the form in the proper manner, and may further require that further information and evidence is provided by the applicant.

An application will be made defective if the applicant does not provide all of the information the Council requires.

Applications made by telephone will only be accepted if the applicant provides a written statement and proof of their circumstances in the format required by the Council.

The Council will allow a certain length of time for applicants to correct any defects in their application.

The Regulations provide for which classes of people are eligible to make application for Council Tax Support.

Evidence and information

Any person who makes an application or any person to whom a reduction under the CTS scheme 2021/22 has been awarded shall furnish such certificates, documents, information and evidence in connection with the application or award, or question arising out of it as may reasonably be required by the Council in order to determine the person's entitlement. Where the Council requests information it shall inform the applicant or person of their duty to notify the Council of any change of circumstances and shall indicate the kind of changes of circumstances which are to be notified.

Matters related to the electronic communication of information, proof of delivery and content of information will be determined in accordance with Part 4 of Schedule 7 of the Regulations.

Where the person is a pensioner, paragraph 7(4) (5) (6) and (7) of Schedule 8 of the Regulations apply which specify matters relevant to evidence and information related to pensioners.

Amendment and withdrawal of applications

Any person who has made an application may amend it at any time before a decision has been made by serving a notice in writing to the Council in accordance with paragraph 8 of Schedule 8 of the Regulations.

Decisions by the Council

The Council will make a decision in respect of any application for a reduction under this scheme in accordance with the criteria set out within the CTS scheme 2021 rules.

The decision will be made within 14 days or as soon as possible after that from when the Council received a fully completed application including any evidence required. The date upon which the Council is deemed to have received the properly completed application shall be determined in accordance with paragraphs 6 of Schedule 1, paragraph 7 and Part 1 of Schedule 7 of the Regulations being satisfied, or as soon as reasonably practicable thereafter.

The Council will notify the applicant or any person affected by its decision under the scheme in writing following its decision.

Any person affected to whom the Council sends or delivers a notification of a decision to may, within one month of the notification of the decision, request in writing from the Council a statement setting out the reasons for its decision on any matter set out in the notice.

Following receipt of a request for a written statement the Council will provide this within 14 days or as soon as reasonably practicable thereafter.

Where an award or payment of reduction is made the time and manner of granting the reduction under the scheme will be in accordance with Part 5 of Schedule 8 of the Regulations.

Change of circumstances

For persons who are not pensioners the date on which changes of circumstances are to take effect will be determined in accordance with paragraph 4 of Part 2 of Schedule 8 of the Regulations.

Procedure for making an appeal

Any applicant who is not in agreement with the decision of the Council taken under this scheme may serve a notice in writing on the Council setting out their reasons and grounds upon which they believe the Council has made the wrong decision.

Following receipt of an appeal in writing the Council will:

- (1) Consider the appeal
- (2) Notify the applicant in writing of the following:
 - (i) Any decision not to uphold the appeal and the reasons for that; or
 - (ii) That steps are being taken to proceed with the appeal and set out what steps.

Where an applicant remains dissatisfied following receipt of any written notice sent by the Council in response to their appeal, they may within two months of the service of that notice, appeal to the valuation tribunal.

Applications for further discretionary reductions

Under Section 13A(1)(c) of the Local Government Finance Act 1992 and The Council Tax Reduction Schemes (Prescribed Requirements) Regulations 2012, the Authority will consider applications for a further reduction in Council Tax.

There will be financial implications in that the cost of any reduction will be a direct cost to the Council. The cost of any discretionary reduction will, therefore, have to be met by the rest of the council taxpayers.

Applications must be made in writing or by prescribed electronic communications.

The Council will, in making decisions for further discretionary reductions, have due regard to its duties under The Child Poverty Act 2010, The Housing Act 1996, and The Equality Act 2010.

The Council will review all relevant matters when deciding whether to award a reduction including, but not limited to:

- The circumstances of any other person with whom the applicant is jointly and severally liable for Council Tax.
- The overall financial situation of the applicant and the applicant's family.
- The effect the council believes making an award will have on the applicant and any members of the applicant's family.
- Protecting the public purse and maintaining financial budgets.

A person who applies for a discretionary reduction may request that the Council review its decision. Any such request must be made in writing and be received within one month of the date the notification of the decision.

Another more senior officer, will reconsider the decision in light of all available evidence and, if appropriate amend it. Any change may lead to either a reduction or an increase in any award.

A further right of review will be available against the decision as reviewed which will be considered by a manager but only against the legality of the decision and not the actual outcome.

Appendix G

LONDON BOROUGH OF HAVERING PROVISIONAL COUNCIL TAX STATEMENT – 2021/22 BUDGET

2020/21			Estimate 2021/22	
£			£	
160,207,788	Havering's Expenditure		170,208,187	
1,000,000	Service Expenditure		1,000,000	
161,207,788	General Contingency		171,208,187	a
	Havering's Own Expenditure			
	Levies			
16,363,000	East London Waste Authority		11,524,000	Final
191,242	Environment Agency (Thames)		195,131	Provisional
22,128	Environment Agency (Anglia)		22,609	Provisional
208,036	Lee Valley Regional Park Authority		208,036	Estimate
300,636	London Pensions Fund Authority (LPFA)		300,636	Estimate
17,085,042	Sub Total – Levies	b	12,250,412	
(14,368,210)	Unringfenced Grant	c	(14,902,118)	Final
163,924,620	Sub Total – Total Expenditure	d=a+b-c	168,556,481	
	External Finance			
(9,944,857)	Business Rates Top-up		(9,944,858)	Final
(1,398,077)	Revenue Support Grant		(1,405,808)	Final
(23,808,558)	National Non Domestic Rate		(23,952,890)	Final
(35,151,492)	Sub Total – External Finance	e	(35,303,555)	
0	Council Tax Deficit/(Surplus)	f	815,089	Final
1,331,141	Business Rates Deficit/(Surplus)	g	912,008	Final
130,104,269	Havering's Precept on the Collection Fund	h=d+e+f+g	134,980,023	

The Collection Fund					
2020/21		Expenditure		Estimate 2021/22	
£	£ p	Precepts		£	£ p
118,415,266	1,332.26	London Borough of Havering		119,499,553	1,354.21
11,689,003	131.51	Adult Social Care		15,480,469	175.43
130,104,269	1,463.77	Total London Borough of Havering	h	134,980,023	1,529.64
29,515,378	332.07	Greater London Authority		32,090,449	363.66
23,808,558	267.86	London Borough of Havering Retained Business Rates		23,952,890	271.44
29,363,889	330.37	Greater London Authority - Retained Business Rates		29,541,897	334.78
266,826	3.00	Cost of NNDR collection		262,023	2.97
213,058,920	2,397.07	Total Expenditure	i	220,827,282	2,502.49
		Total Income			
(53,439,273)	(601.23)	National Non-Domestic Rate		(53,756,810)	(609.19)
159,619,647	1,795.84	NNDR receivable	j	167,070,472	1,893.30
88,883		COUNCIL TAX per Band D property	k=i-j	88,243	
		Council Tax Base			
					Council Tax percentage change 5.43%
Council Taxes Per Property Band					
Valuation as at 1/4/91	£ p			£ p	Change
Under £40,000	1,197.23	Band A		1,262.20	64.97
£40,000 - £52,000	1,396.77	Band B		1,472.57	75.80
£52,001 - £68,000	1,596.30	Band C		1,682.93	86.63
£68,001 - £88,000	1,795.84	Band D		1,893.30	97.46
£88,001 - £120,000	2,194.91	Band E		2,314.03	119.12
£120,001 - £160,000	2,593.99	Band F		2,734.77	140.78
£160,001 - £320,000	2,993.07	Band G		3,155.50	162.43
Over £320,000	3,591.68	Band H		3,786.60	194.92

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