

Council Budget 2013 – 2014

# Financial Forward Plan and Capital Programme



## Budget 2013/14 Index

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1.1 **RECOMMENDATIONS AGREED BY COUNCIL 5<sup>th</sup> MARCH 2013**

1.2 **Corporate Plan**

The Council's Corporate Plan sets out the Council's priorities for the forthcoming year.

That the Chief Executive be authorised to make any required amendments prior to final publication, in consultation and agreement with the Leader and the Cabinet Member for Resources and Performance.

**Consultation and Equalities**

1.3 That Cabinet consider the consultation outcomes and give due regard to the statutory equality duties when making their decisions.

**Medium Term Financial Strategy (MTFS)**

1.4 That Council approve the MTFS attached at **Appendix 1**.

The MTFS sets out all of the budget changes over the period from 2013/14 to 2015/16, including assumptions around inflation, changes to levies, pressures, savings and grant funding. It is the model around which the Council's financial strategy is based.

**Detailed Revenue Budgets, Savings and Pressures**

1.5 That Council approve the estimates for income and expenditure, savings, pressures and council tax schedules as set out in **Appendix 2**.

The budget has been prepared on the basis of a **2 year council tax freeze** for 2013/14 and 2014/15.

Overall the 2013/14 budget requirement totals **£267,643,281**.

1.6 That it be noted that the Chief Finance Officer under his delegated powers has calculated the amount of 125,294 (band D equivalents) as the council tax base for the year 2013/14 [Item T in the formula in Section 31B (3) of the Local Government Finance Act 1992, as amended (the "Act")].

1.7 That it be noted that the council tax requirement for the Council's own purposes for 2013/14 (excluding precepts) is £139,477,281.

1.8 That Council approve the following amounts be now calculated for the year 2013/14 in accordance with Sections 31 to 36 of the Act:

(a) £862,151,369 being the aggregate of the amounts which the Council estimates for the items set out in the Section 31A(2) of the Act taking into account all precepts issued to it by precepting authorities.

(b) £722,674,088 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act.

(c) £139,477,281 being the amount by which the aggregate at 1.8(a) above exceeds the aggregate at 1.8(b) above, calculated by the Council in accordance with Section 31A(4) of the Act as its council tax requirement for the year. (Item R in the formula in Section 31A(4) of the Act)

(d) £1,113.20 being the amount at 1.8(c) above (Item R), all divided by Item T (Item 1.6 above), calculated by the Council, in accordance with Section 31B(1) of the Act, as the basic amount of its council tax for the year (including precepts).

(e) The Chief Finance Officer has determined that the Council's basic amount of council tax for 2013/14 is not excessive in accordance with the principles approved under Section 52ZB of the Local Government Act 1992.

(f) £1,113.20 being the amount at 1.7 above divided by the amount at 1.6 above, calculated by the Council, as the basic amount of its council tax for the year 2012/13;

London Borough of Barnet Valuation Bands (£)

A	B	C	D	E	F	G	H
742.13	865.82	989.51	<u>1,113.20</u>	1,360.58	1,607.96	1,855.33	2,226.40

Being the amounts given by multiplying the amount at 1.8(e) above by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which is in that proportion is applicable to dwellings listed in valuation band D, calculated by the Council, in accordance with Section 36(1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

1.9 That it be noted that for the year 2013/14 the Greater London Authority has stated the following amounts in precepts issued to the Council, in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of the dwellings shown below:-

Greater London Authority Valuation Bands (£)

A	B	C	D	E	F	G	H
202.00	235.67	269.33	<u>303.00</u>	370.33	437.67	505.00	606.00

- 1.10 That, having calculated the aggregate in each case of the amounts at 1.8(e) and 1.9 above, the Council, in accordance with Section 30(2) of the Local Government Finance Act 1992, hereby sets the following amounts as the amounts of council tax for the year 2013/14 for each of the categories dwellings shown below: -

Council tax for Area (£)

A	B	C	D	E	F	G	H
944.13	1101.49	1258.84	<u>1416.20</u>	1730.91	2045.63	2360.33	2832.40

- 1.11 That in accordance with Section 38(2) of the Act the Chief Executive be instructed to place a notice in the local press of the amounts set under recommendation 1.10 above pursuant to Section 30 of the Local Government Finance Act 1992 within a period of 21 days following the Council's decision.

**Capital**

- 1.12 That Council approves the capital strategy and capital programme as set out in **Appendix 4**, and that the Chief Officers be authorised to take all necessary action for implementation.
- 1.13 The Chief Finance Officer be authorised to adjust capital project budgets in 2013/14 throughout the capital programme after the 2012/13 accounts are closed and the amounts of slippage and budget carry forward required are known.
- 1.14 That where slippage results in the loss of external funding and a new pressure being placed on prudential borrowing, the relevant Director report on options for offsetting this impact by adjusting other capital projects.

**Treasury Management, Capital Prudential Code and Borrowing Limits**

- 1.15 The Council note the Treasury Management Strategy for 2013/14 as set out in **Appendix 5** which will go to Full Council for approval.
- 1.16 The full set of Prudential Indicators set out in **Appendix 5** is noted and that the Chief Finance Officer be authorised to raise loans, as required, up to such borrowing limits as the Council may from time to time determine and to finance capital expenditure from financing and operating leases.

**Housing Revenue Account**

- 1.17 That Cabinet approve the Housing Revenue Account estimates for 2013/14 as set out in **Appendix 3**.

**Equality Impact Assessments**

- 1.18 The Equality Impact Assessments are set out in paragraph 9.6.2 of the report.

### **Reserves and Balances Policy**

- 1.19 That Council agree the Reserves and Balances Policy as set out in **Appendix 6** and the Chief Financial Officer's assessment of adequacy of reserves in section 9.13. This states that the minimum level of General Fund balances should be £15m after taking account of all matters set out in the Chief Finance Officer's report on reserves and balances as set out in the appendix.

### **Corporate Risk Register**

- 1.20 That Council note the Corporate Risk Register.
- 1.21 There are significant changes proposed to the way local government will be funded in the future from 2013/14 onwards, including redistribution of business rates. In addition it has been confirmed that government austerity measures will continue into 2015/16 and beyond meaning further cuts to government funding. This, alongside rises in the boroughs population and demand for services, provides new challenges for longer term financial planning.

## **2 RELEVANT PREVIOUS DECISIONS**

- 2.1 Cabinet on 20 July 2012 agreed a business planning process covering the period 2013/14 – 2015/16.
- 2.2 Cabinet on 7 November 2012 agreed the draft Corporate Plan priorities and the draft budget proposals for 2013/14 to 2015/16 for consultation.

## **3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS**

- 3.1 The business planning process enables Members to set the strategic direction of the Council and for that direction to be reflected in strategic priorities for the borough, as set out in the Corporate Plan. The Corporate Plan is the primary strategic document against which Council policy is evaluated in Committee and Delegated Powers Reports.
- 3.2 The Council's forward looking strategic objectives and performance targets have been refreshed for 2013/14, to set clear priorities for the year ahead and to reflect the changing local landscape. These objectives have been consulted on publicly. The Council's budget is focused on ensuring that resources are allocated in such a way to deliver these objectives, ensuring that resources follow strategy.
- 3.3 The Corporate Plan – which sets out the council's strategic direction - is updated annually and forms an overarching framework for more detailed Delivery Unit plans, team plans, and for setting performance objectives for individual officers – thus creating a 'golden thread'.

## **4. RISK MANAGEMENT ISSUES**

- 4.1 Severe resource constraint represents the most significant risk to the council achieving its strategic objectives. The One Barnet programme potentially mitigates this risk. The NSCSO procurement expected to save £40m for the Council over the next 10 years, and the successful tender guaranteed savings of £70m in the transferring services, with a further £55m of benefits from procurement and increases in Council tax collection. This is a significant boost for the Council in achieving its financial strategy, but the risk of legal challenge to the implementation of the contract provides a challenge to the budget strategy. The Council has currently held off from entering into the NSCSO contract and from making a preferred bidder recommendation for DRS while the legal challenge is heard. In respect of legal challenge to the NSCSO and DRS procurements, the following scenarios are relevant:
  - If a legal challenge is mounted unsuccessfully and the case is concluded within the next couple of months, then the assumption within the medium term financial strategy hold firm in respect of this report;
  - If a legal challenge is mounted successfully and the Council subsequently complies with the court judgements, retakes relevant decisions, and this process to enter into the contract takes, for example,

a year to conclude, then the Council would have to find £2.2m of savings (one off) early in 2013 to bridge the gap that would have been met from the NSCSO contract, and further savings of £1.5m in respect of DRS. The Council would also have to, in the interim period, develop contingency proposals to reduce the annual budget by approximately £15m to reflect the annual savings expected to be derived from both contracts. This would inevitably impact on frontline service delivery. In addition, the Council Tax freeze for 2014/15 would need to be revisited and proposals to invest £4m in priority projects would not materialise;

- If a legal challenge is successful and as a consequence the Council does not proceed with the NSCSO and DRS contracts, the council would have to develop alternative savings proposals to reduce the annual budget by £15m. In addition, the Council Tax freeze for 2014/15 would need to be revisited and proposals to invest £4m in priority projects would not materialise.

- 4.2 The implications of the judicial review are significant, with the NSCSO procurement expected to save the Council on average £1m per month over the contract term. In the short term it puts at risk the ability of the Council to spend the additional £4m on priority projects, and in the longer term it means the Council will need to develop alternative means of making savings which will affect frontline service delivery.
- 4.3 The Council has taken steps to improve its risk management processes, in particular integrating the management of financial and other risks. Risk management information is reported quarterly to Cabinet Resources Committee and is reflected as appropriate in business planning. A number of services are expected to transfer to NSCSO and DRS providers in early 2013/14. It will be important to ensure that services transfer effectively and that performance is maintained over the period of transition. There are guarantees and commitments in the contracts to ensure that this risk is mitigated.
- 4.4 The continued economic uncertainty within the Eurozone, coupled with the slow growth within the UK economy, represents a significant financial risk to the Council. There is a treasury risk due to the fact that banks around the world are exposed to debt within the Eurozone, and this means that the treasury strategy must continue to be cautious to reflect this risk.
- 4.5 Previous budget setting reports have referred to risks in respect of future spending cuts for local government. In December 2012, the government confirmed spending totals for Councils for 2013/14 and have subsequently published spending totals for 2014/15 which have been cut by 2% on top of the previous spending review cuts. The government will bring forward a further spending review to cover the financial year 2015/16 in 2013. Details of these spending plans are not currently known, but it is clear that continued cuts to local government funding will continue in 2015/16 and beyond. Current modelling suggests that further annual reductions of between £15m and £20m are likely. For this reason, it is important that the council is



prudent with its use of reserves and contingency to mitigate against future cuts.

- 4.6 The challenges set out in this report require fundamental change in the way Council services are delivered, which impacts on the human resources of the organisation and related policies and practices. This process will be managed in conjunction with Trade Unions and staff.

## **5. EQUALITY AND DIVERSITY ISSUES**

- 5.1 Equality and diversity issues are a mandatory consideration in decision-making in the Council. This requires members to satisfy themselves that equality considerations are integrated into day to day business and that all proposals emerging from the finance and business planning process have properly taken into consideration what impact, if any, there is on any groups with protected characteristics and what mitigating steps can be put in place.
- 5.2 The projected increase in the borough's population and changes in the demographic profile will be key factors that need to be considered when determining both the corporate strategy and service responses. Both of these need to also reflect the aspirations and contributions of current residents.
- 5.3 Similarly, all human resources implications have been managed in accordance with the Council's Managing Organisational Change policy that supports the Council's Human Resources Strategy and meets statutory equalities duties and current employment legislation.

## **6 USE OF RESOURCES IMPLICATIONS (Finance, Procurement, Performance & Value for Money, Staffing, IT, Property, Sustainability)**

- 6.1 This report covers the Council's Medium-Term Financial Strategy and business planning process. In March 2012, the Council set a three year budget which puts the organisation in a strong position to manage the challenges of funding reductions resulting from the Spending Review. In November 2012, Cabinet agreed updated 3 year budget proposals over the period 2013/14 to 2015/16 for consultation. This report feeds back on this consultation and recommends the adoption of the budget proposals set out within the report.
- 6.2 The total budget gap is £49.8m over the next 3 years. There is a provision of £4.7m included in the budget to meet demographic pressures in relation to Adults and Children's Social Care. The combinations of these two factors require the Council to make savings totalling £54.5m to enable a balanced budget to be set. The three year budget position is set out in section 9.4, with pressures and savings included in **Appendix 2**.
- 6.3 Demographic change poses a particular challenge. Barnet is facing significant budget reductions at the same time as the population is

increasing, particularly in the young and very old. Given that nearly two thirds of the Council's budget is spent on Adult Social Care and Children's Services, this poses a particular challenge as these services are predominantly 'demand led'. There will also be costs related to infrastructure development. The annual allocation of New Homes Bonus funding will be allocated to the infrastructure reserve as a contribution towards these costs.

## **7 LEGAL ISSUES**

7.1 This report sets out the complex challenges faced by the Council as a consequence of the spending review, current and foreseeable economic conditions and the particular demographic changes in Barnet. Members will of course be aware of the legal responsibility to set a balanced budget against this difficult backdrop. This necessitates making difficult decisions with regard to Council policies and delivery of services. Some residents and or service users may not be agreeable to the Council's proposals and a challenge by way of Judicial Review could be mounted by any person, group of persons or body or group of bodies that may be adversely affected by a particular proposal. Such a challenge could be brought at any stage of the decision making process on the grounds of illegality, irrationality and/or impropriety, however, such challenges must be brought within three months of the Council decision. In order to successfully defend such a challenge, it is critical that proper decision making processes are followed, that, where appropriate, there is proper consultation and at all times the Council has due regard to its public law equality duties. These are both set out in further detail below.

7.2 All proposals emerging from the finance and business planning process have been carefully considered and, where appropriate, mechanisms put into place to mitigate the legal risk of challenge as far as possible.

7.3 With regard to staff and redundancy consultation, Members will be aware that there is a statutory requirement to give 90 days notice where there are potentially more than 99 redundancies. This report states at paragraph 9.7.1 that as at October 2012, the total number of staff at risk was estimated at 252. A 90 day consultation has been carried out and this concluded on 3 February 2013. If the NSCSO procurement does not proceed, the numbers at risk of redundancy would go up significantly as the Council would have to find alternative savings.

## **CONSULTATION**

7.4 As a matter of public law the duty to consult with regard to proposals to vary, reduce or withdraw services will arise in three circumstances:

- Where there is a statutory requirement in the relevant legislative framework;
- Where the practice has been to consult or where a policy document states the Council will consult then the Council must comply with its own practice or policy; and

- Exceptionally, where the matter is so important that the Council ought to consult whether or not there is a statutory duty to consult.
- 7.5 Consultation must be carried out fairly. In general, a consultation can only be considered as proper if:
- Comments are genuinely invited at the formative stage;
  - The consultation documents include sufficient reasons for the proposal to allow those being consulted to be properly informed and to give an informed response;
  - There is adequate time given to the consultees to consider the proposals; and
  - There is a mechanism for feeding back the comments and those comments are conscientiously taken into account by the decision maker / decision making body when making a final decision.
- 7.6 Consultation proposals should demonstrate not only that the Council is approaching the proposals with an open mind but also that it is mindful of the range of implications a proposal may have for those affected and that any decision is not pre-determined prior to the consultation and the responses thereto being considered. Details of the Council's consultation on proposals within this report are set out in section 9.3.
- 7.7 The Council must take account of all relevant considerations; including importantly the duty to give due regard to the public law equality duty and in particular any potential differential and/or adverse impact. The Council must also have regard to and weigh up all countervailing factors, including financial resources, which in the context of the function being exercised, it is proper and reasonable for the Council to consider.
- 7.8 Finally there has been staff consultation about these proposals in compliance with s188 of the Trade Union & Labour Relations (Consolidation) Act 1992. This collective and individual staff consultation took place during the period 26 October 2012 to 3 February 2013.

## **PUBLIC SECTOR EQUALITY DUTY**

- 7.9 The core provisions of the Equality Act 2010 came into effect in October 2010. This Act provides a new cross-cutting legislative framework to update, simplify and strengthen the previous discrimination legislation. In short, the Council must have due regard to the equality duties whenever it exercises a public function. The broad purpose of this duty is to integrate considerations of equality and good relations into day to day business requiring equality considerations to be reflected into the design of policies and the delivery of services and for these to be kept under review.
- 7.10 The general duty on public bodies is set out in section 149 of the Act.
- (1) A public authority must, in the exercise of its functions, have due regard to the need to:

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

It also covers marriage and civil partnership with regard to eliminating discrimination.

7.11 The Equality and Human Rights Commission has issued a statutory code of practice with regard to services, public functions and associations as well as a number of non statutory guides, including an essential guide to the public sector equality duty, equality objectives, equality information, meeting the equality duty in policy and decision-making and engagement. The Council must follow statutory guidance and have regard to non-statutory guidance when formulating policies and decision making and should only depart from it with good reason.

7.12 The guidance states, amongst other matters, that public authorities should:

- Have an adequate evidence base (i.e. up to date and reliable information about the different groups) when undertaking the analysis and making decisions and to consider what engagement needs to be undertaken with people who have an interest in tackling discrimination, advancing equality of opportunity and fostering good relations; and
- Analyse the potential impact that a policy, procedure or practice might have on different equality groups.

7.13 Finally, the Council must be mindful of well established principles that have emerged in case law, namely:

- Due regard means the regard that is appropriate in all the circumstances and therefore the context of the decision is important.
- The duty is equally applicable in the formative stages as well as at the time of making a final decision. It involves a conscious approach and state of mind.
- An incomplete or erroneous application of the duties will mean that due regard has not been given.
- The duty must be exercised in substance, with rigour and with an open mind (i.e. it is not a tick box exercise),
- The duty is non-delegable (i.e. the decision maker / decision making body must ultimately discharge the duty)
- The duty is a continuing one and therefore requires consideration when formulating policies and making decisions as well as a review;
- Consideration must be given to what cumulative impact, if any, there is on any protected group(s).

## **8. CONSTITUTIONAL POWERS**

8.1 Constitution, Part 3, Responsibility for Functions – Section 3, Responsibilities of the Executive.

8.2 Council Constitution, Part 3, Responsibility for Functions – Section 3.8 provides for the Cabinet to recommend to the Council for adoption the Council's budget.

## 9. BACKGROUND INFORMATION

### 9.1 Executive Summary

9.1.1 In March 2012, the Council set a three year budget for the period 2012/13 – 2014/15. In November 2012, Cabinet agreed draft revised strategic objectives for the council, to be reflected in the annual Corporate Plan, alongside budget proposals for 2013/14 to 2015/16 for consultation. This report:

- Recommends the draft **Corporate Plan, which sets out the strategic priorities for the council for the coming year**, for approval;
- Feeds back on the **outcome of consultation** on the budget proposals for 2013/14 to 2015/16; and
- Recommends **budget proposals for 2013/14 to 2015/16** for approval;

9.1.2 Next year's strategic objectives are set out in **section 9.2**. These form the basis of the 2013/14 Corporate Plan, a draft of which is included in detail at **Appendix 1**. These strategic objectives drive the allocation of resources and have been refined following the outcome of the public consultation.

9.1.3 The total budget gap is **£49.8m** over the next 3 years. There is a provision of **£4.7m** included in the budget to meet demographic pressures in relation to Adults and Children's Social Care. The combinations of these two factors require the Council to make savings totalling **£54.5m** to enable a balanced budget to be set.

9.1.4 In October 2012, the Government announced that funding would be found to enable a council tax freeze for 2013/14. This funding, along with confirmation of government funding in 2014/15 and work to reduce other corporate risks now allows the Council to set a **2 year council tax freeze for 2013/14 and 2014/15**.

### Strategic Context

9.1.5 The Corporate Plan is the main overarching strategic document for the council, which sets out its future strategic direction. The Corporate Plan (2013/14) has been revised to reflect the new freedoms and opportunities offered by reforms to local government funding – which place a greater degree of control with local authorities - the Localism Act, and the transition to a commissioning model of operation.

9.1.6. The revised Corporate Plan is more focused, with a reduced number of objectives, refined performance targets, and clear lines of accountability. The Corporate Plan will sit above published Service Delivery Plans for each directorate, thus providing a clear link between the council's strategic objectives and the actions each service will take to deliver them.

9.1.7 The council's strategic objectives reflect the concerns and priorities of residents, taking account of consultation and of this year's Residents' Perception Survey.

9.1.8 Achieving the council's strategic objectives will require close collaboration between the council and its public sector partners across the borough. For example, an objective to keep Barnet safe will set out how the council will work with the police and other partners to achieve this.

## **9.2 Emerging priorities**

9.2.1 Barnet is facing a significant period of change as it deals with the consequences of significant demographic change alongside a 26% reduction to funding from central Government over the current Spending Review period, with the prospect of continued austerity for a further decade.

9.2.2 Despite these immense challenges, there are opportunities. Alongside the cuts, authorities have been delegated more powers and financial control through funding reforms – particularly the localisation of business rates and the New Homes Bonus – the Localism Act and changes to planning powers. These reforms create an incentive for councils to focus on growth and development as a means of helping to mitigate the financial and social challenges they face. Barnet will embrace these opportunities.

9.2.3 The borough has a number of the 'building blocks' in place to support this approach. Barnet is a successful London suburb where people want to move to - 88% of residents are satisfied with their local area as a place to live. Barnet's population is more skilled than the London average, whilst both household incomes and employment rates are higher.

9.2.4 The local economy is vibrant – Barnet has the third highest business stock and start-up rate in London and collects over £100m annually through business rates. The council tax base continues to grow, with nearly 7,000 new homes built over the past 8 years and significant areas of regeneration under way and in development.

9.2.5 The council has done much over the past few months to help create the right environment for growth in the local economy – by investing £3.5m of additional resources in roads and pavements and £1m to support local businesses and young people into employment. The impact of the council's growth strategy are beginning to bear fruit, with participation rates for the number of 16-17 year olds in education, employment and training amongst the highest in London at 95% - up 3.4% from 2011. Barnet has also seen a record-breaking number of new company formations during the second quarter of this year, with 285 new companies formed between May and August 2012 – higher than any other second quarter on record for the area.

## Corporate Plan 2013/14

- 9.2.6 The revised new Corporate Plan sets a clear direction for the council for coming years. Economic growth, managed in a responsible way, is essential for ensuring that Barnet remains a place where people want to live and where opportunities exist for all. It is therefore crucial that a focus on growth provides the cornerstone of the council's strategy. Alongside this, there will be a continuing need for the council and its partners to support families and individuals that need it. This must be reflected in the revised Corporate Plan, along with the continuing priority that residents are satisfied with their local environment.
- 9.2.7 The council's new strategic direction will be based around three top level strategic objectives, supported by six priority outcomes which cover the full breadth of the council's local responsibilities. This revised, more focused framework will be underpinned by a matrix of performance indicators against which success will be measured.
- 9.2.8 The Corporate Plan 2013/14 sets three strategic priorities. Barnet Council will work with local partners to:
- 1: Create the right environment to promote responsible growth, development and success across the borough.
  - 2: Support families and individuals that need it – promoting independence, learning and well-being.
  - 3: Improve the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study.

This is underpinned by six priorities:

**In 2013, we will deliver this, by focusing our efforts on these outcomes:**

- 1: To maintain a well designed, attractive and accessible place, with sustainable infrastructure across the borough.
- 2: To maintain the right environment for a strong and diverse local economy.
- 3: To create better life chances for children and young people across the borough.
- 4: To sustain a strong partnership with the local NHS, so that families and individuals can maintain and improve their physical and mental health.
- 5: To promote a healthy, active, independent and informed over 55 population in the borough so that Barnet is a place that encourages and supports residents to age well.
- 6: To promote family and community well being and encourage engaged, cohesive and safe communities.

## Approach to business planning

- 9.2.9 The Government's plan to cut public spending by £81 billion by 2015 will have a big impact on councils across the country. Difficult choices are required.

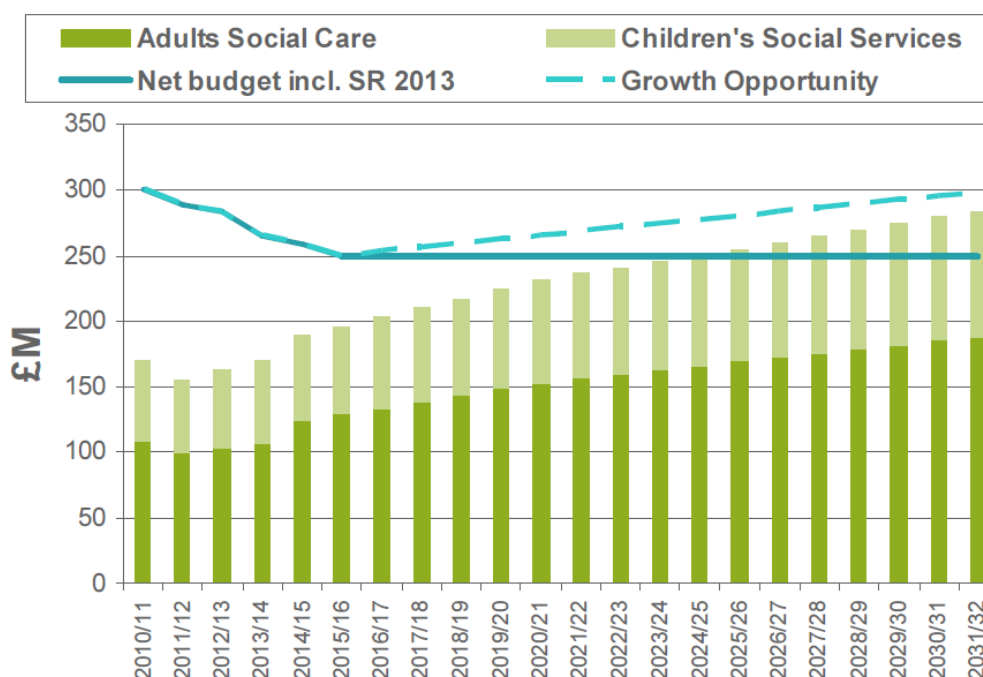


9.2.10 The council's approach to business planning has been to focus on mitigating the impact of funding reductions on front line services as far as possible through back office efficiencies and developing alternative ways to deliver services. Of the £54.5m of savings identified within this report, 89% are from efficiencies, 8% comes from service reductions and 3% are related to increases in income.

### Longer term financial planning and demand management

9.2.11 Modelling has been undertaken to understand the impact of growing demand on the Council's budget resulting from demographic change, taking into account a range of factors including population increase, inflation and likely legislative changes.

9.2.12 Although many factors will change and this graph is illustrative, it shows that, if funding to local government remains flat, the council's entire budget will potentially be spent on Adults Social Care and Children's Services within 17 years. The graph has now also been updated to reflect the potential benefit from growth of the council tax base and growth of business rates following the government's reform of local authority funding.



9.2.13 The Council has finalised its Infrastructure Delivery Plan (IDP) which responds to demographic change in Barnet up to 2026. The IDP sets out the infrastructure required to support this growth and identifies the funding sources to enable its delivery.

9.2.14 This is relevant to our planning process in a number of ways. Firstly, this picture is used to inform the level of additional investment needed in services to fund demographic changes. Specific detail on investment in demand can be seen in **Appendix 2** in respect of Adults and Children's Services.

Secondly, it also provides an evidence base to lobby the government about sustainable funding for local government in the future. It is also important to consider longer term financial planning in the context of the change the government is making to business rates and council tax benefits.

### 9.3 Consultation

9.3.1 During the process of formulating budget and Corporate Plan proposals for 2013/14 onwards, three phases of consultation took place:

- Phase One (October 2012 – November 2012): Residents' Perception telephone survey.
- Phase Two (November 2012 – January 2013): Corporate Plan consultation
- Phase Three: Finance and business planning (including proposed budget) consultation (October 2012 – January 2013).

9.3.2 Phases two and three used various engagement and consultation approaches. Our consultation focussed on: the council's strategic direction and priorities to be reflected in a revised Corporate Plan; the budget headlines for 2013/14; overall perception in the borough; and where reductions to services are proposed:

- Survey on the Council's Finance and business plan (including proposed budget) for 2013/14 - 2015/16
- Survey on proposals for the 2013/14 Corporate Plan and our priorities for coming years
- Face to Face consultative event with members of the Citizens' Panel and Youth Panel
- Service-specific consultations where the council has proposed cuts to services in the budget proposals for 2013/14 (detailed findings in Appendix 2).

9.3.3 The Residents' Perception Survey (sample 1,600 residents) provided an opportunity to identify perception of Barnet as a place, local concerns, performance of the council and public services. Key headlines on residents concerns are as follows;

Overall satisfaction with the local area remains high and significantly above the national average (+ four per cent).

- The vast majority of residents (88 per cent) are satisfied with their local area as a place to live which is two per cent higher compared to 2010/11.

Residents' top three concerns have shifted slightly since 2010/11:

- The top three concerns for Barnet residents are crime (31 per cent), conditions of roads and pavements (26 per cent) and level of council tax (23 per cent).<sup>1</sup>

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<sup>1</sup> In 2010/11 the top three concerns were conditions of roads and pavements, crime, and rising prices and interest rates.

- Delegates at the Citizens' Panel consultative event explained their perceptions of concern for council tax levels with reference to the wider economic context; as salaries are frozen and the cost of living is going up a council tax freeze seems like an increase in real terms.
- Residents are also now more concerned with traffic congestion, litter and dirty streets, and lack of affordable housing compared to 2010/11.
- However, crime, lack of affordable housing, lack of jobs, litter/dirty streets, number of homeless people and poor public transport are much more of a concern across London when compared to Barnet.
- Reasons for residents' concerns were explored in the Citizen Panel face to face event.

9.3.4 The finance and business planning (including budget) survey had a total of 50 responses. 61 residents attended the face to face consultative event. The key headlines from the finance and business planning consultation are as follows:

- In terms of the council's overall approach to its business planning, i.e. the efficiency, income and service reductions that have been identified in the 2013/14 finance and business plan, views were mixed and there was no clear majority. However, residents were more inclined to say the proportion of efficiency savings the council had identified were about right; that the increased income that had been identified should be more and that the reduction to services should be less;
- In terms of the level of council tax, views were mixed and there was no clear majority in terms of the relationship between keeping council tax low compared to protecting council services. 39 per cent (11 out of 28 respondents) suggested they would want council tax levels to increase above inflation. Remaining respondents suggested they would want council tax levels to increase at or below inflation, or in some instances be frozen or cut;
- The Citizens' Panel face to face event showed that residents were generally opposed to raising council tax for reasons outlined above and offered other ideas for generating income;
- A small number of survey respondents provided more detailed feedback on the budget for 2013/14 and plans for the year ahead.

9.3.5 The Corporate Plan survey had a total of 39 responses. 61 residents attended the face to face consultative event. The key headlines from the Corporate Plan consultation are as follows:

- The vast majority of respondents agreed with the strategic objectives
- Again, the vast majority of respondents also agreed with the priority outcomes included in the Corporate Plan, and there was little difference between levels of agreement
- At the Citizens' Panel consultative event delegates felt all the priorities were very positive and found it difficult to rank priorities
- Some respondents expressed confusion over the language of the objectives and priorities, and also felt that the Plan needed greater

explanation of the type of actions which would be required to deliver the objectives. This was also reiterated in the Citizens' Panel event.

9.3.6 As a result of consideration of consultation and other factors, the following amendments have been made to the budget proposals:

a) A two year council tax freeze is proposed for the years 2013/14 and 2014/15; and

b) Further investment of £4m will be allocated to fund priority projects to tackle key concerns from the Residents' Perception Survey. This will be funded from additional, one off, savings from the NSCSO contract in 2013/14.

c) Additional funding has been added into the capital programme for additional school places across the borough

## 9.4 Medium-term financial strategy

9.4.1 The Medium Term Financial Strategy (MTFS) sets out all of the budget changes over the relevant three-year planning period, including assumptions around inflation, changes to levies, pressures, savings and grant funding. It is the model which underpins the Council's financial strategy.

### 2012/13 – 2014/15 budget plan

9.4.2 When the three-year budget covering the period 2012/13 to 2014/15 was set in March 2012, the MTFS reflected a budget gap of £43.1m over the three years, together with savings proposals to reach a balanced position.

	2012/13 £ m	2013/14 £ m	2014/15 £ m	Total £m
<b>Budget Gap March 2012 (incl. pressures)</b>	<b>13.3</b>	<b>14.4</b>	<b>15.4</b>	<b>43.1</b>
Savings proposals	(13.3)	(14.4)	(15.4)	(43.1)
<b>Final Gap</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### Funding from central Government

9.4.3 The 2012/13 budget was set and savings proposals have been implemented. This report sets out budget proposals for the period 2013/14 to 2015/16. The Local Government funding settlement for 2013/14 and 2014/15 has now been announced, so the next two year's budget can be set with a degree of certainty. For 2015/16, spending allocations have not been announced, so the MTFS has been updated using the national budget reduction figures from Spending Review 2010. Given the current economic uncertainty, and the likelihood that significant further cuts will be made in 2015/16 the Council's

financial strategy in terms of reserves and contingency remains cautious for the coming financial year.

### **2012/13 financial position**

- 9.4.4 The latest position on budget monitoring for 2012/13 was reported to Cabinet Resources Committee in February 2013. The report shows a projected £2.1m overspend across all services. Since then work has been ongoing on the Quarter 3 position. This confirms that whilst there are some pressures the position against the Council's level of general reserves will remain above £15m at the end of the year.
- 9.4.5 The most significant risks are the overspend reported in Environment, Planning and Regeneration service and the Commercial directorate. Action plans are in place to address this position.

### **Risks over the next three years in the MTFS**

- 9.4.6 As reported to Cabinet in November 2012, a number of additional risks have been added to the budget model. These have been refreshed again for this final budget report. A commentary on these is set out below:
- **Pay and non-pay inflation** – assumptions included in the MTFS are for a 1% increase in local government pay and an assumption of 2.5% for non-pay inflation for third party contracts and spend. These assumptions are unchanged from budget headlines.
  - **North London Waste Authority levy** – this final budget report reflects the latest position on the levy, which is substantially lower for 2013/14 than previously advised. This levy has been reduced from £2.2m to £300k.
  - **Capital financing costs** – provision has been made within the MTFS for costs associated with future borrowing in respect of the capital programme, mainly for additional school places. These assumptions are unchanged from budget headlines.
  - **Central expenses** – provision is made within central expenses for specific risks. Since budget headlines, £2m has been included to reflect the risk noted across London that costs associated with temporary accommodation will increase in 2013. The provision for council tax support has been reduced from £3.1m to £2m now that a local scheme has been set, but a risk still exists that the take up increases more than expected. Final figures have been announced in respect of concessionary fares, so the provision here has been reduced from £1m to £326k.
  - **Formula grant, core grants and business rates** – allocations for 2013/14 and 2014/15 have now been announced. The effect on the MTFS was a reduction of £690k due to the removal of the assumption of funding for disadvantaged two year olds. In addition, the Councils business rate baseline is actually £600k lower than the government's assumption when setting funding. These two amendments result in an overall reduction in funding of £1.3m which is funded in the MTFS from the surpluses noted in the bullet points above.

9.4.7 The bullet points above refer to specific risks and factors reflected in contingency and central expenses. There are further risks that the Council needs to mitigate against, and reserves and balances are held for this purpose. The updated MTFS is set out in **Appendix 1**.

9.4.8 The Medium Term Financial Strategy will also be updated to reflect the inclusion of health funding for social care, S256 NHS Act. This will be brought into the budget and allocated to an earmarked reserve for the protection and development of social services. A process will be followed to review proposals for the use of this funding, taking into account the previous decisions on the allocation of this funding by the Health and Wellbeing Board.

## 9.5 Revenue budget

### Savings

9.5.1 Savings proposals for 2013/14 and 2014/15 have been reviewed across the Council to ensure they remain deliverable and are in line with the direction of policy. Savings proposals have also been developed for 2015/16. Each savings proposal is included in **Appendix 2** to this document, and are summarised as follows:

SERVICE	2013/14	2014/15	2015/16	Total Savings
	£'000	£'000	£'000	£'000
Adult Social Services	4,011	8,877	8,424	21,312
Assurance Group	109	40	0	149
Children's Service	5,338	5,775	5,474	16,587
Commissioning Group	(71)	700	800	1,429
Development & Regulatory Services	1,755	1,355	300	3,410
Housing Needs & Resources (Barnet Group)	61	55	300	416
Legal	80	150	200	430
New Support & Customer Services Organisation	1,908	2,393	2,000	6,301
Street Scene (incl. Parking)	1,301	1,292	1,851	4,444
<b>TOTAL</b>	<b>14,492</b>	<b>20,637</b>	<b>19,349</b>	<b>54,478</b>

## Pressures

9.5.2 Budget proposals also include pressures. These are included in **Appendix 2** and are summarised as follows:

SERVICE	2013/14	2014/15	2015/16	Total pressures
	£000	£000	£000	£000
Adult Social Services	800	800	800	2,400
Children's Service	850	750	720	2,320
<b>TOTAL</b>	<b>1,650</b>	<b>1,550</b>	<b>1,520</b>	<b>4,720</b>

9.5.3 The overall position for Member decision can be summarised as follows:

	2013/14 £m	2014/15 £m	2015/16 £m	Total £m
<b>Budget gap</b>	<b>12.8</b>	<b>19.1</b>	<b>17.8</b>	<b>49.8</b>
Savings proposals	(14.5)	(20.6)	(19.3)	(54.5)
	<b>(1.7)</b>	<b>(1.5)</b>	<b>(1.5)</b>	<b>(4.7)</b>
Pressures	1.7	1.5	1.5	4.7
<b>Gap / (surplus)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

9.5.4 Cabinet are asked to recommend the budget as set out in **Appendix 2** for approval by Council.

### Balanced position

As a result of the budget proposals set out above, the Council has a balanced budget position for the period 2013/14 to 2015/16. This is based on actual funding announcements for the first two years of this period, and assumptions about funding levels in 2015/16.

## 9.6 Equality Impact Assessments

9.6.1 Those budget savings that are subject to detailed equality impact assessments are as follows:

- Drugs & Alcohol
- Youth Services
- EPR

9.6.2 Equalities Impact Assessments carried out on the Children's Service proposed budget savings for 2013/14 in relation to youth services, sports development and substance misuse services identified that they might result in a negative equalities impact on young people in Barnet. This is especially relevant to the

protected characteristic of age, as the services are specifically for children and young people. A cumulative negative impact on young people might be anticipated as a result of this and previous year's budget reductions. To help reduce the potential impact, the charging model introduced during 2012/13 would continue to be developed to help ensure that youth and play activities remain available to young people who are not identified as target groups. Formal accreditation in activities and programmes for young people, such as the Duke of Edinburgh scheme, is being increased and links strengthened with local schools. Other groups where it is anticipated there might be a negative equalities impact are males, and those with African and Caribbean backgrounds who are most likely to use and/or be targeted by the current services. Young offenders and those at risk of homelessness are also groups more likely to be impacted by the proposals. To help mitigate this, homeless young people would be supported by a dedicated targeted youth worker. The Council is also working closely with partners to explore the possibility of securing funding from other sources. Last year's budget proposals for the youth service anticipated a negative impact on disabled young people. This potential impact was successfully mitigated, including by refocusing resources on out of school provision for young people with disabilities.

## 9.7 Staffing implications and associated costs

9.7.1 The budget savings options set out in this report at **Appendix 2** have a number of implications in terms of staffing:

	2013/14	2013/14	2013/14	2014/15	2015/16
Service Area	Proposed FTE Reduction at 31 March 2012	Employees At Risk at 25 October 2012	Employees At Risk at 17 January 2013	FTE Reduction	FTE Reduction
Adults & Communities	12.67	49	51	12	0
Children's Services including Grant Funding changes	46.52	199	200	1	0
Commissioning and Assurance	6.6	4	4	0	0
Street Scene including Parking	0	0	10	0	0
<b>Total</b>	<b>65.79</b>	<b>252</b>	<b>265</b>	<b>13</b>	<b>0</b>

9.7.2 The above information is provided to enable the Cabinet to understand the full service delivery and financial implications of the budget proposals. All staffing related decisions are the sole responsibility of the General Functions Committee.

9.7.3 On 7 November 2012, General Functions Committee considered the staffing implications of the budget headlines, and agreed that subject to the completion of statutory consultation with staff and Trade Unions that the Assistant Director for HR be instructed to arrange with the respective Directors for redundancy letters to be issued to those employees who are to be made redundant as a result of this process.

### Redundancy Consultation Process

9.7.4 As at 17 January 2013, the total number of staff at risk was estimated at 265, this figure has increased as a result of a consultation in Street Scene which



has resulted in 9 more employees being identified as at risk. Once the consultation period closes on 1 February then HR will work with managers to identify and remove people from 'at risk' as quickly as possible. For those employees who are confirmed as redundant they will have their formal redundancy letters issued after Cabinet on 25<sup>th</sup> February 2013.

- 9.7.5 Where there were restructures required to deliver these savings then consultation has taken place on these changes during the 90 day period so that the restructures can be implemented by 31 March to ensure that full savings are achieved.
- 9.7.6 A Council-wide staff Equalities Impact Assessment (EIA) has been undertaken and has looked at the Equality impacts at key milestones. The milestones are identification of those at risk: at the start of consultation; mid consultation; end of consultation and after completion of the process.
- 9.7.7 The outset EIA in the 7 November 2012 GFC report sets out the 'at risk group'. This Group reflects those employees who are employed within these areas where budgets savings are being proposed. At mid consultation there had been no change in the 'at risk group' and no equality impacts had been identified through the collective or local consultation process, however the next key stage will be at the end of consultation as decisions are made about budget savings and the consequent decisions about employees selected for redundancy. To attempt to minimise the number of redundancies the Council has a rigorous redeployment process to ensure that the maximum number of employees are redeployed into suitable alternative roles.

## 9.8 One Barnet programme

9.8.1 Good progress has been made over the last year on projects within the One Barnet programme. The programme is investing £9.8m in projects that will deliver a reduction in the Council's annual budget of £25m and underpins a significant part of the Council's MTFs. Cumulative savings expected over a 10 year period are in excess of £200m. Other key points include:

- **£8m** reduction in Council's annual budget already delivered up to 2012/13 (**£15m** cumulative savings);
- **Local Authority Trading Company** - went live on 1<sup>st</sup> February 2012 for in-house adult social care services, and housing needs service transferred to Barnet Homes in April 2012;
- **New Support and Customer Services Organisation** - procurement at preferred bidder stage with planned savings totalling £125m over 10 years;
- **Development and Regulatory Services** - procurement final tenders now received;
- **Shared legal service** – went live with Harrow Borough Council on 1<sup>st</sup> September 2012;
- **Community coaches** – successful development of a volunteer life coaching scheme, currently being developed into an on-going service for the community;

- **Right to control** – a project to develop co-ordinated support for disabled citizens, including social care, housing and employment support, and
- **Public Health** – a shared public health function has been developed between Barnet and Harrow Councils.

### **Additional projects**

9.8.2 Through the business planning process, a number of future years savings have been identified which are dependent on projects and resource to enable them to be delivered. Key points are as follows:

- **Streetscene** – the Streetscene budget proposals include savings in respect of a project to bring the recycling service in-house, and combine this function with other elements of the Streetscene service to improve efficiency;
- **Health Integration and demand management** – savings from demand management, and greater integration with health services have been included in budget proposals;
- **Early intervention** – a project to deliver longer term savings from investment in early intervention and prevention;
- **Community Safety** – a project to deliver benefits from greater integration of community safety between the Council and local partner organisations; and
- **Sport and Physical Activity** – a project to deliver savings and improved health outcomes in respect of sport and physical activity.

9.8.3 Funding for these projects will come from the transformation reserve.

## **9.9 Council Tax**

9.9.1 As part of the Localism Act the government has introduced new arrangements for council tax setting. These include provisions for a referendum on excessive council tax increases. The government has indicated that the level that it considers excessive is 2%. In effect this means that council tax increases are capped at 2% for 2013/14. The Council's budget is based on a council tax freeze for 2013/14 and 2014/15.

9.9.2 The detailed council tax base schedules are included in **Appendix 2**. Under delegated powers, the Chief Finance Officer has determined the 2013/14 taxbase to be 125,294 (Band D Equivalents) – the calculation is set out below:

Council tax base	Band D Equivalent	
	2012/13	2013/14
Number of properties	162,698	164,244
Estimated discounts	(16,709)	(17,060)
Estimated other changes	(717)	(19,612)
<b>Total Relevant Amounts</b>	<b>145,272</b>	<b>127,572</b>
Estimated non-collection (1.5%)	(2178)	(2,365)
Contribution in lieu of MoD	84	87
<b>Council tax base</b>	<b>143,178</b>	<b>125,294</b>

### Council Tax

9.9.3 The Localism Act requires Council approval of the council tax requirement (including formula grant) in place of budget requirement (excluding formula grant). This simplifies existing rules and does not affect council tax.

9.9.4 The calculation of the council tax for Barnet is set out below:

BUDGET	2012/13 Original £	2012/13 Current £	2013/14 Original £
<b>Total Service Expenditure</b>	<b>280,857,570</b>	<b>280,857,570</b>	<b>292,984,580</b>
Contribution to / (from) Specific Reserves	11,140,180	11,140,180	6,180,701
<b>NET EXPENDITURE</b>	<b>291,997,750</b>	<b>291,997,750</b>	<b>299,165,281</b>
Other Grants	(41,977,000)	(41,977,000)	(31,522,000)
<b>BUDGET REQUIREMENT</b>	<b>250,020,750</b>	<b>250,020,750</b>	<b>267,643,281</b>
Business rates retention (new 2013/14)	-	-	(33,608,000)
Business rates top-up (new 2013/14)	-	-	(17,436,000)
<b>BUSINESS RATES TOTAL</b>	-	-	<b>(51,044,000)</b>
Formula Grant (RSG only 2013/14)	(90,635,000)	(90,635,000)	(77,122,000)
Collection Fund Adjustments	-	-	-
<b>BARNET'S ELEMENT OF COUNCIL TAX REQ'MENT</b>	<b>159,385,750</b>	<b>159,385,750</b>	<b>139,477,281</b>
Council tax base	143,178	143,178	125,294
<b>Basic Amount of Tax</b>	<b>1,113.20</b>	<b>1,113.20</b>	<b>1,113.20</b>
<b>GLA Tax</b>	<b>306.72</b>	<b>306.72</b>	<b>303.00</b>
<b>Total Council Tax (Band D Equivalent)</b>	<b>1,419.92</b>	<b>1,419.92</b>	<b>1,416.20</b>

9.9.5 The GLA precept is £37,964,082 making the total estimated demand on the collection fund and council tax requirement £177,441,363.

London Borough of Barnet	£139,477,281
Greater London Authority	£37,964,082
<b>Total requirement for council tax</b>	<b>£177,441,363</b>

9.9.6 The Council is required to set levels of council tax for each category of dwelling. As there are no special items within Barnet's or the GLA's budgets affecting parts of the borough, there are only eight amounts of tax to set, as set out below:

Council Tax Band	Barnet	GLA	Aggregate
	£	£	£
<b>A</b>	742.13	202.00	944.13
<b>B</b>	865.82	235.67	1,101.49
<b>C</b>	989.51	269.33	1,258.84
<b>D</b>	1,113.20	303.00	1,416.20
<b>E</b>	1,360.58	370.33	1,730.91
<b>F</b>	1,607.96	437.67	2,045.63
<b>G</b>	1,855.33	505.00	2,360.33
<b>H</b>	2,226.40	606.00	2,832.40

9.9.7 Individual council tax bills will reflect occupancy status with discounts for low occupancy (one or no adults) and exemptions for specific circumstances. In addition, some residents will be eligible for council tax benefit.

## 9.10 Capital Programme

9.10.1 The Council's Capital Strategy and current programme are contained within **Appendix 4**. The strategy has been developed to underpin the Corporate Plan, Housing Strategy and Regeneration Strategy. It brings together the key priorities for capital investment, sets out the strategy for use of various funding streams, and for the first time sets out a capital programme over a 5 year horizon.

9.10.2 The current programme (including 2012/13 spend and new approvals) is **£450.232m** from 2012/13 to 2017/18, with £90.5m government grants, £50.0m capital receipts, £134.2m borrowing, £145.8m Major Repairs Allowance (MRA), £9.2m capital reserve and £20.6m "other" funding.

9.10.3 The priorities for capital investment are based around the following themes:

- **People** – the most important stakeholders for Barnet Council are local residents. The capital strategy focuses on capital investment plans that make a real difference to people. The most significant priorities are:
  - Investment in provision of **additional school places** (primary and secondary) **and education facilities** (such as the Pupil Referral Unit and special schools);
  - Investment in **disabled facilities adaptations** to support older people to live at home and maintain their independence.

- **Place** – the capital strategy must underpin the regeneration strategy and deliver its aspirations for Barnet as a place. The most significant priorities within this are:
  - Investment in **roads and pavements**; and
  - Investment in **infrastructure** to support the delivery of regeneration projects.

The **Infrastructure Delivery Plan** (IDP) responds to demographic change in Barnet up to 2026 and drives the Council’s prioritisation of investment in infrastructure. The population is expected to increase by 14% in the next 15 years. The IDP sets out the infrastructure required to support this growth. The high level of projected growth within a number of specific areas has strongly influenced how and where infrastructure such as open spaces, schools, leisure facilities and health centres is to be delivered.

The IDP sets out the funded capital infrastructure projects across Barnet, and where these are delivered by Barnet Council, these are reflected in the Council’s capital programme. The IDP also sets out unfunded infrastructure projects. The Community Infrastructure Levy is one source of funding designed to support these unfunded schemes.

Consideration will be given to using HRA funding (both existing capital funding and revenue), on strategic interventions to enable schemes to progress in accordance with the **regeneration strategy**.

- **Organisation** - alongside this, some funding needs to be set aside for essential projects to enable the Council to fulfil its statutory duties and this is reflected in the programme. The most significant priorities within this are:
  - **Health and safety works** on Council owned buildings;
  - **Drainage** works;
  - Investment in **equipment** to support services.

9.10.4 The capital programme is funded from a range of sources: developer contributions, government funding and internal resources (capital receipts and borrowing). The key elements of the funding strategy are as follows:

- The **Community Infrastructure Levy** and the **New Homes Bonus** will be set aside to fund infrastructure requirements in the borough;
- **Borrowing** will be used to support the programme with a limit of £10m per annum which is aligned to the MTFs. Barnet Council’s level of borrowing is currently low, and the strategy is to keep this level below the London average;
- A target of £40m of **capital receipts** underpins the programme; and
- Consideration will be given to using HRA funding (both existing capital funding and revenue), on strategic interventions to enable schemes to progress in accordance with the **regeneration strategy**.

## 9.11 Treasury Management Strategy

9.11.1 The Treasury Management Strategy is included at **Appendix 5**. The strategy has been updated to reflect the following:

- The counterparty list and duration of investments has been extended in light of greater economic certainty in both the Eurozone and elsewhere in the global economy
  - Amended minimum credit ratings of financial institutions (minimum A- or equivalent) and its sovereign (minimum AA+ or equivalent for non-UK sovereigns)
  - Extension of maximum investment duration from 1 to 2 years subject to a limit of £40 million for investments of more than one year duration (20% of average cash investments).
  - Extend range of counterparties to include investment with registered providers (registered social landlords), subject to investment advice for each new investment decision)
- The prudential indicators have been updated to reflect the Council's capital programme; and
- The Strategy has been updated to reflect the latest forecasts for interest rates. Base rate is expected to remain at 0.5% for 2013/14, and therefore the assumptions in the budget strategy for interest receipts remain the same.

9.11.2 Cabinet have noted the Treasury Management Strategy as set out in **Appendix 5** which then went to Council and was approved.

## 9.12 Housing Revenue Account

### Introduction

9.12.1 The Local Government & Housing Act 1989 requires the Housing Revenue Account (HRA) to be maintained as a ring-fenced account and prescribed the debits and credits for it. Any surpluses generated from the HRA can be used to support the account when it fails to break even and for any one year a budget can be set such that there is a drawing on balances, but it is not permissible for an overall HRA budget deficit to be set. It is for the Council to determine what level of balances should be maintained. The quarter 3 monitoring position indicated that at 31 March 2012 the HRA balances were £7.8m, and forecast to be £16.8m at 31 March 2013.

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

### HRA Self financing

9.12.3 A national HRA subsidy system was scrapped in April 2012 and replaced with self financing. Under self financing, the Council moved from a system

whereby it paid £11.8m in negative subsidy during 2011/12 to the Treasury, to a position whereby Council rents generated locally are retained by the Council to meet the costs of managing and maintaining Council homes.

9.12.4 The move to self financing in the HRA was achieved by the Council making a payment of £103m to the Treasury; the payment of negative subsidy being replaced with the cost of servicing this additional debt. The HRA settlement also included the calculation of a notional debt figure that was higher than the actual HRA debt held by Barnet, which generated the capacity for additional headroom borrowing of £39m. The following table provides an overview of the settlement as at 1 April 2012:

(i) Existing Debt	£98.7m
(ii) Debt taken on at settlement date	£102.6m
(iii) Total Debt from April 2012 – (i) + (ii)	£201.3m
(iv) Debt Allocation	£240m
(v) Headroom- (iv) less (iii)	£38.7m

9.12.5 It was agreed at Cabinet Resources Committee on 17 July 2012 that up to £5m of the HRA headroom would be made available to support the Grahame Park Regeneration Scheme, and revenue savings £3.5m have been assumed in Adult Social Care Budgets based on additional HRA Headroom expenditure of up to £21m to deliver supported housing, subject to the development of a full business case.

### **HRA Summary & Working Balance**

9.12.6 Total expenditure for 2013/14 is estimated at £64.4m, including charges for financing HRA debt under the self financing proposals and a contribution to the Major Repairs Reserve of £14.5m. The proposed average rent increase of 2.50% is estimated to raise an additional £1.31m.

9.12.7 The HRA for 2013/14 shows a use of balances of £1.2m, after the contribution to Major Repairs Reserve of £14.5m. The estimated HRA balance as at 31 March 2014 is £15.6m.

### **9.13 Robustness of the budget and assurance from Chief Financial Officer**

9.13.1 The Chief Finance Officer is required under section 25 of the Local Government Finance Act 2003 to report to the Council on the robustness of the estimates and adequacy of reserves. The Council's reserves and balances policy has been updated and is presented for approval at **Appendix 6**.

## **Robustness of estimates**

- 9.13.2 The financial planning process for 2013/14 is now the third year where planning has been undertaken in light of the spending review of autumn 2010. This has posed a significant challenge for all authorities to balance budgets with significant reductions in government support. Barnet Council has been committed to developing a 3 year rolling plan to deal with these challenges and this report sets this out.
- 9.13.3 The financial planning process has been managed at officer level through a cross-Council finance and business planning group. This group has overseen the process for financial planning, including medium-term resource projections, the strategic context for the borough, the quantification of new pressures on resources, and the identification of potential budget savings. In recognition of the scale of the challenge facing the Council, the One Barnet transformation programme has been a key element of the process and has been fully integrated into financial planning.
- 9.13.4 Budget monitoring during 2012/13 has highlighted projected overspending in the Environment, Planning and Regeneration directorate for the second year running, and projected overspending in the Commercial directorate specifically in 2012/13. This is due to a number of factors which have been set out in monitoring reports to the Cabinet Resources Committee. It is the view of the Director of Place that the underlying budget position in 2013/14 has now been corrected and will not lead to further concerns within the new Streetscene delivery unit. Services within the commercial directorate (estates, IT, procurement) are expected to transfer to NSCSO in April 2013.
- 9.13.5 The pending Judicial Reviews into the NSCSO and DRS procurement processes represent a significant challenge to the robustness of the Council's budget proposals over the next 3 years. Savings totalling £125m have been guaranteed by the successful contractor, and they underpin a significant element of the MTFs savings for 2013-16, as well as enabling the Council to invest in priority projects around youth unemployment and repairs to roads and pavements. Of the total £54.5m savings included in the three year budget strategy, £6.3m of these will be delivered directly through the transfer of services to Capita, with a further £4.5m of savings expected to be delivered in other services as a result of the NSCSO contract.
- 9.13.6 If legal challenge is brought forward, and is successful, then the Council would have to develop alternative savings proposals to reduce the annual budget by the £12.5m annual equivalent that would have been saved from the NSCSO contract. In addition, the council tax freeze for 2014/15 would need to be revisited and proposals to invest £4m in tackling youth unemployment and repairs to roads and pavements would need to be cancelled. Savings for 2013/14 would need to be funded from reserves while alternative proposals are brought forward.
- 9.13.7 Extensive consultation has taken place in respect of the budget proposals in general, and also in respect of specific planned changes. Consultation



feedback has been taken into consideration as final proposals to the Council have been formulated.

9.13.8 At Member level, the Budget and Performance Scrutiny Committee has considered the financial planning process and made recommendations to the Cabinet. The Cabinet has given extensive informal and formal consideration to the financial planning process, including at formal meetings in July and November 2012.

9.13.9 In the view of the Chief Finance Officer, the proposed budget for 2013/14 is robust.

### **Adequacy of reserves**

9.13.10 The Council's reserves and balances policy is set out at **Appendix 6**. The extreme constraint on the Council's financial resources means that the core budget process is only able to reflect unavoidable increases in Council expenditure. The Council must, however, retain its ability to respond to the most urgent corporate priorities which do not come within this category. The policy therefore now contains provision for a service development reserve.

The policy sets out principles for the consideration of the level of general reserves. These principles have been addressed as follows:

- **Strategic Financial Context:** The continued economic uncertainty within the Eurozone, coupled with the slow growth within the UK economy, represents a significant financial risk to the Council. There is a treasury risk due to the fact that banks around the world are exposed to debt within the Eurozone, and this means that the treasury strategy must continue to be cautious to reflect this risk. Previous budget setting reports have referred to risks in respect of future spending cuts for local government. In December, the government confirmed spending totals for Councils for 2013/14 and have subsequently published totals for 2014/15 which have been cut by 2% on top of the previous review cuts. The government will bring forward a further spending review to cover the financial year 2015/16 in 2013. Details of these spending plans are not currently known, but it is clear that continued cuts to local government funding will continue in 2015/16 and beyond. For this reason, it is important that the Council is prudent with its use of reserves and contingency to mitigate against future cuts.
- **Robustness of the budget process:** the process that has been undertaken to set the budget has included engagement of officers from service departments throughout the year, regular reporting to Cabinet and scrutiny, consultation with the public, along with due consideration of statutory duties, particularly in respect of equalities. For these reasons, it can be confirmed that the budget setting process has been robust;
- **Effectiveness of risk management:** risk management processes have continued to improve during 2012/13. The corporate risk register and service and corporate risks have been taken into account in budget-setting and in considering the adequacy of reserves;

- **Effectiveness of budget management:** the Council has robust arrangements for managing budgets and performance. Close attention will continue to be paid to the implementation of agreed savings, with regular reporting to the Cabinet Resources Committee.

9.13.11 Having considered the application of the above principles, the Chief Finance Officer recommends:

- General fund reserves of a minimum of £15m; and
- Housing revenue account general reserves of a minimum of £3m, increasing to a target minimum level of £5m over the medium term in recognition of planned increased local autonomy.

9.13.12 The latest position in respect of general reserves is as follows:

General reserve	Mar-12 y/end	2012/13 Mvmnt	Mar-13 y/end	2013/14 Mvmnt	Mar-14 y/end
	£m	£m	£m	£m	£m
General fund	15.8	0.0	15.8	0.0	15.8
HRA	7.8	9.0	16.8	(1.2)	15.6

9.13.13 For specific reserves, the key issues are as follows:

- The favourable outcome of the Icelandic banks litigation means that the risk of non-priority status for local authority deposit-holders no longer pertains. Against this, however, the risks associated with the financial environment have significantly increased. The UK economy will not grow at the rate anticipated when the spending review 2010 was conducted, and the prospects are significantly threatened by the potential impact of problems in the eurozone. There is therefore a significant risk that government planned spending on local authorities could be further reduced. The risk reserve, reflecting all financial risks, will therefore be maintained at a level of £15m;
- The key Council mitigation of financial risk is the One Barnet transformation programme. The costs of delivering the programme are funded from the transformation reserve and the reserve has been set at a level to enable a further round of projects;
- The temporary service reserve has been set at a level which balances resource constraint against the need to retain the capacity to respond to corporate priorities.

9.13.14 For specific reserves, the Chief Finance Officer has considered matters relevant to each reserve and advises the following planned levels:

<b>Specific reserves</b>	<b>Mar-12 y/end</b>	<b>2012/13 Mvmnt</b>	<b>Mar-13 y/end</b>	<b>2013/14 Mvmnt</b>	<b>Mar-14 y/end</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Risk	17.1	(2.1)	15.0	0.0	15.0
Transformation	15.0	(7.3)	7.7	(0.9)	6.8
PFI	3.2	(0.4)	2.8	0.0	2.8
Service Development	5.1	0.6	5.7	0.0	5.7
Infrastructure	1.5	3.0	4.5	6.2	10.7
Service Reserves	23.2	(23.2)	0	0.0	0
<b>Council total</b>	<b>65.1</b>	<b>(29.4)</b>	<b>35.7</b>	<b>5.3</b>	<b>41.0</b>
Schools reserves	15.1	0.0	15.1	0.0	15.1
<b>Total</b>	<b>80.2</b>	<b>(29.4)</b>	<b>50.8</b>	<b>5.3</b>	<b>56.1</b>

9.13.15 The Council's arrangements for ensuring financial resilience have been assessed by external auditors during 2012/13 and have been found to be robust.

## 10. LIST OF BACKGROUND PAPERS

10.1 None.

**Appendix 1**

<b>Medium Term Financial Strategy</b>	<b>2012/13 £000</b>	<b>2012/13 £000</b>	<b>2013/14 £000</b>	<b>2014/15 £000</b>	<b>2015/16 £000</b>
	<b>Budget</b>	<b>Actual</b>			
<b>Budget brought forward</b>			<b>291,998</b>	<b>299,165</b>	<b>290,243</b>
<b>Statutory/cost drivers</b>					
Inflation (pay )			1,198	1,210	1,210
Inflation (non-pay)			3,057	3,057	3,057
North London Waste Authority (NLWA) levy			303	2,821	564
Capital financing costs			2,250	1,500	1,500
<b>Statutory/cost drivers sub-total</b>			<b>6,808</b>	<b>8,588</b>	<b>6,331</b>
<b>Central Expenses</b>					
Contingency - general risks			1,774	(1,079)	1,000
Temporary Accommodation			1,500		
Council Tax Support			2,000	600	600
Concessionary Fares			326		
Rate Relief Budget (no longer required)			(430)		
Two year funding (now included in DSG)			(808)		
Public Health Grant			13,799	536	
<b>Central Expenses sub-total</b>			<b>18,161</b>	<b>58</b>	<b>1,600</b>
<b>Balances to/(from) reserves</b>					
Specific reserves contribution 2012/13	11,141	11,141	(11,141)		
Specific reserves contribution 2013/14 New Homes Bonus (NHB)			6,181	(6,181)	
Specific reserves contribution 2014/15 NHB				7,700	(7,700)
Specific reserves contribution 2015/16 NHB					8,990
<b>Reserves sub-total</b>			<b>(4,960)</b>	<b>1,519</b>	<b>1,290</b>
<b>Total expenditure</b>	<b>291,998</b>	<b>291,998</b>	<b>312,007</b>	<b>309,330</b>	<b>299,464</b>
<b>New Formula grant funding</b>					
Formula Grant (2012/13 final year)	90,635	90,635			
Business Rates			33,608	34,000	35,000
Business Rates- Top up			17,436	17,971	18,438
Revenue Support Grant (RSG)			77,122	64,262	51,855
Transfers & Adjustments (2012/13 final year)					
Early Intervention grant	14,499	14,499			
Learning disability	10,694	10,694			
<b>New Formula grant sub-total</b>	<b>115,828</b>	<b>115,828</b>	<b>128,166</b>	<b>116,233</b>	<b>105,293</b>
<b>Council Tax</b>					
Council Tax (CT)	159,386	159,386	139,477	140,278	143,573
Collection Fund contribution				1,500	1,500
CT freeze grant 11-12	3,886	3,886			
CT freeze grant 12-13	3,887	3,887			
CT freeze grant 13-14			1,619	1,619	
Core grants					
Private Finance Initiative (PFI) credit	2,235	2,235	2,235	2,235	2,235
LACSEG grant	700	700	4,404	3,964	3,567
NHB	2,813	2,813	6,181	7,700	8,990
Housing and CT Benefit Administration Grant	3,000	3,000	2,705	2,379	2,141
Public Health			13,799	14,335	14,335
CT Support Grant	263	263	579		
<b>Other funding sub-total</b>	<b>176,170</b>	<b>176,170</b>	<b>170,999</b>	<b>174,010</b>	<b>176,341</b>
<b>Total Income from grant and Council Tax</b>	<b>291,998</b>	<b>291,998</b>	<b>299,165</b>	<b>290,243</b>	<b>281,635</b>
<b>Budget Gap before savings</b>	<b>0</b>	<b>0</b>	<b>12,842</b>	<b>19,087</b>	<b>17,829</b>
<b>Proposed Savings</b>			<b>(14,492)</b>	<b>(20,637)</b>	<b>(19,349)</b>
<b>Proposed Pressures</b>			<b>1,650</b>	<b>1,550</b>	<b>1,520</b>
<b>Budget Gap after savings</b>			<b>0</b>	<b>0</b>	<b>0</b>

## REVENUE BUDGET 2013/14

	2012/2013				2013/2014
	Original Estimate (1) £	Current Estimate £	Virements, Transfers & Reductions (2)	Restated Current Estimate £	Savings & Pressures
<b>Council Services</b>					
Adult Services	97,896,595	99,741,805	(475,784)	99,266,021	(3,211,000)
Assurance	3,713,740	3,627,580	92,543	3,720,123	(109,000)
Childrens Services	62,981,551	63,428,361	(1,214,200)	62,214,161	(4,488,000)
Commissioning	5,817,954	5,783,237	947,541	6,730,778	71,000
Development and Regulatory Services (DRS)	3,011,710	3,487,805	(912,643)	2,575,162	(1,755,000)
Housing Needs and Resources (HNR)	2,861,139	3,061,139	447,080	3,508,219	(61,000)
Legal	1,750,167	1,778,367	209,780	1,988,147	(80,000)
New Support and Customer Service Organisation (NSCSO)	25,383,213	27,027,720	(941,090)	26,086,630	(1,908,000)
Public Health	0	0	0	0	0
Special Parking Account	(6,895,970)	(7,106,500)	(19,140)	(7,125,640)	(349,000)
Streetscene	21,194,001	22,526,805	800,132	23,326,937	(952,000)
<b>Total</b>	<b>217,714,100</b>	<b>223,356,319</b>	<b>(1,065,781)</b>	<b>222,290,538</b>	<b>(12,842,000)</b>
Central Expenses (comprising):					
- Investment in school places	63,143,470	57,501,251	257,791	57,759,042	11,978,000
- Levies					2,250,000
- Risks (including temp. accom. and Council Tax support)					629,000
- Inflation					4,844,000
<b>Total Service Expenditure</b>	<b>280,857,570</b>	<b>280,857,570</b>	<b>(807,990)</b>	<b>280,049,580</b>	<b>(864,000)</b>
					<b>292,984,580</b>

(1) Service expenditure is presented in line with the restructured Council. Community Safety has moved from Environment to Adult Services. Libraries has moved from Chief Executive's to Children's Services. Remaining services formerly within the Environment, Planning and Regeneration service now form Streetscene. NSCSO and DRS delivery units have been created to reflect the services included within these procurements. The old departments of Chief Executive's, Deputy Chief Executive's, Corporate Governance and Commercial have been merged into the Commissioning and Assurance Groups. Public Health is a new budget line created to reflect the transfer of responsibility from the National Health Service to local government.

(2) A number of transfers and virements have been made between 2012/13 and 2013/14. £0.9m has been moved from NSCSO to legal and DRS to reflect the separation of support costs associated with these services. Budgets totalling £0.9m have moved from DRS and NSCSO into commissioning to reflect the contract management responsibilities in this new group. A total of £1.1m of savings have been made from senior management costs, these budgets have been taken out of departments to reflect the new Council structure £0.5m has been transferred from DRS to Street Scene to reflect the retained services. Children's Services have a reduction in their base budget by £0.8m for the two year old funding as this is now funded from the Dedicated Schools Grant.

# REVENUE BUDGET 2013/14

	2012/2013		2013/2014	
	Original Estimate	Current Estimate	Restated Current Estimate	Original Estimate
	£	£	£	£
<b>Total Service Expenditure</b>	<b>280,857,570</b>	<b>280,857,570</b>	<b>280,049,580</b>	<b>292,984,580</b>
Contribution to / (from) Specific Reserves	11,140,180	11,140,180	11,140,180	6,180,701
Contribution to / (from) Balances				
<b>NET EXPENDITURE</b>	<b>291,997,750</b>	<b>291,997,750</b>	<b>291,189,760</b>	<b>299,165,281</b>
Other Grants	(41,977,000)	(41,977,000)	(41,977,000)	(31,522,000)
<b>BUDGET REQUIREMENT</b>	<b>250,020,750</b>	<b>250,020,750</b>	<b>249,212,760</b>	<b>267,643,281</b>
Business rates retention				(33,608,000)
Business rates top up				(17,436,000)
<b>BUSINESS RATES INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(51,044,000)</b>
Formula Grant	(90,635,000)	(90,635,000)	(90,635,000)	(77,122,000)
Collection Fund Adjustments				
<b>BARNET'S ELEMENT OF COUNCIL TAX REQUIREMENT</b>	<b>159,385,750</b>	<b>159,385,750</b>	<b>158,577,760</b>	<b>139,477,281</b>
Greater London Authority - Precept	43,915,556	43,915,556	43,915,556	37,964,082
<b>COUNCIL TAX REQUIREMENT</b>	<b>203,301,306</b>	<b>203,301,306</b>	<b>202,493,316</b>	<b>177,441,363</b>
<b>Components of the Council Tax (Band D)</b>				
	2012/2013	2013/2014	2013/2014	Increase
	£	£	£	
Mayors Office for Policing and Crime	233.46	216.92	216.92	(7.08%)
London Fire & Emergency Planning Authority	41.83	49.87	49.87	19.22%
Mayor, Administration, Transport for London, Olympic Games and Boroughs' Collection Fund balances.	31.43	36.21	36.21	15.21%
<b>Greater London Authority</b>	<b>306.72</b>	<b>303.00</b>	<b>303.00</b>	<b>(1.21%)</b>
<b>London Borough of Barnet</b>	<b>1,113.20</b>	<b>1,113.20</b>	<b>1,113.20</b>	<b>0.00%</b>
<b>Total</b>	<b>1,419.92</b>	<b>1,416.20</b>	<b>1,416.20</b>	<b>(0.26%)</b>

# REVENUE BUDGET 2013/14

## COUNCIL TAX SUMMARY

Council Tax Bands (based on property values @ 1 April 1991)	2012/13	2013/2014	Tax Yield
	£	£	£
Band A	946.61	944.13	1,425,211
Band B	1,104.38	1,101.49	6,358,021
Band C	1,262.15	1,258.84	24,141,442
<u>Band D</u>	1,419.92	1,416.20	24,119,614
Band E	1,735.46	1,730.91	43,347,127
Band F	2,051.00	2,045.63	34,256,668
Band G	2,366.53	2,360.33	33,443,351
Band H	2,839.84	2,832.40	10,349,929
			<b>177,441,363</b>

## COUNCIL TAXBASE

	2012/13	2013/2014	
Council Taxbase	Band D Equivalents	Band D Equivalents	Income
Total properties (per Valuation List)	162,698	164,244	232,602,353
Exemptions	(3,816)	(4,094)	(5,797,923)
Disabled reductions	(117)	(118)	(167,112)
Discounts (10%, 25% & 50%)	(12,776)	(12,848)	(18,195,338)
Adjustments	(717)	(19,612)	(27,774,513)
Aggregate Relevant Amounts	145,272	127,572	180,667,467
Non-Collection (1.5% 2012/13 & 1.85% 2013/14)	(2,178)	(2,365)	(3,349,313)
Contributions in lieu from MoD	84	87	123,209
	143,178	125,294	<b>177,441,363</b>

## 2013/14 Budget Summary and Forward Plan

Adult Social Services	2013/14	2014/15	2015/16
	£	£	£
Base Budget	97,896,595	96,055,021	87,978,021
Virements	1,369,426		
	<b>99,266,021</b>	<b>96,055,021</b>	<b>87,978,021</b>
<b><u>Efficiencies</u></b>			
Social Work	Development of a 'New Social Work Model', which: - increases use of case management capacity outside of the Council; - promotes people's own management of their own care arrangements through direct payments; - promotes development of shared packages of care for people living in close proximity to one another.	(450,000)	(250,000)
Commissioning & Transformation	Integrating similar functions across health and social care commissioning to reduce management costs and support joined up services.	(40,000)	
Integration across Council	Integrating similar functions across health and social care teams and provision to reduce management costs and deliver joined up services.	(300,000)	
Social Work - Long Term Conditions	Closer working with the NHS on long term conditions.	(40,000)	(100,000)
Younger Adults - All Groups	Greater community and family involvement in supporting disabled people to lead ordinary lives.	(465,000)	
Learning & Development	Greater efficiencies in commissioning and provision of training and development opportunities for Adult Social Care.	(30,000)	
Across Services	Reductions in back office transactional functions through new ways of working and exploring new models.	(189,000)	(300,000)
Across Services	Reduction of Strategic Commissioning capacity as service users directly commission services through direct payments.		(318,000)
All Services	Sharing services with other Local Authorities and therefore reducing management costs.	(300,000)	
Across Services	Efficiencies through joint procurement with the NHS for Continuing Health Care.		(200,000)
Younger Adults - Learning Disabilities	Implementation of a national costing model for all Supported Living placements.	(100,000)	
Cross-Cutting Savings	Implementation of a national costing model for all younger adults residential care placements.	(168,000)	
Cross-Cutting Savings	Working with providers to contain inflationary pressures.	(600,000)	(600,000)



Adult Social Services		2013/14	2014/15	2015/16
		£	£	£
Older Adults - Residential & Nursing Provision	Reduction of 30 block residential beds to reflect falling admission rates into residential care and better use of the contract.	(700,000)		
Younger Adults: Physical Disabilities	Ensuring that Direct Payments promote independence.	(20,000)		
Younger Adults: Mental health	Enabling people to move from residential care into a home of their own with support.	(150,000)		
Younger Adults: Learning Disabilities	A widespread revision of our Learning Disabilities service, including: - integration with health teams; - integration of with health computer systems; - minimising the number of people placed outside of the borough; - use of the care funding calculator to achieve better VfM. - providing greater choice and independence to people transitioning from the Children's Service; - implementing proportionate reviewing.		(1,900,000)	
Older Adults and Younger Adults (all groups)	Increased use of Telecare, Aids and Equipment to: - support the enablement process; - in the place of homecare; - supporting people to move from residential care back into the community.		(939,000)	
Younger Adults: Physical and Sensory Impairments	Cease all spot purchasing of residential and nursing placements for people with physical or sensory impairments.		(200,000)	
Older Adults	Development of a fracture service follow up, reducing home care placements resulting from hip and spine fractures.		(171,000)	
Older Adults	Reduce short term use of residential placements while people are having their home adapted, or are being rehoused, following release from hospital.		(139,000)	
Older Adults and Younger Adults (all groups)	Revision of our provision of equipment, in line with new retail model, following end of current contract.		(120,000)	
Older Adults and Younger Adults (all groups)	Innovative use of housing options to reduce levels of social care need, taking advantage of changes to the HRA.		(200,000)	
Younger Adults: Mental Health	Achievement of lower unit costs from specialist Mental Health providers.		(290,000)	
Older Adults and Younger Adults (all groups)	Smarter procurement, delivered through better use of data, improved contracts, lean approach to care sourcing and improved scrutiny of areas of high spend.		(300,000)	
Older Adults and Younger Adults (all groups)	Introduction of 'adult placement' and 'shared lives' schemes into the borough, decreasing need for residential care.		(330,000)	
Older Adults and Younger Adults (all groups)	Concessionary Travel savings through centralised assessment and implementation of transport policy.		(241,000)	

Adult Social Services		2013/14	2014/15	2015/16
		£	£	£
Younger Adults: Mental Health	Rebalancing the Section 75 agreement with Barnet, Enfield and Harringey Mental Health Trust to ensure that we are receiving value for money for our contribution of staffing resources.		(180,000)	(500,000)
Older Adults	A review of cases to ensure that we are no longer providing services to meet outcomes which have been achieved or needs which have been resolved.		(20,000)	
Older Adults and Younger Adults (all groups)	Conversion of people from homecare packages to direct payments, which are (on average) cheaper per hour of support provided.		(54,000)	
Older Adults and Younger Adults (all groups)	Reviewing people's homes for potential adaptation to avoid admission into residential care.		(206,000)	(394,000)
Younger Adults: Learning Disabilities	Introduction of 'key ring' schemes to the borough to reduce housing related support spend for people with a learning disability.		(125,000)	
Community Protection Group	Savings from shared service including de-layering of management responsibilities.	(37,000)		
Leisure	Savings following Leisure Services Review.		(967,000)	
Across Services	Project to design integrated day-care and leisure services and decommission and reprovide day-care services.			(660,000)
Across Services	Reduction of total of new residential care home placements by delaying admission by average of 3 months			(310,000)
Across Services	Savings to be identified through working with NSCSO provider to improve efficiency and self service.		(1,000,000)	(2,000,000)
Across Services	Increase carer funding, targeted support for young carers, carers enablement service, accelerate existing investment to deliver reduction in residential care, reduced care packages, and alternative to res care			(550,000)
Older Adults	Utilise HRA to develop Retirement Village concept- 100 blocks.			(520,000)
Older Adults	Utilise HRA to develop dementia mixed model of housing units 50 units based on Housing Strategy needs analysis.			(690,000)
Younger Adults	Utilise HRA to develop wheelchair accessible independent accommodation			(1,500,000)
		<b>(3,589,000)</b>	<b>(8,850,000)</b>	<b>(8,424,000)</b>

<b>Adult Social Services</b>		<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
		<b>£</b>	<b>£</b>	<b>£</b>
<b><u>Service Reductions</u></b>				
Supporting People	Annual savings levied on supporting people contracts.	(210,000)		
Supporting People	Reduction of the contract value for Generic Floating Support (flexible support to allow people to live independently in their own accomodation).	(132,000)		
Drugs & Alcohol Service	Greater use of non residential rehab placements for people with substance misuse.	(10,000)		
		<b>(352,000)</b>	<b>0</b>	<b>0</b>
<b><u>Income</u></b>				
Revenue Income Optimisation	Implementation of Revenue Income Optimisation project.	(30,000)	(27,000)	
Revenue Income Optimisation	Make all community services chargeable through implementation of a new fairer contributions policy based on ability to pay.	(40,000)		
		<b>(70,000)</b>	<b>(27,000)</b>	<b>0</b>
<b><u>Pressures</u></b>				
	Demographics pressures due to increase in those with social care needs especially those with Learning Disabilities and Older Adults including dementia.	800,000	800,000	800,000
		<b>800,000</b>	<b>800,000</b>	<b>800,000</b>
<b><u>Invest to Save</u></b>				
		<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget</b>		<b>96,055,021</b>	<b>87,978,021</b>	<b>80,354,021</b>

## Adults & Communities

Profit center	Original Estimate 2012/13	Current Estimate 2012/13	Original Estimate 2013/14
* Births Deaths & Marriages	(230,210)	(229,530)	(260,210)
* Community Well-Being Trans & Res Team	517,892	288,077	75,797
* Community Safety	2,004,916	2,207,754	1,969,213
* Prevention & Well Being	5,460,807	8,454,183	7,669,883
* Social Care Commissioning	4,447,808	1,530,128	1,279,449
* CWB Management	0	0	388,480
** Community Well-being	12,201,213	12,250,612	11,122,612
* Social Care Management	748,100	460,186	1,281,270
* Care Quality	1,648,397	2,034,478	1,926,478
* Integrated care - LD & MH	42,920,927	42,764,384	41,937,964
* Integrated care - OP & DP	39,638,807	41,964,059	39,602,747
** Adults Social Care	84,956,231	87,223,107	84,748,459
** Dir Adult Soc Serv & Health	739,151	268,086	183,950
*** Total	97,896,595	99,741,805	96,055,021

Subjective Analysis	Original Estimate 2012/13	Current Estimate 2012/13	Original Estimate 2013/14
* Employee Related	20,363,657	15,869,818	14,732,284
* Premises Related	350,255	271,285	270,605
* Transport Related	1,172,231	1,141,781	1,126,831
* Supplies and Services	11,614,654	9,808,910	10,435,020
* Third Party Payments	74,085,431	83,955,274	81,603,934
* Transfer Payments	5,168,222	5,168,222	5,109,002
* Secondary Recharges	0	24,150	24,150
** Expenditure Total	112,754,450	116,239,440	113,301,826
* Government Grants	(304,734)	(304,734)	(304,734)
* Other Grants, Reimbursements & Contribs	(3,527,631)	(5,105,886)	(5,105,056)
* Customer & Client Receipts	(11,025,490)	(11,087,015)	(11,837,015)
** Income Total	(14,857,855)	(16,497,635)	(17,246,805)
*** Total	97,896,595	99,741,805	96,055,021

**2013/14 Budget Summary and Forward Plan**

<b>Assurance</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Base Budget	3,713,740	3,611,123	3,571,123
Virements	6,383		
	<b>3,720,123</b>	<b>3,611,123</b>	<b>3,571,123</b>
<b><u>Efficiencies</u></b>			
Crime and Anti Fraud Team (CAFT)	(9,000)		
Governance      Savings to Member Training.		(20,000)	
CAFT            Reduction of supplies and services.		(20,000)	
Cross-directorate    Expenditure reduction.	(10,000)		
Cross-directorate    Rationalisation.	(40,000)		
	<b>(59,000)</b>	<b>(40,000)</b>	<b>0</b>
<b><u>Service Reductions</u></b>			
Governance      Reorganisation	(50,000)		
	<b>(50,000)</b>	<b>0</b>	<b>0</b>
<b>Budget</b>	<b>3,611,123</b>	<b>3,571,123</b>	<b>3,571,123</b>

## Assurance

Profit center	Original Estimate 2012/13	Current Estimate 2012/13	Original Estimate 2013/14
* Assurance Management	0	0	561,108
* Governance	2,704,400	2,622,650	2,177,295
* Internal Audit & CAFT	1,009,340	1,004,930	872,720
<b>** Total</b>	<b>3,713,740</b>	<b>3,627,580</b>	<b>3,611,123</b>

Subjective Analysis	Original Estimate 2012/13	Current Estimate 2012/13	Original Estimate 2013/14
* Employee Related	3,499,603	3,327,123	3,307,876
* Premises Related	9,200	9,200	9,200
* Transport Related	5,820	5,820	5,820
* Supplies and Services	250,277	340,997	343,787
* Third Party Payments	250	250	250
* Secondary Recharges	(6,280)	(10,680)	(10,680)
<b>** Expenditure Total</b>	<b>3,758,870</b>	<b>3,672,710</b>	<b>3,656,253</b>
* Customer & Client Receipts	(45,130)	(45,130)	(45,130)
<b>** Income Total</b>	<b>(45,130)</b>	<b>(45,130)</b>	<b>(45,130)</b>
<b>*** Total</b>	<b>3,713,740</b>	<b>3,627,580</b>	<b>3,611,123</b>

## 2013/14 Budget Summary and Forward Plan

Central Expenses	2013/14	2014/15	2015/16	
	£	£	£	
Base Budget	63,143,470	69,737,042	78,350,042	
Virements	(5,814,428)			
	<b>57,329,042</b>	<b>69,737,042</b>	<b>78,350,042</b>	
<b><u>Pressures</u></b>				
Contingency	General provision to for risks in service areas	1,774,000	(575,000)	1,000,000
Contingency	Provision for the Council tax discount scheme take up due to the council tax benefit changing to council tax discount.	2,000,000	600,000	600,000
Contingency	General provision for inflation	4,255,000	4,267,000	4,267,000
Levies	Increase in North London Waste Authority Levy	303,000	2,821,000	564,000
Levies	Increase in Concessionary fares levy due to the increase in the cost of travel by TFL	326,000		
Capital Financing	Increase in capital financing costs resulting from capital programme commitments	2,250,000	1,500,000	1,500,000
Contingency	Impact on Welfare reform on temporary accomodation income	1,500,000		
		<b>12,408,000</b>	<b>8,613,000</b>	<b>7,931,000</b>
<b><u>Service Reductions</u></b>				
		<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Income</u></b>				
		<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget</b>		<b>69,737,042</b>	<b>78,350,042</b>	<b>86,281,042</b>

## Central Expenses

Profit center	Original Estimate 2012/13	Current Estimate 2012/13	Original Estimate 2013/14
10015 Corporate Subscriptions	314,220	314,220	314,220
10016 Levies	27,831,050	27,632,050	28,460,050
10017 Central Contingency	9,275,190	4,080,971	13,245,161
10018 Rate Relief	433,300	433,300	3,300
10019 Capital Financing	19,468,670	19,219,670	21,469,670
10699 Early Retirement(NT)	2,820,380	2,820,380	3,243,981
10700 Corporate Fees & Charges	798,940	798,940	798,940
10718 Car Leasing	2,210	2,210	2,210
10849 Early Retirement Costs Teachers	2,183,340	2,183,340	2,183,340
11121 Miscellaneous Finance	16,170	16,170	16,170
<b>* Total</b>	<b>63,143,470</b>	<b>57,501,251</b>	<b>69,737,042</b>

Subjective Analysis	Original Estimate 2012/13	Current Estimate 2012/13	Original Estimate 2013/14
* Employee Related	3,739,680	3,739,680	4,163,281
* Premises Related	829,490	829,490	829,490
* Transport Related	2,210	2,210	2,210
* Supplies and Services	1,736,140	1,736,140	1,736,140
* Third Party Payments	27,996,880	27,797,880	28,625,880
* Transfer Payments	431,180	431,180	1,180
* Capital Financing Costs	29,550,100	24,355,881	33,520,071
** Expenditure Total	64,285,680	58,892,461	68,878,252
* Other Grants, Reimbursements & Contribs	(18,130)	(18,130)	(18,130)
* Customer & Client Receipts	176,040	176,040	176,040
* Interest	(1,300,120)	(1,549,120)	700,880
** Income Total	(1,142,210)	(1,391,210)	858,790
<b>*** Total</b>	<b>63,143,470</b>	<b>57,501,251</b>	<b>69,737,042</b>



### Central Expenses (Levies)

Levies	Original Estimate 2012/13 £	Current Estimate 2012/13 £	Original Estimate 2013/14 £
<u>Other Establishments - Third part Payments</u>			
Environment Agency	280,730	280,730	280,730
Lea Valley Regional Park	428,350	428,350	428,350
London Pension Funds	787,000	787,000	787,000
Traffic Control Signals Unit	479,400	479,400	479,400
Concessionary Fares	14,967,280	14,967,280	15,293,280
	<b>16,942,760</b>	<b>16,942,760</b>	<b>17,268,760</b>
<u>Joint Authorities - Third Party Payments</u>			
North London Waste Authority	9,458,800	9,458,800	9,761,800
Coroners Court	284,000	284,000	284,000
	<b>9,742,800</b>	<b>9,742,800</b>	<b>10,045,800</b>
<u>Other Local Authorities - Third Party</u>			
London Boroughs Grants	1,145,490	1,145,490	1,145,490
<b>Total Levies</b>	<b>27,831,050</b>	<b>27,831,050</b>	<b>28,460,050</b>

## 2013/14 Budget Summary and Forward Plan

Childrens Services	2013/14	2014/15	2015/16
	£	£	£
Base Budget	62,981,551	57,726,161	52,701,161
Virements	(767,390)		
	<b>62,214,161</b>	<b>57,726,161</b>	<b>52,701,161</b>
<b><u>Efficiencies</u></b>			
Early Intervention & Prevention	(1,257,000)	(1,050,000)	
Communications, performance, workforce development, commissioning and administration	(100,000)	(100,000)	
High cost services	(500,000)	(500,000)	(500,000)
Children's Social Care		(526,000)	
Training			(90,000)
Transport savings	(1,000,000)	(500,000)	
Complex needs (including special educational needs)		(80,000)	
Complex needs	(280,000)		
Service Management		(300,000)	
Libraries	(798,000)	(85,000)	(119,000)
Integration with adults	(125,000)	(125,000)	
Integration with adults	(25,000)	(10,000)	
Reduce CS management costs		(80,000)	(125,000)
Social care			(100,000)
Safeguarding	(60,000)		
Children's service		(500,000)	(500,000)
Youth Offending Service		(50,000)	(50,000)
Children's Social Care			(660,000)

## 2013/14 Budget Summary and Forward Plan

<b>Childrens Services</b>		<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
		<b>£</b>	<b>£</b>	<b>£</b>
Children's Social Care	Further review placement costs and achieve efficiencies through working with other LAs and demand management through early intervention			(160,000)
Across Services	Savings to be identified through working with NSCSO provider to improve efficiency and self service			(1,500,000)
Across services	Regrading of posts in line with corporate proposal.			(400,000)
Across services	Transformation of services through use of alternative delivery vehicles			(450,000)
Children's Social Care (c)	Reconfigure services to deliver improvements, efficiencies and savings in children's social care	(449,000)		(20,000)
High needs	Invest in aids, adaptations and telecare for children with high needs and their families to reduce the need for higher level support.			(100,000)
		<b>(4,594,000)</b>	<b>(3,906,000)</b>	<b>(4,774,000)</b>
<b>Service Reductions</b>				
Youth Offer (b)	Refocus youth offer to guarantee provision of statutory duties in line with recently published guidance making requirements on LAs clearer.	(500,000)		
Sports development	Reduce sports development and continue to promote sports development without additional investment	(90,000)		
Substance misuse	Reduce commissioned services for supporting and preventing substance misuse.	(84,000)		
Early years	Further reconfigure early years services.		(500,000)	(700,000)
Commissioned services for vulnerable children and families	Recommission contracts for short breaks and respite care, domestic violence services, early intervention and prevention services and youth homelessness		(1,000,000)	
Schools and Learning (2)	Reduce school challenge and support service, including educational welfare for primary		(333,000)	
		<b>(674,000)</b>	<b>(1,833,000)</b>	<b>(700,000)</b>

## 2013/14 Budget Summary and Forward Plan

Childrens Services	2013/14	2014/15	2015/16
	£	£	£
<b><u>Income</u></b>			
Increase fees and charges      Increase fees and charges, with a focus on making BPSI fully funded	(70,000)	(36,000)	
	<b>(70,000)</b>	<b>(36,000)</b>	<b>0</b>
<b><u>Pressures</u></b>			
Demand led statutory and targeted services (e.g. children in care, child protection, disabled children, youth offending, family support)	750,000	750,000	720,000
Libraries      The current libraries service staffing structure is underfunded: this investment, together with a £490k staffing restructure will ensure the service is able to deliver required savings and the libraries strategy commitments.	100,000		
	<b>850,000</b>	<b>750,000</b>	<b>720,000</b>
<b>Budget</b>	<b>57,726,161</b>	<b>52,701,161</b>	<b>47,947,161</b>

**Childrens Service**

<b>Profit center</b>	<b>Original Estimate 2012/13</b>	<b>Current Estimate 2012/13</b>	<b>Original Estimate 2013/14</b>
** Childrens management	2,839,570	2,127,100	1,581,080
** Blocked Cost Centres CHILDRENS	165,725	0	0
*** Director of Childrens Service	3,005,295	2,127,100	1,581,080
** Assessment & Children in Need	7,843,120	8,055,388	7,837,468
** Children in Care & Provider Services	21,061,818	21,685,630	21,301,780
** Safeguarding & Quality Assurance	2,482,600	2,681,700	2,283,540
** Social Care management Team	0	0	260,780
*** Childrens Social Care	31,387,538	32,422,718	31,683,568
** Commissioning & business improvement	2,892,133	3,775,142	2,568,822
** Family Support & Early Intervention	7,502,286	7,080,524	6,637,444
** Youth & Community	9,276,725	9,325,808	7,832,308
*** Early Intervention & Prevention	19,671,144	20,181,474	17,038,574
** Edu Partnership & Commercial Services	1,818,026	1,807,214	1,761,634
** High Needs Support	7,231,150	6,981,150	5,752,600
*** Education	9,049,176	8,788,364	7,514,234
**** <b>Total</b>	<b>63,113,153.00</b>	<b>63,519,656.00</b>	<b>57,817,456.00</b>

<b>Subjective Analysis</b>	<b>Original Estimate 2012/13</b>	<b>Current Estimate 2012/13</b>	<b>Original Estimate 2013/14</b>
* Employee Related	35,719,181	37,795,544	35,052,598
* Premises Related	1,357,030	1,354,827	1,172,310
* Transport Related	3,944,473	4,001,544	3,466,285
* Supplies and Services	11,677,191	11,292,195	9,639,220
* Third Party Payments	17,152,059	16,981,692	16,479,207
* Transfer Payments	4,380,250	4,828,590	4,828,590
* Capital Financing Costs	0	(35,000)	(35,000)
* Secondary Recharges	303,190	303,190	303,190
** Expenditure Total	74,533,374	76,522,582	70,906,400
* Government Grants	(1,043,010)	(1,465,509)	(1,434,280)
* Other Grants, Reimbursements & Contribs	(710,942)	(1,000,380)	(737,400)
* Customer & Client Receipts	(9,666,269)	(10,537,037)	(10,917,264)
** Income Total	(11,420,221)	(13,002,926)	(13,088,944)
*** <b>Total</b>	<b>63,113,153.00</b>	<b>63,519,656.00</b>	<b>57,817,456.00</b>

**Childrens Service DSG**

<b>Profit center</b>	<b>Original Estimate 2012/13</b>	<b>Current Estimate 2012/13</b>	<b>Original Estimate 2013/14</b>
** Individual Schools Budget	230,046,065	183,944,498	171,472,303
** Central Provision within Schools	1,600,390	1,637,256	1,637,256
** De-delegated Items	2,253,211	2,249,915	2,396,310
** Early Years Budget - Central Expenditure	1,303,718	991,120	4,951,120
** DSG and EFA Funding	(250,780,861)	(207,174,362)	(223,146,044)
** High Needs	15,445,875	18,260,278	42,597,760
<b>Grand Total</b>	<b>(131,602)</b>	<b>(91,295)</b>	<b>(91,295)</b>

<b>Subjective Analysis</b>	<b>Original Estimate 2012/13</b>	<b>Current Estimate 2012/13</b>	<b>Original Estimate 2013/14</b>
* Employee Related	6,762,138	6,108,795	7,180,904
* Premises Related	41,560	48,790	48,790
* Transport Related	492,290	478,990	478,990
* Supplies and Services	1,153,335	817,211	4,097,211
* Third Party Payments	19,537,310	23,763,584	49,601,066
* Transfer Payments	224,311,676	177,504,107	163,286,198
** Expenditure Total	252,298,309	208,721,477	224,693,159
* Government Grants	(250,780,861)	(207,174,362)	(223,146,044)
* Other Grants, Reimbursements & Contribs	(1,626,390)	(1,619,730)	(1,619,730)
* Customer & Client Receipts	(22,660)	(18,680)	(18,680)
** Income Total	(252,429,911)	(208,812,772)	(224,784,454)
<b>*** Total</b>	<b>(131,602)</b>	<b>(91,295)</b>	<b>(91,295)</b>

## 2013/14 Budget Summary and Forward Plan

Commissioning		2013/14	2014/15	2015/16
		£	£	£
Base Budget		5,817,954	6,801,778	6,101,778
Virements		912,824		
		<b>6,730,778</b>	<b>6,801,778</b>	<b>6,101,778</b>
<b><u>Efficiencies</u></b>				
Third sector commissioning	Recharge from London Levy reduction to support reprofile of library strategy implementation following consultation and to make time for community bids to be fully considered. To be reimbursed in 2013/14.	200,000		
Across Service	Senior Management Restructure.	(150,000)	(270,000)	
Across Service	Restructure and re-organisation consequent on the Senior Management re-structure		(340,000)	(800,000)
Strategy	Savings in data and technology budget	(50,000)	(10,000)	
		<b>0</b>	<b>(620,000)</b>	<b>(800,000)</b>
<b><u>Service Reductions</u></b>				
Third sector commissioning	Reduction in funding for the Arts preventative programme.	(8,000)		
Third sector commissioning	Reduce Community Barnet core funding.	(10,000)		
Third sector commissioning	Refocus community advice services to greater target need.	(57,000)		
Human Resources	Trade Union		(80,000)	
		<b>(75,000)</b>	<b>(80,000)</b>	<b>0</b>
<b><u>Income</u></b>				
Strategic Finance	Income recovery - VAT Fleming.	300,000		
Strategic Finance	Increased income from deposits.	(154,000)		
		<b>146,000</b>	<b>0</b>	<b>0</b>
<b>Budget</b>		<b>6,801,778</b>	<b>6,101,778</b>	<b>5,301,778</b>

## Commissioning

Profit center	Original Estimate 2012/13	Current Estimate 2012/13	Original Estimate 2013/14
** Strategic Commissioning Board	552,220	467,360	822,790
** Commercial	796,965	989,628	831,485
** Operating (DCOO)	3,235,909	3,655,719	3,699,989
** Commissioning Strategy	1,025,590	913,260	316,850
** Commissioning Management Team	207,270	(242,730)	1,130,664
<b>*** Total</b>	<b>5,817,954</b>	<b>5,783,237</b>	<b>6,801,778</b>

Subjective Analysis	Original Estimate 2012/13	Current Estimate 2012/13	Original Estimate 2013/14
* Employee Related	4,256,853	4,610,726	6,385,497
* Premises Related	4,890	4,890	4,890
* Transport Related	36,750	35,920	35,920
* Supplies and Services	1,731,891	1,441,501	1,205,301
* Transfer Payments	212,500,000	212,500,000	212,500,000
* Capital Financing Costs	(15,000)	(15,000)	(15,000)
* Secondary Recharges	(568,520)	(568,520)	(568,520)
<b>** Expenditure Total</b>	<b>217,946,864</b>	<b>218,009,517</b>	<b>219,548,088</b>
* Government Grants	(211,094,720)	(211,175,470)	(211,175,470)
* Other Grants, Reimbursements & Contribs	(395,750)	(412,370)	(395,750)
* Customer & Client Receipts	(638,440)	(638,440)	(1,220,520)
* Interest	0	0	45,430
<b>** Income Total</b>	<b>(212,128,910)</b>	<b>(212,226,280)</b>	<b>(212,746,310)</b>
<b>*** Total</b>	<b>5,817,954</b>	<b>5,783,237</b>	<b>6,801,778</b>



**2013/14 Budget Summary and Forward Plan**

<b>Development and Regulatory Services</b>		<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
		<b>£</b>	<b>£</b>	<b>£</b>
Base Budget		3,011,710	820,162	(534,838)
Virements		(436,548)		
		<b>2,575,162</b>	<b>820,162</b>	<b>(534,838)</b>
<b>Efficiencies</b>				
Development and Regulatory Services	Savings resulting from alternative service provision.	(1,530,000)	(1,355,000)	(300,000)
		<b>(1,530,000)</b>	<b>(1,355,000)</b>	<b>(300,000)</b>
<b>Service Reductions</b>				
Streetscene	Others savings to be identified through DRS, NSCSO and streetscene.	(225,000)		
		<b>(225,000)</b>	<b>0</b>	<b>0</b>
<b>Budget</b>		<b>820,162</b>	<b>(534,838)</b>	<b>(834,838)</b>

**Development and Regulatory Services**

<b>Profit center</b>	<b>Original Estimate 2012/13</b>	<b>Current Estimate 2012/13</b>	<b>Original Estimate 2013/14</b>
* Management Fee	0	0	773,560
* Managed Budgets	0	49,520	46,602
* Blocked Cost Centres DRS	3,011,710	3,438,285	0
<b>** Total</b>	<b>3,011,710</b>	<b>3,487,805</b>	<b>820,162</b>

<b>Subjective Analysis</b>	<b>Original Estimate 2012/13</b>	<b>Current Estimate 2012/13</b>	<b>Original Estimate 2013/14</b>
* Employee Related	11,552,305	11,397,244	208,592
* Premises Related	266,490	251,957	0
* Transport Related	240,936	250,436	0
* Supplies and Services	1,470,839	1,737,654	1,056,070
* Third Party Payments	240	9,180	9,180
* Capital Charges	0	0	0
* Capital Financing Costs	0	0	0
* Secondary Recharges	(758,660)	(708,010)	(453,680)
<b>** Expenditure Total</b>	<b>12,772,150</b>	<b>12,938,461</b>	<b>820,162</b>
* Government Grants	(4,000)	(4,000)	0
* Other Grants, Reimbursements & Contribs	(549,200)	(549,200)	0
* Customer & Client Receipts	(9,207,240)	(8,897,456)	0
<b>** Income Total</b>	<b>(9,760,440)</b>	<b>(9,450,656)</b>	<b>0</b>
<b>*** Total</b>	<b>3,011,710</b>	<b>3,487,805</b>	<b>820,162</b>

**2013/14 Budget Summary and Forward Plan**

<b>Housing Needs &amp; Resources</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Base Budget	2,861,139	3,447,219	3,392,219
Virements	647,080		
	<b>3,508,219</b>	<b>3,447,219</b>	<b>3,392,219</b>
<b>Efficiencies</b>			
Barnet Group    Saving resulting from alternate service provision.	(61,000)		
Barnet Group    Review of medical service Housing options.		(55,000)	
Barnet Group    Identify through review of management agreement.			(300,000)
	<b>(61,000)</b>	<b>(55,000)</b>	<b>(300,000)</b>
<b>Budget</b>	<b>3,447,219</b>	<b>3,392,219</b>	<b>3,092,219</b>

## Housing Needs & Resources

Profit center	Original Estimate 2012/13	Current Estimate 2012/13	Original Estimate 2013/14
*HNR Services	2,861,139	3,061,139	3,447,219
<b>* Total</b>	<b>2,861,139</b>	<b>3,061,139</b>	<b>3,447,219</b>

The Housing Needs Requirement Service was transferred from an in-house service, to a contract managed service with Barnet Homes Limited in 2012/13. An element of the budget is still LBB retained.

Subjective Analysis	Original Estimate 2012/13	Current Estimate 2012/13	Original Estimate 2013/14
* Employee Related	1,920,552	16,140	4,820
* Premises Related	863,030	170	170
* Transport Related	26,920	0	0
* Supplies and Services	1,220,759	4,261,103	3,830,321
* Third Party Payments	4,992,350	4,992,350	4,992,350
* Capital Charges	0	0	0
* Capital Financing Costs	0	0	0
* Secondary Recharges	0	0	0
** Expenditure Total	9,023,611	9,269,763	8,827,661
* Other Grants, Reimbursements & Contribs	(78,070)	0	0
* Customer & Client Receipts	(6,084,402)	(6,208,624)	(5,380,442)
** Income Total	(6,162,472)	(6,208,624)	(5,380,442)
<b>*** Total</b>	<b>2,861,139</b>	<b>3,061,139</b>	<b>3,447,219</b>

## 2013/14 Budget Summary and Forward Plan

Legal	2013/14	2014/15	2015/16
	£	£	£
Base Budget	1,750,167	1,908,147	1,758,147
Virements	237,980		
	<b>1,988,147</b>	<b>1,908,147</b>	<b>1,758,147</b>
<b><u>Efficiencies</u></b>			
Legal Services/ Governance	Reduction in expenditure.		
	(30,000)	(100,000)	(200,000)
	<b>(30,000)</b>	<b>(100,000)</b>	<b>(200,000)</b>
<b><u>Service Reductions</u></b>			
Legal Services	Rationalisation.		
	(50,000)	(50,000)	
	<b>(50,000)</b>	<b>(50,000)</b>	<b>0</b>
<b>Budget</b>	<b>1,908,147</b>	<b>1,758,147</b>	<b>1,558,147</b>

**Legal**

<b>Profit center</b>	<b>Original Estimate 2012/13</b>	<b>Current Estimate 2012/13</b>	<b>Original Estimate 2013/14</b>
* <b>Blocked Cost Centres LEGAL</b>	1,750,167	600,663	0
11359 Barnet-Harrow Joint Legal Service	0	1,177,704	1,908,147
<b>** Total</b>	<b>1,750,167</b>	<b>1,778,367</b>	<b>1,908,147</b>

<b>Subjective Analysis</b>	<b>Original Estimate 2012/13</b>	<b>Current Estimate 2012/13</b>	<b>Original Estimate 2013/14</b>
* Employee Related	1,586,527	671,549	0
* Transport Related	3,220	1,341	0
* Supplies and Services	766,820	728,179	2,687,979
* Third Party Payments	0	983,698	0
* Secondary Recharges	0	0	(173,432)
<b>** Expenditure Total</b>	<b>2,356,567</b>	<b>2,384,767</b>	<b>2,514,547</b>
* Other Grants, Reimbursements & Contribs	(28,030)	(28,030)	(28,030)
* Customer & Client Receipts	(558,710)	(558,710)	(558,710)
* Recharges	(19,660)	(19,660)	(19,660)
<b>** Income Total</b>	<b>(606,400)</b>	<b>(606,400)</b>	<b>(606,400)</b>
<b>*** Total</b>	<b>1,750,167</b>	<b>1,778,367</b>	<b>1,908,147</b>

## 2013/14 Budget Summary and Forward Plan

New Support & Customer Service Organisation		2013/14	2014/15	2015/16
		£	£	£
Base Budget		25,383,213	24,178,630	21,785,630
Virements		703,417		
		<b>26,086,630</b>	<b>24,178,630</b>	<b>21,785,630</b>
<b><u>Efficiencies</u></b>				
NSCSO	Savings expected from NSCSO contract	(1,908,000)	(1,693,000)	
NSCSO	Additional savings expected from NSCSO contract over and above current MTFS savings targets		(700,000)	(2,000,000)
		<b>(1,908,000)</b>	<b>(2,393,000)</b>	<b>(2,000,000)</b>
<b>Budget</b>		<b>24,178,630</b>	<b>21,785,630</b>	<b>19,785,630</b>

## New Support & Customer Service Organisation

Profit center	Original Estimate 2012/13	Current Estimate 2012/13	Original Estimate 2013/14
* NSCO Management Fee	0	0	24,178,630
* Blocked Cost Centres NSCSO	25,383,213	27,027,720	0
<b>** Total</b>	<b>25,383,213</b>	<b>27,027,720</b>	<b>24,178,630</b>

Subjective Analysis	Original Estimate 2012/13	Current Estimate 2012/13	Original Estimate 2013/14
* Employee Related	21,147,876	22,237,808	300,000
* Premises Related	9,118,750	9,464,230	0
* Transport Related	217,280	208,400	0
* Supplies and Services	6,991,293	8,424,648	23,878,630
* Secondary Recharges	(2,420,920)	(2,698,190)	0
<b>** Expenditure Total</b>	<b>35,054,279</b>	<b>37,636,896</b>	<b>24,178,630</b>
* Government Grants	(429,230)	(422,830)	0
* Other Grants, Reimbursements & Contribs	(1,069,190)	(1,069,190)	0
* Customer & Client Receipts	(7,960,646)	(9,117,156)	0
* Interest	(212,000)	0	0
<b>** Income Total</b>	<b>(9,671,066)</b>	<b>(10,609,176)</b>	<b>0</b>
<b>*** Total</b>	<b>25,383,213</b>	<b>27,027,720</b>	<b>24,178,630</b>



<b>Public Health</b>
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<b>Profit center</b>	<b>Original Estimate 2012/13</b>	<b>Current Estimate 2012/13</b>	<b>Original Estimate 2013/14</b>
11347 Public Health Department NHS	0	0	13,799,000
** Public Health	0	0	13,799,000
<b>*** Total</b>	<b>0</b>	<b>0</b>	<b>13,799,000</b>

<b>Subjective Analysis</b>	<b>Original Estimate 2012/13</b>	<b>Current Estimate 2012/13</b>	<b>Original Estimate 2013/14</b>
514000 Health Auths- TPP	0	0	13,799,000
** Expenditure Total	0	0	13,799,000
** Income Total	0	0	0
<b>*** Total</b>	<b>0</b>	<b>0</b>	<b>13,799,000</b>

**2013/14 Budget Summary and Forward Plan**

<b>Special Parking Account</b>		<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
		£	£	£
Base Budget		(6,895,970)	(7,474,640)	(7,366,640)
Virements		(229,670)		
		<b>(7,125,640)</b>	<b>(7,474,640)</b>	<b>(7,366,640)</b>
<b><u>Efficiencies</u></b>				
Alternative Parking delivery	Savings resulting from alternative service provision.	(349,000)	108,000	
		<b>(349,000)</b>	<b>108,000</b>	<b>0</b>
<b><u>Service Reductions</u></b>				
		<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Income</u></b>				
Parking	Moving Traffic Violations The Council could take up available powers to enforce against contraventions such as banned turns and the obstruction of yellow box junctions.		(130,000)	
		<b>0</b>	<b>(130,000)</b>	<b>0</b>
<b>Budget</b>		<b>(7,474,640)</b>	<b>(7,496,640)</b>	<b>(7,366,640)</b>

# Revenue Budget 2013-2014

## Special Parking Account

	2012-2013		2012-2013		2013-2014	
	Original Estimate	Current Estimate	Original Estimate	Current Estimate	Original Estimate	Current Estimate
	£	£	£	£	£	£
<b>Income</b>						
Penalty Charge Notices	(6,334,735)	(6,546,010)	(6,546,010)	(6,546,010)	(6,546,010)	(6,546,010)
Permits	(2,200,000)	(2,180,000)	(2,180,000)	(2,180,000)	(2,180,000)	(2,180,000)
Pay & Display	(2,956,275)	(3,080,000)	(3,080,000)	(3,080,000)	(3,080,000)	(3,080,000)
CCTV Bus lanes	(1,065,000)	(675,000)	(675,000)	(675,000)	(675,000)	(675,000)
<b>Total Income</b>	(12,556,010)	(12,481,010)	(12,481,010)	(12,481,010)	(12,481,010)	(12,481,010)
Operating Expenditure	5,660,040	5,374,510	5,374,510	5,374,510	5,006,370	5,006,370
Net Operating Surplus	(6,895,970)	(7,106,500)	(7,106,500)	(7,106,500)	(7,474,640)	(7,474,640)
Add Capital Expenditure / Debt Charge						
Net Expenditure in Year	(6,895,970)	(7,106,500)	(7,106,500)	(7,106,500)	(7,474,640)	(7,474,640)
Balance Brought Forward	0	0	0	0	0	0
Appropriation to General Fund	6,895,970	7,106,500	7,106,500	7,106,500	7,474,640	7,474,640
Balance Carried Forward	0	0	0	0	0	0

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

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

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

## 2013/14 Budget Summary and Forward Plan

Street Scene	2013/14	2014/15	2015/16
	£	£	£
Base Budget	21,194,001	22,374,937	21,104,937
Virements	2,132,936		
	<b>23,326,937</b>	<b>22,374,937</b>	<b>21,104,937</b>
<b><u>Efficiencies</u></b>			
Street Scene	Savings resulting from alternative service provision.	(305,000)	(633,000)
Street Scene	Changes in Terms and Conditions around annual leave allowances.		(20,000)
Street Scene	Trade waste increased commercial rigour.		(50,000)
		<b>(305,000)</b>	<b>(703,000)</b>
<b><u>Service Reductions</u></b>			
Highways	Reprofiling the new column installation programme for street lighting and investing the saving in new technology to include energy measures which will reduce energy consumption.		(200,000)
		<b>0</b>	<b>(200,000)</b>
<b><u>Income</u></b>			
Street Scene	Review and extension of private events in parks.		(20,000)
Street Scene	Textile bring bank consortium contract.	(28,000)	
Street Scene	Income from Central Government relating to maintaining weekly refuse collection.	(550,000)	(282,000)
Parking	Savings resulting from alternative service provision.	(69,000)	(65,000)
		<b>(647,000)</b>	<b>(367,000)</b>
<b>Budget</b>	<b>22,374,937</b>	<b>21,104,937</b>	<b>19,253,937</b>

**Street Scene**

<b>Profit center</b>	<b>Original Estimate 2012/13</b>	<b>Current Estimate 2012/13</b>	<b>Original Estimate 2013/14</b>
** Street Scene Management	0	0	647,381
** SPA Parking	0	0	0
** Business Improvement	0	0	332,371
** Contract Management	5,268,095	6,231,744	6,009,964
** Parks, Street Cleaning & Grounds Mainten	9,106,142	9,348,842	9,288,522
** Waste & Recycling	6,654,329	6,946,219	6,096,699
** Blocked Cost Centres STREET SCENE	165,435	0	0
<b>*** Total</b>	<b>21,194,001</b>	<b>22,526,805</b>	<b>22,374,937</b>

<b>Subjective Analysis</b>	<b>Original Estimate 2012/13</b>	<b>Current Estimate 2012/13</b>	<b>Original Estimate 2013/14</b>
* Employee Related	15,137,180	12,944,978	13,411,074
* Premises Related	1,519,415	1,524,675	1,524,675
* Transport Related	9,824,320	9,622,720	9,639,058
* Supplies and Services	12,329,847	16,069,531	16,224,869
* Third Party Payments	397,550	388,610	388,610
* Capital Charges	6,895,970	7,106,500	7,474,640
* Secondary Recharges	-5,128,914	-6,492,961	-6,492,741
<b>** Expenditure Total</b>	<b>40,975,368</b>	<b>41,164,053</b>	<b>42,170,185</b>
* Government Grants	-76,000	-76,000	-1,129,000
* Customer & Client Receipts	-19,678,558	-18,561,248	-18,666,248
* Interest	-26,809	0	0
<b>** Income Total</b>	<b>-19,781,367</b>	<b>-18,637,248</b>	<b>-19,795,248</b>
<b>*** Total</b>	<b>21,194,001</b>	<b>22,526,805</b>	<b>22,374,937</b>

HOUSING REVENUE ACCOUNT		
	2012/13	2013/14
	Original Budget	Original Budget
	£	£
<b>Income</b>		
Dwelling rents	(51,887,260)	(53,879,221)
Non-dwelling rents	(1,622,982)	(1,684,077)
Tenants Charges for services and facilities	(4,119,040)	(4,610,434)
Leaseholder Charges for Services and Facilities	(2,872,967)	(2,922,773)
<b>Total Income</b>	<b>(60,502,249)</b>	<b>(63,096,505)</b>
<b>Expenditure</b>		
Repairs and Maintenance	8,050,000	7,800,000
Supervision and management		
General	14,587,510	14,397,510
Special	6,756,617	6,756,617
Rents, Rates, taxes and other charges	121,500	121,500
Depreciation and impairment of fixed assets	12,866,805	12,866,805
Contribution to Major Repairs Reserve	7,625,356	14,465,022
Debt Management Costs	8,254,911	7,509,956
Increase in bad debt provision	450,000	500,000
<b>Total Expenditure</b>	<b>58,712,699</b>	<b>64,417,410</b>
<b>Net Cost of HRA Services</b>	<b>(1,789,550)</b>	<b>1,320,905</b>
Interest and investment income	(80,000)	(80,000)
<b>(Surplus) or deficit for the year on HRA services</b>	<b>(1,869,550)</b>	<b>1,240,905</b>

## **1. Introduction**

- 1.1 The Local Government & Housing Act 1989 requires the Housing Revenue Account (HRA) to be maintained as a ring-fenced account and prescribed the debits and credits for it. Any surpluses generated from the HRA can be used to support the account when it fails to break even and for any one year a budget can be set such that there is a drawing on balances, but it is not permissible for an overall HRA budget deficit to be set. It is for the Council to determine what level of balances should be maintained. The quarter 3 monitoring position indicated that at 31 March 2012 the HRA balances were £7.8m, and forecast to be £16.8m at 31 March 2013.
- 1.2 The principal items of expenditure within the HRA are management and maintenance costs, together with charges for capital expenditure (depreciation and interest). This is substantially met by rent and service charge income from dwellings, garages and commercial premises.

## **2. HRA Self financing**

- 2.1 Although the HRA settlement assumed that rents would continue to increase in line with the formula  $RPI + 0.5\% + £2$  until convergence was achieved with housing association rents, Local Authorities are now at liberty to set rents locally. The only potential financial constraint is the rent rebate limit, which determines the subsidy that the Council can claim from the Treasury for housing benefit payments made to tenants, if the average council rent exceeds the rent rebate limit rent, the Council cannot claim full housing benefit subsidy on this additional amount.
- 2.2 Rents for council tenants will be increased at a flat rate of 2.5% from April 2013. This is below the formula rent and takes account of the additional financial strain that some households are currently experiencing due to the economic downturn and changes to welfare benefits. This will require a re-profiling of the 30 year HRA Business Plan to take account of the resulting loss of income.

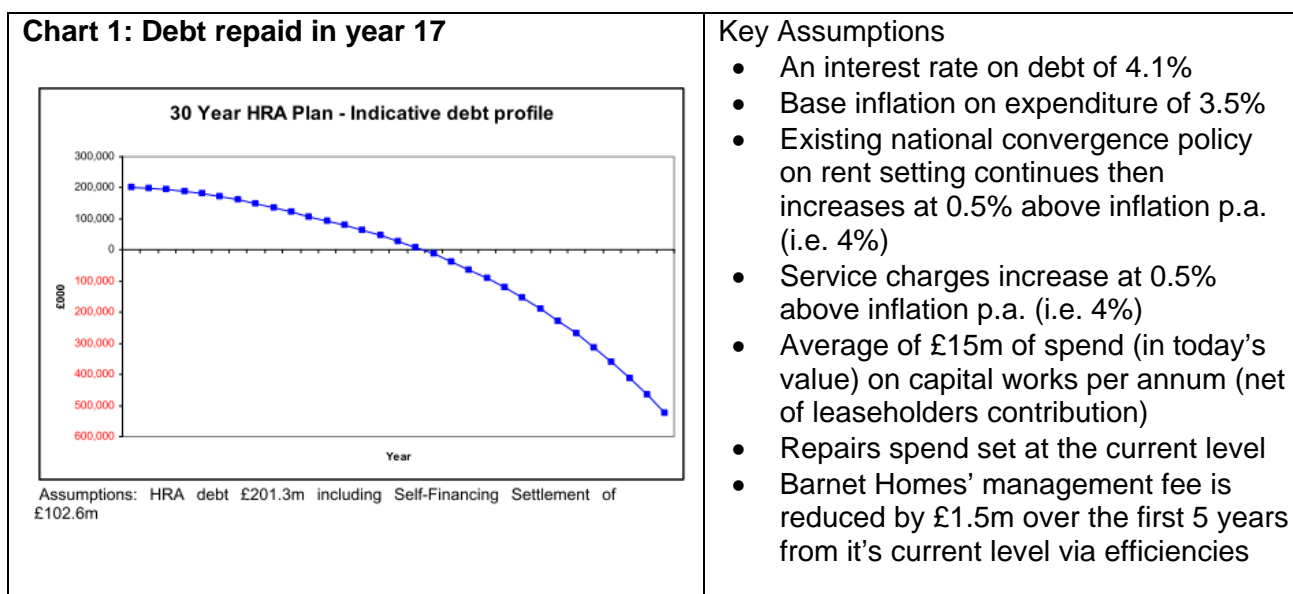
## **3. HRA Summary & Working Balance**

- 3.1 Total expenditure for 2013/14 is estimated at £64.4m, including charges for financing HRA debt under the self financing proposals and a contribution to the Major Repairs Reserve of £14.5m. The currently proposed average rent increase of 2.50% is estimated to raise an additional £1.3m.
- 3.2 The HRA for 2013/14 shows a use of balances of £1.2m, after a contribution to Major Repairs Reserve of £14.5m. The estimated HRA balance as at 31 March 2014 is £15.6m.

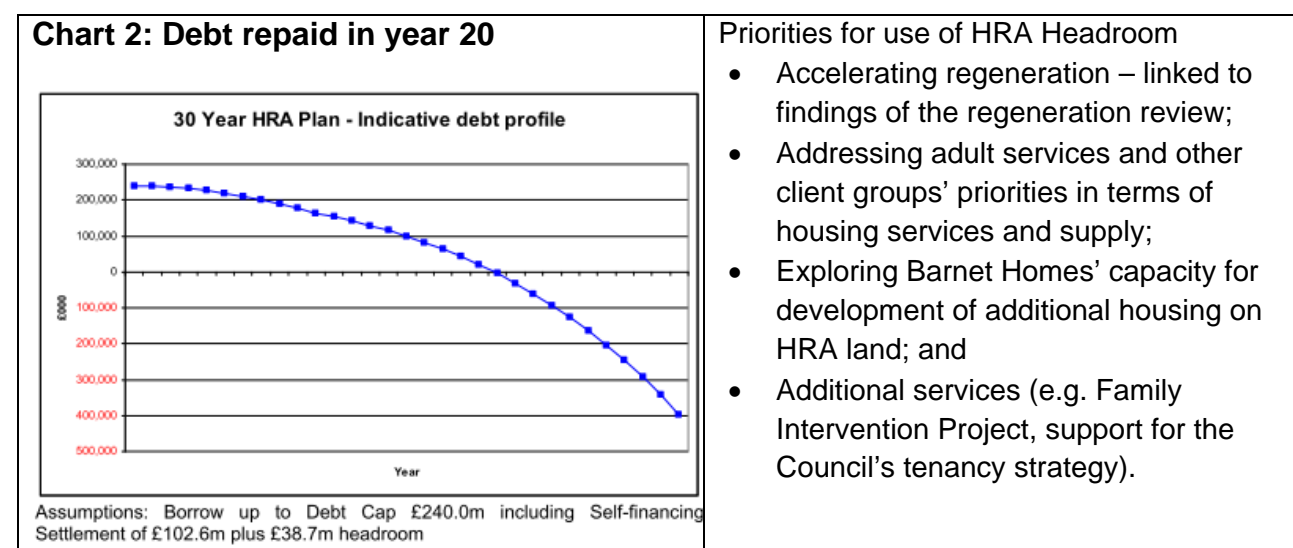
## Annex 1

### 1. HRA Business Plan

1.1 The Council developed a 30 year HRA business plan as part of its business plan 2012/13, which set out how the HRA would generate surpluses over and above the costs of managing and maintaining the Council's housing stock, with the assumption that any surpluses will be used to repay HRA debt. This showed that the HRA debt would be completely cleared within 17 years:



1.2 The business plan has also considered a scenario whereby in addition to the key assumptions in Chart 1, the Council is able to take full advantage of the allowable HRA headroom capacity by increasing borrowing by £38m to a total of £240m debt in order to deliver additional council priorities. and showed that this would result in the HRA debt being completely cleared by 2020:Chart 2 demonstrates that the additional borrowing would take an extra three years to pay off.





The HRA business plan can now be updated to take account of progress against the priorities identified for making use of the headroom. In addition, the Council now has more freedom around rent setting.

## **2 Rent Setting**

2.1 Although the HRA settlement assumed that rents would continue to increase in line with the formula  $RPI + 0.5\% + £2$  until convergence was achieved with housing association rents, Local Authorities are now at liberty to set rents locally. The only potential financial constraint is the rent rebate limit, which determines the subsidy that the Council can claim from the Treasury for housing benefit payments made to tenants, if the average council rent exceeds the rent rebate limit rent, the Council cannot claim full housing benefit subsidy on this additional amount.

2.2 Rents for council tenants will be increased at a flat rate of 2.5% from April 2013. This is below the formula rent and takes account of the additional financial strain that some households are currently experiencing due to the economic downturn and changes to welfare benefits. This will require a re-profiling of the 30 year HRA Business Plan to take account of the resulting loss of income.

## **3 Investment Programme**

### **Existing Stock outside of Regeneration Estates**

3.1 Barnet Homes have carried out an extensive review of the capital expenditure programmed for the existing housing stock and identified £32.5m of additional essential expenditure that need to be factored into the HRA business plan over the next 10 years including:

- Accelerated replacement programme for electrical mains following fire at Upper Fosters in April 2012
- Updated assessment of rewiring requirements for housing stock
- Addition of properties at Ramsey Close into the HRA Business Plan
- Inclusion of additional works on West Hendon estate

3.2 A full business case will be submitted to the Cabinet Resources Committee in due course.

### **Supported housing**

3.3 Priorities for supported housing have been identified with Adult Social Care which are summarised in the following table:

<b>Title</b>	<b>Client group</b>	<b>Summary</b>	<b>Units</b>	<b>Est. Cost</b>	<b>Est. Revenue Saving</b>
Retirement village – 1. Dementia / extra care housing	Older people	Establish additional location for delivery of flexible extra care in block or cluster arrangement. Dementia mixed model of housing units 50 units based on Housing Strategy needs analysis.	50	£5.51m	£0.69m
Retirement village – 2. extra care housing	Older people	Retirement village - widen the opportunities to people with disability to live in the community - proposal is for 50 ASCH clients the remaining 50 units would be for sale (outright or shared ownership)	100	£6.44m	£0.52m
Wheelchair accessible units	Physical / sensory impairment	Accessible units of independent accommodation for people who otherwise need to look at residential- including 60k for accessible housing register	25	£3.58m	£2.35m
			<b>Total</b>	<b>£15.53m</b>	<b>£3.56m</b>

3.4 A full business case will be worked up for the delivery of these priorities early in 2013/14 to help achieve the projected medium term financial savings for Adult Social Care.

### **Regeneration**

3.5 It was agreed at Cabinet Resources Committee on 17 July 2012 that up to £5m of HRA funding would be made available to support the Grahame Park regeneration scheme. This money will be used to support the sale of homes at a 20% discount on market prices on a shared equity basis.

3.6 Some of the supported housing priorities identified above are also likely to be delivered through the regeneration programme.

### **Council Housing New Build/Acquisition Programme**

3.7 The Council is facing difficulties to meet its obligations to provide housing for vulnerable people in the borough due to a reduction in the supply of private rented sector homes available for housing applicants.

3.8 Barnet Homes have identified sites on HRA land that could provide an additional 300 new build homes over the next 10 years. A significant number of these new homes will be delivered during 2013/14.

3.9 A full business case for the construction of new council homes via Barnet Homes is currently being developed. It is intended that this will meet the need to supply additional wheelchair accessible homes.

3.10 A combination of market conditions and welfare reform mean that the supply of affordable homes in the borough is inadequate and unaffordable for some larger households. A business case for a programme of acquisitions

outside of London to provide affordable homes for housing applicants funded through the HRA is being developed.

Based on the existing information available, the level of capital programme proposed is currently affordable throughout the 30 years of the HRA business plan.

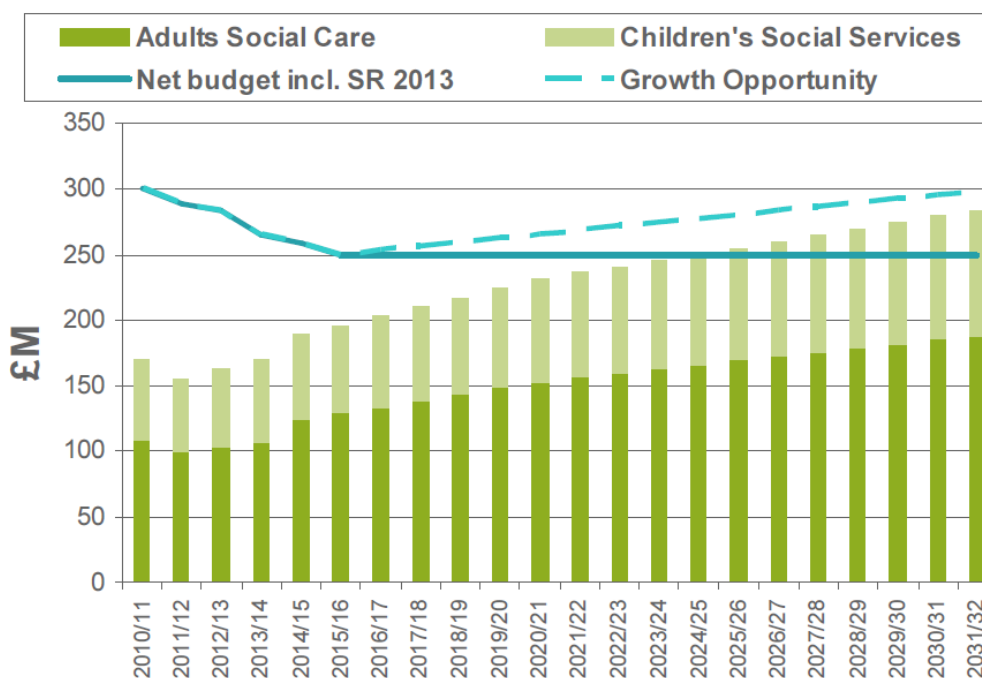
## Capital Strategy

### 1. Strategic Context

Barnet Council is ambitious about the impact that capital investment plans will have on the borough over the next 10 to 20 years. This capital strategy sets out how these plans will deliver against these ambitions.

The Council, alongside most public sector organisations, is facing unprecedented challenges in planning for the delivery of services over the coming years. An increasing population in Barnet is creating additional demand for services. Customer expectations continue to increase and technological advances change the way that we communicate with customers and the way people want us to communicate with them. Alongside this, the Government's plan to cut public spending by £81 billion by 2015 will have a big impact on councils across the country. For Barnet, this translates into a 26% cut to government grant funding over 4 years to 2015, with confirmation of austerity measures for until at least 2018. Tough choices are required.

These challenges make the status quo unaffordable. The graph below shows that, with our current delivery models and projected demographics, we would **only be able to fund Adult Social Care and Children's services by 2028/9**, with only £43m to spend on other services by 2020. Barnet currently spends £132m on other services (waste, libraries, street cleansing and support services). Population increase, inflation and social care changes increase total budgets by 48% over 10 years (4.8% per annum).



This situation is exacerbated by significant demographic change. By 2016, the number of 5-9 year olds will increase by 23% and the number of people aged over 90 will increase by 17%.

Alongside the revenue budget challenge that the graph above shows, the result of this is that we also face an **infrastructure funding gap of more than £100m**.

## 2. Strategic response

There are a number of ways that the Council is responding to the challenges of increased population, increasing customer expectations and declining resources:

- The Council's overall response is the **One Barnet programme**, which is transforming the way that services are delivered, challenging existing delivery models, and changing the way that the Council interacts with citizens;
- This picture of changing demographics is used to inform **investment in services**. The Council's budget strategy directs resources into **Adults and Children's Social Care** services over the next 3 years to meet the demands of increasing client groups in these services;
- This analysis is also used to inform the Council's capital investment plans. **The infrastructure gap of £100m** can be reduced by delivering regeneration plans, working with other agencies to lever in investment into Barnet, and ensuring that internal capital budgets are used as effectively as possible.

The changing structure of local government finance provides opportunities to meet these challenges, despite the significant reductions in government grant support for the foreseeable future. For example, the recent **localism bill** provides for greater autonomy for Councils around **business rates** and **housing revenue account funding**. Funding sources that were previously collected by central government will increasingly be collected locally, with the risks and rewards associated with this sitting with local authorities.

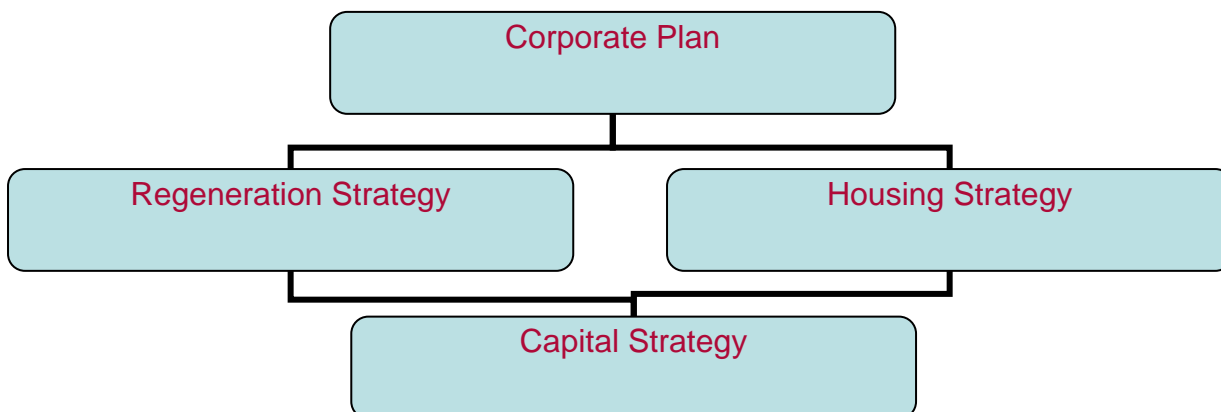
A growing borough is likely to see increases in business rate growth, so there are opportunities for Barnet from localisation of business rates. The challenge for the Council is to ensure that it can stimulate business growth and turn these opportunities into reality.

The Housing Revenue Account settlement that came into place on 1<sup>st</sup> April 2012 now sees the Council benefiting financially from greater resources available both for the provision of housing services and also for investment in housing stock.

## 3. Aligning capital investment with Barnet's priorities

The Capital Strategy sits within the context of other key Council strategies, which support significant planned growth for the borough over the next 15

years, drawing out themes relevant to capital investment and ensuring that these objectives have the resources to enable them to be delivered.



The Corporate Plan 2013/14 sets three strategic priorities. Barnet Council will work with local partners to:

- 1: Create the right environment to promote responsible growth, development and success across the borough.
- 2: Support families and individuals that need it – promoting independence, learning and well-being.
- 3: Improve the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study.

This is underpinned by six priorities:

**In 2013, we will deliver this, by focussing our efforts on these outcomes:**

- 1: To maintain a well designed, attractive and accessible place, with sustainable infrastructure across the borough.
- 2: To maintain the right environment for a strong and diverse local economy.
- 3: To create better life chances for children and young people across the borough.
- 4: To sustain a strong partnership with the local NHS, so that families and individuals can maintain and improve their physical and mental health.
- 5: To promote a healthy, active, independent and informed over 55 population in the borough so that Barnet is a place that encourages and supports residents to age well.
- 6: To promote family and community well being and encourage engaged, cohesive and safe communities.

The **Regeneration Strategy** supports the Council's corporate priorities with the following strategic objectives:

- Enhance Barnet as a Successful London Suburb through delivery of quality new places and neighbourhoods in the areas of the borough in greatest need of investment and renewal
- Deliver sustainable housing growth and infrastructure, and improve the condition and sustainability of the existing housing stock
- Ensure residents in all areas of the borough can share in Barnet's success while taking responsibility for the well-being of their families and their communities
- Promote economic growth by encouraging new business growth while supporting local businesses and town centres
- Help residents to access the right skills to meet employer needs and take advantage of new job opportunities

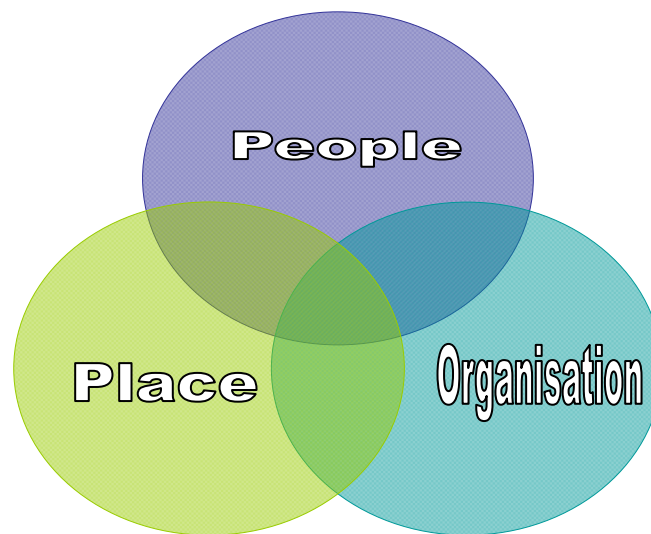
The **Housing Strategy** supports the Council's corporate priorities with the following strategic objectives:

- Increasing housing supply
- Improving the condition and sustainability of the existing housing stock
- Promoting mixed communities
- Maximising the options for home ownership
- Housing related support options that maximise the independence of residents
- Excellent value services that exceed residents expectations

The capital strategy sets out how our capital investment plans are pulled together to ensure the delivery of the strategies as set out above.

#### **4. Capital investment themes**

The overall themes for the capital strategy are built around organisation, people and place.



**People** – the most important stakeholders for Barnet Council are local residents. The capital strategy focuses on capital investment plans that make a real difference to people. The most significant priorities are:

- Investment in provision of **additional school places** (primary and secondary) **and education facilities**
- Investment in **disabled facilities adaptations** to support older people to live at home and maintain their independence.

**Place** – the capital strategy must underpin the regeneration strategy and deliver its aspirations for Barnet as a place. The most significant priorities within this are:

- Investment in **roads and pavements**; and
- Investment in **infrastructure** to support the delivery of regeneration projects.

The **Infrastructure Delivery Plan (IDP)** responds to demographic change in Barnet up to 2026 and drives the Council's prioritisation of investment in infrastructure. The population is expected to increase by 14% in the next 15 years. The IDP sets out the infrastructure required to support this growth. The high level of projected growth within a number of specific areas has strongly influenced how and where infrastructure such as open spaces, schools, leisure facilities and health centres is to be delivered.



The IDP sets out the funded capital infrastructure projects across Barnet, and where these are delivered by Barnet Council, these are reflected in the Council's capital programme. The IDP also sets out unfunded infrastructure projects. The Community Infrastructure Levy is one source of funding designed to support these unfunded schemes.

Consideration will be given to using HRA funding (both existing capital funding), on strategic interventions to enable schemes to progress in accordance with the **regeneration strategy**.

**Organisation** - alongside this, some funding needs to be set aside for essential projects to enable the council to fulfil its statutory duties and this is reflected in the programme. The most significant priorities within this are:

- **Health and safety works** on Council owned buildings;
- **Drainage** works;
- Investment in **equipment** to support services.

## 5. Funding the capital strategy

Capital investment plans are funded from a range of sources, resources generated internally, and those levered in from external organisations.

These funding streams are as follows:

- Developer Contributions through Section 106;
- Community Infrastructure Levy
- New Homes Bonus
- Government Grant Funding
- Prudential Borrowing
- Capital Receipts
- Housing Revenue Account Funding
- Tax incremental financing

**Developer contributions** through s106 funding is ringfenced to specific regeneration projects where delivery of particular items of infrastructure is necessary to manage future impacts of the development and is allocated to these within the programme.

The Council is intending to set a **Community Infrastructure Levy** (CIL) from April 2013. This will be applied to all new development and is not ring fenced to individual schemes. The funding generated from this source will be added to the capital programme and allocated to the delivery of specific infrastructure projects.

Cabinet have taken the decision to earmark the **New Homes Bonus** (NHB) to fund infrastructure projects and this will be allocated as such in the capital programme. The level of NHB allocated to Barnet is dependent on the number of new homes that are delivered in the borough in each year. The total estimated funding available through NHB over the period to 2016 is over £30m.

**Government grant funding (£90.5m)** remains available to fund specific projects, usually this funding is ringfenced. The most significant elements are funding from the Department for Education in respect of new school places (estimated to be £20.8m in total over the period to 2018), and funding from Transport for London in respect of highways projects (approximately £9.9m last year).

Capital investment plans can be supported by prudential borrowing. Borrowing plans need to be prudent, affordable and sustainable, and these criteria are tested by applying prudential indicators as set out in the Council's annual budget report. Barnet Council currently spends £975 per head on borrowing. This compares to the average across London of £1,504 per head. The Council's budget strategy allows provision for additional prudential borrowing on an annual basis to fund high priority capital projects. Revenue provision allows for additional project of approximately **£10m per annum** and will ensure that the overall spend per head on borrowing **will not exceed the London average over the 5 year period of the current capital programme**. This funding is not ringfenced, and can be allocated to Council priorities, principally investment in additional school places and education, and investment in road and pavement improvements.

	Total borrowing levels (£m)	Borrowing per head of population (£)
Average across London	347.4	1,504
Barnet	321.8	975

The budget strategy also includes a target of **£50m of capital receipts** over the period 2013-16 to support the capital programme. Again this funding is not ringfenced, so can be allocated to Council priorities, principally investment in additional school places and education, and investment in road and pavement improvements.

The Council also has funding available for capital projects through the **Housing Revenue Account** (HRA). This includes annual funding to support improvements to Council housing stock, and also includes the additional headroom available for investment in housing assets through the HRA reform that came into place on 1<sup>st</sup> April 2012.

## **6. Governance of the capital programme**

### **a) 5 year rolling programme**

This capital strategy takes the Council from an annual process of allocating capital budgets, to a 5 year rolling programme.

This provides the organisation with greater certainty in delivery of capital projects and will ensure that resources are managed more effectively and that they deliver better outcomes for people, place and the organisation.

### **b) Appraisal and funding decisions**

Final investment decisions will be taken only once a full business case has been approved through the investment appraisal board. Approval will be based on the following criteria:

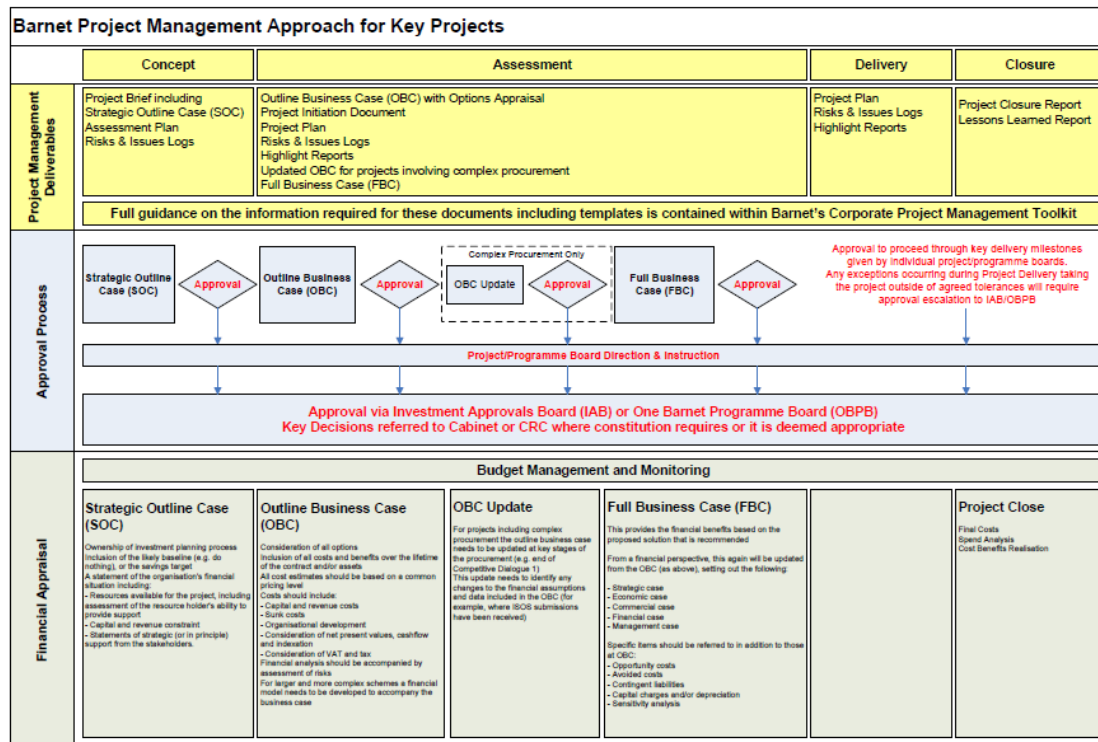
1. The investment is necessary to deliver corporate objectives.
2. The project or programme has been justified as the best way of delivering corporate priorities following proper options appraisal taking into account the costs and benefits of a project over its whole life cycle.
3. No suitable alternative funding source is available.
4. Full project funding is in place or confirmation received that the proposal will be supported by other funders.
5. The project complies with current environmental / energy efficiency standards.
6. The project has undergone Equalities Impact Assessment.

The Investment Appraisal Board meets on a regular basis to ensure that these criteria are met before capital projects become live in the capital programme.

### **c) Governance**

Governance should not be unnecessarily bureaucratic, but must put the right controls in place to manage a multi-million pound portfolio of projects. An effective and proportionate governance structure enables the Council to make timely and responsive decisions, based on sound business cases. It follows principles of risk management, escalations and of regular reporting.

The Council follows the project management approach as set out in the diagram below:



**d) Monitoring the strategy**

**Financial monitoring:** will be undertaken monthly with quarterly reporting to Cabinet during the development and delivery phases.

**Monitoring of delivery:** this is undertaken through the Investment Appraisal Board at the gateway review stages

**CAPITAL PROGRAMME -  
2012-13 TO 2017-18**

SERVICE	2012/13						2013/14						2014/15										
	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	Total	Grants	RCCO/MRA	Other (incl. S106)	Capital Reserve	Capital Receipts	Borrowing	Total	2013/14	Grants	RCCO/MRA	Other (incl. S106)	Capital Reserve	Capital Receipts	Borrowing	Total	
Adult Social Services	1,117	1,319	794	1,026			4,256	1,028			89			1,117	1,267	794							794
Children's Service	20,854	64,794	37,916	14,113	28,000	28,400	194,077	12,365	146	40	6,301	21,327	21,327	20,854	29,645	12,659	1,424	4,412	7,986	444	20,425	37,916	
Development Regulatory Services	17,976	25,016	8,782	9,836	8,940		70,551	6,894	16	988	3,531	5,985	5,985	17,976	9,634	870	1,250	2,053		509	4,100	8,782	
Housing	627						627		116		511			627									
New Support & Customer Services Organisation	6,470	16,897	1,900	1,000	1,000		27,267				3,535	2,935	308	6,470							900	1,000	1,900
Street Scene	808	4,868	100	100	100		5,976		125	70	285	328	328	808	1,818						100	100	
<b>Sub total - General Fund</b>	<b>47,852</b>	<b>112,895</b>	<b>49,492</b>	<b>26,075</b>	<b>38,040</b>	<b>28,400</b>	<b>302,754</b>	<b>20,286</b>	<b>403</b>	<b>1,098</b>	<b>14,251</b>	<b>8,312</b>	<b>27,850</b>	<b>47,850</b>	<b>42,365</b>	<b>14,322</b>	<b>1,484</b>	<b>7,324</b>	<b>33,873</b>	<b>1,853</b>	<b>25,625</b>	<b>49,492</b>	
Housing Revenue Account	16,687	28,279	28,829	28,488	23,024	22,171	147,478	15,948	739					16,687	27,332			947			937	28,829	
<b>Total - all services</b>	<b>64,539</b>	<b>141,173</b>	<b>78,321</b>	<b>54,563</b>	<b>61,064</b>	<b>50,571</b>	<b>450,232</b>	<b>20,286</b>	<b>1,837</b>	<b>3,500</b>	<b>14,251</b>	<b>8,312</b>	<b>27,850</b>	<b>64,537</b>	<b>42,365</b>	<b>14,322</b>	<b>29,142</b>	<b>7,379</b>	<b>1,853</b>	<b>25,625</b>	<b>78,321</b>		

**CAPITAL PROGRAMME -  
2012-13 TO 2017-18**

SERVICE	2015/16 Funding						2016/17 Funding						2017/18 Funding						Total Funding										
	Grants £000	RCCO/ MRA	Other (incl. S106)	Capital Reserve	Capital Receipts	Borrowi ng	Total 2015/16	Grants £000	RCCO/ MRA	Other (incl. S106)	Capital Reserve	Capital Receipts	Borrowi ng	Total 2016/17	Grants £000	RCCO/ MRA	Other (incl. S106)	Capital Reserve	Capital Receipts	Borrowi ng	Total 2017/18	Grants £000	RCCO/ MRA	Other (incl. S106)	Capital Reserve	Capital Receipts	Borrowi ng	Total	
Adult Social Services	1,026						1,026															4,115							4,256
Children's Service	5,400		199			8,514	5,400					22,600	28,000								28,400	65,468	1,570	9,040		14,731	103,267	194,076	
Development Regulatory Services	870		660	2,956		5,350	870			2,720		5,350	8,940									19,139	1,266	6,572	9,176	10,566	23,832	70,551	
Housing																												627	
New Support & Customer Services Organisation						1,000	1,000					1,000	1,000													21,024	6,243	27,267	
Street Scene						100	100					100	100									1,818	185	110		3,005	858	5,976	
<b>Sub total - General Fund</b>	<b>7,296</b>		<b>859</b>	<b>2,956</b>		<b>14,964</b>	<b>26,075</b>	<b>6,270</b>		<b>2,720</b>		<b>29,050</b>	<b>38,040</b>								<b>90,539</b>	<b>3,137</b>	<b>15,722</b>	<b>9,176</b>	<b>49,977</b>	<b>134,201</b>	<b>302,752</b>		
Housing Revenue Account			27,594				28,488		698				23,024															147,478	
<b>Total - all services</b>	<b>7,296</b>		<b>1,753</b>	<b>2,956</b>		<b>14,964</b>	<b>54,563</b>	<b>6,270</b>	<b>698</b>		<b>2,720</b>	<b>29,050</b>	<b>61,064</b>								<b>90,539</b>	<b>145,751</b>	<b>20,587</b>	<b>9,176</b>	<b>49,977</b>	<b>134,201</b>	<b>450,230</b>		

CAPITAL PROGRAMME 2012-13 TO 2017-18												TOTAL CAPITAL FUNDING					
Adult Social Services	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	Total	Grants	RCCO/ MRA	Other (incl. S106)	Capital Receipts	Borrowing	Total				
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000				
Centre for Independent Learning	72						72	72					72				
IT04 SWIFT / ESCR / EDRM	585	541					1,126	985			141		1,126				
Capital works				1,026			1,026	1,026					1,026				
NHHT	460						460	460					460				
Unallocated		778	794				1,572	1,572					1,572				
	1,117	1,319	794	1,026			4,256	4,115			141		4,256				

TOTAL CAPITAL FUNDING													
Children's Services	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	Total	Grants	RCCO/ MRA	Other (incl. S106)	Capital Receipts	Borrowing	Total
ED12							10					10	10
<u>Modernisation - Primary &amp; Secondary</u>	10						9,756	8,764				992	9,756
Modernisation Prim & Sec 2008-09	4,459	5,297											
Modernisation Prim & Sec													
ED13	2,328	4,841	1,000	800	1,000		9,969	4,189			2,870	2,910	9,969
<u>Urgent Primary Places - Temporary</u>													
ED13	1,058	350					1,408	8			1,400		1,408
<u>Urgent Primary Places - Permanent</u>													
Broadfields	866	5,546	4,389	513			11,314	1,814		9,000		500	11,314
Mill Hill East	2,734	8,404	3,418				14,556	9,624			957	3,975	14,556
Orion Primary School	218	1,485	742	55			2,500				2,000	500	2,500
Moss Hall	170	1,183	602	45			2,000				1,500	500	2,000
Brunswick	1,600	500					2,100				1,500	600	2,100
Menorah Foundation	3,000	2,000					5,000	5,000					5,000
St Marys and St Johns	140	2,060	300				2,500	500				2,000	2,500
Martin Primary	236	1,000	75				1,311	353		440		518	1,311
Oakleigh School		5,000	2,000				7,000					7,000	7,000
Holly Park , Deansbrook, Beis Yakov	0	7,571	14,100	10,200	10,000	13,400	55,271	10,699	679		297	43,596	55,271
Unallocated													
ED23	323						323					323	323
<u>Primary Schools Capital Investment Programme</u>													
Wave 1 - Whittings Hill	300						300					273	300
Wave 1 - Northway/Fairway									4				



TOTAL CAPITAL FUNDING													
Children's Services	Total	2017-18	2016-17	2015-16	2014-15	2013-14	2012-13	Grants	RCCO/ MRA	Other (incl. S106)	Capital Receipts	Borrowing	Total
ED27 Primary Capital Programme	847					200	647	(253)	40	40		1,020	847
Oak Lodge Special School	3,000				1,500	1,500						3,000	3,000
ED25 East Barnet & Project Faraday	1,177					250	927				753	424	1,177
General Schools Organisations	0				0	0		0					0
Christ College	3,200					2,885	315	3,000				200	3,200
Copthall	3,000				740	1,970	290	3,000					3,000
Compton	4,840				350	3,930	560	4,800				40	4,840
Unallocated	48,200		17,000	2,500	8,700	5,000		13,200				35,000	48,200
ED64 Targeted Capital 14-19 SEN	247					148	99				110	137	247
ED68 Short Breaks	455					455	0	455					455
ED72 TCF - Kitchen & Dining	340					201	139	313	27				340
E-FINANCIAL	218					218			180		38		218
Early Intervention System	200					200			200				200

TOTAL CAPITAL FUNDING														
		2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	Total	Grants	RCCO/ MRA	Other (incl. S106)	Capital Receipts	Borrowing	Total
<b>Children's Services</b>														
ED28	Libraries Strategy	34						34				34		34
	Implementation of Libraries Strategy	400	2,600					3,000				3,000		3,000
		<b>20,854</b>	<b>64,794</b>	<b>37,916</b>	<b>14,113</b>	<b>28,000</b>	<b>28,400</b>	<b>194,076</b>	<b>65,468</b>	<b>1,570</b>	<b>9,040</b>	<b>14,731</b>	<b>103,267</b>	<b>194,076</b>

CAPITAL PROGRAMME 2012-13 TO 2017-18													
Development Regulatory Services	2012-13	2013-14	2014-15	2015-16	2016-17	Total	CAPITAL FUNDING				Total		
	£000	£000	£000	£000	£000	£000	Grants	RCCO/MRA	Other (incl. S106)	Capital Reserve		Capital Receipts	Borrowing
<b>HIGHWAYS</b>													
<b>HIGHWAYS TfL - LOCAL IMPLEMENTATION PLAN</b>													
<u>HD01</u> Structural Maintenance of Bridges	6					6	6						6
<u>HD46</u> Corridors	5					5	5						5
<u>HD67</u> Enabling Works	102	8				109	109						109
<u>HD53</u> Principle road maintenance	950					950	950						950
<u>HD54</u> Corridors, Neighbourhoods and Supporting Measures	3,907	85				3,992	3,992						3,992
Local Implementation Plan		4,829				4,829	4,829						4,829
<b>HIGHWAYS non-TfL</b>													
<b>CARRIAGEWAYS &amp; FOOTWAYS</b>													
<u>HD10</u> Footway Reconstruction	84	46				130			87			44	130
<u>HD35</u> Highways Investment Programme	190	369				559			556		3		559
<u>HD38</u> Capitalisation of Planned Maintenance	635	32				667					638	29	667
<u>HD52</u> Carriageway and Footway	2,116	2,000	2,000	2,000	2,000	10,116					6,116	4,000	10,116

CAPITAL PROGRAMME 2012-13 TO 2017-18													
Development Regulatory Services	2012-13	2013-14	2014-15	2015-16	2016-17	Total	CAPITAL FUNDING			Total			
	£000	£000	£000	£000	£000	£000	Grants	RCCO/MRA	Other (incl. S106)		Capital Reserve	Capital Receipts	Borrowing
Pavements	1,000	1,000	1,000	1,000	1,000	5,000						5,000	5,000
HIGHWAYS PLANNED MAINTENANCE WORKS PROGRAMME	3,500					3,500				3,500			3,500
<b>TRAFFIC MANAGEMENT</b>													
Traffic Management	122	3				126			121			5	126
<b>OTHER</b>													
Colindale Development Area													
Reconstruction of Railway Bridges 14	626	548				1,174			252			922	1,174
Controlled Parking Zones	32	5				37			32			5	37
Colindale Station interchange		50				50			44			6	50
New scheme to be approved (Public Transportation Improvements)	0	110				110			105			5	110
Colindale CPZ Parking Review Feasibility Study- Colindale Hospital		15				15			11			5	15
Travel Plan Implementation	55	57				112			79			33	112
Saracens	240	45				285	50		235				285
Drainage Schemes	156	444				600						600	600
Road Traffic Act - Controlled Parking Zones	149	84				233			191			16	232
Parking	227	74				301						301	301

CAPITAL PROGRAMME 2012-13 TO 2017-18													
Development Regulatory Services	2012-13	2013-14	2014-15	2015-16	2016-17	Total	CAPITAL FUNDING			Total			
	£000	£000	£000	£000	£000	£000	Grants	RCCO/MRA	Other (incl. S106)		Capital Reserve	Capital Receipts	Borrowing
<u>HD99</u>	4					4					4		
	Outstanding Transport Commitments on completed schemes												
<u>EN12</u>		84				84					84		
	CCTV Projects Retention												
<u>HS17</u>													
	<b>HOUSING GENERAL FUND:</b>												
		2,648				2,648					2,399	249	
		800				913					363	550	
						218	218						
		1,708				1,871	1,477		158			236	
		1,064				1,192	1,042					150	
		1,250		1,250		5,000		1,250				3,750	
		2,857		1,111	3,000	9,998	1,920		2,402	5,676			9,998
<u>HS27</u>	2,227	2,370	1,370	1,370	1,370	8,707	4,541	16			1,650	2,500	8,707
		690		509		1,710					1,710		1,710
		1,000		600	600	3,000						3,000	3,000
		300		500	616	1,416			1,416				1,416
		442		442		884							884
	<b>17,976</b>	<b>25,016</b>	<b>8,762</b>	<b>9,836</b>	<b>8,940</b>	<b>70,553</b>	<b>19,139</b>	<b>1,266</b>	<b>6,572</b>	<b>9,176</b>	<b>10,566</b>	<b>23,832</b>	<b>70,551</b>

CAPITAL PROGRAMME 2012-13 TO 2017-18										CAPITAL FUNDING			
Housing	2012-13	2013-14	2014-15	2015-16	2016-17	Total	Grants	RCCO/MRA	Other (incl. S106)	Capital Reserve	Capital Receipts	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<u>HS28</u> Housing Management System	291					291		116			175		291
<u>HS36</u> Hostel Refurbishment Programme	249					249					249		249
GF Hostels	86					86					86		86
	627					627		116			511		627

CAPITAL PROGRAMME 2012-13 TO 2017-18												CAPITAL FUNDING				
New Support & Customer Service Organisation	2012-13	2013-14	2014-15	2015-16	2016-17	Future years	Total	Grants	RCCO/MRA	Other (incl. S106)	Capital Reserve	Capital Receipts	Borrowing	Total		
															£000	£000
LP04		29					29					29		29		
<b>IS PROJECTS</b>																
Corporate IM Platform	252	1,958					2,210					1,985	225	2,210		
IS Refresh	2,356	1,000					3,356					3,356		3,356		
<b>ESTATES</b>																
Arts Depot Lift	64	18					82					82		82		
Cartwright Memorial, St Mary's Church	32						32						32	32		
Energy Efficiency Measures	36						36					36		36		
<b>Accommodation Strategy</b>																
Office Consolidation	267						267					148	119	267		
Air Conditioning Building 4	10						10					10		10		
Depot Relocation	328	11,547					11,875					11,862	13	11,875		
Asset Management System	1,690	245	1,000	1,000	1,000		4,935					4,935		4,935		
Modernising the Way We Work	570						570						570	570		

CAPITAL PROGRAMME 2012-13 TO 2017-18												CAPITAL FUNDING				
New Support & Customer Service Organisation	2012-13	2013-14	2014-15	2015-16	2016-17	Future years	Total	Grants	RCCO/ MRA	Other (incl. S106)	Capital Reserve	Capital Receipts	Borrowing	Total		
															£000	£000
HD41 Land & Assets Programme							10					10		10		
Plantech Implementation programme	10						86					56	30	86		
GIS	86						23					23		23		
Customer Relationship Management (CRM)	23						270						270	270		
Customer Services Transformation	270						477					427	50	477		
LP05 CCTV Review Safer Communities	377	100					3,000					3,000		3,000		
Customer access Centre	100	2,000	900													
	6,470	16,897	1,900	1,000	1,000		27,266					21,024	6,243	27,267		



CAPITAL PROGRAMME 2012-13 TO 2017-18												TOTAL CAPITAL FUNDING					
Street Scene	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	Total	Grants	RCCO/ MRA	Other (incl. S106)	Capital Receipts	Capital Reserve	Borrowing	Total			
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000			
<u>EN14</u> Improvements to six of the Boroughs parks	70						70			70				70			
<u>EN20</u> Old Court House - public toilets		40					40			40				40			
<u>New</u> Princes & Edgwarebury Parks	149						149		125				24	149			
<u>EN16</u> Finchley Lido - Major roof repairs	180						180				142		38	180			
Park Infrastructure	146	230	100	100	100		676						676	676			
Copthall Street Light	120						120						120	120			
<u>EN65</u> Waste	143	2,720					2,863				2,863			2,863			
Cleansing		60					60		60					60			
Weekly Collection Support Scheme		1,818					1,818	1,818						1,818			
	808	4,868	100	100	100		5,976	1,818	185	110	3,005		858	5,976			

Housing Revenue Account		CAPITAL PROGRAMME 2012-13 TO 2017-18										TOTAL CAPITAL FUNDING					
		2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	Total	Grants	RCCO/MFA	Sub Regional Funding	Other (incl. S106)	Capital Receipts	Borrowing	Total		
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
HS26	Cash incentives	26										26					26
	Major Works (excl Granv Rd)	6,378	6,219	8,464	8,520	8,438	8,101					46,119			1,247		46,119
	Granville Road	732										732			11		732
	Regeneration	4,666	6,031	4,004	2,301	2,506	2,065					21,574			946		21,574
	Misc - Repairs	1,675	1,728	1,316	942	2,020	2,073					9,754			277		9,754
	M&E/ GAS	2,744	12,211	13,066	15,014	8,254	8,079					59,368			1,970		59,368
	Voids and Lettings	466	1,967	1,880	1,712	1,806	1,853					9,783			413		9,783
	Hostel Refurbishment Programme											122					122
		16,687	28,279	28,829	28,488	23,024	22,171					147,478			4,864		147,478

**London Borough of Barnet  
Treasury Management Strategy Statement  
and Investment Strategy revised 2012/13  
2013/14 to 2015/16**

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**Annexes**

- A. Current and Projected Portfolio Position**
- B. Prudential Indicators**
- C. Economic And Interest Rate Forecast**
- D. Sovereign and Counterparty List**

## 1. **Background**

- 1.1. The Chartered Institute of Public Finance and Accountancy's Code of Practice for Treasury Management in Public Services (the "CIPFA TM Code") and the Prudential Code require local authorities to determine the Treasury Management Strategy Statement (TMSS) and Prudential Indicators on an annual basis. The TMSS also incorporates the Investment Strategy as required under the CLG's Investment Guidance.
- 1.2. As per the requirements of the Prudential Code the Authority adopted the CIPFA Treasury Management Code on 3 January 2003 and incorporates the changes from the revised CIPFA Code of Practice (2011) into its treasury policies, procedures and practices.
- 1.3. CIPFA has defined Treasury Management as:  
  
*"the management of the organisation's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."*
- 1.4. The Council is responsible for its treasury decisions and activity. No treasury management activity is without risk. The successful identification, monitoring and control of risk is therefore central to the Council's treasury management strategy
- 1.5. The strategy takes into account the impact of the Council's revenue budget and capital programme on the balance sheet position, the current and projected treasury position (Annex A), the Prudential Indicators (Annex B) and the outlook for interest rates (Annex C).
- 1.6. The purpose of this Treasury Management Strategy Statement is to approve:
  - Revisions to Treasury Management Strategy and Prudential Indicators for 2012-13;
  - Treasury Management Strategy for 2013-14;
  - Annual Investment Strategy for 2013-14;
  - Prudential Indicators for 2013-14, 2014-15 and 2015-16 (Annex B)
  - MRP Statement. (See Para 9 )
- 1.7. All treasury activity will comply with relevant statute, guidance and accounting standards.
- 1.8. The main recommended revisions to the Treasury Management Strategy are to
  - Amend minimum credit ratings of financial institutions (minimum A- or equivalent) and its sovereign ( minimum AA+ or equivalent for non-UK sovereigns)
  - Extension of maximum investment duration from 1 to 2 years subject to a limit of £40 million for investments of more than one year duration (20% of average cash investments).
  - Extend range of counterparties to include investment with registered providers (registered social landlords), subject to investment advice for each new investment decision.
- 1.9. The other adjustments are amendments to reporting requirements to prudential indicators to reflect changes to the Prudential Code.

## 2. Balance Sheet and Treasury Position

2.1. The underlying need to borrow for capital purposes, as measured by the Capital Financing Requirement (CFR), together with Usable Reserves, are the core drivers of treasury management activity. The estimates, based on the current Revenue Budget and Capital Programmes, are:

**Table 1 Balance Sheet Summary Analysis:**

	<b>31/03/2013 Estimate £000</b>	<b>31/03/2014 Estimate £000</b>	<b>31/03/2015 Estimate £000</b>	<b>31/03/2016 Estimate £000</b>
General Fund CFR	172,774	193,671	211,399	217,446
HRA CFR *	199,559	199,559	199,559	199,559
<b>Total CFR</b>	<b>372,333</b>	<b>393,230</b>	<b>410,958</b>	<b>417,005</b>
<b>Less:</b> Existing Profile of Borrowing and Other Long Term Liabilities	(321,982)	(321,751)	(321,489)	(346,820)
<b>Cumulative Maximum Additional External Borrowing Requirement</b>	<b>50,351</b>	<b>71,479</b>	<b>89,469</b>	<b>70,185</b>
Usable Reserves	(154,714)	(100,000)	(100,000)	(100,000)
<b>Cumulative Net Borrowing Requirement/(Investments)</b>	<b>(104,363)</b>	<b>(28,521)</b>	<b>(10,531)</b>	<b>(29,815)</b>

\* This figure reflects the HRA debt increase on account of Housing Reform of £102.580m.

2.2. The Council's level of physical debt and investments is linked to these components of the Balance Sheet. The current portfolio position is set out at **Annex A**. Market conditions, interest rate expectations and credit risk considerations will influence the Council's strategy in determining the borrowing and investment activity against the underlying Balance Sheet position. The Council will ensure that net physical external borrowing (i.e. net of investments) will not exceed the CFR other than for short term cash flow requirements. A list of Prudential Indicators is set out in **Annex B**.

### Financing costs

2.3. The estimate for interest payments in 2013/14 is £11.708 million (including £6.85m for HRA borrowing) and for interest receipts, £1.09m.

2.4. The Council is able to borrow funds in excess of the current level of its CFR up to the projected level in 2015/16. The Authority is likely to only borrow in advance of need if it felt the benefits of borrowing at interest rates now compared to where they are expected to be in the future, outweighs the current cost and risks associated with investing the proceeds until the borrowing was actually required. Given current interest rates, this situation is very unlikely to occur in 2013/14.

2.5. The Council has an integrated treasury management strategy and manages its treasury position in accordance with its approved strategy and practices. Overall borrowing will arise as a consequence of all the financial transactions of the Council and not just those arising from capital spending reflected in the CFR.

2.6. The Council's balance of actual gross borrowing plus other long-term liabilities is shown in Annex A. This is measured in a manner consistent for comparison with the Operational Boundary and Authorised Limit.

2.7. The **Authorised Limit** sets the maximum level of external borrowing on a gross basis (i.e. not net of investments) and is the statutory limit determined under Section 3(1) of the Local Government Act 2003 (referred to in the legislation as the Affordable Limit).

<b>Authorised Limit for External Debt</b>	<b>2012/13 Revised £000</b>	<b>2013/14 Estimate £000</b>	<b>2014/15 Estimate £000</b>	<b>2015/16 Estimate £000</b>
Borrowing	431,414	476,218	457,106	448,615
Other Long-term Liabilities	32,671	32,409	32,114	31,780
<b>Total</b>	<b>464,085</b>	<b>508,627</b>	<b>489,220</b>	<b>480,395</b>

2.8. The **Operational Boundary** links directly to the Council's estimates of the CFR and estimates of other cashflow requirements. This indicator is based on the same estimates as the Authorised Limit reflecting the most likely, prudent but not worst case scenario but without the additional headroom included within the Authorised Limit.

<b>Operational Boundary for External Debt</b>	<b>2012/13 Revised £000</b>	<b>2013/14 Estimate £000</b>	<b>2014/15 Estimate £000</b>	<b>2015/16 Estimate £000</b>
Borrowing	431,414	476,218	457,106	448,615
Other Long-term Liabilities	17,671	17,409	17,114	16,780
<b>Total</b>	<b>449,085</b>	<b>493,627</b>	<b>474,220</b>	<b>465,395</b>

### **Housing Revenue Account Self-Financing**

2.9. The reforms involve a removal of the housing subsidy system by offering a one of reallocation of debt the settlement of the reallocation took place on 28<sup>th</sup> March 2012 and resulted in the Council having an increase in debt to fund the settlement of £102.580 million. Revisions to the prudential indicators have been made from 2011-2012 onwards to reflect the increase in borrowing to reflect the self-financing settlement.

### **3. Outlook For Interest Rates**

3.1. The Council's Treasury adviser Arlingclose have provided an interest rate forecast which continues its theme of the last few years, that is, that interest rates will remain low for even longer. Indeed, the forecast is for official UK interest rates to remain at 0.5% until 2016 given the moribund outlook for economic growth and the extension of austerity measures announced in the Chancellor's Autumn Statement. The UK's safe haven status and minimal prospect of increases in official interest rates will continue to combine and support the theme within the forecast.

3.2. The economic interest rate outlook provided by the Council's current treasury advisor, Arlingclose Ltd, is attached at Annex C. The Council will reappraise its strategy from time to time and, if needs be, realign it with evolving market conditions and expectations for future interest rates

## 4. Borrowing Strategy

4.1 Treasury management and borrowing strategies in particular continue to be influenced not only by the absolute level of borrowing rates but also the relationship between short and long term interest rates. The interest rate forecast provided in Annex C indicates that an acute difference between short and longer term interest rates is expected to continue. This difference creates a “cost of carry” for any new longer term borrowing where the proceeds are temporarily held as investments because of the difference between what is paid on the borrowing and what is earned on the investment. Whilst the cost of carry can be assumed to be a reasonably short-term issue since borrowing is often for longer dated periods (anything up to 50 years) it cannot be ignored against a backdrop of uncertainty and affordability constraints in the Authority’s wider financial position. This position means that it is favourable, where possible, for the Council to use internal balances, rather than take on new debt, in the short term.

4.2 As indicated in Table 1, the Authority has a gross and net borrowing requirement and will be required to borrow up to £71 million in 2013/14 on a gross basis (to be financed mainly through internal borrowing). The Authority will adopt a flexible approach to future borrowing and debt rescheduling in consultation with its treasury management advisers. The following issues will be considered prior to undertaking any external borrowing:

:

- Affordability;
- Maturity profile of existing debt;
- Interest rate and refinancing risk;
- Borrowing source.

### Sources of Borrowing and Portfolio implications

4.3 In conjunction with advice from its treasury advisor, the Authority will keep under review the following borrowing sources:

- Internal
- PWLB
- Local authorities
- Commercial banks
- European Investment Bank
- Capital markets (stock issues, commercial paper and bills)
- Structured finance
- Leasing

4.4 The cost of carry may result in an increased reliance upon shorter dated and variable rate borrowing for the Council. This type of borrowing injects volatility into the debt portfolio in terms of interest rate risk but is counterbalanced by its affordability and alignment of borrowing costs with investment returns. The Authority’s potential for exposure to shorter dated and variable rate borrowing will be kept under regular review, if applicable, by reference to the difference or spread between variable rate and longer term borrowing costs.

4.5 The Council has £62.5m loans which are LOBO loans (Lender's Options Borrower's Option) of which £45m of loans are currently in or will be in their call period in 2013/14. In the event that the lender exercises the option to change the rate or terms of the loan, the Council will consider the terms being provided and repayment of the loan without penalty. The Council may utilise cash resources for repayment or may consider replacing the loan(s) by borrowing from the PWLB. The default response will however be early repayment without penalty.

### **Debt Rescheduling**

4.6 The Council's debt portfolio can be restructured by prematurely repaying loans and refinancing them on similar or different terms to achieve a reduction in risk and/or savings in interest costs.

4.7 The lower interest rate environment and changes in the rules regarding the premature repayment of PWLB loans has adversely affected the scope to undertake meaningful debt restructuring although occasional opportunities arise.

4.8 The rationale for rescheduling would be one or more of the following:

- Align long-term cash flow projections and debt levels
- Reduce investment balances and credit exposure via debt repayment
- Savings in interest costs with minimal risk
- Balancing the volatility profile (i.e. the ratio of fixed to variable rate debt) of the debt portfolio
- Amending the profile of maturing debt to reduce any inherent refinancing risks.

4.9 Any borrowing and rescheduling activity will be done under delegated authority and reported to the Cabinet Resources Committee.

## **5 Annual Investment Strategy**

5.1 The Council sets an Annual Investment Strategy (AIS) in accordance with best practice and to comply with CLG Guidance on Local Government Investments.

5.2 The Council's investment priorities are:

- Security of the invested capital;
- Liquidity of the invested capital;
- An optimum yield which is commensurate with security and liquidity

5.3 The authority and its advisers remain on a heightened state of alert for credit or market distress that might adversely affect the Authority

5.4 Investments are categorised as "Specified" or "Non-Specified" within the investment guidance issued by the CLG. Specified investments are sterling denominated investments with a maximum maturity of one year. They also meet the "high credit quality" as determined by the Authority and are not deemed capital expenditure investments under Statute. Non specified investments are, effectively, everything else.

5.5 The types of investments that may be used by the Authority and whether they are specified or non-specified are set out in the table below:



**Table 2: Specified and Non-Specified Investments**

<b>Investment</b>	<b>Specified</b>	<b>Non-Specified</b>
Term deposits with banks and building societies	✓	✓
Term deposits with other UK local authorities	✓	✓
Investments with Registered Providers	✓	✓
Certificates of deposit with banks and building societies	✓	✓
Gilts	✓	✓
Treasury Bills (T-Bills)	✓	x
Bonds issued by Multilateral Development Banks	✓	✓
Local Authority Bills	✓	x
Commercial Paper	✓	x
Corporate Bonds	✓	✓
AAA rated Money Market Funds	✓	x
Other Money Market and Collective Investment Schemes	✓	✓
Debt Management Account Deposit Facility	✓	x

5.6 A number of changes have been implemented to investment strategy from 2012/13 in response to and evolving conditions in financial markets.

5.7 Registered Providers (RPs) have been included within specified and non-specified investments for 2013/14. Investments with RPs will be analysed on an individual basis and discussed with the Council's treasury adviser prior to an investment decision.

5.8 The Authority and its advisors, select countries and financial institutions after analysis and ongoing monitoring of:

- Published credit ratings for financial institutions (minimum A- or equivalent ) and its sovereign rating (minimum AA+ or equivalent for non-UK sovereigns)
- Credit Default Swaps (where quoted)
- Economic fundamentals (for example country's net debt as a percentage of its GDP)
- Sovereign support mechanisms
- Share Prices (where available)
- Corporate developments, news, articles, markets sentiment and momentum
- Subjective overlay

5.9 Any institution can be suspended or removed should any of the factors identified above give rise to concern.

5.10 The minimum credit rating for non-UK sovereigns is AA+ (or equivalent). For specified investments the minimum long term rating for counterparties is A- (or equivalent). As detailed in non-specified investments in Appendix E, the Director of Finance will have discretion to make investments with counterparties that do not meet the specified criteria on advice from Arlingclose.

Any institution will be suspended or removed should any of the factors identified above give rise to concern. Credit ratings are monitored by the Authority on an ongoing basis and whenever a new investment is under consideration. The Authority is informed by the treasury adviser of ratings changes and appropriate action to be taken.

5.10 The countries and institutions that would currently meet the proposed criteria for investments are included in **Annex D**.

5.11 It remains the Authority's policy to make exceptions to counterparty policy established around credit ratings, but this is conditional and directional. What this means is that an institution that meets criteria may be suspended, but institutions not meeting criteria will not be added.

5.12 The Council revised its investment strategy in the wake of the banking crisis. This led to restrictions on investment duration and use of a limited range of counterparties. The duration limit for deposits was set at a maximum 364 days and further restricted by an operational overlay. The financial situation is more settled now and enough to consider extending investment duration beyond 364 days subject to an overall investment limit of £40 million up to 2 years.

5.13 The Council banks with the Cooperative Bank. At the current time, it does not meet the minimum specified investment credit criteria. Despite the credit rating being below the Authority's minimum criteria, the Co-operative Bank will continue to be used for short term liquidity requirements (overnight and weekend investments) and business continuity arrangements.

## **6 Investment Strategy**

6.1 With short term interest rates low for even longer, an investment strategy will typically result in a lengthening of investment periods, where cash flow permits, in order to lock in higher rates of acceptable risk adjusted returns. The problem in the current environment is finding an investment counterparty providing acceptable levels of counterparty risk.

6.2 In order to diversify an investment portfolio largely invested in cash, investments will be placed with a range of approved investment counterparties in order to achieve a diversified portfolio of prudent counterparties, investment periods and rates of return. Maximum investment levels with each counterparty will be set to ensure prudent diversification is achieved.

6.3 Money market funds (MMFs) will be used as they provide good diversification. The Council will also seek to manage operational risk by using at least two MMF's. The Authority will also restrict its exposure to MMF's with lower levels of funds under management and will not exceed 0.5% of the net asset value of the MMF. In the case of Government MMF's, the Council will ensure exposure to each Fund does not exceed 2% of the net asset value of the Fund.

## **7 Policy on Use of Financial Derivatives**

- 7.1 Local authorities have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk (e.g. interest rate collars and forward deals) and to reduce costs or increase income at the expense of greater risk (e.g. LOBO loans and callable deposits). The general power of competence in Section 1 of the Localism Act 2011 removes much of the uncertainty over local authorities' use of standalone financial derivatives (i.e. those that are not embedded into a loan or investment). The CIPFA Code requires authorities to clearly detail their policy on the use of derivatives in the annual strategy.
- 7.2 The Council will only use standalone financial derivatives (such as swaps, forwards, futures and options) where they can be clearly demonstrated to reduce the overall level of the financial risks that the Authority is exposed to. Additional risks presented, such as credit exposure to derivative counterparties, will be taken into account when determining the overall level of risk. Embedded derivatives will not be subject to this policy, although the risks they present will be managed in line with the overall treasury risk management strategy.
- 7.3 Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria. The current value of any amount due from a derivative counterparty will count against the counterparty credit limit and the relevant foreign country limit.
- 7.4 The Council will only use derivatives after seeking expertise, a legal opinion and ensuring officers have the appropriate training for their use.

## **8 Housing Revenue Account Self-Financing**

- 8.1 Central Government completed its reform of the Housing Revenue Account Subsidy system at the end of 2011/12. Local authorities are required to recharge interest expenditure and income attributable to the HRA in accordance with Determinations issued by the Department for Communities and Local Government.
- 8.2 The Determinations do not set out a methodology for calculating the interest rate to use in each instance. The Council is therefore required to adopt a policy that will set out how interest charges attributable to the HRA will be determined. The CIPFA Code recommends that authorities present this policy in their TMSS.
- 8.3 From 1st April 2012, the Council notionally split each of its existing long-term loans into General Fund and HRA pools. In the future, new long-term loans borrowed will be assigned in their entirety to one pool or the other. Interest payable and other costs/income arising from long-term loans (e.g. premiums and discounts on early redemption) will be charged/ credited to the respective revenue account.
- 8.4 Differences between the value of the HRA loans pool and the HRA's underlying need to borrow (adjusted for HRA balance sheet resources available for investment) will result in a notional cash balance which may be positive or negative. This balance will be measured and interest transferred annually between the General Fund and HRA at an internally determined rate of interest.

## **9 2012/13 MRP Statement**

9.1 The Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2008 (SI 2008/414) place a duty on local authorities to make a prudent provision for debt redemption. Guidance on Minimum Revenue Provision has been issued by the Secretary of State and local authorities are required to "have regard" to such Guidance under section 21(1A) of the Local Government Act 2003.

9.2 The four MRP options available are:

Option 1: Regulatory Method

Option 2: CFR Method

Option 3: Asset Life Method

Option 4: Depreciation Method

*NB This does not preclude other prudent methods*

9.3 The four MRP options MRP in 2012/13: Options 1 and 2 may be used only for supported non –HRA capital expenditure funded from borrowing. Methods of making prudent provision for self financed expenditure include Options 3 and 4 (which may also be used for supported non HRA capital expenditure if the Council chooses). There is no requirement to Charge MRP in respect of HRA capital expenditure funded for borrowing (Barnet policy).

9.4 The MRP Statement will be submitted to Council before the start of the 2012/13 financial year. If it is ever proposed to vary the terms of the original MRP Statement during the year, a revised statement should be put to Council at that time.

9.5 The Council will apply Option 2 in respect of supported capital expenditure and Option 3 in respect of unsupported capital expenditure.

9.6 MRP in respect of leases brought on Balance Sheet under the IFRS-based Code of Practice will match the annual principal repayment for the associated deferred liability.

## **10 Monitoring and Reporting on the Treasury Outturn and Prudential Indicators**

10.1 Treasury activity is monitored and reported internally to Deputy Chief Executive. The Prudential Indicators will be monitored through the year and reported as under:

The Deputy Chief Executive will report to the Cabinet Resources Committee on treasury management activity / performance and Performance Indicators as follows:

- (a) Quarterly against the strategy approved for the year.
- (b) The Council will produce an outturn report on its treasury activity no later than 30<sup>th</sup> September after the financial year end.
- (c) The Budget Performance Overview and Scrutiny Committee will be responsible for the scrutiny of treasury management activity and practices.

## **11 Other Items**

### **Training**

- 11.1 CIPFA's Code of Practice requires the Deputy Chief Executive to ensure that all members tasked with treasury management responsibilities, including scrutiny of the treasury management function, receive appropriate training relevant to their needs and understand fully their roles and responsibilities.

### **Investment Consultants**

- 11.2 The CLG's Guidance on local government investments recommend that the Investment Strategy should state:
- Whether and, if so, how the authority uses external contractors offering information, advice or assistance relating to investment and
  - How the quality of any such service is controlled.
- 11.3 Following a tender process, the Council appointed Arlingclose as their Treasury Investment Consultants from effect 1 August 2010. Arlingclose provide advice, information and assistance with investments, borrowing, debt restructure, market conditions and compliance with legislation. The services provided by Arlingclose are reviewed on an informal basis during quarterly meetings with officers and periodic tendering.

## EXISTING PORTFOLIO PROJECTED FORWARD

	<b>Current Portfolio £000</b>	<b>31 Mar 13 Estimate £000</b>	<b>31 Mar 14 Estimate £000</b>	<b>31 Mar 15 Estimate £000</b>	<b>31 Mar 16 Estimate £000</b>
<b>External Borrowing:</b>					
Fixed Rate – PWLB	241,580	241,580	241,580	267,206	282,170
Fixed Rate – Market					
Variable Rate – PWLB	62,500	62,500	62,500	62,500	62,500
Variable Rate – Market					
<b>Total External Borrowing</b>	<b>304,080</b>	<b>304,080</b>	<b>304,080</b>	<b>329,706</b>	<b>344,670</b>
<b>IFRS Long Term Liabilities:</b>					
- PFI	17,671	17,671	17,409	17,114	16,780
<b>Total Gross External Debt</b>	<b>321,751</b>	<b>321,751</b>	<b>321,489</b>	<b>346,820</b>	<b>361,450</b>
<b>Investments:</b>					
<i>Managed in-house</i>					
- Short-term monies (Deposits/ monies on call /MMFs)	(220,000)	(180,000)	(152,000)	(142,000)	(132,000)
- Long-term investments (maturities over 12 months)					
<b>Total Investments</b>	<b>(220,000)</b>	<b>(180,000)</b>	<b>(152,000)</b>	<b>(142,000)</b>	<b>(132,000)</b>
<b>Net Borrowing Position/ (Net Investment position)</b>	<b>101,751</b>	<b>141,751</b>	<b>169,489</b>	<b>204,820</b>	<b>229,450</b>

## PRUDENTIAL INDICATORS

**Prudential Indicators**

1 There is a requirement under the Local Government Act 2003 for local authorities to have regard to CIPFA's Prudential Code for Capital Finance in Local Authorities (the "CIPFA Prudential Code", when setting and reviewing their Prudential Indicators.

**Gross Debt and the Capital Financing Requirement;**

2 This is key indicator of prudence. In order to ensure that over the medium term net borrowing will only be for a capital purpose, the Council should ensure that the net external borrowing does not, except in the short term, exceed the total of the capital financing requirement in the preceding year plus the estimates of any additional increases to the capital financing requirement for the current and next two years. The DCE reports that the authority had no difficulty meeting this requirement in 2011/12, nor is there any difficulties envisaged for future years. This view takes into account current commitments, existing plans and the proposals in the approved budget.

**Estimates of Capital Expenditure:**

3 It is a requirement of the Prudential Code that that the Council ensures that capital expenditure remains within sustainable limits and, in particular, to consider the impact on Council Tax and in the case of the HRA, housing rent levels.

<b>Capital Expenditure</b>	<b>2012/13 Revised £000</b>	<b>2013/14 Estimate £000</b>	<b>2014/15 Estimate £000</b>	<b>2015/16 Estimate £000</b>
Non-HRA	47,850	112,895	49,492	26,075
HRA	16,687	28,279	28,829	28,488
<b>Total</b>	<b>64,537</b>	<b>141,174</b>	<b>78,321</b>	<b>54,563</b>

4 Capital expenditure is expected to be financed as follows

<b>Capital Financing</b>	<b>2012/13 Revised £000</b>	<b>2013/14 Estimate £000</b>	<b>2014/15 Estimate £000</b>	<b>2015/16 Estimate £000</b>
Capital receipts	14,251	33,873	1,853	
Government Grants	20,286	42,365	14,322	7,296
Major Repairs Allowance	15,948	27,332	27,892	27,594
Revenue contributions	5,740	9,755	8,629	4,709
<b>Total Financing</b>	<b>56,225</b>	<b>113,325</b>	<b>52,696</b>	<b>39,599</b>
Supported borrowing				
Unsupported borrowing	8,312	27,849	25,625	14,964
<b>Total Funding</b>	<b>8,312</b>	<b>27,849</b>	<b>25,625</b>	<b>14,964</b>
<b>Total Financing and Funding</b>	<b>64,537</b>	<b>141,174</b>	<b>78,321</b>	<b>54,563</b>

### Incremental Impact of Capital Investment Decisions

5 As an indicator of affordability the table below shows the impact of capital investment decisions on Council Tax and Housing Rent levels. The incremental impact is calculated by comparing the total revenue budget requirement of the current approved capital programme with an equivalent calculation of the revenue budget requirement arising from the proposed capital programme.

<b>Incremental Impact of Capital Investment Decisions</b>	<b>2012/13 Revised £</b>	<b>2013/14 Estimate £</b>	<b>2014/15 Estimate £</b>	<b>2015/16 Estimate £</b>
Increase in Band D Council Tax	13.77	36.94	14.24	8.24
Increase in Average Weekly Housing Rents	11.75	0.98	(0.60)	(9.70)

### Financing costs

6. The ratio of financing costs to the Council's net revenue stream is an indicator of affordability and highlights the revenue implications of existing and proposed capital expenditure by identifying the proportion of the revenue budget required to meet borrowing costs. The ratio is based on costs net of investment income.

<b>Ratio of Financing Costs to Net Revenue Stream</b>	<b>2012/13 Revised %</b>	<b>2013/14 Estimate %</b>	<b>2014/15 Estimate %</b>	<b>2015/16 Estimate %</b>
Non-HRA	2.69	2.89	3.46	3.92
HRA	14.98	14.13	14.21	14.33

### Upper Limits for Fixed Interest Rate Exposure and Variable Rate Exposure

7. The following Prudential Indicators allow the Council to manage the extent to which it is exposed to changes in interest rates. The upper limit for variable rate exposure has been set to ensure that the Council is not exposed to interest rate rises which could adversely impact on the revenue budget. The limit allows for the use of variable rate debt to offset exposure to changes in short-term rates on investments. The Council's existing level of fixed interest rate exposure is 100% and variable rate exposure is 0%.

	<b>2012/13 Revised %</b>	<b>2013/14 Estimate %</b>	<b>2014/15 Estimate %</b>	<b>2015/16 Estimate %</b>
<b>Upper Limit for Fixed Interest Rate Exposure</b>	100%	100%	100%	100%
<b>Upper Limit for Variable Interest Rate Exposure</b>	30%	30%	30%	30%



## Maturity Structure of Fixed Rate Borrowing

8. The Council will also limit and monitor large concentrations of fixed rate debt needing to be replaced. This indicator highlights the existence of any large concentrations of fixed rate debt needing to be replaced at times of uncertainty over interest rates and is designed to protect against excessive exposures to interest rate changes in any one period, in particular in the course of the next ten years. It is calculated as the amount of projected borrowing that is fixed rate maturing in each period as a percentage of total projected borrowing that is fixed rate. The maturity of borrowing is determined by reference to the earliest date on which the lender can require payment.

Maturity structure of fixed rate borrowing	Existing level (or Benchmark level) at 31/03/12 %	Lower Limit for 2013/14 %	Upper Limit for 2013/14 %
under 12 months	0.0	0	50
12 months and within 24 months	0.0	0	50
24 months and within 5 years	0.0	0	75
5 years and within 10 years	0	0	75
10 years and within 20 years	30.6	0	100
20 years and within 30 years	35.5	0	100
30 years and within 40 years	6.8	0	100
40 years and within 50 years	9.0	0	100
50 years and above	18.1	0	100

### Actual External Debt:

9. This indicator is obtained directly from the Council's balance sheet. It is the closing balance for actual gross borrowing plus other long-term liabilities. This Indicator is measured in a manner consistent for comparison with the Operational Boundary and Authorised Limit.

Actual External Debt as at 31/03/2012	£000
Borrowing	304,080
Other Long-term Liabilities	17,902
<b>Total</b>	<b>321,982</b>

### Upper Limit for principal sums invested over 364 days:

10 The Council has placed an upper limit for principal sums invested for over 364 days, as required by the Prudential Code. This limit is to contain exposure to the possibility of loss that may arise as a result of the Council having to seek early repayment of the sums invested.

Upper Limit for total principal sums invested over 364 days	2012/13 Revised £000	2013/14 Estimate £000	2014/15 Estimate £000	2015/16 Estimate £000
	0	40,000	0	0

## HRA Limit on Indebtedness

11 This was a new indicator required by the revised Prudential Code, issued in November 2011:

HRA Limit On Indebtedness	2012/13 Revised £000	2013/14 Estimate £000	2014/15 Estimate £000	2015/16 Estimate £000
HRA CFR	199,559	199,559	199,559	199,559
HRA Debt Cap (as prescribed by CLG) *	240,043	240,043	240,043	240,043
Difference	(40,484)	(40,484)	(40,484)	(40,484)

ANNEX C

### Annex C – Economic & Interest Rate Forecast (Sections 4.1 & 5.1)

	Mar-13	Jun-13	Sep-13	Dec-13	Mar-14	Jun-14	Sep-14	Dec-14	Mar-15	Jun-15	Sep-15	Dec-15	Mar-16
<b>Official Bank Rate</b>													
Upside risk			0.25	0.25	0.25	0.25	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Central case	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Downside risk		-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25
<b>3-month LIBID</b>													
Upside risk	0.25	0.25	0.25	0.50	0.50	0.50	0.50	0.50	0.75	0.75	0.75	0.75	0.75
Central case	0.40	0.40	0.40	0.45	0.45	0.50	0.50	0.50	0.55	0.55	0.55	0.60	0.60
Downside risk	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25
<b>1-yr LIBID</b>													
Upside risk	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.75	0.75	0.75	0.75	0.75
Central case	0.85	0.90	0.95	0.95	1.00	1.00	1.00	1.00	1.10	1.10	1.10	1.10	1.10
Downside risk	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25
<b>5-yr gilt</b>													
Upside risk	0.50	0.50	0.50	0.50	0.75	0.75	0.75	0.75	1.00	1.00	1.00	1.00	1.00
Central case	0.95	0.95	0.95	0.95	1.00	1.00	1.00	1.00	1.10	1.10	1.10	1.20	1.20
Downside risk	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25
<b>10-yr gilt</b>													
Upside risk	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.75	0.75	1.00	1.00	1.00	1.00
Central case	2.00	2.00	2.05	2.05	2.05	2.05	2.10	2.10	2.10	2.20	2.20	2.20	2.20
Downside risk	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25
<b>20-yr gilt</b>													
Upside risk	0.50	0.50	0.50	0.50	0.75	0.75	0.75	0.75	1.00	1.00	1.00	1.00	1.00
Central case	2.90	2.90	2.90	2.90	3.00	3.00	3.00	3.00	3.10	3.10	3.10	3.10	3.10
Downside risk	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25
<b>50-yr gilt</b>													
Upside risk	0.50	0.50	0.50	0.50	0.75	0.75	0.75	0.75	0.75	1.00	1.00	1.00	1.00
Central case	3.35	3.35	3.35	3.40	3.40	3.40	3.50	3.50	3.50	3.50	3.60	3.60	3.60
Downside risk	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25

### Underlying Assumptions:

- UK growth is unlikely to return to above trend for the foreseeable future. Q3 GDP was strong at 0.9% but this momentum is unlikely to be sustained in Q4 or in 2013. The rebalancing from public-sector driven consumption to private sector demand and investment is yet to manifest, and there is little sign of productivity growth. Further contraction in the Eurozone, including Germany's powerful economy, and slower forecast growth in the emerging economies (Brazil/Mexico/India) are exacerbating the weakness.
- Consumer Price Inflation has fallen to 2.7 % from a peak of 5.2%. Near term CPI is likely to be affected by volatility in commodity prices and its decrease towards the 2% target is expected to be slower than previously estimated. Real wage growth (i.e. after inflation) is forecast to remain weak.

- The fiscal outlook for bringing down the structural deficit and stabilise debt levels remains very challenging. Weakened credibility of the UK reining its levels of debt poses a risk to the AAA status, but recent history (US, France) suggests this may not automatically result in a sell-off in gilts.
- In the absence of large, unexpected decline in growth, QE is likely to remain on hold at £375bn for now. The availability of cheaper bank borrowing and subsequently for corporates through the Funding for Lending Scheme (FLS) is a supporting factor.
- The US Federal Reserve's shift in its rate guidance from a date-based indication to economic thresholds (6.5% unemployment, inflation 1 – 2 years out projected to remain below 2.5%, longer term inflation expectations remain well anchored) is likely to increase market uncertainty around the highly volatile US employment data releases.
- The Eurozone is making slow headway which has curtailed some of the immediate risks although peripheral countries continue to struggle. Fully-fledged banking and fiscal union is still some years away.
- In the US, the issues of spending cuts, reducing the budget deficit and raising the country's debt ceiling remain unresolved. A failure to address these by March 2013 could lead to a similar showdown and risks a downgrade to the US sovereign credit rating by one or more agencies.
- A reversal in market risk sentiment from current "risk on" to "risk off" could be triggered by economic and/or political events – impending Italian and German elections, US debt ceiling impasse, difficulty surrounding Cyprus' bailout, and contagion returning the haunt the European peripheral nations – could inject renewed volatility into gilts and sovereign bonds.

## Annex D –Recommended Sovereign and Counterparty List (Section 5 and 6)

For credit rated counterparties, the minimum criteria will be the lowest equivalent long-term ratings assigned by Fitch, Moody's and Standard & Poor's (where assigned).

### Long-term minimum: A-(Fitch); A (Moody's); A (S&P)

The Council will also take into account information on corporate developments of and market sentiment towards investment counterparties.

### Investment subject to £40 million total limit if duration more than 364 days

**Group Limits** - For institutions within a banking group, the authority executes a limit of 1.5 times the individual limit of a single bank within that group.

New specified investments will be made within the following limits:

Instrument	Country/ Domicile	Counterparty	Maximum Limits £m	Counterparty
Term Deposits	UK	DMADF, DMO	No limit	
Term Deposits/Call Accounts	UK	Other UK Local Authorities	No limit	
Term Deposits/Call Accounts	UK*	Counterparties rated at least A- Long Term)		
Term Deposits/Call Accounts	Non-UK*	Counterparties rated at least A- Long Term in select countries with a Sovereign Rating of at least AA+		
CDs and other negotiable instruments		with banks and building societies which meet the specified investment criteria (on advice from TM Adviser)		
Deposits	UK	Registered Providers (Former RSLs)	£5m/RP	
Gilts	UK	DMO	No limit	
T-Bills	UK	DMO	No limit	
Bonds issued by multilateral development banks		(For example, European Investment Bank/Council of Europe, Inter American Development Bank)		
AAA-rated Money Market Funds	UK/Ireland/ Luxembourg domiciled	CNAV MMF's VNAV MMF's (where there is greater than 12 month history of a consistent £1 Net Asset Value)	10% of total LBB investment cash outstanding for each MMF.	
Other MMF's and CIS	UK/Ireland/ Luxembourg domiciled	Collective Investment Schemes (pooled funds) which meet the definition of collective investment schemes in SI 2004 No 534 or SI 2007 No 573 and	10% of total LBB investment cash outstanding for each MMF.	

		subsequent amendments	
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**For Non-UK Banks** - a maximum exposure of £40 million per country will apply to limit the risk of over-exposure to any one country.

Instrument	Country/ Domicile	Counterparty	Maximum Counterparty Limit £m	Maximum Group Limit (if applicable) £m
Term Deposits/Call Accounts	UK	Bank of Scotland (Lloyds Banking Group)	£25,000,000	£37,500,000
Term Deposits/Call Accounts	UK	Lloyds TSB (Lloyds Banking Group)	£25,000,000	£37,500,000
Term Deposits/Call Accounts	UK	Barclays Bank Plc	£25,000,000	
Term Deposits/Call Accounts	UK	Clydesdale Bank (National Australia Bank Group)	£25,000,000	£37,500,000
Term Deposits/Call Accounts	UK	HSBC Bank Plc	£25,000,000	
Term Deposits/Call Accounts	UK	Nationwide Building Society	£25,000,000	
Term Deposits/Call Accounts	UK	NatWest (RBS Group)	£25,000,000	£37,500,000
Term Deposits/Call Accounts	UK	Royal Bank of Scotland (RBS Group)	£25,000,000	£37,500,000
Term Deposits/Call Accounts	UK	Standard Chartered	£25,000,000	
Term Deposits/Call Accounts	Australia	Australia and NZ Banking Group	£25,000,000	
Term Deposits/Call Accounts	Australia	Commonwealth Bank of Australia	£25,000,000	
Term Deposits/Call Accounts	Australia	National Australia Bank Ltd (National Australia Bank Group)	£25,000,000	£37,500,000
Term Deposits/Call Accounts	Australia	Westpac Banking Corp	£25,000,000	
Term Deposits/Call Accounts	Canada	Bank of Montreal	£25,000,000	
Term Deposits/Call	Canada	Bank of Nova Scotia	£25,000,000	

Accounts				
Term Deposits/Call Accounts	Canada	Canadian Imperial Bank of Commerce	£25,000,000	
Term Deposits/Call Accounts	Canada	Royal Bank of Canada	£25,000,000	
Term Deposits/Call Accounts	Canada	Toronto-Dominion Bank	£25,000,000	

*Please note this list could change if, for example, a counterparty/country is upgraded, and meets our other creditworthiness tools. Alternatively if a counterparty is downgraded, this list may be shortened.*

**Non-specified investments may be made with the following instruments :  
(The Authority will have a maximum of £100million of its investment portfolio in non-specified investments.)**

<b>Instrument</b>	<b>Maximum maturity</b>	<b>Max £M of portfolio and Credit limit</b>	<b>Capital expenditure?</b>	<b>Example</b>
Term deposits with banks, building societies which meet the specified investment criteria	2 years	£10m per counterparty	No	
Term deposits with local authorities	2 years	£10m per authority	No	
CDs and other negotiable instruments with banks and building societies which meet the specified investment criteria	2 years	£10m per counterparty	No	
Gilts	5 years	£20 million Credit limit not applicable gilts issued by UK Government	No	
Bonds issued by multilateral development banks	5 years	£20 million Minimum credit rating AA+	No	EIB Bonds, Council of Europe Bonds etc.
Sterling denominated bonds by non-UK sovereign governments	5 years	£20 million Minimum credit rating AA+	No	
<b>Other Non-Specified investments for consideration</b> (such investment will be subject to credit assessment by the Council's treasury advisor on a case by case basis)				

Money Market Funds and Collective Investment Schemes	N/A – these funds do not have a defined maturity date	£20 million	No	Investec Target Return Fund; Elite Charteris Premium Income Fund; LAMIT; M&G Global Dividend Growth Fund
Deposits with registered providers	5 years	£5m per registered provider/£20 million overall	No	
Corporate and debt instruments issued by corporate bodies purchased from 01/04/12 onwards	5 years	20%	No	
Collective Investment Schemes (pooled funds) which do not meet the definition of collective investment schemes in SI 2004 No 534 or SI 2007 No 573 and subsequent amendments	N/A – these funds do not have a defined maturity date	£10 million	Yes	Way Charteris Gold Portfolio Fund; Aviva Lime Fund
Bank or building societies not meeting specified criteria	3 months	£10m per counterparty	No	Bank or building societies not meeting specified criteria e.g. Co-operative Bank /Clydesdale/unrated Building Societies
	Subject to a maximum of £20m overall			



## Reserves and balances policy

### Background

This policy sets out the Council's approach to reserves and balances. The policy has regard to LAAP Bulletin 77 'Local Authority Reserves and Balances', issued in November 2008.

In reviewing medium-term financial plans and preparing annual budgets, the Council will consider the establishment and maintenance of reserves for both the general fund and the housing revenue account. The nature and level of reserves will be determined formally by the Council, informed by the judgement and advice of the Chief Finance Officer (CFO).

### Types of reserve

The Council will maintain the following reserves:

- general reserve: to manage the impact of uneven cash flows and unexpected events or emergencies;
- specific reserves: sums set aside to meet known or predicted specific requirements.

Specific reserves will be maintained as follows:

- risk reserve: to manage litigation and other corporate risks not otherwise recognised;
- transformation reserve: to fund the transformation programme to change, protect and improve Council services;
- service development reserve: to enable the Council to respond to the most urgent corporate priorities;
- infrastructure reserve: to fund infrastructure necessary to enable development across the borough;
- PFI reserve: to manage the profile of grants and payments in respect of PFI projects;
- financing reserve: to enable the effective management of the medium-term financial strategy;
- schools reserve: balances in respect of delegated school budgets;
- service reserves: funds set aside for specific purposes in respect of individual Council services; and
- capital receipts reserve: capital receipts not yet applied to capital expenditure.

The Council also maintain a number of other reserves that arise out of the interaction between legislation and proper accounting practices. These reserves, which are not resource-backed, will be specified in the annual Statement of Accounts.

### **Principles to assess the adequacy of reserves**

The CFO will advise the Council on the adequacy of reserves. In considering the general reserve, the CFO will have regard to:

- the strategic financial context within which the Council will be operating through the medium-term;
- the overall effectiveness of governance arrangements and the system of internal control;
- the robustness of the financial planning and budget-setting process;
- the effectiveness of the risk management process and the potential impact of risks identified;
- the effectiveness of the budget monitoring and management process.

Having had regard to these matters, the CFO will advise the Council on the monetary value of the required general reserve.

The Council has also considered the Audit Commission's recent "Striking a Balance" report (December 2012) which outlines the need for elected members to ensure that their council's reserves are appropriate for local circumstances and the risk based considerations to facilitate this.

In considering specific reserves, the CFO will have regard to matters relevant in respect of each reserve, and will advise the Council accordingly.

### **Use of reserves**

The use of reserves will be determined formally by the Cabinet Resources Committee, informed by the advice of the CFO.

**Adults Social Care and Health**

**Appendix 7**

**Fees and Charges 2013/14**

<b>Service</b>	<b>Current 2012/13</b>	<b>NEW 2013/14</b>
	<b>£</b>	
<b><u>Residential and Nursing Care (1) *</u></b>		
Standard Charge persons aged 60+	<b>119.2</b>	<b>£121.50</b>
Standard Charge persons aged 25-59	<b>77.85</b>	<b>£78.80</b>
Standard Charge persons aged 18-25	<b>63.1</b>	<b>£63.90</b>
<b><u>Respite Care (All client groups) (2)</u></b>		
Residential Respite (per week)	<b>83.95</b>	<b>£86.25</b>
<b><u>Meals at Home (3)</u></b>		
Standard meal (per meal)	<b>4.15</b>	<b>£4.15</b>
<b><u>Other Community Support Services (4) **</u></b> See the Fairer Contributions Policy at <a href="http://www.barnet.gov.uk/download/downloads/id/625/fairer_contributions_for_people_living_at_home">http://www.barnet.gov.uk/download/downloads/id/625/fairer_contributions_for_people_living_at_home</a>	<b>Up to full cost</b>	<b>Up to full cost</b>
<b><u>Clients' access to files</u></b>		
Statutory charge	<b>15</b>	<b>£15.00</b>

\* Figures represent latest government announcements

\*\* This includes homecare, day care, supported living, direct payments and other services provided in the

## Children's Centre Fees 2013/14

### Background

Barnet Council reviews childcare fees in children's centres on an annual basis.

In Barnet we have 7 Children's Centres that have childcare, of which Wingfield and Newstead CCs are managed by the Local Authority. The rest are managed by the schools governing body.

### Proposed fees 2013/14

The fees proposed would apply to Wingfield and Newstead CC, however we would recommend other CCs with childcare to follow in line with the proposed fees.

£ (per hour)	Current		Proposed		Market Average	
	Aged 2-3	Aged 3-5	Aged 2-3	Aged 3-5	Aged 2-3	Aged 3-5
<b>Newstead CC</b>	6.00	5.75	6.25	6.00	8.25	7.56
<b>Wingfield CC</b>	5.75	5.50	5.85	5.60	6.02	5.92

The proposed fees have been discussed and agreed with Newstead and Wingfield CC.

The retail price index for August is 2.9%. This would be the maximum increase we could apply without seeking Councillor clearance.

However the proposed increases, in particular Newstead CC are 4% plus. The proposed increases are below the market average and Children's Centres are required to become cost neutral from the financial year 2014/14.

Currently families accessing all day provision and tea-time provision at Newstead CC receive a discount of up to £11.75 (full day) or £0.30 (tea-time) to encourage take-up. We are proposing this discount remains the same. Wingfield CC no longer offers discounted sessions.

Previously when we have submitted childcare fees for approval we have included a detailed breakdown of the sessions including lunch costs. This time round, we are not clear what the lunch cost will be as these have not been fully costed. Once the lunch costs are confirmed, the costs will be added to the relevant sessions.

## APPENDIX A

**Table 1 Youth Service – holiday programmes**

Activity	Proposed
Taster/Entry Activity	£5/day £3/half day
Generic Activity	£10/day £6/half day
Specialised Activity	£15/day £9/half day

**Table 2 Youth Service – Duke of Edinburgh**

	Current	Proposed
Enrolment fees for the Bronze & Silver Awards	£20	£25
Enrolment fees for the Gold Award	£25	£32

**Table 3 – Youth service – equipment**

All pricing is the commercial rate, and community groups will be offered a discount of 30% off these.

Groups & Categories	Range of Prices in Groups Daily Rate inc VAT			
	From	Examples of available equipment at lower end	To	Examples of available equipment at higher end
<b>Catering</b>	£1.20	Electric Whisk Saucepans Table Cloths	£85.00	6' Professional Gas BBQ 3' Professional Gas BBQ 2 Ring Electric Hotplate
<b>DofE</b>	£4.00	Compass Survival Bag Waterproofs	£15.00	Expedition Packs (Packs 1, 2 and 3)
<b>Gardening</b>	£ 0.50	Watering Can Garden Sheers Pruners	£50.00	Electric & Petrol Mowers 2.0 KW Inverter Generator 6.5 KW Inverter Generator
<b>Hair &amp; Beauty</b>	£10.00	Beauticians Stool	£45.00	Hydraulic Chair Massage/Beauticians Couch

				Nail Bars
<b>Marquees &amp; Shelters</b>	£28.00	3m x 3m Gazebo 6m x 3m Gazebo	£63.00	4.6m x 7.6m Inflatable Marquees
<b>Media</b>	£8.00	19" LCD Monitor HD Camcorder	£350.00*	Film Making Kit inc. Camera Mini Crane Wally Dolly – Track System
<b>Music</b>	£1.50	Headphones Microphone Stands	£45.00	Portable PA Systems Electronic Keyboard
<b>Outdoor Education</b>	£1.20	Camping Chair Camping Gaz Cooker LCD Tent Lantern	£800.00	95' Inflatable Assault Course Inflatable Bungee Football Rotating Climbing Wall
<b>Photography</b>	£1.50	Selection of SD Cards Finepix Camera	£38.00	Canon EOS 550 D Digital Camera
<b>Sport</b>	£1.00	Sports Bibs Footballs / Rugby Balls	£90.00	Tennis Tower Table Tennis Table
<b>Staging &amp; Theatre</b>	£4.00	Extension Leads with RCD XLR Leads Gaffer (Duck) Tape	£220.00	Q-Build Stage System Stage Lighting Pack

\* Denotes weekly charge only.

**Table 4 Library Services**

	<b>Current</b>	<b>Proposed</b>	<b>Variance</b>	<b>Difference</b>
Fines for overdue books and CDs	15p / item / day	20p / item/ day	33%	5p
Self-reservation, no notification	N/A	80p		
Reservation, no notification	75p	£1	33%	25p
Reservation, postal notification	£1.35	£1 plus second class postage	11%	15p

Out of borough reservations	£1	Standard reservation fee plus £3 British Library – standard reservation fee plus £5		Various depending on type of reservation plus £3.00 / £5.00
DVD hire	£1.55	£1.60	3.3%	5p
Replacement library card	£1.85	£2	8.11%	15p
Replacement library card - concessions	50p	£1	100%	50p
PC Hire	£2.60	£2.70	3.8%	10p
concessions	£1.30	£1.35		5p
Marketplace – postcard	40p/ week	£1/ week	150%	60p
Marketplace – A5	50p/ week	£1.50/ week	200%	£1
Marketplace – A4	£1/ week	£2.50/ week	150%	£1.50
Music sets and scores	Subscription £27.50 per annum	Subscription £30.00 per annum	9%	£2.50
Playsets	Subscription £20.00 per annum	Subscription £25.00 per annum	25%	£5.00
Bookstart courses		Various as per Section 9.5.10 above		
Room Hire – Library opening hours	£5.25 / £13.50 / £28.00	£6.00 / £15.00 / £30.00	14.3% 11% 7%	£0.75 / £1.50 / £2.00
Charges Varies according to size of room				
Room hire – Library opening hours - concessions	1/3 reduction on above rates	1/3 reduction on above rates	12.5% 11% 8%	£0.50 / £1.00 / £1.50
Room Hire – Library closed – No concessions	Library closed: £24.85 / £24.85 / £43.50	Library closed: £25.50 / £25.50 / £45.00	2.6% 3.4%	£0.65 / £0.65 / £1.50
Display cabinets	£15.00 per week	£20.00 per week	33%	£5.00
Display windows				
External	£20.00 per week	£25.00 per week	25%	£5.00
Internal	£15.00 per week £10.00 / £7.00	£20.00 per week 1/2 reduction on above rates	33%	£5.00

Concessions			25% / 43%	£2.50 / £3.00
Local studies research, commercial	£30 per hour	£40 per hour	33%	£10
Scanned images, black and white	50p	75p	50%	25p
Scanned images, colour	75p	£1	33%	25p
Use of own camera to record images	£3 per day	£10 per day	260%	£7
Use of images	£20 per use, irrespective of use	Use of images - £40 per use, commercial website use publication purposes	100%	£20
Use of images	£20 per use, irrespective of use	Use of images - £60 per use, commercial hardcopy publication purposes	200%	£40
Talks	£20 per hour	£40 per hour	100%	£20



# The Hyde

## A Sure Start Children's Centre

The Hyde Children's Centre  
Hyde Crescent  
London  
NW9 7EY

Tel: 0208 200 2959

[childrenscentre@hyde.barnetmail.net](mailto:childrenscentre@hyde.barnetmail.net)

<b><u>01/04/2013</u></b>	2 Years		3 Years	
	Daily	Weekly	Daily	Weekly
9-12 Morning Session	£18.00	£90.00	£17.25	£86.25
12 – 1 Lunch	£6.00 +Food	£30.00 +Food	£5.75 +Food	£28.75 +Food
1-4 Afternoon session	£18.00	£90.00	£17.25	£86.25
9-4 Full Day	£42.00 +Food	£210.00 +Food	£40.25 +Food	£201.25 +Food

As of 1<sup>st</sup> April 2013 Day Care is provided 9am-4pm Term Time Only.(As previously notified)

Children's Lunch: School dinners are not included in the lunch hour and are charged at £2.10 per day. Lunches will be invoices with your child's fees. You may also choose to provide your child with a healthy packed lunch that does not need to be heated.

Eligibility for Free Entitlement to Early Education (FEEE) for 3 year olds:

Your child is eligible for FEEE for 3 year olds at the beginning of the term after his/ her third birthday. You can access the FEEE for up to 15 hours a week and for a maximum of 38 weeks.

Eligibility for Free Entitlement to Early Education (FEEE) for 2 year olds:

This provides up to 15 hours per week of free childcare, for a maximum of 38 weeks per year. To be eligible you must meet set criteria. An application is made via referral from an Early Years professional. Please find more information on the Barnet website [www.barnet.gov.uk](http://www.barnet.gov.uk) or visit your local Children's Centre.

28.02.2013

# Parkfield

A SureStart Children's Centre

Parkfield Children's Centre, 44 Park Road, Hendon NW4 3PS  
 Tel: 020 8359 3590 Fax: 020 8732 8272 email: info.parkfieldcc@barnet.gov.uk

## Yellow Room

Fees  
 Applicable from Sept, 1<sup>st</sup> 2012

	0 - 18months	
	daily	weekly
<b>Breakfast Club (8am – 9am)</b>	£6.85	£34.25
<b>Half Day – am (9am – 12noon)</b>	£18.00	£90.00
<b>Lunch 12noon-1pm care(£6) Food(£2.10)</b>	£6.00+lunch	£30.00+lunch
<b>Half Day – pm (1pm – 4pm)</b>	£18.00	£90.00
<b>Core Day (9am – 3.30pm) Excl Lunch</b>	£41.95	£209.75
<b>Full Day (7am-5pm) (8am – 6pm) or (9am-7pm)</b>	£54.00	£270.00
<b>Half Full Day (7am-12noon) or (1pm-6pm)</b>	£27.00	£135.00
<b>Tea Club core day (3.30pm – 6pm)</b>	£16.10	£80.50
<b>Tea Club Half day (4pm-6pm)</b>	£13.10	£65.55
<b>Extended Care (7-8am) or (6-7pm) incl 10% premium</b>	£6.60	N/A
<b>Not yet available</b>		

20% discount (Care Only) for each additional sibling.

20% discount for Parkfield School & Children's Centre staff

0-2years fees do not include formula baby food or nappies.

Please note that 8-6 has been calculated at a reduced rate, therefore;

Deductions made for Breakfast Club/Tea Club closures for staff meetings etc will be calculated as 100% sessional care + Lunch.

11.04.2012

# Parkfield

A SureStart Children's Centre

Parkfield Children's Centre, 44 Park Road, Hendon NW4 3PS  
Tel: 020 8359 3590 Fax: 020 8732 8272 email: info.parkfieldcc@barnet.gov.uk

## Green Room

### Fees

Applicable from September, 1<sup>st</sup> 2012

	18months – 3yrs	
	daily	weekly
<b>Breakfast Club (8am – 9am)</b>	£6.85	£34.25
<b>Half Core Day – am (9am – 12noon)</b>	£18.00	£90.00
<b>Lunch 12noon-1pm care(£6.00) Food(£2.10)</b>	£6.00+lunch	30.00+lunch
<b>Half Core Day – pm (1pm– 4pm)</b>	£18.00	£90.00
<b>Core Day (9am – 3.30pm) Excl meal</b>	£39.00	£195.00
<b>Full Day (7am-5pm) (8am – 6pm) (9am-7pm)</b>	£54.00	£270.00
<b>Half Full Day (7am-12noon) or (1pm-6pm)</b>	£27.00	£135.00
<b>Tea Club core day (3.30pm – 6pm)</b>	£16.10	£80.50
<b>Tea Club half day (4pm-6pm)</b>	£13.10	£65.55
<b>Extended Care (7-8am) or (6-7pm) inc 10% premium</b>	£6.60	N/A
<b>Not yet available</b>		

20% discount (Care Only) for each additional sibling.

20% discount for Parkfield School & Children's Centre staff

0-2years fees do not include formula baby food or nappies.

Please note that 8-6 has been calculated at a reduced rate, therefore;

Deductions made for Tea Club/Breakfast Club closures for staff meetings etc will be calculated as 100% sessional care + meal costs.

11.04.2012

# Parkfield

A SureStart Children's Centre

## Orange Room

Fees

Applicable from September, 1<sup>st</sup> 2012

	3yrs – 5yrs	
	daily	weekly
<b>Breakfast Club Half day (8am – 9am)</b>	£6.60	£33.00
<b>Breakfast Club core day (8am-9.30am) TERM TIME</b>	£9.40	£47.00
<b>Half Day – am (9am – 12noon)</b>	£17.25	£86.25
<b>Half Day-am NEF (9am-12noon) TERM TIME</b>	FREE	FREE
<b>Lunch 12noon-1pm care(£5.75) Food(£2.10)</b>	£5.75+lunch	£28.75+lunch
<b>Half Day – pm (1pm– 4pm)</b>	£17.25	£86.25
<b>Half Day-pm NEF (1pm-4pm) TERM TIME</b>	3 hours FREE	15 Hours FREE
<b>Core Day (9am – 3.30pm) Excl lunch</b>	£37.30	£186.50
<b>Core Day (9.30am-3.30pm) TERM TIME</b>	6 hours FREE	15 hours FREE
<b>Option Lunch (£2.10) or Pack Lunch</b>	£2.10	£10.50
<b>Full Day (7am-5pm) (8am – 6pm) or (9am-7pm)</b>	£48.00	£240.00
<b>Half Full Day (7am-12noon) or (1-6pm) TERM TIME</b>	5 hours FREE	15 hours FREE
<b>Half Full Day (7am-12noon) or (1-6pm)</b>	£29.85	£149.25
<b>Tea Club core day (3.30pm – 6pm)</b>	£15.50	£76.50
<b>Tea Club half day (4pm-6pm)</b>	£12.60	£63.00
<b>Extended Care (7am-8am) or (6pm-7pm)</b>	£6.05	N/A
<b>Not yet available</b>		

11.04.2012

20% discount for each additional sibling.

20% discount for Parkfield School & Children's Centre staff

**Eligibility for NEF Funding: Please ask for details**

NB. 3-5 yr old discount for 3 hour session per day or total 15 hours per week for max 38 weeks per year. (Term Time)

These can be taken as follows:

5 x 3hrs am or 5 x 3hrs pm sessions = 15hrs

A combination of any 5 x 3hr am or pm sessions=15hrs

2 x core day 6 hrs plus 1 x 3 hr am or pm session=15hrs

3 x half full day 5 hrs

1 x full day 10 hrs plus 1 x half full day 5 hrs =15hrs

**Please note that 8-6 has been calculated at a reduced rate, therefore;**

**Deductions made for Breakfast Club/Tea Club closures for staff meetings etc will be calculated as 100% sessional care + Lunch.**

**Environment, Planning and Regeneration Fees & Charges 2013/2014**

SERVICE	Subject to VAT	UNIT	Charges 2012/2013	Proposed Charges 2013/2014	COMMENTS
<b>Highways</b>					
Unlicensed Skip found on the highway	N	Each	£262.50	£270.00	Up to inflation
Site inspection charge Skips	N	Each	£52.50	£54.00	Up to inflation
Consideration of an application for a licence to erect or retain on or over a highway any scaffolding or other structure	N	Each	£157.50	£162.00	Up to inflation
Consideration of an application to erect a hoarding or fence and site inspections to monitor compliance	N	Each	£157.50	£162.00	Up to inflation
Consideration of a request to construct works, cellars, cranes, potcabins, temporary crossovers, vaults or pavement lights under or on a street	N	Each	£157.50	£162.00	Up to inflation
Consideration of an application to temporarily deposit materials in a street or to make an excavation in it and the undertaking of site inspections to monitor compliance	N	Each	£157.50	£162.00	Up to inflation
Vehicle Crossover - Processing and monitoring of Crossover applications and works under possible alternative arrangements where works are arranged by residents rather than the Authority.	N	Each	£367.50	£376.00	Charge includes for an initial site visit on receipt of a crossover application, granting or refusing application, further site visits as required to monitor the works carried out and issuing a completion certificate.
Vehicle Crossover - On occasions where it is necessary for obstructions to be considered for removal in order for a crossover to be constructed such as a tree or lighting column, thereby necessitating a site visit by a tree officer/lighting engineer.	N	Each	£105.00	£108.00	Up to inflation
Rechargeable construction Works - Vehicle Crossovers, Street Lighting, Highway Construction, Sign supply and installation etc.	N	Each	Cost + 40%	Cost + 40%	
Vehicle Crossover White Line Re-marking existing faded lines	N	Each	£105.00	£108.00	Charge includes for up to 5 metres - Each additional metre is charged at £20.
Section 50 Street works licence	N	Per licence	£275.00	£275.00	No charge
Section 50 inspections	N	Per licence	£169.00	£169.00	This is a one off charge for carrying out inspections in accordance with NRSWA 1991.
Memorial seat 6" with inscribed bronze plaque	N	Each Bench	£1,010.00	£1,039.00	Increase to include the maintenance during the life expectancy of the bench. This would normally be 10 to 15 years.
Works directed under the Highways Act 1980 and the Town & Country Planning Act 1990: Pre-application initial meeting to discuss proposed developments.	N	Each	£525.00	£540.00	Up to inflation
Works directed under the Highways Act 1980 and the Town & Country Planning Act 1990: Pre-approval meeting to discuss the scope of adoptable highway works in connection with new roads within proposed developments	N	Hourly Rate	Up to Snr Eng £115.50 Above Snr Eng £178.50	Up to Snr Eng £118.50 Above Snr Eng £183.50	Up to inflation
The alteration of parking layout through Traffic Management Order (TMO) processes. Charge covers the public consultation, advertising and one TMO alteration	Y	Each	£1,785.00	£1,836.00	1. Where objections are received to traffic orders the cost is increased by an additional £210 to take into account staff time in considering the objections. 2. Additional charges may apply if there is significant design input required from Officers. 3. The cost of actual work will be a separate composite unit rate based on contractor's tendered rate plus 30% overhead costs
Enquiries on Highway matters requiring an official response. To cover all enquiries including GIS, Traffic Management Order, traffic schemes, accident data, rights of way and similar	N	Each	£189.00	£194.00	Enquiries requiring more than two items or queries to be addressed will be charged at £1.75 per additional item.
Works directed under the Highways Act 1980 and the Town & Country Planning Act 1990: Pre-application advise following initial meeting to discuss proposed developments.	N	Hourly Rate	Up to Snr Eng £115.50 Above Snr Eng £178.50	Up to Snr Eng £118.50 Above Snr Eng £183.50	Up to inflation

SERVICE	Subject to VAT	UNIT	Charges 2012/2013	Proposed Charges 2013/2014	COMMENTS
Section 38, 278 and 106 Highway Work : Technical approval of highway layout & construction details and the supervision of adoptable highway works in connection with new estate roads offered for adoption	N	Each	12%, 15.5% and 20.5%	12%, 15.5% and 20.5%	These works are carried out under Section 38 / 278 of the Highways Act 1980 and / or Section 106 of the Town and Country Planning Act by Agreement. See Note 5. Highest percentage figure used when works cost in under £400,000. Lowest percentage used when works cost £1m to £2m. When works cost over £2m they are subject to individual negotiation. The Fees and Charges made will recover all expenses incurred in checking of the technical submission, site inspections, processing and administration. However, provision will be made when dealing with external developers to recover all costs incurred by the Council as a result of the increased scope of the works, delay in developers programme for completion of highway works, concluding the relevant agreements under the Highways Act 1980 and dealing with any objections when processing statutory orders.
Minor Offsite Highways Work : Technical approval of highway layout & construction details and the supervision of highway works on the public highway for minor offsite highways work necessitated by the new development	N	Each	£2,612.50	£2,666.25	under section 184 of the Highways Act 1980, the charges relate to each access created or closed.
Highway Licences : Processing of Licences under the Highways Act 1980 on new developments (i.e. under Sections 142;177;179;181 etc.)	N	Each	£3,273.00	£3,367.75	Initial application fee. Additional charges may be levied as the Fees and Charges made will recover all expenses incurred in checking of the technical submission, site inspections, processing and administration. However, provision will be made when dealing with external developers to recover all costs incurred by the Council as a result of the increased scope of the works, delay in developers programme for completion of highway works, concluding the relevant agreements under the Highways Act 1980 and dealing with any objections when processing statutory orders.
Processing of Stopping Up Order Under Section 247 of Town & Country Planning Act 1990	N	Each	£4,270.50	£4,394.25	Initial application fee. Additional charges may be levied as the Fees and Charges made will recover all expenses incurred in checking of the technical submission, site inspections, processing and administration. However, provision will be made when dealing with external developers to recover all costs incurred by the Council as a result of the increased scope of the works, delay in developers programme for completion of highway works, concluding the relevant agreements under the Highways Act 1980 and dealing with any objections when processing statutory orders.
Processing of Stopping Up Order Under the Highways Act 1980	N	Each	£6,710.50	£6,905.00	Initial application fee. Additional charges may be levied as the Fees and Charges made will recover all expenses incurred in checking of the technical submission, site inspections, processing and administration. However, provision will be made when dealing with external developers to recover all costs incurred by the Council as a result of the increased scope of the works, delay in developers programme for completion of highway works, concluding the relevant agreements under the Highways Act 1980 and dealing with any objections when processing statutory orders.
Works directed under the Highways Act 1980 and the Town & Country Planning Act 1990: Pre-application advise following initial meeting to discuss proposed developments.	N	Hourly Rate	Up to Snr Eng £115.50 Above Snr Eng £178.50	Up to Snr Eng £118.50 Above Snr Eng £163.50	Up to inflation
Processing of Notification for Transport for London approval under TMA 2004	N	Each	£3,273.00	£3,367.75	Initial application fee. Additional charges may be levied as the Fees and Charges made will recover all expenses incurred in checking of the technical submission, site inspections, processing and administration. However, provision will be made when dealing with external developers to recover all costs incurred by the Council as a result of the increased scope of the works, delay in developers programme for completion of highway works, concluding the relevant agreements under the Highways Act 1980 and dealing with any objections when processing statutory orders.
Consideration of a request to construct a vehicle crossover, where works are arranged by the authority via the highways term contractor	N	Each	£125.00	£128.00	Charge includes time taken to process the application with site visit, marking out site, calculating costs and preparing and posting a quotation, including recording all details on the data base. The increase above inflation is to ensure that time taken is fully recovered.

SERVICE	Subject to VAT	UNIT	Charges 2012/2013	Proposed Charges 2013/2014	COMMENTS
Deposit related to an application for a licence to erect or retain on or over a highway any scaffolding or other structure	N	Each	£500.00	£500.00	Minimum deposit, however sum is calculated based on area and hence likely damage and estimated reinstatement costs
Deposit related to an application to erect a hoarding or fence and site inspections to monitor compliance	N	Each	£500.00	£500.00	Minimum deposit, however sum is calculated based on area and hence likely damage and estimated reinstatement costs
Deposit in relation to a request to construct works, cellars, cranes, portacabins, temporary crossovers, vaults or pavement lights under or on a street	N	Each	£500.00	£500.00	Minimum deposit, however sum is calculated based on area and hence likely damage and estimated reinstatement costs
Deposit in relation to an application to temporarily deposit materials in a street or to make an excavation in it and the undertaking of site inspections to monitor compliance	N	Each	£500.00	£500.00	Minimum deposit, however sum is calculated based on area and hence likely damage and estimated reinstatement costs
Vehicle Crossover Legal Agreement	N	Each	£175.00	£175.00	Cost includes recovery of costs incurred relating to the processing of the application and scheduling agreement for Legal, Legal costs in preparing for signing agreements and Local Land charges.
Vehicle Crossover White Line - Process Application	N	Each	£125.00	£140.00	Charge includes time taken to process the application with site visit, marking out site, calculating costs and preparing and posting a quotation, including recording all details on the data base. The increase above inflation is to ensure that time taken is fully recovered.
Vehicle Crossover White Line Installation	N	Each	£150.00	£154.00	Charge includes for up to 5 metres - Each additional metre is charged at £20.
Private Street Name Plate - Supply and Installation	N	Each	£250.00	£257.00	Only applicable when the council is requested to install. This is not mandatory.
Consideration of an application each skip on the highway	N	Each	£25 per Week	£25 per Week	Minimum of two weeks will apply
Renewal for expired skip licence	N	Each	£25 per week	£25 per week	Minimum of two weeks will apply
Private Street Name Plate - Quote and Specification Fee	N	Each	£250.00	£257.00	This charge includes officer time, plus site visit cost, transport, administration and postage
<b>Rechargeable Works</b>					
Provide and place new salt bin, incl salt	N	Item	£350.00	£350.00	No charge
Replace damaged salt bin, incl salt refill	N	Item	£350.00	£350.00	No charge
Salt refill of bin	N	Item	£120.00	£125.00	Above inflation Increase due to large increase in salt cost due to national shortage
Recover keys from road gully	Y	Item	£250.00	£265.00	Historically this occurs outside of working hours which causes additional cost to the Council
Anything done to temporarily restrict or prohibit traffic in order to facilitate a Special Event or similar whether on or off-street. Includes site meetings, making and advertising temporary traffic orders and erecting street notice. Excludes signs/road markings.	N	Per order	£184.00	£189.00	Fee to cover initial consideration including site inspection, consultations, estimate preparation and processing costs. The cost of actual work will be a separate composite unit rate based on contractor's tendered rate plus 30% overhead costs to cover detailed design, drafting and order/notice(s), Supervision and admin costs. Note: Discretionary charges or a waiver of fees may be applied in instances where the Council considers it appropriate - for example Charity events
Approval to carry out a traffic count on borough roads	N	Each	£289.00	£297.00	Up to inflation
Anything done to restrict or prohibit traffic on a road in order to carry out works on or near the road. Includes making temporary traffic orders, advertising, providing notification of the restrictions and making, erecting, maintaining diversion signs, barriers etc. to implement the road closure and removal thereof	N	Per order	£3,522.00	£3,624.00	Fixed fees for making temporary traffic orders to be charged are £500.00 for activities covered in the Coordination Code of Practice Para 7.3.21 & 22. Includes for maintaining signs for 3 months. Additional charges to apply beyond 3 months. Includes for up to 6 signs - additional charge of £500.00 per sign thereafter.
Anything done to temporarily restrict or prohibit traffic in order to carry out works on or near the road. Includes site meetings, making and advertising temporary traffic orders and erecting street notice. Excludes signs/road markings	N	Per order	£1,700.00	£1,850.00	Fixed fees for making temporary traffic orders to be charged at £350.00 for activities covered in the Coordination Code of Practice Para 7.3.21 & 22.
Consideration of a request to place a traffic sign to indicate the route to specified land or premises and the placing of such a sign	N	Per Sign	£305.50	£314.00	Up to inflation
Provide traffic flow data from automatic traffic counters or previously conducted manual counts	N	Each	£367.50	£378.00	Up to inflation
London Permit Scheme - Permit Fee - Cat 0, 1,2 and TS roads - Major PAA	N	per permit	£105.00	£105.00	Charge is as agreed by Department for Transport when approving the London Permitting Scheme LoPs. It should be noted that the Secretary of State can vary the fees downwards at any future point.



SERVICE	Subject to VAT	UNIT	Charges 2012/2013	Proposed Charges 2013/2014	COMMENTS
London Permit Scheme - Permit Fee - Cat 0, 1,2 and TS roads - Major	N	per permit	£240.00	£240.00	Charge is as agreed by Department for Transport when approving the London Permitting Scheme LoP's. It should be noted that the Secretary of State can vary the fees downwards at any future point.
London Permit Scheme - Permit Fee - Cat 0, 1,2 and TS roads - Standard	N	per permit	£130.00	£130.00	Charge is as agreed by Department for Transport when approving the London Permitting Scheme LoP's. It should be noted that the Secretary of State can vary the fees downwards at any future point.
London Permit Scheme - Permit Fee - Cat 0, 1,2 and TS roads - Minor	N	per permit	£65.00	£65.00	Charge is as agreed by Department for Transport when approving the London Permitting Scheme LoP's. It should be noted that the Secretary of State can vary the fees downwards at any future point.
London Permit Scheme - Permit Fee - Cat 0, 1,2 and TS roads - Immediate	N	per permit	£60.00	£60.00	Charge is as agreed by Department for Transport when approving the London Permitting Scheme LoP's. It should be noted that the Secretary of State can vary the fees downwards at any future point.
London Permit Scheme - Permit Fee - Cat 0, 1,2 and TS roads - Permit Variation	N	per permit	£45.00	£45.00	Charge is as agreed by Department for Transport when approving the London Permitting Scheme LoP's. It should be noted that the Secretary of State can vary the fees downwards at any future point.
London Permit Scheme - Permit Fee - Cat 3 and 4 and non TS roads - Major PAA	N	per permit	£75.00	£75.00	Charge is as agreed by Department for Transport when approving the London Permitting Scheme LoP's. It should be noted that the Secretary of State can vary the fees downwards at any future point.
London Permit Scheme - Permit Fee - Cat 3 and 4 and non TS roads - Major	N	per permit	£150.00	£150.00	Charge is as agreed by Department for Transport when approving the London Permitting Scheme LoP's. It should be noted that the Secretary of State can vary the fees downwards at any future point.
London Permit Scheme - Permit Fee - Cat 3 and 4 and non TS roads - Standard	N	per permit	£75.00	£75.00	Charge is as agreed by Department for Transport when approving the London Permitting Scheme LoP's. It should be noted that the Secretary of State can vary the fees downwards at any future point.
London Permit Scheme - Permit Fee - Cat 3 and 4 and non TS roads - Minor	N	per permit	£45.00	£45.00	Charge is as agreed by Department for Transport when approving the London Permitting Scheme LoP's. It should be noted that the Secretary of State can vary the fees downwards at any future point.
London Permit Scheme - Permit Fee - Cat 3 and 4 and non TS roads - Immediate	N	per permit	£40.00	£40.00	Charge is as agreed by Department for Transport when approving the London Permitting Scheme LoP's. It should be noted that the Secretary of State can vary the fees downwards at any future point.
London Permit Scheme - Permit Fee - Cat 3 and 4 and non TS roads - Permit Variation	N	per permit	£35.00	£35.00	Charge is as agreed by Department for Transport when approving the London Permitting Scheme LoP's. It should be noted that the Secretary of State can vary the fees downwards at any future point.
Permit Scheme Fixed Penalty Notice for failure to apply for a permit before commencing works	N	Per failure	£500.00	£500.00	Charge is discounted to £300 if payment is made within 29 days
Permit Scheme Fixed Penalty Notice for failure to comply with a permit condition	N	Per failure	£120.00	£120.00	Charge is discounted to £80 if payment is made within 29 days
<b>Greenspaces</b>					
VAT					
Memorial Tree (Standard 45/65 litre, 12-14cm girth)	N	per item	£341 - £525	Proposed Charges 2013/2014 £350.75 - £540.20	Comments Up to inflation
Memorial Bench (Standard wooden or metal)	N	per item	£819 - £1769.00	£842.75 - £1920.25	Up to inflation
Tree survey	N	Half day	£205.00	£210.75	Up to inflation
Tree survey	N	Full day	£395.00	£406.25	
<b>Greenspaces - Pitches and lettings</b>					
Cricket season adult (inc pavilion)	N	Based on a 20 week season	£1,298.00	£1,335.50	Up to inflation
Cricket season junior (inc pavilion)	N	Based on a 20 week season	£649.00	£667.75	Up to inflation
Football casual junior (inc pavilion)	Y	Game	£45.50	£46.75	Up to inflation
Football season adult (inc pavilion)	N	Based on a 30 week season	£1,234.00	£1,269.75	Up to inflation

SERVICE	Subject to VAT	UNIT	Charges 2012/2013	Proposed Charges 2013/2014	COMMENTS
Football season junior (inc pavilion)	N	Based on a 30 week season	£616.50	£634.25	Up to inflation
Football summer adult	Y	Game	£68.00	£69.75	Up to inflation
Football summer junior	Y	Game	£34.50	£35.50	Up to inflation
Gaelic season adult (inc pavilion)	N	Based on a 34 week season	£1,316.50	£1,354.50	Up to inflation
Gaelic season junior (inc pavilion)	N	Based on a 34 week season	£659.00	£678.00	Up to inflation
Rugby casual adult (inc pavilion)	Y	Game	£85.50	£87.75	Up to inflation
Rugby casual child (inc pavilion)	Y	game	£42.50	£43.50	Up to inflation
Rugby season adult (inc pavilion)	N	Based on a 34 week season	£1,521.50	£1,565.50	Up to inflation
Rugby season child (inc pavilion)	N	Based on a 34 week season	£792.00	£814.75	Up to inflation
Tennis per court - Adult	Y	hour	£6.30	£6.40	Up to inflation
Tennis per court - Junior	Y	hour	£3.15	£3.20	Up to inflation
Tennis per court - Adult & Junior	Y	hour	£4.73	£4.75	Up to inflation
Tennis per court - Coaching (Min. 10 bookings)	N	hour	£10.50	£10.75	Up to inflation
Tennis per court - Club/group bookings - OAP/Junior (Over 10 bookings VAT exempt)	Y/N	hour	£2.36	£2.40	Up to inflation
Bowls casual - per rink	Y	hour	£6.00	£6.15	Up to inflation
Bowls season flat rate (April - Oct)	N	each inc. Pavilion	£121.00	£124.50	Up to inflation
Bowls Pavilion - Winter use (Nov to Mar)	N	each	£29.50	£30.25	Up to inflation
Cricket casual adult (inc Pavilion)	Y	game	£113.50	£116.75	Up to inflation
Cricket casual junior (inc Pavilion)	Y	game	£58.00	£59.50	Up to inflation
Cricket nets adult	Y/N	hour	£7.00	£7.20	Up to inflation
Cricket nets junior	Y/N	hour	£3.50	£3.60	Up to inflation
Football casual adult (inc pavilion)	Y	Game	£91.50	£94.00	Up to inflation
Netball per hour	Y/N	hour	£13.50	£13.75	Up to inflation
Tennis per court - Club/group bookings (Over 10 bookings VAT exempt)	Y/N	hour	£4.73	£4.75	Up to inflation
<b>Greenspaces - Schools</b>					
LBB Netball	N	Per game	£7.00	£7.20	Up to inflation
Non LBB Netball	Y/N	Per game	£9.00	£9.25	Up to inflation
LBB Schools Rounders (inc pavilion)	N	Per game	£20.00	£20.50	Up to inflation
Non LBB Schools Rugby (inc pavilion)	Y/N	Per game	£27.50	£28.25	Up to inflation
Pavilion hire for schools or groups such as cubs and scouts	N	Session (max 2 hours)	£14.75	£15.00	Up to inflation
LBB Schools Cricket (inc pavilion)	N	Per game	£32.50	£33.25	Up to inflation
LBB Schools Football (inc pavilion)	N	Per game	£21.00	£21.50	Up to inflation
LBB Schools Rugby (inc pavilion)	N	Per game	£23.00	£23.50	Up to inflation
Non LBB Schools Cricket (inc pavilion)	Y/N	Per game	£34.50	£35.50	Up to inflation
Non LBB Schools Football (inc pavilion)	Y/N	Per game	£25.00	£25.75	Up to inflation
Non LBB Schools Rounders (inc pavilion)	Y/N	Per game	£22.00	£22.50	Up to inflation
Site hire (inc pavilion) for events/sports days etc	N	Per booking	£21.00	£21.50	Up to inflation
<b>Greenspaces - Other bookings and services</b>					
Storage room rental small	N	per month	£15.00	£15.25	Up to inflation
Storage room rental large	N	per month	£25.00	£25.50	Up to inflation
Charge for bounced cheques	N	per cheque	£50.00	£51.25	Up to inflation
Admin charge for changing dates etc	N	per change	£10.00	£10.25	Up to inflation
Pavilion with event/sports booking per hour (min charge 2 hrs per day)	N	Hour	£14.75	£15.00	Up to inflation
Pavilion - without sport booking per hour (min charge 2 hrs per day)	N	Hour	£29.50	£30.25	Up to inflation

SERVICE	Subject to VAT	UNIT	Charges 2012/2013	Proposed Charges 2013/2014	COMMENTS
Sports markings - mini soccer pitch, rounders, soft ball or similar (25% discount on additional marking on the same site)	N	Each	£89.50	£92.00	Up to inflation
Sports markings - 8x100m track similar	N	Each	£89.50	£92.00	Up to inflation
Postage - per set of keys return and or collection	N	Each	£10.00	£10.25	Up to inflation
Sports course bookings (no pavilion) 2hrs max per day	Y/N	Session (max 2 hours)	£21.00	£21.50	Up to inflation
Sports course bookings (no pavilion) over 2hrs per day	Y/N	Day	£52.50	£54.00	Up to inflation
Fitness programmes i.e. exercise classes. Min. 20 session booking	Y	1 hr sessions	£10.50	£10.75	Up to inflation
Sport markings - 200 m track	N	Each	£168.00	£172.75	Up to inflation
Sport markings - 400 m track	N	Each	£283.50	£291.50	Up to inflation
Additional markings (eg relay boxes, markers)	N	Per set	£21.00	£21.50	Up to inflation
Over mark for sports markings	N	Each	£31.50	£32.25	Up to inflation
<b>Events</b>					
Commercial event - Fun Fairs (up to 12 rides) and Private Functions	N	Day	£588.00	£588.00	
Commercial Events - size 1-100	N	Day	£262.50	£262.50	
- Event size 101-1,000	N	Day	£588.00	£588.00	-25% discount is applied to non-trading e.g. set and close down of the event - Events are priced by estimated attendance however prices may differ when spatial requirements need consideration
- Event size 1,001-2,500	N	Day	£787.50	£787.50	
- Event size 2,501-5,000	N	Day	£1,050.00	£1,050.00	
- Event size 5,000 +	N	Day	By Negotiation	By Negotiation	
Community event	N	Day	90% discount	90% discount	Introduction of standard charges for different types of event inline with the events policy. 90% discount on commercial rate for community events 75% discount on commercial rate for charity events
Charity event	N	Day	75% discount	75% discount	- A discount may be applied to the daily rate for Charitable/Community events at the discretion of the Director for Environment Planning and Regeneration
<b>Leisure - Instructor Led Walks</b>					
Single Walks	N	Each	£2.50	£2.80	
Under 60s	N	Per 10 weeks	£20.00	£22.40	Scheme was brought back in house from Age UK in April 2012, the prices have not been reviewed for over 2 years which has led to the increase above inflation.
Over 60s	N	Per 10 weeks	£17.00	£18.00	
<b>Refuse - Household waste wheeled bins</b>					
Replacement 1100 ltr lid	N	Each	£40.00	£65.00	Increased charge due to delivery costs and increase in cost of lid plus inflation
<b>Refuse - Household waste wheeled bins</b>					
Request for initial 240 ltr bin	N	Each	£32.50	£52.00	Increased charge due to delivery costs and increased cost of bin plus inflation
Request for initial 660 ltr bin per 3 flats	N	Each	£233.00	£163.00	Amended due to actual provision cost
Request for replacement 240 ltr green waste bin	N	Each	£32.50	£52.00	Increased charge due to delivery costs and increased cost of bin plus inflation
Request for additional 240 ltr green waste bin	N	Each	£53.50	£52.00	Charge changed as based on container cost, delivery and promotion of recycling in line with removal of additional residual waste containers
Request for additional 860 Litre bin per 3 flats	N	Each	£271.00	£278.00	Up to inflation
Request for initial 940 ltr bin per 4 flats	N	Each	£357.00	£278.00	Amended due to actual provision cost
Request for additional 940 ltr bin per 4 flats	N	Each	£535.50	£551.00	Up to inflation
Request for initial 1100 ltr bin per 5 flats	N	Each	£396.00	£286.00	Amended due to actual provision cost
Request for additional 1100 ltr bin per 5 flats (always with lid)	N	Each	£657.50	£676.00	Up to inflation
Refurbished 1100 ltr bin (only as replacement not initial purchase)	N	Each	£180.00	£193.00	Increased charge due to delivery costs, increased cost of bin plus inflation
Delivery Charge for 2nd Hand Bins	N	Each	£15.00	£30.00	Increased charge due to delivery costs, increased cost of bin and maintenance
<b>Refuse - Collection and disposal of Clinical waste</b>					
Individual user in own home (per bag, sharp or box)	N	Each	Free	Free	
Residential care homes or similar (per bag, sharps or box)	Y	Each	£9.00	£29.00	Increase in disposal, incineration and administration costs
<b>Refuse - Collection of furniture and rubbish from domestic premises</b>					
Prepaid charge for removal 1 non electrical item of rubbish or furniture	N	each	£20.00	£54.00	Increased charge due to cost of disposal, increased fuel charges and inflation

SERVICE	Subject to VAT	UNIT	Charges 2012/2013	Proposed Charges 2013/2014	COMMENTS
Prepaid charge for removal 2 non electrical items of rubbish or furniture	N	Each		£69.00	New charge - due to breakdown of fees. Increased by disposal cost per extra item
Prepaid charge for removal 3 non electrical item of rubbish or furniture	N	Each		£83.00	New charge - due to breakdown of fees. Increased by disposal cost per extra item
Prepaid charge for removal 4 non electrical item of rubbish or furniture	N	Each		£98.00	New charge - due to breakdown of fees. Increased by disposal cost per extra item
Prepaid charge for removal 5 non electrical item of rubbish or furniture	N	Each		£112.00	New charge - due to breakdown of fees. Increased by disposal cost per extra item
Prepaid charge for removal 6 non electrical item of rubbish or furniture	N	Each		£127.00	New charge - due to breakdown of fees. Increased by disposal cost per extra item
Prepaid charge for removal 7 non electrical item of rubbish or furniture	N	Each		£141.00	New charge - due to breakdown of fees. Increased by disposal cost per extra item
Prepaid charge for removal 8 non electrical item of rubbish or furniture	N	Each		£156.00	New charge - due to breakdown of fees. Increased by disposal cost per extra item
Prepaid charge for removal 9 non electrical item of rubbish or furniture	N	Each		£170.00	New charge - due to breakdown of fees. Increased by disposal cost per extra item
Prepaid charge for removal 10 non electrical item of rubbish or furniture	N	Each		£184.00	New charge - due to breakdown of fees. Increased by disposal cost per extra item
Prepaid charge for removal of 1 Electrical item	N	Each	£43.00	£43.00	Charge changed as based on disposal, fuel costs and inflation
Prepaid charge for removal 2 electrical items	N	Each		£57.00	New charge - due to breakdown of fees. Increased by disposal cost per extra item
Prepaid charge for removal 3 electrical items	N	Each		£71.00	New charge - due to breakdown of fees. Increased by disposal cost per extra item
Prepaid charge for removal 4 electrical items	N	Each		£86.00	New charge - due to breakdown of fees. Increased by disposal cost per extra item
Prepaid charge for removal 5 electrical items	N	Each		£100.00	New charge - due to breakdown of fees. Increased by disposal cost per extra item
Prepaid charge for removal 6 electrical items	N	Each		£115.00	New charge - due to breakdown of fees. Increased by disposal cost per extra item
Prepaid charge for removal 7 electrical items	N	Each		£129.00	New charge - due to breakdown of fees. Increased by disposal cost per extra item
Prepaid charge for removal 8 electrical items	N	Each		£144.00	New charge - due to breakdown of fees. Increased by disposal cost per extra item
Prepaid charge for removal 9 electrical items	N	Each		£158.00	New charge - due to breakdown of fees. Increased by disposal cost per extra item
Prepaid charge for removal 10 electrical items	N	Each		£173.00	New charge - due to breakdown of fees. Increased by disposal cost per extra item
Prepaid charge for special collection of 1 x 240 litre container	N	Each		£46.00	New charge - due to breakdown of fees. Increased by disposal cost per extra item
Prepaid charge for special collection of 1 x 360 litre container	N	Each		£49.00	New charge - due to breakdown of fees. Increased by disposal cost per extra item
Prepaid charge for special collection of 1 x 660 litre container	N	Each		£57.00	New charge - due to breakdown of fees. Increased by disposal cost per extra item
Prepaid charge for special collection of 1 x 940 litre container	N	Each		£65.00	New charge - due to breakdown of fees. Increased by disposal cost per extra item
Prepaid charge for special collection of 1 x 1100 litre container	N	Each		£69.00	New charge - due to breakdown of fees. Increased by disposal cost per extra item
<b>Refuse - Collection and disposal of dead animals from private dwellings</b>					
Charge for removal	Y	Each	£52.50	£54.00	Up to inflation
<b>Refuse - Removal of graffiti from private and Commercial property</b>					
Charge for 1st square metre	Y	1st Metre	£52.50	£54.00	Up to inflation
Charge for each additional square metre	Y	Each	£16.50	£16.75	Up to inflation
<b>Refuse - Household waste wheeled bins</b>					
Lid for 940 ltr bin	Resident	Charge	£40.00	£65.00	Increased charge due to delivery costs and increase in cost of lid plus inflation
Request for additional 240 ltr bin	N	Each	£154.50	£158.50	Up to inflation
<b>Trade Waste</b>					
Plastic sacks (Trade) first pack of 50	Y	Each	£133.00	£136.75	Up to inflation
Plastic sacks (Trade) first pack of 100	Y	Each	£225.00	£231.50	Up to inflation
240 Litre Bins	N	Each	£248.00	£346.00	Increased charge due to delivery costs and increased cost of bin plus inflation

SERVICE	Subject to VAT	UNIT	Charges 2012/2013	Proposed Charges 2013/2014	COMMENTS
360 Litre Bins	N	Each	£303.00	£403.00	Increased charge due to delivery costs and increased cost of bin plus inflation
660 Litre Bins	N	Each	£484.00	£621.00	Increased charge due to delivery costs and increased cost of bin plus inflation
Chamberlain Bins (940 Litre)	N	Each	£695.00	£751.00	Increased charge due to delivery costs and increased cost of bin plus inflation
1100 Litre Bins	N	Each	£781.00	£840.00	Increased charge due to delivery costs and increased cost of bin plus inflation
Compactor Skip: Annual charge for one collection per week	N	Each	£7,429.00	£7,644.00	Charge does NOT incl. provision of skips
Charge for single occasion (Compactor Skip)	N	Each	£186.00	£191.25	Up to inflation
Non containerised Trade special collections : Initial 30 mins	N	Each	£87.00	£89.50	Up to inflation
Non containerised Trade special collections : Subsequent 30 mins	N	Each	£64.00	£65.75	Up to inflation
Initial 1100 Trade Special Collection	N	Each		£69.00	New charge due to disposal cost, increase in fuel costs and inflation
Each extra 1100	N	Each		£65.00	Based on extra waste disposal to be added to initial container charge
Initial 940 Trade Special Collection	N	Each		£65.00	New charge due to disposal cost, increase in fuel costs and inflation
Each extra 940	N	Each		£22.00	Based on extra waste disposal to be added to initial container charge
Initial 660 Trade Special Collection	N	Each		£57.00	New charge due to disposal cost, increase in fuel costs and inflation
Each extra 660	N	Each		£16.00	Based on extra waste disposal to be added to initial container charge
Initial 360 Trade Special Collection	N	Each		£49.00	New charge due to disposal cost, increase in fuel costs and inflation
Each extra 360	N	Each		£9.00	Based on extra waste disposal to be added to initial container charge
Initial 240 Trade Special Collection	N	Each		£46.00	New charge due to disposal cost, increase in fuel costs and inflation
Each extra 240	N	Each		£6.00	Based on extra waste disposal to be added to initial container charge
<b>Trade Waste charges for external clients</b>					
charge for single occasion(open skip)	Y	Each	£233.00	£239.75	Up to inflation
<b>Trade Waste charges for other Council Departments</b>					
charge for single occasion(open skip)	N	Each	£70.00	£72.00	Up to inflation
<b>Grab Lorry Charges</b>					
Grab Lorry Special Collections Hourly Charge	N	Each		£44.00	New Charge - broken down based on vehicle, fuel & Staff costs
Grab Lorry Special Collections Disposal cost per tonne	N	Each		£105.00	New Charge - increased disposal costs
<b>Fete Bins</b>					
Fete Bin	Y	Each	£10	£44	Increased charge due to cost of disposal, increased fuel charges plus inflation
<b>Grey Domestic Refuse Sack</b>					
Grey Domestic Refuse Sack	N	50 Bags	£5.00	£5.10	Up to inflation
<b>Parking Permits</b>					
Resident Permit (first) (if purchased online)	N	Each	£100.00	£100.00	The use of online self-service is more efficient and saves the Council money.
Resident Permit (second) (if purchased online)	N	Each	£125.00	£125.00	It is also more convenient for users as they can undertake transactions at their own convenience rather than waiting until the offices are open or having to go to the trouble of sending applications by post.
Resident Permit (third) (if purchased online)	N	Each	£150.00	£150.00	Essential Service Vouchers are used by Council officers or employees of service partners who need to park in connection with their duties but do not have a statutory exemption.
Essential Service Vouchers	N	Each	£25.00 for a book of 10	£2.50 per voucher	area to allow an event to take place, for example a funeral, or to undertake increased activity for a specific purpose. Marking these as specific services is
Relaxing enforcement around a special event	N	Each	Free	Free	
Increased enforcement around a special event	N	Each	Free	Free	
Call back to process card payment for services	N	Each	£20.00	£21.00	The Council offers a number of ways to pay for parking services, including online and by an Automated Telephone Payment system. Some users, however, choose not to access these systems and a Council Officer has to call them to take a card payment over the telephone. This charge is not intended to generate significant revenue, only around £2,000 per annum, but to encourage customers to use more cost effective methods.
One Hour Parking Voucher	N	Card of four	£8.00	£8.00	Parking Vouchers are a for use by motorists who cannot or choose not to pay by phone and do not wish to walk to a PayPoint outlet. Scratch Cards for 30 minutes or one hour will cost £1 and £2 respectively, <b>although they will be sold in sheets of four</b> to aid distribution and keep down costs. They can be used at any on-street parking location, or in any car park, and cards can be combined up to the maximum permitted stay.

SERVICE	Subject to VAT	UNIT	Charges 2012/2013	Proposed Charges 2013/2014	COMMENTS
Half Hour Parking Voucher	N	Card of four	£4.00	£4.00	Parking Vouchers are a for use by motorists who cannot or choose not to pay by phone and do not wish to walk to a PayPoint outlet. Scratch Cards for 30 minutes or one hour will cost £1 and £2 respectively, <b>although they will be sold in sheets of four</b> to aid distribution and keep down costs. They can be used at any on-street parking location, or in any car park, and cards can be combined up to the maximum permitted stay.
Resident Permit (first)	N	Each	£105.00	£105.00	For Postal applications
Resident Permit (second)	N	Each	£130.00	£130.00	For Postal applications
Resident Permit (third)	N	Each	£155.00	£155.00	For Postal applications
Visitor Vouchers	N	Batch	£50.00 per batch of 12	£50.00 per batch of 12	No Change
1/2 day (4 hour) Visitor Vouchers	N	each	n/a	£2.20	Newly Introduced in August 2012
Amendments to existing permit	N	Per Application	£21.00	£21.00	No change
Permit returns	N	Per Application	£21.00	£21.00	No change
Green residents permit	N	Each	£52.50	£52.50	No change
Three month temporary permit	N	Each	£252.00	£252.00	No change
Housing Permit (first)	N	Each	Free	Free	No change
Housing Permit (second)	N	Each	£42.00	£42.00	No change
Housing Permit (third)	N	Each	£73.00	£73.00	No change
Doctors Permit	N	Each	£200.00	£200.00	No change
Community Permit (first)	N	Each	£100.00	£100.00	No change
Community Permit (second)	N	Each	£125.00	£125.00	No change
Community Permit (Third)	N	Each	£150.00	£150.00	No change
Carers Permit	N	Each	Free	Free	No change
Designated Disabled Bay Permit	N	Each	Free	Free	No change
Representative Support Permits	N	Each	Free	Free	No change
Hazola Permit	N	Each	Free	Free	No change
Parking Bay Suspensions	N	Per suspension	£63 per space per day	£63 per space per day plus £62 for the printing and placing of the signage on site	Previous change did not cover the loss of potential income and the costs involved in implementing such a request.
Business permit - Weekly	N	Each	£26.00	£26.00	No change
Business permit - Monthly	N	Each	£73.50	£73.50	No change
Business permit - Annually (Spec. Reg)	N	Each	£525.00	£525.00	No change
Business Permit - Annually (Any Reg)	N	Each	£840.00	£840.00	No change
Car Parks	Y	Per Visit	Varies	As per individual car parks tariff boards - no increase proposed (see notes)	Some Car Park Tariffs Reduced September 2012 - further reviews taking place, with changes being implemented over the next 6 months which may lead to further changes in due course. As current changes are by temporary order further changes may be forthcoming.
<b>Waste &amp; Sustainability - Flats Recycling</b>					
Frame for flats recycling bins	N	Each	£458.00	£471.00	Up to inflation
<b>Trading Standards and Licensing</b>					
<b>Weights and Measures</b>					
Linear Measure not exceeding 3m for each scale	N	Each	£12.50	£12.50	No Change
Capacity measures (without divisions or sub divisions) (not exceeding 1 L)	N	Each	£12.50	£12.50	No Change
Cubic Ballast measures (other than brim measures)	N	Each	£191.00	£191.00	No Change
<b>Other types</b>					
1 meter test	N	Each	£146.00	£146.00	No Change
2 meter tests	N	Each	£241.50	£241.50	No Change
3 meter tests	N	Each	£302.50	£302.50	No Change
4 meter tests	N	Each	£381.00	£381.00	No Change
5 meter tests	N	Each	£460.00	£460.00	No Change
6 meter tests	N	Each	£544.00	£544.00	No Change
7 meter tests	N	Each	£629.00	£629.00	No Change
8 meter tests	N	Each	£706.50	£706.50	No Change
Petrol Pumps					

SERVICE	Subject to VAT	UNIT	Charges 2012/2013	Proposed Changes 2013/2014	COMMENTS
Multigrade type (price computing) single outlet	N	Each	£122.00	£122.00	No Change
Other types (price computing) single outlet	N	Each	£122.00	£122.00	No Change
Container type unsubsidiarised	N	Each	£83.00	£83.00	No Change
Other types					
Additional costs involved in testing ancillary equipment which require additional testing on site such as credit card acceptors	N	Per extra officer hour	£90.50	£90.50	No Change
Measuring equipment for intoxicating liquor					
Not exceeding 150ml	N	Each	£20.00	£20.00	No Change
Other	N	Each	£37.00	£37.00	No Change
Weights	N	per Officer Hour	£90.50	£90.50	No Change
Weighing instruments					
<15kg	N	Each	£46.00	£46.00	No Change
15 - <100kg	N	Each	£61.75	£61.75	No Change
100kg - 250kg	N	Each	£87.00	£87.00	No Change
250 - < 1 tonne	N	Each	£140.50	£140.50	No Change
1 tonne - < 10 tonne	N	Each	£189.00	£189.00	No Change
10 tonne - < 30 tonne	N	Each	£392.50	£392.50	No Change
30 tonne - < 60 tonne	N	Each	£602.50	£602.50	No Change
Additional costs involved in testing instruments calibrated to weigh	N	Per additional hour	£90.50	£90.50	No Change
Measuring equipment for measuring liquid fuels in excess of 100L dispensed from road tankers					
Meter measuring system					
Wet hose type, based on 2 liquids being used for testing	N	Each	£198.50	£198.50	No Change
Dry hose type, based on 2 liquids being used for testing	N	Each	£214.00	£214.00	No Change
Dipstick measuring system					
2.1 up to and including 7600 L	N	Each	£185.00	£185.00	No Change
Replacement dipsticks (including examination of compartment)	N	Each	£48.50	£48.50	No Change
> 7600L	N	Each	£181.50 plus £90.50 per officer per hour	£181.50 plus £90.50 per officer per hour	No Change
Initial dipstick	N	Each	£23.00	£23.00	No Change
Spare dipstick	N	Each	£23.00	£23.00	No Change
Other weighing or measuring equipment					
For examining, adjusting, testing, stamping, authorising, waiting/downtime (at the cause of the customer) during normal office hours	N	Per Officer Hour	£90.50	£90.50	No Change
For examining, adjusting, testing, stamping, authorising, waiting/downtime (at the cause of the customer) outside of office hours	N	Per officer hour	£179.50	£179.50	No Change
<b>Planning</b>					
<b>Policy Publications</b>					
Adopted Unitary Development Plan 2006	N		£102.00	£104.75	Up to inflation
(for residents only)	N	Each	£52.50	£54.00	Up to inflation
CD or Adopted Unitary Development Plan 2006	N	Each	£79.00	£81.25	Up to inflation
(for residents only)	N	Each	£42.50	£43.50	Up to inflation
Planning Briefs & Supplementary Planning Guidance	N	Each	£37.00	£38.00	Up to inflation
(for residents only)	N	Each	£15.75	£16.00	Up to inflation
<b>Conservation Publications</b>					

SERVICE	Subject to VAT	UNIT	Charges 2012/2013	Proposed Charges 2013/2014	COMMENTS
Conservation Area Character Appraisals	N	Each (sub areas within the Hampstead Garden Suburb Conservation Area will be charged as a single Appraisal document)	£31.50	£32.25	Up to inflation
(for residents only)	N	Each. Each sub area within the Hampstead Garden Suburb Conservation Area will be charged as a single Appraisal document.	£15.75	£16.00	Up to inflation
Statutory List of Buildings of special architectural or historic interest (for residents only)	N	Each	£42.00	£43.00	Up to inflation
Schedule of Building of local or historic interest (for residents only)	N	Each	£21.00	£21.50	Up to inflation
Statutory List extracts	N	Each	£15.75	£16.00	Up to inflation
One building per extra copy	N	Each	£21.00	£21.50	Up to inflation
Article 4 Directions per area	N	Each	£15.75	£16.00	Up to inflation
Conservation Area Maps (for residents only)	N	Each	£31.50	£32.25	Up to inflation
<b>Development Control / Land Charges Publications</b>	N	Each	£36.75	£37.75	Up to inflation
Copies of Planning Decisions	N	Each	£21.00	£21.50	Up to inflation
Copies of Enforcement Notices	N	Each	£26.25	£27.00	Up to inflation
Weekly list of Planning applications per area by email	N	Each	No Charge	No Charge	No change
Tree Preservation Order Full Document	N	Each	£60.00	£60.00	No change
Tree Preservation Order Extract	N	Each	£33.00	£33.00	No change
<b>All Planning / Land Charge Services</b>					
<b>Photocopying per copy</b>					
A3	N	Each	£1.50	£1.50	No change
A4	N	Each	£1.00	£1.00	No change
<b>Reproduction of maps/drawings</b>					
A1-A0	N	Each	£21.00	£21.00	No change
A2	N	Each	£15.75	£15.75	No change
A3	N	Each	£1.50	£1.50	No change
A4	N	Each	£1.00	£1.00	No change
<b>CD copy of applications</b>					
Per CD (for residents only)	N	Each	£31.50	£32.25	Up to inflation
<b>Historic Planning Information</b>					
Price per file (for residents only for applications decided before 1 Jan. 200) Requests for files may take a month to process as the files are archived off site.	N	Each	£15.75	£16.00	Up to inflation
<b>Correspondence requiring research to answer</b>					
Per question per address		Per question per address	£68.00	£72.00	70 plus inflation so it is the same as building control
Enforcement Enquiry per question per address		Per question per address	£68.00	£72.00	70 plus inflation so it is the same as building control
<b>High Hedge Complaints</b>					
Complaint Investigation	N	Per address	£551.00	£566.75	Up to inflation



SERVICE	Subject to VAT	UNIT	Charges 2012/2013	Proposed Charges 2013/2014	COMMENTS
(50% discount for specified benefits)					
<b>Postage</b>					
A5	N	Per address	£273.00	£280.75	Up to inflation
A4 package	N	Each	£2.00	£2.05	Up to inflation
A4	N	Each	£6.00	£6.15	Up to inflation
	N	Each	£4.00	£4.10	Up to inflation
	N	Each	£6.00	£6.15	Up to inflation
Facex Information - per A4 page in addition to relevant charge					
<b>Other Planning Costs</b>					
<b>Planning Advice Charges (Pre-Application Advice)</b>					
Category A + (Complex - 150+ residential units or 4000m <sup>2</sup> + of commercial floor space)	Y	Initial meeting	£9,000.00	£9,000.00	No change
Category A (Complex - 100+ residential units or 4000m <sup>2</sup> + of commercial floor space)	Y	Initial meeting	£7,000.00	£7,000.00	No change
Category B (Complex - 25+ residential units or 2000m <sup>2</sup> + of commercial floor space)	Y	Initial meeting	£5,000.00	£5,000.00	No change
Category C (Major - 10-24 residential units or 1000m <sup>2</sup> -2000m <sup>2</sup> commercial floor space)	Y	Initial meeting	£2,500.00	£2,500.00	No change
Category D + (Minor - 2-9 residential units, 100m <sup>2</sup> -999m <sup>2</sup> commercial floor space or creation of one residential unit where there are complex heritage issues)	Y	Initial meeting	£1,500.00	£1,500.00	No change
Category D (Minor - 2-4 residential units, 100m <sup>2</sup> -999m <sup>2</sup> commercial floor space or creation of one residential unit where there are complex heritage issues)	Y	Written Advice only, no meeting	£800.00	£800.00	No change
Category E (Creation of one residential unit; creation of one additional residential house or flat; The replacement of an existing residential unit. The conversion of 1 property into 2 residential units (Please note, where there are complex heritage listed building or conservation issues, a replacement or additional dwelling may still fall within category D)		Written Advice only, no meeting	£265.00	£265.00	No change
Category F (Small scale development; Small extensions/ alterations (including advertisements) to commercial or similar premises below the threshold of category D; Small changes of use to such premises below the threshold of category D; Other small scale developments below the threshold of category D)	Y	Written Advice only, no meeting	£210.00	£210.00	No change
Category G (Householder development: Extensions or alterations to a single residential unit)	Y	Written Advice only, no meeting	£115.00	£115.00	No change
<b>Rates For Officers Giving Specialist Advice &amp; Charges for Subsequent Meetings</b>					
Case Officer up to Principal Planner	Y	Per hour	£210.00	£210.00	No change
Team Leader/Manager	Y	Per hour	£262.50	£262.50	No change
Service Heads and Directors	Y	Per hour	£315.00	£315.00	No change
Business relationship manager	Y	Annual charge	£2,100.00	£2,100.00	No change
Specialist Advice (Conservation & Design, Highways)	Y	Per hour	£250.00	£250.00	No change
<b>Environmental Health</b>					
<b>Works in Default - Admin Fee</b>					
30% on building costs plus surveyors/architects fees or 45% on building costs where work supervised by Barnet Council - Minimum charge			£120.00	£120.00	No change
<b>Care and Repair</b>					
Full care and repair service					Full service would include obtaining planning permission, building control approval, seeking tenders for work, design of the scheme and supervision of the building work
Reduced care and repair service					Reduced service would include obtaining estimates for work, arranging for contractors to complete the work, inspection of work on completion, snagging if necessary

SERVICE	Subject to VAT	UNIT	Charges 2012/2013	Proposed Charges 2013/2014	COMMENTS
<b>Noise Act 1996</b>					
Charges made for the seizure, removal and detention of equipment.					
Storage fee (total)			£147.00	£150.00	Up to inflation
<b>Contaminated Land Enquiries</b>					
Basic Enquiry			£44.00	£45.00	Up to inflation
Enquiry including historical data multiple addresses			£96.00	£100.00	Up to inflation
Specialist Advice (Scientific Services)	Per hour		£187.00	£190.00	Up to inflation
<b>Housing Reports</b>					
Inspection of dwellings to meet visa requirements			£153.00	£157.00	Up to inflation
<b>Housing Act 2004</b>					
Service of an Improvement Notice	Each		£447.00	£459.00	Up to inflation
Service of a Suspended Improvement Notice	Each		£495.00	£509.00	Up to inflation
Service of a Prohibition Order	Each		£374.00	£384.00	Up to inflation
Service of a Suspended Prohibition Order	Each		£423.00	£435.00	Up to inflation
Service of an Emergency Prohibition Order	Each		£374.00	£384.00	Up to inflation
Service of a Demolition Order	Each		Hourly rate	Hourly rate	
Taking Emergency Remedial Action	Plus the cost of the work		£374.00	£374.00	
Add on fee to notice/order cost if electrical certificate is obtained	Each		£190.00	Actual cost plus 20% admin fee	Change due to possible fluctuation in price
Add on fee to notice/order cost if a gas certificate is obtained	Each		£150.00	Actual cost plus 20% admin fee	Change due to possible fluctuation in price
Add on fee to notice/order cost if a structural engineers report is obtained	Each		£500.00	Actual cost plus 20% admin fee	Change due to possible fluctuation in price
Copying grant files and postage	Each		£37.00	£37.00	No change
Copying enforcement files and postage	Each		£37.00	£37.00	No change
<b>HMO Licensing</b>					
New Licence fee	Per dwelling		£220.00	£197.00	Process recently reviewed leading to efficiencies in processing
Assisted Licence fee	Per dwelling		£276.00	£220.00	Process recently reviewed leading to efficiencies in processing
Minor Amendments to Licence e.g. change of owners address	Each change		£21.00	£26.00	non salary cost linked inflation e.g.petrol
Discount for accredited landlords			10%	10%	
Discount for registered charities				10%	
Discount for return of correct application within 10 working days of application letter date				10%	to assist in speed of processing
Renewal Fee	Per dwelling		£198.00	£197.00	Review of process identified that it was identical in terms of officer time as a new application, the revised fee reflects this position
Revocation of licence / no longer licensable / refuse to licence / numbers of occupants reduced by conditions on licence. Once application submitted for specified number of lettings, costs have been incurred in processing application, draft and/or full licence			No refund	No refund	
Licence holder changing nominated manager (manager has to complete a Fit & Proper Person declaration)	Per request		£63.00	£63.00	non salary cost linked inflation e.g.petrol
Variation of licence. Material change to the licence such as new facilities installed and licence can be varied for a greater number of occupiers	Per request		£79.00	£79.00	non salary cost linked inflation e.g.petrol
Change in Licence holder is treated as a new application			(see above)	(see above)	
<b>Pest Control</b>					
Rats			£128.00	£130.00	Slight increase to reflect increase in materials
Mice			£128.00	£130.00	Slight increase to reflect increase in materials
Cockroaches			£125.00	£128.00	Slight increase to reflect increase in materials
Bed Bugs for a 2 bedroom property			£120.00	£200.00	The treatment for bed bugs has radically changed and means there are double the visits necessary and more material costs.
Bed Bugs (per additional bedroom)			£30.00	£45.00	The treatment for bed bugs has radically changed and means there are double the visits necessary and more material costs.
Fleas			£122.00	£125.00	Slight increase to reflect increase in materials

SERVICE	Subject to VAT	UNIT	Charges 2012/2013	Proposed Charges 2013/2014	COMMENTS
Exotic Ants			£160.00	£165.00	Slight increase to reflect increase in materials
Wasps			£62.00	£64.00	Slight increase to reflect increase in materials
Call out fee for advice (refundable against the full cost of treatment)			£22.00	£23.00	Slight increase to reflect increase in materials
Discount for residents receiving Means Tested Benefits			35% of relevant treatment fee	35% of relevant treatment fee	
<b>Foundation Certificate in Food Hygiene Courses</b>					
Per person		Each	£79.00	£79.00	Fee frozen to remain competitive
Registered Charities		Each	£67.50	£67.50	Fee frozen to remain competitive
Council Services		Each	£56.50	£56.50	Fee frozen to remain competitive
Foundation Certificate in Food Hygiene Courses examination resit		Each	£31.50	£31.50	Fee frozen to remain competitive
Foundation Certificate in Food Hygiene Course - Update		Each	£50.50	£50.50	Fee frozen to remain competitive
Foundation Certificate in Food Hygiene Group Courses (14 - 20 candidates)		Per session	£1,098.00	£1,098.00	Fee frozen to remain competitive
<b>Health and Safety at Work Courses</b>					
Per person		Each	£83.00	£83.00	Fee frozen to remain competitive
Registered Charities		Each	£71.00	£71.00	Fee frozen to remain competitive
Council Services		Each	£59.50	£59.50	Fee frozen to remain competitive
<b>Copy of entries in Register of Food Premises</b>					
Single entry		Each	£6.00	£6.00	no change
Per category of premises		Each	£308.00	£308.00	no change
Full copy of register		Each	£774.00	£774.00	no change
Unsound Food (Business and Commercial premises) - collection and disposal			Actual cost + 30% admin fee	Actual cost + 30% admin fee	
Food Export Certificates			£66.00	£67.00	Up to inflation
Fresh Fish Inspection			1 ECU Equivalent	1 ECU Equivalent	
Primary Authority Recharge			N/A	Actual cost (officer hourly rate plus on costs)	New service - charge will depend on which officer handles the work
Sampling of Private Water Supplies (Private Water Supplies Regulations 1991)			Full analysis cost plus £81.50 per sampling visit	Full analysis cost plus £81.50 per sampling visit	
<b>Pollution Prevention and Control Act 1999</b>					
Type of Process					
Application Standard		each	£1,579	To be set by DEFRA October - December 2012	Statutory fee set by DEFRA
Application Reduced fee		each	£148	To be set by DEFRA October - December 2012	Statutory fee set by DEFRA
Application Petrol vapour & oil		each	£246	To be set by DEFRA October - December 2012	Statutory fee set by DEFRA
Application Vehicle refinishers		each	£346	To be set by DEFRA October - December 2012	Statutory fee set by DEFRA
Application Mobile screening and crushing plant for 1st and 2nd permits		each	£1,579	To be set by DEFRA October - December 2012	Statutory fee set by DEFRA
Fee operating without a permit		each	£1137 Standard £68 reduced fee	To be set by DEFRA October - December 2012	Statutory fee set by DEFRA
Late payment fee		each	£52	To be set by DEFRA October - December 2012	Statutory fee set by DEFRA
Annual subsistence charge				To be set by DEFRA October - December 2012	Statutory fee set by DEFRA

SERVICE	Subject to VAT	UNIT	Charges 2012/2013	Proposed Changes 2013/2014	COMMENTS
Standard		each	Low £739, Med £1111 High risk £1674	To be set by DEFRA October - December 2012	Statutory fee set by DEFRA
Reduced fee		each	Low £76, Med £151 High risk £229	To be set by DEFRA October - December 2012	Statutory fee set by DEFRA
Petrol vapour I&II		each	Low £108, Med £216 High risk £328	To be set by DEFRA October - December 2012	Statutory fee set by DEFRA
Vehicle refinishers		each	Low £218, Med £349 High risk £526	To be set by DEFRA October - December 2012	Statutory fee set by DEFRA
Mobile screening and crushing plant for 1st and 2nd permits		each	Low £618, Med £989 High risk £1486	To be set by DEFRA October - December 2012	Statutory fee set by DEFRA
Standard Transfer and substantial change		each	£162 transfer; £1005 substantial change	To be set by DEFRA October - December 2012	Statutory fee set by DEFRA
Reduced fee Transfer and substantial change		each	£45 Partial transfer £75 new operator Substantial change £100	To be set by DEFRA October - December 2012	Statutory fee set by DEFRA
Adopt a tube scheme p/a			£126.00	£128.00	
<b>General Licensing Fees</b> Note: The fees set for animal licensing are influenced by those of the Corporation of London whose vets inspect these premises					
Animal Boarding Establishments (Animal Boarding Establishments Act 1963)					
New licence		Each	£474.00	£474.00	No change
Renewal licence		Each	£394.00	£394.00	No change
Animal Boarding Establishments - Home based "sitting" services (ABE Act 1963)					
New licence		Each	£169.00	£169.00	No change
Renewal licence		Each	£46.00	£46.00	No change
Renewal (where inspection required)		Each	£122.00	£122.00	No change
Breeding establishments for dogs (Breeding of Dogs Act 1973)					
New		Each	£451.00	£451.00	No change
Renewal		Each	£393.00	£393.00	No change
Dangerous wild animals (Dangerous Wild Animals Act 1976)					
New		Each	£514.00	£514.00	No change
Renewal		Each	£399.00	£399.00	No change
Performing Animals (Performing Animals (Regulations) Act 1925)					
Registration		Each	£144.00	£144.00	No change
Certificate		Each	£17.00	£17.00	No change
<b>Pet Shops (Pet Animals Act 1951)</b>					
New licence		Each	£486.00	£486.00	No change
Renewal licence		Each	£436.00	£436.00	No change
Reduced fee pet shop licence limiting trading to no more than 2 weeks per year (New)		Each	£62.00	£161.00	We have found we need to get City vets to visit to advise as standards are usually poor
Reduced fee pet shop licence limiting trading to no more than 2 weeks per year (Renewal)		Each	£30.00	£62.00	Each year an officer has had to visit to check on standards
Zoo (Zoo Licensing Act 1981)		Each	Costs incurred plus administrative on-cost of 30%	Costs incurred plus administrative on-cost of 30%	
Riding Establishments (Riding Establishments Acts 1964-70)					
New licence		Each	£706.00	£706.00	No change

SERVICE	Subject to VAT	UNIT	Charges 2012/2013	Proposed Charges 2013/2014	COMMENTS
Renewal licence		Each	£575.00	£575.00	No change
<b>Licence for Massage and Special Treatments (including cosmetic skin piercing)</b>					
Band A - Low risk and non-invasive treatments, including manicure, pedicure, ear and nose piercing using a single use piercing gun designed for the purpose, and sun beds					
New licence		Each	£213.00	£213.00	No change
Renewal licence		Each	£176.00	£176.00	No change
Band B - medium risk non-invasive treatments including some beauty treatments and therapeutic treatments, head, neck and below the knee massage.					
New licence		Each	£287.00	£287.00	No change
Renewal licence		Each	£259.00	£259.00	No change
Band C - Higher risk or invasive treatments, including body massage (other than described in Band B), electrolysis, acupuncture, tattooing, saunas and laser/intense pulsed light treatments.					
New licence		Each	£439.00	£439.00	No change
Renewal licence		Each	£367.00	£367.00	No change
Transfer and Variation Fee (where a variation takes the licence into a higher band then the full fee pro-rata will be payable)					
Band A		Each	£47.00	£47.00	No change
Band B		Each	£81.00	£81.00	No change
Band C		Each	£121.00	£121.00	No change
Additional licensing fee for Laser Removal of hair and intense pulsed light treatments		Each	£63.00	£63.00	No change
Specialist Advice (Scientific Services)		Per hour	£250.00	£190.00	To bring in line with Contaminated Land Enquiries Specialist advice
Environmental Health Officer hourly rate for advice, including site visit if required		Each	£187.00	£187.00	No change
Administration fee on all aborted licence applications		Each	10 percent	10 percent of licence fee	
<b>Cemetery and Crematorium</b>					
<b>A. Burials for LBB Residents:</b>					
Class 'A' 7'6" x 3' 6"		Each	£4,304.00	£4,426.00	Up to inflation
Class 'B' 6'6" x 2' 6"		Each	£2,098.00	£2,156.00	Up to inflation
Half size grave for burial of ashes or children under 3 years of age.					
Class 'A'		Each	£1,972.00	£2,029.00	Up to inflation
Class 'B'		Each	£900.00	£926.00	Up to inflation
<b>Interment Fees (all classes of private interments)</b>					
Persons over 10 years of age (single depth)		Each	£1,070.00	£1,101.00	Up to inflation
Children under 10 years of age including those still born (single depth)		Each	£638.00	£656.00	Up to inflation
Additional charge for each additional coffin depth (up to maximum of 4)		Each	£323.00	£332.00	Up to inflation
Burial of Ashes in to a private grave with movement of memorial/landing (at minimum depth)		Each	£524.00	£539.00	Up to inflation
Burial of Ashes in to a private grave without movement of memorial/landing (at minimum depth)			£350.00	£360.00	Up to inflation
<b>Interment Fees (public interments)</b>					
Persons over 10 years of age		Each	£451.00	£464.00	Up to inflation
Children under 10 years of age		Each	£159.00	£163.00	Up to inflation
Stillborn children		Each	£97.00	£99.00	Up to inflation
<b>B. Burials for Non-LBB Residents:</b>					
Class 'A' 7'6" x 3'6"		Each	£8,239.00	£8,477.00	Up to inflation
Class 'B' 6'6" x 2'6"		Each	£4,344.00	£4,469.00	Up to inflation
Half size grave for burial of ashes or children under 3 years of age.					
Class 'A'		Each	£3,738.00	£3,846.00	Up to inflation
Class 'B'		Each	£1,796.00	£1,848.00	Up to inflation

SERVICE	Subject to VAT	UNIT	Charges 2012/2013	Proposed Charges 2013/2014	COMMENTS
<b>Interment Fees (all classes of private interments)</b>					
Persons over 10 years of age (single depth)		Each	£1,070.00	£1,101.00	Up to inflation
Children under 10 years of age including those still born (single depth)		Each	£638.00	£656.00	Up to inflation
Additional charge for each additional coffin depth (up to maximum of 4)		Each	£323.00	£332.00	Up to inflation
Burial of Ashes in to a private grave with movement of memorial/landing (at minimum depth)		Each	£524.00	£539.00	Up to inflation
Burial of Ashes in to a private grave without movement of memorial/landing (at minimum depth)		Each	£350.00	£360.00	Up to inflation
<b>Interment Fees (public interments)</b>					
Persons over 10 years of age		Each	£451.00	£464.00	Up to inflation
Children under 10 years of age		Each	£159.00	£163.00	Up to inflation
Stillborn children		Each	£97.00	£99.00	Up to inflation
<b>A. Burials for LBB Residents:</b>					
Additional charge for Mausoleum spaces			£619.00	£839.00	HCC now applies for planning permission (£170) in order to have a Mausoleum ready for purchase and Use instead of the family arranging this. As a result HCC also applies a £30 Admin fee = £610+£170 x inflation (2.5%) + £30 = £839
<b>B. Burials for Non-LBB Residents:</b>					
Additional charge for Mausoleum spaces			£619.00	£839.00	HCC now applies for planning permission (£170) in order to have a Mausoleum ready for purchase and Use instead of the family arranging this. As a result HCC also applies a £30 Admin fee = £610+£170 x inflation (2.5%) + £30 = £839
<b>C. General Burial Fees</b>					
Additional charge per Weekend Burial.		Each	£199.00	£204.00	Up to inflation
Removal and replacing Memorials for the purpose of enabling further interment		Each	£260.00	£267.00	Up to inflation
Grave Lease Extension Resident 'A' class per year (minimum of 5 years)		Each	£248.00	£255.00	Up to inflation
Grave Lease Extension Resident 'B' class per year (minimum of 5 years)		Each	£43.00	£44.00	Up to inflation
Grave Lease Extension Non Resident 'A' Class per year (minimum of 5 years)		Each	£21.00	£21.00	No increase
Grave Lease Extension Non Resident 'B' Class per year (minimum of 5 years)		Each	£83.00	£85.00	Up to inflation
<b>D. Erecting new monuments, grave stones and tablets for the right to erect or place on private graves (including first inscription)</b>					
a. Headstone with kerbs		Each	£277.00	£285.00	Up to inflation
b. Headstone only		Each	£215.00	£221.00	Up to inflation
c. Conversion of existing Headstone to include kerbs		Each	£91.00	£93.00	Up to inflation
d. In the form of a Vase, Tablet or Wooden Cross		Each	£74.00	£76.00	Up to inflation
e. Renovation or additional inscription		Each	£91.00	£93.00	Up to inflation
For the right to erect, or place a memorial on a common grave		Each	£119.00	£122.00	Up to inflation
<b>E. Annual Planting and General Attention of Private Graves (per single grave space)</b>					
Memorial Seat, 6ft, inclusive of plaque up to 60 letters maximum inscription. (no ongoing care)		Each	£1,010.00	£1,039.00	Up to inflation
Evergreen shrubs only		Each	£181.00	£186.00	Up to inflation
Turf only		Each	£130.00	£133.00	Up to inflation
Seasonal Bedding		Each	£277.00	£285.00	Up to inflation
Turfing or Moulding (No maintenance)		Each	£74.00	£76.00	Up to inflation
Wooden cross including brass plaque		Each	£142.00	£146.00	Up to inflation
Main drive flower bed		Each	£722.00	£742.00	Up to inflation
<b>F. Transfer of Grave Ownership</b>					

SERVICE	Subject to VAT	UNIT	Charges 2012/2013	Proposed Charges 2013/2014	COMMENTS
By Probate, Letters of Administration, or Private Statutory Declaration		Each	£63.00	£64.00	Up to inflation
By Assignment, Assent, Hendon Statutory Declaration or Renunciation		Each	£105.00	£108.00	Up to inflation
Combination of the above		Each	£158.00	£162.00	Up to inflation
<b>G. Cremation Fees</b>					
Persons over 10 years weekday		Each	£528.00	£528.00	No increase to improve competitiveness and increase cremation output and therefore increased income and operational efficiency
Persons over 10 years weekend		Each	£633.00	£628.00	Reduce to weekday fee plus £100 to attract more weekend cremations from competitors
Adult Cremations weekday between 09:00-09:30		Each	£304.00	£304.00	No change
Children over 1 month - 10 years		Each	£56.00	£56.00	No change
Children still born - 1 month		Each	No Charge	No Charge	No change
Public Health Cremations		Each	£130.00	£133.00	Up to inflation
Environmental Surcharge		Each	£59.50	£59.50	No change
<b>H. Memorials</b>					
Columbarium Niche (35 year lease)		Each	£1,031.00	£1,060.00	Up to inflation
Placing additional urn in same niche		Each	£119.00	£122.00	Up to inflation
Lily Pond tablet with inscription (35 year lease)		Each	£886.00	£880.00	Up to inflation
Leather Panel Scheme (10 year lease) (Max 60 letters)		Each	£130.00	£133.00	Up to inflation
Large commemorative tablet with inscription		Each	£2,365.00	£2,433.00	Up to inflation
Cloister tablet with inscription		Each	£1,740.00	£1,790.00	Up to inflation
Wall tablet in Book of Remembrance Hall with inscription		Each	£750.00	£771.00	Up to inflation
Entry in Book of Remembrance consisting of 2 lines		Each	£119.00	£122.00	Up to inflation
Entry in Book of Remembrance consisting of 5 lines		Each	£170.00	£174.00	Up to inflation
Book of Remembrance copy 2 lines		Each	£57.00	£58.00	Up to inflation
Book of Remembrance copy 5 lines		Each	£91.00	£93.00	Up to inflation
Armorial bearing or badges (these may be engraved in the Book of Remembrance only if accompanied by an inscription of at least 5 lines)		Each	£237.00	£243.00	Up to inflation
<b>I. Urns and Caskets</b>					
Hendon Oak with inscribed plaque		Each	£65.00	£66.00	Up to inflation
Double Oak with inscribed plaque		Each	£90.00	£92.00	Up to inflation
Traditional Oak with inscribed plaque		Each	£75.00	£77.00	Up to inflation
Hendon Ornate Oak with inscribed plaque		Each	£80.00	£82.00	Up to inflation
Hendon Metal Urn for transport		Each	£60.00	£61.00	Up to inflation
Hendon Aluminium Urn - Green, Red or Silver		Each	£40.00	£41.00	Up to inflation
Biodegradable Urn		Each	£60.00	£61.00	Up to inflation
Sealing of Hendon Metal Urn or Casket for transport including Overseas Certificate		Each	£100.00	£100.00	No change
Sealing and Overseas Certificate only (container provided by applicant)		Each	£40.00	£41.00	Up to inflation
<b>J. Ashes</b>					
Strewing of Ashes when returned to Hendon after 12 month of cremation		Each	£100.00	£102.00	Up to inflation
Strewing of Ashes when cremated elsewhere		Each	£135.00	£138.00	Up to inflation
Long-term storage of Ashes per month		Each	£25.00	£25.00	No Change
Long-term storage of Ashes per year		Each	£250.00	£250.00	No Change
<b>K. Chapel Hire and Organist Fees</b>					
Fee for Organ Music and Services of Organist		Each	£56.00	£56.00	No Change
Use of Chapel for additional 1/2 hour Service		Each	£105.00	£108.00	Up to inflation
Use of Chapel plus Organist for additional 1/2 hour Service		Each	£161.00	£165.00	Up to inflation
<b>Housing</b>					
<b>Leasehold management charges</b>					
Pre-assignment enquiries from leaseholders			£235.00	£235.00	No change
Pre-assignment express enquiries (within 5 days)			£290.00	£290.00	No change
Admin charge for Deeds of Variation			£105.00	£108.00	Up to inflation

SERVICE	Subject to VAT	UNIT	Charges 2012/2013	Proposed Charges 2013/2014	COMMENTS
Admin charge for enfranchisement/lease extensions			£235.00	£241.50	Up to inflation
Licences for alteration approvals (where allowed by lease)			£125.00	£128.50	Up to inflation
Investigation into leasehold accounts and production of statements going back more than one financial year (outside statutory period), per hour.			£35.00	£36.00	Up to inflation
Legal Costs for Debt Recovery - Costs on Service of S146			£155.00	£159.25	Up to inflation
<b>Rechargeable works</b>					
Replacing, carpentry and plumbing, etc. due to tenant damage or neglect, etc. Unblocking wastes, resetting electrical trips/mending main fuses where due to faulty tenant appliance			Actual cost plus £26 Admin fee for repeat calls only	Actual cost plus £26.50 Admin fee for repeat calls only	Up to inflation
Removal of furniture, rubbish, etc. from void properties			Actual costs plus £22 admin fee	Actual cost plus £26.50 Admin fee for repeat calls only	To bring in line with admin fee for other rechargeable works
<b>Community Centres</b>					
Rooms Accommodating					
Up to 25 people weekdays		Per hour	£19.00	£19.50	Up to inflation
Up to 25 people weekends		Per hour	£28.00	£28.50	Up to inflation
26-50 people weekdays		Per hour	£29.00	£29.50	Up to inflation
26-50 people weekends		Per hour	£35.00	£36.00	Up to inflation
51-100 people weekdays		Per hour	£30.00	£30.50	Up to inflation
51-100 people weekends		Per hour	£40.00	£41.00	Up to inflation
101-150 people weekdays		Per hour	£31.00	£31.50	Up to inflation
101-150 people weekends		Per hour	£41.00	£42.00	Up to inflation
151-200 people weekdays		Per hour	£34.00	£34.50	Up to inflation
152-200 people weekends		Per hour	£49.00	£50.00	Up to inflation
All hirers of letting rooms must maintain adequate public liability insurance. Proof of such insurance cover must be provided to the council prior to the booking being accepted. Alternatively cover will be provided by the council, at a premium of 5.25% of the letting fee that includes the necessary insurance premium tax.					
<b>The following discounts apply:</b>					
Scale 1	No Discount				
Scale 2	25% Discount for Recreational users including religious meetings, art, drama, dance and sport				
Scale 3	50% Discount for Education and Health users and councillors surgeries				
Scale 4	70% Discount for Tenant & Leaseholder meetings and youth organisations				
<b>Regeneration</b>					
Head of Service		Per hour	£84.00	£86.25	Up to inflation
Regeneration and Development Manager		Per hour	£68.15	£68.00	Up to inflation
Principal Project Manager		Per hour	£66.15	£68.00	Up to inflation
Senior Project Manager		Per hour	£59.75	£61.25	Up to inflation
Assistant Project Manager		Per hour	£43.68	£44.75	Up to inflation
Programme & Skills Manager		Per hour	£52.13	£53.50	Up to inflation
Skills Development Coordinator		Per hour	£42.63	£43.75	Up to inflation
Project Support Officer		Per hour	£26.41	£27.00	Up to inflation
<b>Street Naming and Numbering</b>					
Application for numbering a property	N	Per property	£85.00	£87.25	Up to inflation
Application for naming a road (Authority choice of name)	N		£300.00	£308.50	Up to inflation
Application for naming a road (Applicants choice of name adhering to SNN Policy, with Fire Brigade approval)	N		£450.00	£463.00	Up to inflation
Naming or renaming of house or block of flats (Authority choice of name)	N		£120.00	£123.25	Up to inflation



SERVICE	Subject to VAT	UNIT	Charges 2012/2013	Proposed Charges 2013/2014	COMMENTS
Naming or renaming of house or block of flats (Applicants choice of name, adhering to SNN Policy, with Fire Brigade approval)	N		£200.00	£205.75	Up to inflation
Naming or renaming of commercial premises (Authority choice of name)	N		£175.00	£180.00	Up to inflation
Naming or renaming of commercial premises (Applicants choice of name, adhering to SNN Policy, with Fire Brigade approval)	N		£250.00	£257.25	Up to inflation
Enforcement of street naming and numbering (where an application hasn't been made)	N		£150	£154.25	No change
Numbering new developments	N	5 to 19 units		£425 + 35 per unit	New charge
	N	20 to 50 units		£950 + £25 per unit	New charge
		Above 50 units	by assessment		
SERVICE	Subject to VAT	UNIT	Charges 2013/2014	Proposed Charges 2014/2015	COMMENTS
Allotments					
	VAT	Unit	2013/14		
Rent - Residents of the Borough per pole	N	Each	£12.00	£12.30	Up to Inflation. No concessionary discount for over 60 s. Charges increased to cover the costs of service delivery and investment into infrastructure.
Rent - Non Residents of the Borough per pole	N	Each	£25.00	£25.70	Up to Inflation. No concessionary discount for over 60 s. Charges increased to cover the costs of service delivery and investment into infrastructure.
Water per pole	N	Each	£1.60	£1.64	Up to inflation

Building Control		2012/2013	2013/2014
<b>Building Control Publications</b>			
Building Regulations - Additional copies of decision notices/completion certificates on full plans applications, building notices and regularisations	N	£70.00	£72.00
Completion certificates ordered with a building notice		£35.00	£36.00
<b>Dangerous Structures</b>			
Cost recovery, in accordance with The London Building Acts 1939 . Dangerous Structure		Cost recovery	Cost recovery
<b>Demolition</b>			
Cost recovery, in accordance with The London Local Authority Act 2004		£250.00	£250
<b>Correspondence requiring research to answer</b>			
per question per address	N	£70.00	£70.00
<b>Reproduction of maps/drawings</b>			
A1-A0	N	£17.85	£21.00
A2	N	£12.60	£15.75
A3	N	£7.88	£3.00
A4	N	£6.30	£1.50
<b>Photocopying</b>			
A3	N	£2.99	£3.00
A4	N	£1.47	£1.50
<b>Postage</b>			
A4 package	N	£6.00	£6.17
A4	N	£4.00	£4.11
A5	N	£2.00	£2.05
Faxed Information - per A4 page in addition to relevant charge	N	£6.00	£6.17

**Table A**

Use this table for certain domestic work where the cost of works is less than £150,000		Full Plans Deposit Charge	Inspection Charge	Building Notice Submission Charge	Regularisation and Submission Charge
		inc VAT 20%	inc VAT 20%	inc VAT 20%	No VAT
<b>Extensions, loft conversions and ancillary accommodation</b>	<40m2	£278.40	£417.60	£696.00	£754.00
	40-60m2	£340.80	£511.20	£852.00	£923.00
	Each additional 40m2	£72.00	£108.00	£180.00	£195.00
	Basements, as above but add on	£175.20	£262.80	£438.00	£474.50
	Detached garage/carport/conservatory as above rates but deduct	£69.60	£104.40	£174.00	£188.50
	Ancillary insulated detached e.g. store/gym/playroom; as	£278.40	£417.60	£696.00	£754.00
<b>Other works</b>	Garage/conservatory to habitable use	£175.20	£262.80	£438.00	£474.50
	New bathroom or w/c compartment	£134.40	£201.60	£336.00	£364.00
	Roofing; per dwelling immediately below roof	£134.40	£201.60	£336.00	£364.00
	Structural opening	£134.40	£201.60	£336.00	£364.00
	Removal of chimney breast	£134.40	£201.60	£336.00	£364.00
	Electrical wiring 12 or < circuits (Typical 4 bed house)	£134.40	£201.60	£336.00	£364.00
<b>Conversion and New Build</b>	Conversion of building into one dwelling	£321.60	£482.40	£804.00	£871.00
	Conversion of flat or building into two dwellings	£321.60	£482.40	£804.00	£871.00
	Each additional dwelling	£134.40	£201.60	£336.00	£364.00
	New dwelling < 300m2	£422.40	£633.60	£1,056.00	£1,144.00
	Each additional dwelling	£134.40	£201.60	£336.00	£364.00

**Table B**

All other works Estimated Cost of works	Full Plans		Building Notice	Regularisation and
	Deposit Charge	Inspection Charge	Submission Charge	Submission Charge
£0 - £500	inc VAT 20%	inc VAT 20%	inc VAT 20%	No VAT
£0 - £500	£198.00	Included in deposit	£198.00	£214.50
£500 - £5,000	£306.00	Included in deposit	£306.00	£331.50
£5,001 - £6,000	£130.56	£195.84	£326.40	£353.60
£6,001 - £7,000	£138.72	£208.08	£346.80	£375.70
£7,001 - £8,000	£146.88	£220.32	£367.20	£397.80
£8,001 - £9,000	£155.04	£232.56	£387.60	£419.90
£9,001 - £10,000	£163.20	£244.80	£408.00	£442.00
£10,001 - £11,000	£171.36	£257.04	£428.40	£464.10
£11,001 - £12,000	£179.52	£269.28	£448.80	£486.20
£12,001 - £13,000	£187.68	£281.52	£469.20	£508.30
£13,001 - £14,000	£195.84	£293.76	£489.60	£530.40
£14,001 - £15,000	£204.00	£306.00	£510.00	£552.50
£15,001 - £16,000	£212.16	£318.24	£530.40	£574.60
£16,001 - £17,000	£220.32	£330.48	£550.80	£596.70
£17,001 - £18,000	£228.48	£342.72	£571.20	£618.80
£18,001 - £19,000	£236.64	£354.96	£591.60	£640.90
£19,001 - £20,000	£244.80	£367.20	£612.00	£663.00

Fee calculator where charges are based on estimated cost up to £150,000

**Important Notes**

The fixed charges above have been calculated on the basis that you will be using an experienced builder to carry out the works and that domestic electrical work will be carried out by a registered competent electrician. If you do not do so this may lead to additional work for us, should this happen we may have to ask you to pay additional charges to cover any increased costs we may incur.

The charges above are for each element of work. If multiple elements are being carried out or the cost of the works are more than £150,000 it is recommended you request a fee by assessment. Please call 020 8359 4500 for a quote, it would help us if you provide us with a completed Quotation Request form and email it to us with a copy of the existing and proposed layout drawing to [building.control@barnet.gov.uk](mailto:building.control@barnet.gov.uk)

**NB! For cost of works more than £150,000 please Tel 020 8359 4500 for a quotation** it would help us if you completed Quotation Request form and email it to us with a copy of the existing and proposed layout drawing to [building.control@barnet.gov.uk](mailto:building.control@barnet.gov.uk)

Activities	2012/ 2013 Approved					2013 / 2014 Proposed					Better H&F Adult Non Member	% Increase	Better H&F Adult Con	% Increase	Better H&F Jnr Non Mem	% Increase	Better H&F Junior	% Increase	Better H&F Jnr Con	% Increase	
	Adult Non Member	Adult Wellness	Adult Concessionary	Child Non Member	Child Wellness	Child Concessionary	Better H&F Adult Non Member	Better H&F Adult	% Increase	Better H&F Adult Con											% Increase
<b>Swimming</b>																					
Casual Swim - all sessions	6.00	4.20	3.05	3.70	2.50	1.85															
Swimming Lesson - 30 mins		6.65	4.80		6.20	4.05															
Swimming Lessons - 45 mins																					
Parent & Baby lesson - 30 mins	7.50		3.80																		
Tots Water World	6.95	4.85	3.45																		
Synchronised Swim - 45 mins				10.20	7.10	5.05															
<b>Health &amp; Fitness</b>																					
Fitness Induction - Basic (Non-Wellness)		21.40	14.35																		
Fitness Induction - Basic (Wellness Centres)		28.10	14.75		14.75	10.55															
Fitness Induction and Inflammation (Wellness Centres)		34.10	18.10		18.10	13.35															
Casual Gym (Non-Wellness Centres)		4.65	3.30		3.30	2.35															
Casual Gym (Wellness Centres)		7.65	5.55		3.90	2.80															
Group Exercise Class (HI) (Non-Wellness Centres)	11.00	7.65	5.55																		
Group Exercise Class (HI) (Wellness Centres)	11.00	7.65	5.55																		
Water Aerobics Class (1 hr) all centres																					
<b>Racket Sports</b>																					
Table Tennis - per table	10.35	7.30	5.45	6.60	5.45	3.30															
Badminton - per court	15.75	10.70	8.30	8.20	5.65	4.10															
Tennis - 1 hour per court	8.05	5.60	4.05	4.15	2.90	2.05															
<b>Courses &amp; Sessions/visit %</b>																					
Plates Course 1 Hour		8.25	5.80																		
Badminton Course 1 Hour		6.35	4.60		5.80	4.20															
Yoga Course 1.5 hours		8.60	6.10																		
Trampoline 1 Hour		8.65	6.15		5.80	4.20															
Football - Short Tennis, Gymnastics Courses 1 Hour					5.80	4.20															
Gymnastics Course					6.10	4.80															
Tennis course 1 Hour					7.50	5.35															
<b>Courses &amp; Sessions/visit</b>																					
Fun Session				3.70	2.50	1.85															
Karate Session - 1 Hour	14.80	10.35	7.35																		
Gymnastics Session - Adults	15.00	15.00	15.00																		
Gymnastics Assessment		8.75	6.20		6.55	4.65															
Gymnastics Beginners Course - 2 hours	5.90	8.60	2.60																		
Leaders World (Gymnastics)																					
Leaders World (Wellness)																					
Football - Full Size Pitch - 1 hr		34.10	20.70																		
Football - Full Size Pitch - 1 hr		34.10	20.70																		
Floodlit artificial Burnt Oak (6-a-side) 1hr		71.65	34.50																		
Floodlit artificial Burnt Oak (7-a-side) 1hr		25.40																			
Grass Pitch (junior) 7-a-side		34.70																			
Grass Pitch (junior) 11-a-side																					
Leisure Card: 50+ Health swim/year		75.60																			
Standard Swimming Membership Cophall, Finchley, Church Farm Pool - Single monthly		36.45	19.00																		
Standard Swimming Membership Cophall, Finchley, Church Farm Pool - annual		364.50	207.55																		
Toddlers' World sibling price at Burnt Oak				2.00	2.00	2.00															
Toddlers' World sibling price at Burnt Oak (first child)				5.10	3.60	2.60															
RED = obsolete																					

**Charges to Registration, Ceremonies and Nationality up to March 2013 and proposed fees from 1 April 2013**

**Birth, Death, Marriage and Civil Partnership certificates**

Certificates from archived registers	Current fees	Proposed new fees from 1 April 2013
Standard Birth, Death, Marriage and civil partnership certificate	£13.00*	£15.00*
Short Birth Certificate	£13.00	£15.00*
Priority service certificate - same day		£20.00 – new service

\*Current administrative fee of £3 added to the above cost.

\* New Administrative fee of £5 is included in fees from 01/04/2013

Certificates from current registers	Current fees	From 1 April 2013	
Standard Birth Death Marriage or Civil Partnership certificates	£4.00	£4.00	

**Notice of marriage and civil partnership**

Current fee	From 1 April 2013
£35.00	£35.00

**Marriage, Renewal of Vows and Civil Partnership Ceremonies at the Oak Room, Barnet Register Office**

**Current fees and proposed new fees from 1 April 2013**

Mondays to Thursdays	£100 (£40 deposit)	No change from 1 April 2013
Fridays	£125 (£40 deposit)	No change from 1 April
Saturday	£180 (£100 deposit)	No change from 1 April
Sundays and Public Holidays	£275 (£100 deposit)	No change from 1 April

New fees - These fees to apply from 1 April 2013

<b>Monday to Friday – late ceremonies (4,5,6,7 pm)</b>	<b>£200 (£100 deposit)</b>
<b>Saturday – late ceremonies</b>	<b>£360 (£100 deposit)</b>
<b>Sunday – late ceremonies</b>	<b>£500 (£100 deposit)</b>

**Marriage, Renewal of Vows and Civil Partnership Ceremonies at an approved premise in the London Borough of Barnet**

**Current and proposed new fees from 1 April 2013**

Wedding in a registered building (e.g. church)	Current fee £88 – statutory fee; no change from 1 April
Marriage, renewal of vows and civil partnership ceremonies Monday to Friday – normal hours	Current fee of £275 (£100 deposit); No change from 1 April
Marriage, renewal of vows and civil partnership ceremonies Saturday – normal hours	Current fee £330 (£100 deposit); no change from 1 April
Marriage, renewal of vows and civil partnership ceremonies Sunday and Public Holiday – normal hours	Current fee £385 (£100 deposit); no change from 1 April

**New fees from 1 April 2013**

<b>Monday to Friday – late ceremonies after 4pm (5,6,7 pm)</b>	<b>£400 (deposit £100)</b>
<b>Saturday – late ceremonies after 4pm</b>	<b>£500 (deposit £100)</b>
<b>Sunday – late ceremonies after 4 pm</b>	<b>£600 (deposit £100)</b>

**Naming Ceremonies – all venues**

**Current fees and change from 1 April 2013**

Monday to Sunday and including Bank Holidays – normal hours	Current fee of £160 (£100 deposit); no change from 1 April
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**Nationality and Settlement Checking Service – no change**

NCS/SCS	Current fees	From 1 April 2013
NCS Adult application	£50	No change
NCS Child	£30 per child	No change
SCS Adult application	£80	No change
SCS Child application	£25	No change
Private Citizenship ceremony at	£100	No change

**Licensing or re-licensing approved premises**

Old/current fee up to 31/03/2013 = £875  
No change from 1 April 2013.

# London Borough of Barnet

## Debt Management Policy

30 September 2011

## **Introduction and objectives**

The Council has a statutory and fiduciary responsibility to protect public funds for the benefit of all who live and work in the borough.

This document sets out the Council's policy and procedures in relation to the billing, collection and recovery of monies owed to the Council and is to be adopted across all services within the London Borough of Barnet.

The Council is responsible for the collection of local taxes but also provides a range of chargeable services. Whilst the majority of this income is collected in a timely manner, there are occasions when debtors do not make payments on time. This gives rise to a requirement to actively manage Council debt, and to set out clearly how the Council will enforce payment of monies owed.

Methods for the billing and recovery of statutory debt are defined within the relevant statute. Methods for the billing and recovery of non-statutory debt are designed to comply with best practice.

The Council's objectives in relation to debt are:

- To minimise the amount of debt held at any one time;
- To pursue all debts, ensuring that those with the means to pay actually do so;
- To provide a corporate approach to the billing, recovery and collection of debt that encompasses the following core principles and is proportional, consistent and transparent.

## **Core Principles**

Responsibility for maximising income to the council for the services it charges for is shared by the Chief Finance Officer and Heads of Services.

The primary objective is to obtain payment in advance of services being provided. Where this is not possible, services should determine their arrangements for allowing credit in consultation with the Income Team, on behalf of the Chief Finance Officer. This document sets out arrangements for doing this.

Services are responsible for controlling the issue of credit in line with pre-determined arrangements and adhering to the arrangements for blocked customers.

Services are responsible for collecting and banking income collected in advance and for raising invoices promptly where credit has been allowed.

Consistent and transparent debt management arrangements will be applied to all sums owed to the council, with the objective of maximising income and cash

flow, but taking account of the cost of collection and recovery. Arrangements for dealing with hardship are also addressed by this document.

The central Income Team is responsible for recovering debts that have been raised by services, for advising them on debts that are uneconomic to pursue and where debts should be written-off, and for maintaining master data (client details, including blocked customer status etc.).

Provision for bad debts will be determined by the Chief Finance Officer, in conjunction with services and the Head of Revenue Services;

This document is not concerned with the Council's policy for charging for services. It is only concerned with the arrangements for collecting income and debts where the Council has made a policy decision on charging for services.

### **Definition of a debtor**

A debtor is any body, (whether an individual or organisation), who has received goods or services from the Council, or is liable for a statutory debt, and who has not yet paid the full amount owed.

To reduce the number of debtors, service providers must attempt to obtain payment in advance or at the point of service delivery wherever possible. Invoices should only be raised where payment in advance for a service is inappropriate.

### **Performance management**

Prompt recovery action is key in managing debt and maximising income. The Council therefore aims to:

- Regularly monitor the level and age of debt.
- Set clear targets for the recovery of debt.
- Have clear written recovery procedures.
- Set priorities for specific areas of debt and assess recovery methods to ensure maximum recovery.
- Regularly review irrecoverable debts for write-off.

### **Monitoring and reporting of debt**

The following table sets out the frequency and type of debt reporting, the responsibilities associated with monitoring debt levels, and responsibilities for monitoring this policy:



Type of Debt	Activity	Report to:	Responsible Officer	Frequency
Sundry	Aged Debt report	All services	Income Manager	Monthly
Sundry	Barnet Major Debtors		Income Manager	Monthly
Revenues, Benefits and NNDR	Ctax Percentage collected in year	CLG	Head of Revenues and Benefits	Yearly
All Debt	Review of Policy	Chief Finance Officer	Income Manager	Yearly

Performance targets for debt invoicing, collection and debt recovery:

Type of Debt	Activity	Target	Responsible Officer
Sundry	Invoicing	Invoice request to be raised in advance where possible, but no later than 7 days after the supply of the related goods or services.	Income Manager
Sundry	Invoicing	Invoice to be raised within 1 day of the sales order being received.	Income manager
Sundry	Collection	Cheques or cash to be processed within 24 hours of receipt.	Income Manager
Sundry	Collection	Payment suspense items to be cleared within 3 days.	Head of Finance
Sundry	Aged Debt KPI	% of debt over 6 months but less than 1 year to be less than 3% of total debt.**	Income Manager
Sundry	Aged Debt KPI	% of debt over 1 year but less than 2 years to be less than 2% of total debt.**	Income Manager
Sundry	Aged Debt KPI	% of debt over 2 years to be less than 1% of total debt.**	Income Manager
Sundry	Aged Debt KPI	Irrecoverable debt to be written off on a yearly basis.	Income Manager
Sundry	Payment method	To increase the number that pay by direct debit by 5% per annum.	Income Manager

Council Tax	To maximise the level of collection.	That 96% of 2011/12 Council Tax will be collected.	Head of Revenues and Benefits
NNDR	To maximise the level of collection.	That 96% of this years charge will be collected.	Head of Revenues and Benefits
Benefit Overpayments	To maximise the level of collection.	That at least £1m of this years debt will be collected	Head of Revenues and Benefits

\*\* Excludes Adult residential care costs

### **Collection and Recovery**

Except in the case of an invoice payable by instalments, or as otherwise contractually agreed, the settlement period for all invoices will be within 28 days.

After the settlement period, and where legislation permits, the Council may seek to recover interest and any costs that are legitimately due from the debtor to the Council or its agents.

Recovery action will commence no later than 14 days after the demand has fallen due. Escalations processes up to and including litigation, are to be agreed between the Income Team and the service departments.

The Council will attempt at all times to use the most appropriate and cost-effective method of debt recovery in order to maximise income.

Before enforcement action is taken, the council will utilise, correspondence and telephone contact with the debtor, visits to the debtor's home by designated Council officers, and where cost effective to do so, external collection agents as an alternative means of recovering sundry debts.

Where an external agency is utilised to assist with collection the flow of information between the Council and the agent must be in a secure electronic format.

All statutory methods of enforcement of debts shall be available for use. These include:

- Attachments of Earnings
- Warrants of Execution
- Third Party Orders
- Insolvency
- Possession proceedings

Where legally permissible, the provision of future services to the debtor will be suspended until outstanding debts are settled.

## **Dispute resolution**

In case of a dispute all recovery action will be suspended and the dispute referred back to the originating department for resolution within one week. If no response after 1 week a reminder will be sent to the originating department for instructions. If no response after a further week the debt will be transferred back to the originating department.

A dispute is not resolved unless it meets one of the following conditions:

- The customer is correct and gets full credit
- The customer is partly correct and gets partial credit and agreed charge.
- The customer is incorrect and accepts the charge
- The customer is not correct and does not accept the situation but the service is prepared to pursue the debt

## **Write off procedures**

Whilst the Council will make every effort to pursue debts owed by debtors, it recognizes that in some circumstances debt will become irrecoverable.

Debt may be regarded as uncollectable where:

- The debt is uneconomic to collect i.e. the cost of collection is greater than the value of the debt.
- The debt is time barred, where the statute of limitation applies. Generally this means that if a period of six years has elapsed since the debt was last demanded, the debt cannot be enforced by legal action.
- The debtor cannot be found or communicated with despite all reasonable attempts to trace.
- The debtor is deceased and there is no likely settlement from the estate or next of kin and where there is written confirmation from the Receiver.
- Hardship, where permitted, on the grounds that recovery of the debt is likely to cause the debtor serious financial difficulty.
- Insolvency where there is no likelihood of settlement and written confirmation from the Official Receiver or Administrator.

Good practice dictates that, when all methods of debt recovery have been exhausted, any debts that remain irrecoverable are written off promptly in accordance with the Council's Constitution and Financial Regulations.

Under the Council's Constitution, the Chief Finance Officer may, subject to that officer being satisfied that all avenues to recover the funds have been investigated, write off bad debts up to the value of £5000.00

Bad debt that is to be written off and is in excess of £5000.00 must be referred to the Cabinet Resources Committee for write off.

The CIPFA Code of Practice on Local Authority Accounting, (The Code) requires the council's statement of accounts to include sufficient provision for bad debts. This provision will be determined by the Chief Finance Officer, in consultation with the Head of Exchequer Services, the Head of Revenue Services and other Services. The External Auditor will subsequently review this provision for appropriateness.

Generally, the older a debt is, the greater the requirement for a bad debt provision. Provisions are always reviewed as part of closing of the accounts, but should also be reviewed on a regular basis throughout the year, and any likely requirement to increase the provision at the year end should be identified and reported through regular budget monitoring.

### **Customer Care**

The Council will:

Collect debts in an efficient way, taking account of personal circumstances.

Deal with debtors in a professional manner at all times treating individuals consistently and fairly and displaying courtesy and respect in accordance with departmental Customer Care directives

Provide facilities to enable customers to discuss their debts in a confidential environment offering assistance wherever possible.

All debtors seeking help due to financial difficulties will:

- Be invited to provide details of their means by listing their income and expenditure. (Evidence will be requested if necessary)
- If they have other debts owing to the Council then these will also be considered when agreeing a recovery plan.
- Be encouraged to use the money advice services available from the Citizens Advice Bureau and other debt advice providers.

### **Advice and assistance**

The Council will seek to provide information about debt advice and potential statutory benefits and discounts to those debtors who cannot pay.

Officers will remind debtors of the importance of paying priority debts. Priority debts include Council Tax arrears. Non-payment of Council Tax arrears can result in the seizure of debtors goods, or in the debtor being sent to prison.

Debtors who are in financial difficulty may find it beneficial to obtain specialist advice from one of the following agencies:

## Citizens Advice Bureau

The Citizens Advice Bureau offer advice about simple debt problems, and will be able to refer debtors to a specialist advisor if the debt problem is complicated.

Website: <http://www.citizensadvice.org.uk>

Local branches:

New Barnet Citizens Advice Bureau 30 Station Road New Barnet Barnet Hertfordshire Tel: 0844 826 9336 Email: <a href="mailto:newbarnet@barnetcab.org.uk">newbarnet@barnetcab.org.uk</a>	Finchley Citizens Advice Bureau 23 Hendon Lane London N3 1RT Tel: 0844 826 9336 Email: <a href="mailto:finchley@barnetcab.org.uk">finchley@barnetcab.org.uk</a>
Grahame Park Citizens Advice Bureau The Concourse Grahame Park London NW9 5XA Tel: 0844 826 9336 Web: <a href="http://www.barnetcab.org.uk">www.barnetcab.org.uk</a>	Hendon Citizens Advice Bureau 40-42 Church End Hendon London NW4 4JT Tel: 0844 826 9336 Web: <a href="http://www.barnetcab.org.uk">www.barnetcab.org.uk</a>

## Money Advice Centres

Money Advice Centres can also provide help with debt problems. Details of the nearest centres may be found by accessing the DirectGov website: [www.direct.gov.uk](http://www.direct.gov.uk) and following the link to Community Legal Advice or by telephoning the helpline on 0845 345 4345

## National Debtline

The National Debtline provides free debt management information to people living in England and Wales. Debtors can contact National Debtline by calling them on 0808 808 4000 or via their website at [www.nationaldebtline.co.uk](http://www.nationaldebtline.co.uk)

## Business Debtline

The Business Debtline provides advice for small business in England and Wales. Debtors can contact them by telephone on 0800 197 6026 or via their website: [www.bdl.org.uk](http://www.bdl.org.uk)