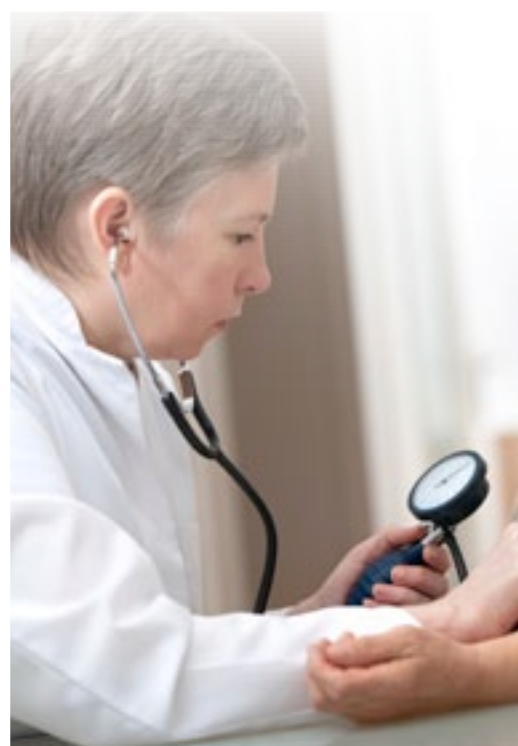


Council Budget 2014 – 2015

Financial Forward Plan and Capital Programme



Budget 2014/15 Index

Sections	Page Number
Budget Commentary	1-30
Appendix 1- Medium Term Financial Strategy (MTFS)	31
Appendix 2- Detailed revenue budgets, savings & pressures and council tax schedules	33-66
Appendix 3- Housing Revenue Account (HRA)	67-69
Appendix 4- Detailed capital programme	71-85
Appendix 5- Treasury management strategy	87-111
Appendix 6- Reserves and balances policy	113-114
Appendix 7- Fees and charges	115-181
Appendix 8- Debt management strategy	183-190

1. RECOMMENDATION AGREED BY COUNCIL 4th MARCH 2014

Corporate Plan

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

Consultation

- 1.2 That Cabinet consider the consultation outcomes when making their decisions.

Medium Term Financial Strategy (MTFS)

- 1.3 That Council approve the MTFS attached at **Appendix 1**. The MTFS sets out all of the budget changes over the period from 2014/15 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

- 1.4 The 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 1% reduction in council tax for 2014/15 and a council tax freeze in 2015/16.

Overall the 2014/15 budget requirement totals £260,575,218.

- 1.5 That it be noted that the Chief Finance Officer under his delegated powers has calculated the amount of 128,463 (band D equivalents) as the council tax base for the year 2014/15 [Item T in the formula in Section 31B (3) of the Local Government Finance Act 1992, as amended (the "Act")];
- 1.6 That it be noted that the council tax requirement for the Council's own purposes for 2014/15 (excluding precepts) is £141,575,218.
- 1.7 That Council approve the following amounts be now calculated for the year 2014/15 in accordance with Sections 31, 34, 35 and 36 of the Act:
- (a) £949,451,502 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) £807,876,284 being the aggregate of the amounts which the council estimates for the items set out in Section 31A(3) of the Act.
 - (c) £141,575,218 being the amount by which the aggregate at 1.7(a) above exceeds the aggregate at 1.7(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) £1,102.07 being the amount at 1.7(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 (excluding precepts).
 - (e) The Chief Finance Officer has determined that the Council's basic amount of council tax for 2014/15 is not excessive in accordance with the principles

approved under Section 52ZB and 52ZC of the Local Government Act 1992.

- (f) £1,102.07 being the amount at 1.6 above divided by the amount at 1.5 above, calculated by the council, as the basic amount of its council tax for the year 2014/15;

London Borough of Barnet Valuation Bands (£)

A	B	C	D	E	F	G	H
734.71	857.16	979.62	<u>1,102.07</u>	1,346.97	1,591.88	1,836.78	2,204.14

Being the amounts given by multiplying the amount at 1.7(d) above by the number which, in the proportion set out in Section 5(1) of the Act, 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.

- 1.8 That it be noted that for the year 2014/15 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
199.33	232.56	265.78	<u>299.0</u>	365.45	431.89	498.34	598.0

- 1.9 That having calculated the aggregate in each case of the amounts at 1.7(d) and 1.8 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 2014/15 for each of the categories dwellings shown below:

Council Tax for Area (£)

A	B	C	D	E	F	G	H
934.04	1,089.72	1,245.40	<u>1,401.07</u>	1,712.42	2,023.77	2,335.12	2,802.14

- 1.10 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 1.9 above pursuant to Section 30 of the Local Government Finance Act 1992 within a period of 21 days following the Council's decision.

Council Tax Support Scheme

- 1.11 The Council approves the Barnet Council Tax Support Scheme, adopted in January 2013, remain unchanged except for uprating in line with Department for Work and Pension changes for housing benefit.
- 1.12 That the working age non-dependent (ND) charges be uprated as set out in paragraph 9.6.9.
- 1.13 That the technical changes to the scheme be noted.

Capital

- 1.14 That Council approve the capital programme as set out in **Appendix 4**, and that the Chief Officers be authorised to take all necessary actions for implementation.
- 1.15 That the Chief Finance Officer be authorised to adjust capital project budgets in 2014/15 throughout the capital programme after the 2013/14 accounts are closed and the amounts of slippage and budget carry forward required are known.
- 1.16 That where slippage results in the loss of external funding and a new pressure being placed on prudential borrowing, Directors must report to Cabinet on options for offsetting this impact by adjusting other capital projects.

Treasury management, Capital Prudential Code and Borrowing Limits

- 1.17 That Council approve the Treasury Management Strategy for 2014/15 as set out in **Appendix 5**.
- 1.18 The full set of Prudential Indicators set out in **Appendix 5** and authorise the Chief Finance Officer 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

- 1.19 That Cabinet approve the following:
- (a) The proposed rent increase of 2.5% for council dwellings as set out in paragraph 9.9.4 to take effect from 1 April 2014;
 - (b) The proposed increases to service charges for council dwellings as set out in paragraph 9.9.6 to take effect from 1 April 2014;
 - (c) The proposed rent increase of 3.2% for council garages as set out in paragraph 9.9.9 to take effect from 1 April 2014;
 - (d) The proposed reduction in rents for buyback properties as set out in paragraph 9.9.10 to take effect from 1 April 2014.
- 1.20 That Cabinet approve the Housing Revenue Account estimates for 2014/15 as set out in **Appendix 3**.

Equality Impact Assessments

- 1.21 The Equality Impact Assessments are set out in paragraph 5 of this report.

Reserves and Balances Policy

- 1.22 That Council approve the Reserves and Balances Policy as set out in **Appendix 6** and the Chief Finance Officer's assessment of adequacy of reserves in section 9.10. 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.

Corporate Risk Register

- 1.23 That Council note the Corporate Risk Register.

- 1.24 The Local Government Finance Settlement has 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 which is being addressed through the council's Priorities and Spending Review.

2. RELEVANT PREVIOUS DECISIONS

- 2.1 Cabinet on 18 July 2013 agreed the budget setting process for 2014/15 and 2015/16.
- 2.2 Cabinet on 4 November 2013 agreed the draft budget proposals for 2014/15 and 2015/16 for consultation.

3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 3.1 The annual business planning process enables Members to set the strategic direction of the Council – based on the priorities of residents - and for that direction to be reflected in the Council's Corporate Plan. The Corporate Plan stands as the primary document against which Council policy considerations are evaluated in Committee and Delegated Powers Reports.
- 3.2 The Council's strategic priorities and performance targets were refreshed for the period 2013/14 to 2015/16 as part of last year's business planning process and set out in the Council's Corporate Plan which was published in April. The Council's strategic priorities up to 2015/16, as reflected in the Corporate Plan, are as follows:
- To create the right environment to promote responsible growth, development and success across the borough;
 - To support families and individuals that need it – promoting independence, learning and well-being; and
 - To improve the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study.

The Council's budget is focused on delivering these strategic objectives, ensuring that resources follow strategy.

- 3.3 The Corporate Plan forms an overarching framework for more detailed Delivery Unit plans, team plans, and for setting performance objectives for individual officers, ensuring that all elements of the Council's business planning process are focused on achieving the strategic priorities agreed by Cabinet.

4. RISK MANAGEMENT ISSUES

- 4.1 There is a risk that service delivery cuts have a disproportionate impact on residents when combined with the impact of welfare reform and increasing cost of living. The Council has put in place support for people who will be affected by welfare reform, including supporting people into work and looking for sustainable housing options. Analysis of budget proposals and the completion of equality impact assessments is set out within this report.

- 4.2 As we continue to transform and adjust to austerity, the risk of Judicial Review is increasingly present, with an increasing number of claims against Local Authorities on grounds that a proper process was not followed in making the decision or relevant information was not taken into account. It is important that the Council considers its overarching statutory duties when considering budget planning and that processes are conducted in a rigorous and open minded way.
- 4.3 The Government announced further cuts for the 2015/16 Financial Year as part of the Spending Review 2013 and the Local Government Finance Settlement. This included a further cut to Local Government funding of around 10% in that year, as well as indicating that austerity is likely to continue until the end of the decade. Current modelling suggests that this is likely to equate to further annual reductions of between £15m and £20m to the Council's budget. For this reason, it is important that the Council continues to be prudent with its use of reserves and contingency to mitigate future cuts.

5. EQUALITIES AND DIVERSITY ISSUES

- 5.1 Equalities and diversity issues are a mandatory consideration in decision making in the Council pursuant to the Equality Act 2010. This means that the Council and all other organisations acting on its behalf, have a duty to pay due regard to equalities when exercising a public function. The broad purpose of this duty is to integrate considerations of equality and good relations into day to day business and keep them under review in decision making, the design of policies and the delivery of services.
- 5.2 This duty requires decision makers to satisfy themselves that due regard has been paid to equalities in all proposals. It also requires consideration of any adverse impact on any protected group and whether mitigating factors can be put in train.
- 5.3 The Council has published its revised Equalities Policy and refreshed approach to equalities following the Council Meeting on 21st January 2014. The revised policy was subject to an 8 week public consultation commencing in October 2013 and it outlines aims and principles for the Council and our partners to meet the Public Sector Equalities duties and how performance will be monitored and published. The policy also indicates leadership roles within the council for this agenda. The Council has also an Equalities Action Plan to enable implementation of the Equalities Policy with Delivery Units and other strategic partners. The Council's equality pages have been updated following 21st January to replace the Equalities Policy dated 2010. http://www.barnet.gov.uk/info/200041/equality_and_diversity/224/equality_and_diversity
- 5.4 The Council published its Strategic Equalities Objective in the Corporate Plan 2013 - 16. The objective is enshrined in the constitution at Article 1 Para1.03 which states that the purpose of the constitution is to address inequality and at Article 12, the Principles of Decision Making, which states at 12.02c that decision making, should be done with respect for Human Rights and Equalities. The strategic Equalities Objective states that citizens will be treated equally, with understanding and respect; have equal opportunity with other citizens and receive quality services provided to Best Value principles. This objective can be found at:

- 5.5 As the Council transitions to the new Commissioning Council structure and operating model the approach to Equalities has been reviewed and strengthened, to ensure that roles and responsibilities are clearly outlined. A common approach to equalities has been taken across internal and external Delivery Units who are responsible for undertaking the necessary analysis of the equalities impact of their budget proposals and considering the impact on any protected group, including whether any mitigating factors can be put in train.
- 5.6 Any decision (for example reductions to service budgets or service redesigns) is potentially open to challenge through a judicial review. Whilst no public body is immune from challenge, the risk can be significantly reduced by consistent adoption of best business planning practice, a consistent approach to analysing the equalities impact of proposals, an inclusive approach to engagement, a clear understanding of the impact of proposed changes, consideration of mitigations and monitoring of outcomes.
- 5.7 Delivery Units have autonomy in relation to their budget savings proposals and for assuring themselves that the equalities impacts of their proposals have been considered and that there is an action plan of mitigating actions as part of standard business planning and decision making.
- 5.8 Central advice and guidance has been provided to Delivery Units throughout the budget process to support a consistent approach to equality analysis and this is available on the council's intranet. The Policy Unit has worked with Delivery Units to:
- ensure the Council takes a consistent approach to assessing the equalities impact of their proposals including any cumulative impact on any particular group and whether mitigating actions can be put in place;
 - refine equality assessments as proposals develop.
- 5.9 In November 2013, Delivery Units were asked to review their initial analysis of the equalities impact of their proposals and update their analysis as necessary. Further work has been undertaken to refine and develop these proposed savings. The public consultation on the budget closed on 31st January 2014 and Delivery Units have undertaken some further work in response to consultation feedback.
- 5.10 Full equality impact assessments were completed on the Customer and Support Group (CSG) contract and the Re joint venture as part of those commercial contracts. Should Capita and Capita Symonds propose service change proposals these will need to be properly considered to ensure that due regard have been given to equalities. This would include appropriate communication and consultation and equalities impact assessments, prior to decision making (in accordance with the Council's scheme of delegation) and the implementation of any changes. The policy unit organised a workshop with the relevant commercial contract managers to outline the Council's requirements and has subsequently offered advice as requested on proposals.
- 5.11 **Appendix 2** to this paper outlines budget pressures and savings by Service area / Delivery unit. Children's have completed 9 Equality impact assessments

relating to these savings and Adults and Communities have completed 12. These two services are also the areas with the most new proposals for savings in 2014/15.

- 5.12 9 EIAs from Children's show a negative impact. As a result it has been decided not to proceed with savings in Domestic Violence Services and Young Carers and those savings have been absorbed elsewhere in the family services budget savings. In the remaining 7 EIAs action plans are in place to mitigate the adverse impact. Of the 12 EIAs submitted by Adults and Communities no proposals are currently flagged as having a high adverse equalities impact. 9 of the 12 EIAs in Adults and Communities are indicating a positive impact with 1 EIA showing no impact (provider cost negotiation) and 2 showing minimum negative impact (reduction in floating support and leisure saving through contract renegotiation and changed opening hours). Adults and Communities proposals focus on efficiencies, replacing out of borough services with in borough provision for supported housing schemes for people with high functioning autism – Asperger's (Speedwell Court) and promote the Delivery Unit priorities of promoting independence, choice and personalisation of services. This will be kept under review through the action plans in place with each EIA.
- 5.13 A cumulative impact assessment of the proposed budget savings has been carried out. This includes some analysis of cumulative impact across groups based on the equality analysis undertaken by each Delivery Unit/function which underpin the budget savings and it takes account of the bigger picture of performance monitoring against the Strategic Equalities objective and Delivery Unit measures and broader changes such as Welfare Reform together with any possible mitigations. The cumulative analysis considers all proposals including proposals in the Children's and Adults and Communities Delivery Units and matters affecting staff.
- 5.14 The key mitigations will be to share these findings with our partners and continue to pay due regard to equalities as we mainstream equalities through business planning and finance processes and performance indicators. For example, through the Strategic Equalities Objective so that adverse impact can be kept under review and any avoidable impact mitigated.

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. This report updates Cabinet on the details of the budget for 2014/15 and 2015/16. In November 2013, Cabinet agreed updated 2 year budget proposals over the period 2014/15 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 £36.663m over the next 2 years. There is a provision of £2.428m included in the budget to meet demographic pressures in relation to delivery units. The combination of these factors requires the council to make savings totalling £39.091m to enable a balanced budget to be set. The budget position is set out in section 9.4, with detailed savings and pressures included in **Appendix 2**.

- 6.3 In addition to continued austerity, demographic change and the resulting pressure on services poses a significant challenge to the Council. The organisation is facing significant budget reductions at the same time as the population is increasing, particularly in the young and very old demographics. 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.
- 6.4 There are a number of staffing implications as a result of implementing the savings proposals. These are detailed below:
- TUPE transfer in: The savings resulting from alternative service provision in Street Scene will mean all in-scope employees working for May Gurney PLC at the time of transfer have automatically become employees of the Council under the TUPE Regulations when their work transferred in October 2013;
 - TUPE transfer out: as part of the Customer and Support Group (CSG) and Development and Regulatory Services (DRS) contracts staff were TUPED in 2013 to Capita and Re respectively. There were 429 managers and staff in scope for CSG and 256 for DRS;
 - Staffing reductions: compared to previous years the proposed numbers of staffing reductions are not significant. This is partly due to the staffing changes detailed above and also because most of the efficiencies in 2014/15 are being achieved from third party contracts. There are 11.4 proposed reductions across 2014/15 and 2015/16.
- 6.5 As at November 2013, the total number of staff at risk was estimated at 11.4. Consultation has been carried out with staff at risk, and this concluded on 25 November 2013.
- 6.6 Savings consist of a number of efficiency, service reduction and income generation proposals. Broadly, performance is not anticipated to be negatively impacted for the efficiency proposals, however given the scale of the efficiencies to be found the on-going impact will be closely monitored post implementation. The most significant service reduction proposals are in Children's Services and the service delivery impact has been considered and mitigating actions have been put in place where necessary.

7. LEGAL ISSUES

- 7.1 The Council has statutory obligations under the Equality Act 2010 and in particular s149 sets out the Public Sector Equality Duty (PSED).
- 7.2 All proposals emerging from the business planning process must be considered in terms of the Council's legal powers and obligations, including its overarching statutory duties such as the Public Sector Equality Duty. Any proposals including those to reduce or fundamentally change service delivery would require the decision makers to have due regard to the public sector equality duty which can be evidenced by the completion of equality impact analysis and full consideration of its findings.

General Public Sector Equalities Duty

- 7.3 The PSED consists of a general duty, with three main aims. The general duty requires public bodies to have due regard to the need to:
- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010;
 - Advance equality of opportunity between people from different groups; and
 - Foster good relations between people from different groups.

Specific Equalities Duty

- 7.4 The specific duties commenced in England in September 2011 and require public bodies to:
- Set and publish equality objectives, at least every four years; and
 - Publish information to show their compliance with the Equality Duty, at least annually.

The information published must include information relating to employees (for public health with 150 or more employees) and information relating to people who are affected by the public body's policies and practices.

- 7.5 The duty is a continuing duty. Through the process of finalising the budget and corporate plan, the Council will need to satisfy itself that these requirements have been adhered to in formulating the proposals outlined in this report. Equality impact assessments will need to be monitored and reviewed on individual projects as the projects are implemented.

Report of Independent Steering Group (ISG) Review of General and Specific Duties of Public Sector Equality Duty (PSED)

- 7.6 This review of the PSED was carried out by an independent steering group under the Government's Red Tape Challenge and the report was published in September 2013. The report recommendations made no change to any of the existing provisions of the Public Sector Equality Duty. It recommends that a further review should be carried out in September 2016.

Protected Characteristics

- 7.7 The 2010 Equality Act identifies the following protected characteristics:
- 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.

The 'Brown Principles'

- 7.8 The six Brown principles were first used in 2008 in *R. (Brown) v. Secretary of State for Work and Pensions [2008] EWHC 3158* to set out what the court considered a relevant body has to do to fulfil its obligation to have due regard to the aims set out in the general equality duty.

- 7.9 These principles are that:
- Decision makers must be made aware of their duty to have ‘due regard’ to the identified goals;
 - The due regard must be fulfilled before and at the time that a particular policy is being considered by the public authority in question;
 - The duty must be exercised in substance, with rigour and with an open mind;
 - The duty imposed on public authorities is a non-delegable duty;
 - The duty is a continuing one;
 - It is good practice for those exercising public functions in public authorities to keep an adequate record showing that they have actually considered their duties and pondered relevant questions.
- 7.10 The Equality Act 2010 also requires the provision of reasonable adjustment to meet the needs of a disabled person where they are different from the needs of non-disabled people in order to provide equal access and equal treatment.
- 7.11 There are also statutory Codes of Practice issued by the Equalities and Human Rights Commission which the Council has taken into account in formulating equalities guidance.

Consultation

- 7.12 As a matter of public law the duty to consult with regards 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 there is a legitimate expectation of consultation.
- 7.13 As a matter of public law the Council is required to consider whether to put out to consultation proposed policy changes and developments. This is particularly important when considering changes which affect any of the groups with protected characteristics. The results of that consultation must be taken into account when the final decision is made. The council will ensure compliance with this requirement.
- 7.14 Finally, staff consultation about these proposals, in compliance with s188 of the Trade Union and Labour Relations (Consolidation) Act 1992 took place during the period 24 October 2013 to 25 November 2013.

8. CONSTITUTIONAL POWERS (Relevant section from the Constitution, Key/Non-Key Decision)

- 8.1 Council Constitution, Responsibility for Functions, Section 4 sets out Responsibility for Executive Functions. Paragraph 4.8 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 2013, the Council agreed its MTF5, which set a three year budget for the period 2013/14 – 2015/16. In November 2013, Cabinet agreed budget proposals for 2014/15 and 2015/16 for consultation. This report provides feedback on the outcome of consultation on the budget proposals for 2014/15 to 2015/16 and recommends budget proposals for 2014/15 to 2015/16 for approval;
- 9.1.2 The council's strategic context is set out in section 9.2. The strategic objectives form the basis of the Corporate Plans and drive the allocation of resources.
- 9.1.3 The total budget gap is £36.663m over the next 2 years (2014-16). The 2 year budget gap has been updated to reflect recent announcements and CSR 2013.
- 9.1.4 **Savings of £39.092m and pressures of £2.428m** have been identified to enable a balanced budget to be set. The two year budget position is set out in **Appendix 1**, with detailed pressures and savings included in **Appendix 2**.
- 9.1.5 The budget proposals within this report are predicated on a **1% reduction** in council tax for 2014/15 and a council tax freeze for 2015/16.

9.2 Strategic Context

- 9.2.1 Despite recent signs of more positive economic data, the economic climate remains challenging. At the Spending Review in October 2010, central Government set out plans for cutting total public spending by £81bn over four years from 2011 to 2015 in order to eradicate the national budget deficit. This translated to a cut of 27% - or £72m – to the Council's budget over that period. The Government has levied further cuts on Local Government since the 2010 Spending Review. An additional 2% will be cut from Council funding in 2014/15 and June's announcement for the 2015/16 Financial Year translates to a further cut of 10% to Local Authority budgets. The Government has made it clear that austerity is likely to continue until, at least, the end of the decade. The Council forecasts that the cut to its grant, after factoring in increases due to inflation and demographic pressures, over the four year period from 2016 to 2020 will result in a budget gap of £73.6m. When taking into account inflation, the Council's budget is expected to be 44% lower in 2020 than it was in 2010.
- 9.2.2 In spite of the on-going financial challenges, the Council continues to provide high quality services to residents. The Council's Residents Perception Survey, conducted in September - October 2013, shows that, compared to 2012, resident satisfaction with the majority of council services has improved. Nine services – including the repair of roads and social services for adults and children - saw significant increases in satisfaction and the majority of these out-performed other outer London Boroughs. Overall resident satisfaction with the local area remains high and significantly above the national average – 86% of residents are satisfied with their local area as a place to live.
- 9.2.3 Overall resident satisfaction with the council has increased by 11% since 2012. Compared to 2012, residents think the council is doing a better job, making the area a better place to live, provides value for money, is efficient and well run, trustworthy, is doing a better job than a year ago, keeps residents informed and is easy to access council services. In addition, 91% of schools in Barnet

are rated as 'good' or 'excellent' by Ofsted – the second best performance in the country - and Adults and Children's services are recognised as 'excellent' by external inspectors. The Borough remains an attractive and successful place to live, with household incomes totalling almost £6bn last year and 86% of residents satisfied with their local area.

9.2.4 During these challenging times, the Council does not want to increase the financial burden on families and individuals. This is why the Council has frozen Council Tax for four years from 2010/11 to 2013/14, and plans to reduce Council Tax in 2014/15, representing a real terms cut in Council Tax of 20% over the five year period.

9.3 Strategic objectives and the Corporate Plan

9.3.1 The Corporate Plan is the overarching strategic document for the Council, setting out its strategic priorities and objectives. The latest Corporate Plan which covers the period 2013/14 to 2015/16 was published in April and has been revised to reflect the new freedoms offered by the Localism Act.

9.3.2 The revised Plan is more focussed, with a reduced number of objectives, refined performance targets, and clear lines of accountability. The Corporate Plan sits above published Service Plans for each directorate providing a clear link between the Council's strategic objectives and the actions each service will take to deliver them. The Council's strategic objectives reflect the concerns of residents following a consultation exercise to understand the views of residents in relation to service priorities.

9.3.3 The strategic objectives set out in the Corporate Plan reflect the priorities of residents and achieving them will require collaboration between the Council and its public sector partners. For example, an objective to keep Barnet safe sets out how the Council will work with the Police and others to achieve this.

Overarching priorities

9.3.4 The Corporate Plan includes the three overarching priorities, and these will remain unchanged for the forthcoming year. They are:

- To create the right environment to promote responsible growth, development and success across the borough;
- To support families and individuals that need it – promoting independence, learning and well-being; and
- To improve the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study

These top three strategic priorities are underpinned by a number of priority outcomes and performance indicators against which success is monitored which together forms the Council's strategic framework. This framework is set out below:

Barnet Council will work with local partners to:

<p>1. Create the right environment to promote responsible growth, development and success across the borough.</p>	<p>2. Support families and individuals that need it – promoting independence, learning and well-being.</p>	<p>3. Improve the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study.</p>
<p><i>This means...</i></p> <ul style="list-style-type: none"> • Creating jobs and new homes in the next five years via regeneration • Increasing skills, encouraging enterprise and reducing unemployment. <p><i>Measure:</i></p> <ul style="list-style-type: none"> • Business growth and retention. 	<p><i>This means...</i></p> <ul style="list-style-type: none"> • Encouraging families and individuals to live as healthily and independently as possible, giving targeted services to those who most need it. <p><i>Measure:</i></p> <ul style="list-style-type: none"> • Managing demand for services. 	<p><i>This means...</i></p> <ul style="list-style-type: none"> • Giving excellent services to residents • Protecting the unique character of the borough and providing sustainable infrastructure to support success. <p><i>Measure of success:</i></p> <ul style="list-style-type: none"> • Resident satisfaction with the borough as a place to live work and study • Satisfaction with the Council.

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.

9.4 Medium Term Financial Strategy

9.4.1 The Medium Term Financial Strategy (MTFS) sets out all of the budget changes over a rolling two-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.

2014/15 – 2015/16

9.4.2 The budget covering the period 2014-16 reflects a budget gap of £39.091m over the two years, together with savings proposals to reach a balanced position.

Funding from Central Government, Council Tax and Use of Reserves

9.4.3 The potential budget gap that the Council faces from 2014-16 includes assumptions about levels of expected Government grant, future levels of business rates and changes to the Council Tax base, along with a range of other assumptions about pay and non-pay inflation, future levies and other risks.

9.4.4 On 18 December, the Government announced further cuts for the 2015/16 Financial Year as part of Local Government Finance Settlement 2014/15 and 2015/16. This included a further cut to Local Government funding of around 10% in that year, as well as indicating that austerity is likely to continue until the end of the decade. It is important to stress that modelling for 2015/16 is based on a number of assumptions and for now, a 19% reduction in the Revenue Support Grant (RSG) is deemed sufficient until further detail is released from Central Government.

9.4.5 The administration has allocated savings as a result of signing the CSG and Re contracts and the council tax freeze grant, as follows:

- Council tax reduction and freeze: £2m
- Roads and pavements: £4m
- Other priority projects: £1m

2013/14 financial position

9.4.6 The latest position on budget monitoring for 2013/14 will be reported to Cabinet Resources Committee in February 2014. The report shows a projected £2.2m overspend across all services. Work is currently underway to ensure this is a balanced position by year end. This will ensure that the Council's level of general reserves will remain above £15m at the end of the year.

9.4.7 The most significant risks are the overspend reported in Street Scene delivery unit. Actions are being taken to address this position in the current year and beyond. Budget pressures also continue in respect of temporary accommodation but it is anticipated that this will be contained within existing contingency allocations. The level of reserves and contingency has been set within this budget recognise the risk associated with this position continuing into 2014/15.

Specific items and risks over the next two years provided for in MTFS

9.4.8 There are a number of risks that have been factored into the budget model 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 the November budget report;

- North London Waste levy: the latest projections from NLWA have been included within the MTFS for 2014/15 and 2015/16;
- Contingency: provision is made within central expenses for specific risks including adverse equalities impacts that cannot be mitigated. There is money set aside to reflect the risk related to increase in cost associated with temporary accommodation, potential increase in Children's social care demographics, and provision for general and unforeseen risks; and
- Formula grant, core grants and business rates: allocations for 2014/15 and provisional allocations for 2015/16 have now been announced. The impact on the MTFS was an increase in funding of £1m in 2014/15, and a reduction in funding of £3.5m in 2015/16. The net impact of this was offset by provision in contingency set aside for future funding risks.

Emerging risks over the next two years

9.4.9 There are a number of risks to the Council's financial position as a result of changes in demographics, changes to legislation and other factors. The Council holds reserves and contingency balances to address future risks and concerns. These risks will be kept under review as they materialise.

- Welfare reform: the move towards universal credit is anticipated to have an impact on housing and social care services (in Adults and Communities and Children's Services);
- Social care funding reform and draft Care Bill: introduction of a cap on contribution towards care costs and assessments and services for carers is likely to increase the pressure on the service. There will be additional funding for social care to local authorities however at this stage it is unclear if this will meet the likely pressure;
- Children and Families Bill: expected to become law in 2014 and will extend the Local Authority's responsibility to ensure access to education for young people with special educational needs (SEN), from the current age limit of 19, up to the age of 25;
- New government guidance being consulted on in early 2014 regarding parking enforcement changes may have a negative impact on revenue collected;
- The creation of the Better Care Fund (BCF) is likely to have funding pressure for the Clinical Commissioning Group (CCG) and the creation of a pooled budget may mean the council reduces its control of the social care and health integration monies that has been funding demographic pressures in the service;

Dedicated Schools Grant (DSG) and Schools Budget 2014/15

9.4.10 The major reforms brought in for 2013 have now been implemented and there are no major changes for 2014/15.

9.4.11 The local authority funding rates remain frozen and the only increases in the DSG are due to additional pupils on the census and the expansion of the two year old free entitlement. The Barnet school funding formula remains the same and schools continue to be protected by a minimum funding guarantee which ensures they receive at least 98.5% of their 2013/14 per pupil funding in 2014/15.

9.4.12 Pressures on the budget come from high needs placements, especially those in independent special schools and from continuing growth in primary pupil numbers leading to new schools and expansions. Advance non-capital funding for setting up new classes is costing approximately £2m per year. Post 16 high needs funding is another pressure area with government limitations on growth.

9.4.13 The draft Schools Budget was presented and agreed by Schools Forum on 3rd December 2013. The final DSG has yet to be confirmed as the Early Years Block and the High Needs block will be adjusted in March 2014 following the January Census and the High Needs Place Return. In subsequent months this will be presented to the Schools Forum for consideration and agreement.

Revenue Budget

9.4.14 Savings proposals for 2014/15 and 2015/16 have been reviewed across the Council to ensure they remain deliverable and are in line with the direction of policy. These are set out in detail at **Appendix 2**.

9.4.15 The total savings from each delivery unit are set out below:

Delivery Unit	2014/15 'm	2015/16 'm
Adults and Communities	8.377	8.424
Assurance	0.04	0.175
Children's Service	4.44	6.207
Commissioning	0.8	0.525
Customer and Support Group	2.393	2.1
Housing Needs and Resources	0.055	0.3
Legal	0.15	0.2
Re	1.355	0.3
Street Scene (including parking)	1.4	1.851
Total	19.01	20.082

9.4.16 An allowance has been included within the budget envelope for demographic growth in line with population projections for Adults and Communities and Children's Services.

9.4.17 The total pressures for each delivery unit are summarised below:

Delivery Unit	2014/15 'm	2015/16 'm
Adults and Communities	0.8	0.8
Children's Service	0	0.72
Street Scene	0.108	0
Total	0.908	1.52

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

	2014/15 £000	2015/16 £000	Total £000
Budget Gap before savings & pressures	18,101	18,562	36,663

Proposed Pressures	908	1,520	2,428
Proposed Savings	(19,010)	(20,082)	(39,092)
Budget Gap after savings	0	0	0

9.4.19 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 2014/15 and 2015/16. This is based on actual funding announcements for 2014/15 and provisional announcements for 2015/16.

9.5 Consultation

9.5.1 Development of strategic objectives, business plans and savings options have been informed by consultation and engagement with residents and NNDRPs.

The consultation took place in two phases:

- Phase One: Residents' Perception Survey (September 2013 – October 2013)
- Phase Two: Formal Business Plan and Budget Consultation (8th November 2013 – 31st January 2014)

Residents' Perception Survey (September 2013 – October 2013)

9.5.2 The Residents' Perception Survey (RPS) provides a borough-wide understanding of residents' priorities, perception of public services and how the views and priorities of residents have changed over the last twelve months. This information can be used to challenge and inform priorities for service plans, commissions and future budget options. Key headlines from the survey are as follows;

9.5.3 Overall satisfaction with the local area remains high and is in line with the National average

- The vast majority of residents (86 per cent) are satisfied with their local area as a place to live which is two per cent lower compared to 2012 (88 per cent) but not significant, and in line with the national average (plus one per cent).

9.5.4 Residents' top three concerns have shifted slightly since 2012

- Conditions of roads (30 per cent, up four per cent since last year) and crime (30 per cent, in line with last year) are the top two concerns for Barnet residents.
- The third top concern for Barnet residents is lack of affordable housing which has seen another significant increase since last year (plus six per cent). This increase, compounded by the 2012 increase, means a total increase in concern of 11 per cent has been experienced over a three year period, and is now significantly above the London average (plus four per cent).

- Concern for Council Tax has dropped by five per cent year on year, and is now in line with London. However, in the General Budget Consultation, when respondents were asked if they agreed with the council's proposal to cut council tax by one per cent next year, the vast majority of Citizens' Panel agreed (71 per cent).
- The increased concern experienced last year with: traffic congestion has now diminished; litter and dirty streets remains in line with last year, and as mentioned previously the concern for lack of affordable housing continues to rise.
- Apart from lack of affordable housing, Barnet residents are not significantly more than concerned than London on any other issues that were listed.

Formal Budget Consultations (8th November 2013 – 31st January 2014)

9.5.5 The council has a duty to consult with residents, service users, employees and other stakeholders where proposals to vary, reduce or withdraw services in the following circumstances: where there is statutory requirement; where the practice has been to consult on changes or where a policy to consult is in place; or where the service reduction or change of a nature, where there is a legitimate expectation of consultation, regardless of statutory duties. Consultation is also recommended in other circumstances, for example to identify the impact of proposals or to assist with complying with the Council's equality duties.

9.5.6 As part of this duty to consult, phase two of the formal consultation consisted of:

- General Consultation: used to ascertain views on the councils overall approach to its business plan and budget; the proposal to cut council tax by one per cent next year; Delivery Unit priorities identified for 2014-15; and to invite general comments on efficiency savings and income generation identified in the budget
- Service-specific consultations where the council has indicated there will be variations to services in their budget proposals for 2014/15

General Consultation on the Business Plan and Budget

9.5.7 The general consultation was published on the council's engage space <http://engage.barnet.gov.uk/> which gave detailed background information about the council budget and the challenges the council faces. Collection of respondents views were fed back via an open web online self-completion survey and paper copies were made available. In order to boost the response, and ensure the views of a profiled representative sample was achieved, the survey was also sent to the Citizens' Panel¹. Also as part of the Council's statutory duty to consult with National Non Domestic Rate (NNDR) Payers, letters were sent out to all the council's NNDR payers inviting them to take part in the consultation. The consultation was widely promoted via the council's Residents' magazine, Barnet First, Community Barnet, the Youth Board and various service user group newsletters and partnership boards.

¹ The **core** panel is made up of 1500 Barnet residents, selected to be representative of the adult population of the borough in terms of ward, age, gender, ethnicity, housing tenure, faith and disability

9.5.8 In total 497 surveys were completed, 443 by the Citizens' Panel and 54 were completed by the general public via the open online web survey². The findings have been reported on separately so that comparisons can be made with the larger representative sample of the Citizens Panel and the much smaller response to the open web survey. The Citizens' Panel response was also weighted to ensure the achieved sample was representative of the borough's population. As the web survey has only received a total response of 54, when considering the web findings account should be taken of the small sample size. Key findings are as follows:

9.5.9 The majority of Citizens' Panel members agree that the council has got the right balance in terms of efficiency savings, increased revenue and reductions to services, with three fifths agreeing (63 per cent). Conversely, those responding to the open web survey were much less likely to agree with the council's approach (39 per cent, 21 out of 54 respondents)

9.5.10 The vast majority of Citizens' Panel members welcome a cut in council tax next year, with nearly three quarters agreeing with the cut (71 per cent). However, those responding to the open web survey, were less likely to agree with the cut, just under half of respondents (49 per cent, 24 out of 49 respondents) agreeing with the proposal to cut council tax by one per cent next year.

9.5.11 The vast majority of respondents agreed with most of the priorities the delivery units have identified for 2014/15. More of a majority was experienced with the Citizens Panel, with around four fifths or more agreeing with many of the priorities, compared to the open online web respondents, who although supportive, were not as enthusiastic in their level of agreement. This was particularly apparent with, the Street Scene Priorities, where they were more likely to be neutral or said they did not know.

9.5.12 The theme of protecting the vulnerable was clearly evident in the responses to this consultation, with the highest level of agreement experienced for those priorities within Adults and Communities and Children's Service, that seek to protect the vulnerable.

Service Specific Consultations

9.5.13 There were two service specific consultations where the council had indicated there will be variations to services in their budget proposals for 2014/15

- Adults and Communities: The Community Offer
- Children's Services: Commissioned Services and Traded Services for Schools

9.5.14 The service consulted with their users and other stakeholders via face to face engagement and an online survey. The general public were also given an opportunity to have their say and register their interest on the council's engage space. Key findings are as follows:

Community Offer consultation

² The open web survey closes on 31st January, so the response may increase, The Citizens' Panel has now closed; the survey was sent directly to panel members via their e mail or postal address. The Panel survey had a four week consultation period, with two reminders sent during this period.

9.5.15 In the main the Community Offer was positively received. However some respondents raised concerns. The main focus of concern was whether offering telecare and equipment as an alternative to home care calls would increase social isolation for affected individuals. Respondents indicated that it was essential that individuals were carefully and individually assessed to ensure this did not happen. Adult Social Care will continue to have a legal duty to assess needs on an individual basis and meet eligible social care needs. Assessment and support plans will consider an individual's social needs. Those carrying out support planning will work with service users to identify concerns and will ensure that individuals where isolation may be an issue are supported to access befriending and community support, such as older peoples' neighbourhood services. This should mitigate concerns about increased isolation. Concerns were also raised about ensuring that appropriate support was in place for people using Direct Payments and ensuring that the payments being provided are sufficient to cover the cost of the care needed by an individual. As a result, the Adults and Communities Delivery Unit are re-establishing a Forum for Direct Payment Users and Carers, chaired by the Assistant Director of Adult Social Care to advise users and carers on the process of Direct Payments and assist them with any concerns they have. Each social care team has a dedicated Direct Payments Advisor who is available to support individuals.

Commissioned services, and Traded services for schools consultation

9.5.16 In relation to commissioned service savings, most respondents tended to agree with the proposal to make savings by jointly buying services with health, although concerns were expressed that there could be reduction in service as a consequence. Respondents tended to agree or strongly agree with the proposal to reconfigure short breaks, with concerns expressed about how this would impact on service delivery, especially for those with lower level needs. Respondents thought that reviewing and joining up similar services could be beneficial, so long as the overall service levels were not adversely affected. There was a mixed response to this proposal; 37 per cent of respondents strongly agreed or tended to agree, whereas 38 per cent tended to disagree or strongly disagree, with the remainder being neutral (21 per cent) or indicating they don't know (four per cent). A similar percentage of respondents strongly agreed or tended to agree (39 per cent) compared with the percentage that strongly disagreed or tended to disagree (38 per cent), with the remainder being neutral (15 per cent) and indicating don't know (eight per cent), about the proposal to develop a traded services model for educational welfare and educational psychology, and find the balance of savings by reducing the 'schools causing concern' budget. A high number of schools indicated they would be willing to buy back educational psychology services.

Staffing implications and associated costs

9.5.17 The budget savings options set out in **Appendix 2** have a number of staffing implications in the following Delivery Units:

- Family Services: Reduction of 2.4 FTE
- Education & Skills: Reduction of 2.3 FTE
- Assurance: Reduction of 1 FTE

9.5.18 In addition to the reductions above, the level of buy back for the schools traded service within the council is still being finalised and may have staffing

implications. Consultation continues with these members of staff and trade unions.

9.5.19 The information above is provided to enable the Cabinet to understand the full service delivery and financial implications of the budget proposals. Further work is being undertaken as part of a longer term workforce strategy to determine the future size and shape of the council. All staffing related decisions are within the remit of the General Functions Committee.

9.5.20 On 4 November 2013, 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 an compliance with the council's 'Managing Organisational Change' policy, that the Chief Operating Officer 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.

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

a) To cut Council Tax by one per cent next year;

b) Investment of £1m will be allocated to fund priority projects to tackle key concerns from the Residents' Perception Survey;

c) The Adults and Communities (A&C) delivery unit will be implementing the proposals set out under the Community Offer. However, concerns raised through the consultation about assessing cases on an individual basis and the need to ensure that people do not become isolated through the increased use of equipment technology will be taken into account. A&C will be mindful about how these proposals are implemented and address the concerns raised. Additionally, as a result of concerns raised regarding Direct Payments A&C will be re-establishing the Direct Payments Forum for users and carers; and

d) The Commissioned services and Traded services for schools proposals are being taken forward. In response to feedback it is not proposed to reduce commissioned domestic violence services or to reduce commissioned services for young carers. Consultation feedback will also be taken into account when implementing the proposals.

9.6 Council Tax

9.6.1 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 decrease of 1% for 2014/15 and freeze for 2015/16.

9.6.2 The detailed council tax base schedules are included in **Appendix 2**. Under delegated powers, the Chief Finance Officer has determined the 2014/15 taxbase to be 128,463 (Band D Equivalents) – the calculation is set out below:

Council tax base	Band D Equivalent	
	2013/14	2014/15
Number of Properties	164,244	165,611
Estimated discounts	(17,060)	(14,964)
Estimated other charges	(19,612)	(20,309)
Total Relevant Amounts	127,539	130,338
Estimated non-collection (1.5 %)	(2,365)	(1,956)
Contribution in lieu of MoD	87	81
Council tax base	125,294	128,463

9.6.3 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.

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

BUDGET	2013/2014 Original	2013/2014 Current	2014/2015 Original
	£	£	£
Total Service Expenditure	292,984,580	292,984,580	286,412,080
Contribution to / (from) Specific Reserves	6,180,701	6,180,701	8,418,138
NET EXPENDITURE	299,165,281	299,165,281	294,830,218
Other Grants	(31,522,000)	(31,522,000)	(34,255,000)
BUDGET REQUIREMENT	267,643,281	267,643,281	260,575,218
Business Rates Retention	(33,608,000)	(33,608,000)	(34,500,000)
Business rates top-up	(17,436,000)	(17,436,000)	(17,800,000)
BUSINESS RATES TOTAL	(51,044,000)	(51,044,000)	(52,300,000)
RSG	(77,122,000)	(77,122,000)	(65,200,000)
Collection Fund Adjustments			(1,500,000)
BARNET'S ELEMENT OF COUNCIL TAX REQUIREMENT	139,477,281	139,477,281	141,575,218
Council Tax base	125,294	125,294	128,463
Basic Amount of Tax	1,113.20	1,113.20	1,102.07
GLA Tax	303.00	303.00	299.00
Total Council Tax (Band D Equivalent)	1,416.20	1,416.20	1,401.07

9.6.5 The GLA precept is £38,410,437 making the total estimated demand on the collection fund and council tax requirement £179,985,655.

London Borough of Barnet	£ 141,575,218
Greater London Authority	£ 38,410,437
Total Requirement for Council Tax	£ 179,985,655

9.6.6 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
	£	£	£
A	734.71	199.33	934.05
B	857.16	232.56	1,089.72
C	979.62	265.78	1,245.40
D	1,102.07	299.00	1,401.07
E	1,346.97	365.45	1,712.42
F	1,591.88	431.89	2,023.77
G	1,836.78	498.34	2,335.12
H	2,204.14	598.00	2,802.14

9.6.7 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 support.

Council Tax Support Scheme

9.6.8 On 22 January 2013, following a 12 week consultation, The Council, adopted a Local Council Tax Reduction Scheme called Council Tax Support. The scheme had the following features:

- Contribution of 8.5% for working age claimants unless in a protected group;
- Simplified system of non-dependent deductions;
- Abolition of second adult rebate for working age customers;
- Protection from the impact of the minimum contribution for war pensioners;
- War pension income disregarded from both the working age scheme and the pension credit age scheme;
- Other changes relating to the effective date of a change of circumstances and how Universal Credit would be treated.

9.6.9 That the working age Non-dependant (ND) charges be uprated as follows:

Claimant or partner receiving Jobseekers Allowance (income based, Income related Employment and Support allowance or Pension credit.	£0.00
Gross Income up to £187.99 pw regardless of source if ND not receiving above benefit.	£5.00 per week
Gross Income £188.00 pw or over regardless of source if ND not receiving above benefit.	£11.25 per week

9.7 Capital programme and invest to save

9.7.1 The Council's capital programme is contained within **Appendix 4**. The current programme (including 2013/14 spend and new approvals) is £537.846m from 2013/14 to 2018/19, with £106.836m government grants, £50.465m capital receipts, £120.029m borrowing, £175.473m Major Repairs Allowance (MRA) and Revenue Contribution to Capital (RCCO), £33.948m capital / infrastructure reserve and £51.095m "other" funding.

9.7.2 Additions to the capital programme as set out in this report are as follows:

Project	Amount £'000	Funding
Adults investing in IT	500	Grant funded, re-profiling of current programme
New secondary 14-19 provision	7,000	Funded from external grant and existing schools capital allocations
Relocation of Pupil Referral Unit	8,000	Funded from existing schools capital allocations
Fuel tank to provide additional liquid fuel storage capacity at Mill Hill Depot	60	Funded from borrowing
Brent Cross – design cost funding	4,000	Funded from infrastructure reserve and recovered from developer
Brent Cross – procurement	1,000	Funded from infrastructure reserve and recovered from development partner
Brent Cross – funding for land acquisition	26,000	Funded from infrastructure reserve and recoverable from developer through procurement process
West Hendon – advance delivery of highways improvements	3,400	Funded from infrastructure reserve
Colindale – Lanacre Avenue and Aerodrome Road junction improvements	5,800	Funded from infrastructure reserve
Colindale – Grahame Park decant programme enhancement	9,600	Funded from infrastructure reserve

Project	Amount £'000	Funding
Town Centres – match funding for external grant opportunities	5,000	Funded from infrastructure reserve
Disabled Facilities Grant (DFG)	1,230	Funded from borrowing
Empty homes grants	790	External grant funding

9.8 Treasury Management Strategy

9.8.1 The Treasury Management Strategy is included at **Appendix 5**. The main recommended revisions to the Treasury Management Strategy are as follows:

- Extension of maximum investment duration from 2 to up to 10 years subject to a limit of £50 million for investments of more than one year duration and a limit of £20 million for investments of more than two years duration; and
- Extend range of counterparties to include pooled property and equity funds.
- Decisions in respect of investments over 2 years, and deposits with pooled property and equity funds will be taken in consultation with the Council's investment advisor, and approved by the Chief Finance Officer.
- 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 2014/15, and therefore the assumptions in the budget strategy for interest receipts remain the same.

9.8.2 Cabinet are asked to note the Treasury Management Strategy as set out in **Appendix 5** which will go to Council for approval.

9.9 Housing Revenue Account

9.9.1 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 2013 the HRA balances were £16.1m, and forecast to be £13.9m at 31 March 2014.

9.9.2 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 rents

9.9.3 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.

Council dwelling rents

9.9.4 Although the government recommends that local authorities continue to follow the national policy for rent setting, it has confirmed that this is only guidance and that councils are free to set rents that reflect local priorities and needs.

9.9.5 The economic situation and welfare changes, such as council tax benefit and housing benefit, mean that many lower income households in council homes are facing financial pressures. In view of this it is proposed that the Council moves away from Government formula rents which would see rents increase by an average of 5.19%, and limits the annual increase to 2.5%.

9.9.6 Based on the 2.5% increase, the average weekly rent on a 52 week basis will be £100.93. This has increased from an existing weekly average rent of £98.47.

Service charges and garages

9.9.7 Service charges have been reviewed by Barnet Homes and the following changes³ are recommended to take effect from 1 April 2014:

	2013/14	2014/15	Increase	% Increase
Grounds Maintenance	£1.26	£1.81	£0.55	44%
Lighting	£1.07	£1.12	£0.05	4.4%
Heating - Grahame Park	1 Bed- £11.37 2 Bed - £15.76 3 Bed - £17.02	1 Bed- £11.73 2 Bed - £16.26 3 Bed - £17.56	1 Bed- £0.36 2 Bed - £0.50 3 Bed - £0.54	3.2%
Heating – excluding Grahame Park	3.2%			
Digital Television	£0.78	£0.80	£0.02	3.2%
Weekly Caretaking	£6.26	£6.35	£0.09	1.5%
Caretaking Plus	£8.08	£8.20	£0.12	1.5%
Quarterly Caretaking	£1.26	£1.28	£0.02	1.5%
Enhanced Housing Management and Alarm Service (sheltered housing)	3.2%			

9.9.8 Proposed increases for Grounds Maintenance, Lighting and Caretaking reflect the actual cost of providing these services.

³ All charges in this table are shown on a 48 week basis and rounded to the nearest penny

9.9.9 Proposed increases for Heating and Digital Television are in line with inflation.

9.9.10 It is proposed that the rents of council garages are increased by 3.2% in line with inflation.

Buyback properties on regeneration estates

9.9.11 The council has acquired a number of homes on the regeneration estates from leaseholders experiencing hardship and uses these properties as short term temporary accommodation, charging rents which are similar to those for emergency accommodation in the private rented sector.

9.9.12 The buyback properties are no longer required as short term temporary accommodation as this is now being sourced effectively in the private rented sector. The properties also provide a useful option for use as longer term temporary accommodation for households impacted by welfare reform who need to remain in the borough.

9.9.13 It is therefore proposed that rents are now brought into line with other forms of longer term temporary accommodation, and are reduced to levels in line with the housing benefit subsidy for Temporary Accommodation, which is set at 90% of local housing allowances plus £40 a week.

9.9.14 The proposed rents for buyback properties from April 2014 are set out in the table below:

Summary	Area	Current Rent	Proposed Rent
1 Bed	Grahame Park	£368.04	£195.77
2 Bed	Grahame Park	£368.04	£237.31
2 Bed	Stonegrove	£368.04	£237.31
2 Bed	Dollis Valley	£368.04	£247.90
3 Bed	Grahame Park	£368.04	£299.61
3 Bed	Stonegrove	£368.04	£299.61

HRA Summary & Working Balance

9.9.15 Total expenditure for 2014/15 is estimated at £65.2m, including charges for financing HRA debt under the self-financing proposals and a contribution to the Major Repairs Reserve of £14.7m.

9.9.16 The HRA for 2014/15 shows a use of balances of £3.3m, after a contribution to Major Repairs Reserve of £14.7m. The estimated HRA balance as at 31 March 2015 is £10.6m.

9.10 Robustness of the budget and assurance from Chief Financial Officer

9.10.1 The Chief Finance Officer is required under section 25 of the Local Government 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

9.10.2 The financial planning process for 2014/15 is in light of confirmation of further cuts from central Government. This has posed a significant challenge for all authorities to balance budgets with significant reductions in government support. Barnet Council is meeting this long term challenge through its

Priorities and Spending Review which will consider plans up to 2020 in order to develop a balanced budget.

9.10.3 The financial planning process has been managed at officer level through the Delivery Board. This Director level 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.

9.10.4 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.

9.10.5 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 2013.

In the view of the Chief Finance Officer, the proposed budget for 2014/15 is robust.

Adequacy of reserves

9.10.6 The Council's reserves and balances policy is set out at **Appendix 6**. The extreme constraints 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 maintains the 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:** 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 2013/14. 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.

9.10.7 Having considered the application of the above principles, the Chief Operating Officer recommends:

- General fund general 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.

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

General reserve	Mar-13	2013/14	Mar-14	2014/15	Mar-15
	£m	£m	£m	£m	£m
General fund	15.8	0.0	15.8	0.0	15.8
Housing revenue account	16.1	(1.2)	14.9	(2.9)	12.0

9.10.9 For specific reserves, the Chief Operating Officer has considered relevant to each reserve and advises the following planned levels:

Specific reserves	Mar-13	2013/14	Mar-14	2014/15	Mar-15
	£m	£m	£m	£m	£m
Risk	16.3	(5.0)	11.3	0.0	11.3
Transformation	13.5	(3.0)	10.5	0.0	10.5
PFI	2.5	(0.4)	2.1	0.0	2.1
Service Development	6.5	(6.0)	0.5	0.0	0.5
Infrastructure	15.0	8.0	23.0	4.0	27.0
Service Reserves	21.7	(5.0)	16.7	0.0	16.7
Council total	75.5	(11.4)	64.1	4.0	68.1
Schools reserves	14.8	0.0	14.8	0.0	14.8
Total	90.3	(11.4)	78.9	4.0	82.9

9.10.10 The council's arrangements for ensuring financial resilience have been assessed by external auditors during 2013/14 and have been found to be robust.

10. LIST OF BACKGROUND PAPERS

10.1 None.

Cleared by Finance (Officer's initials)	JH
Cleared by Legal (Officer's initials)	JF

10. LIST OF BACKGROUND PAPERS

10.1 None.

Cleared by Finance (Officer's initials)	JH
Cleared by Legal (Officer's initials)	JF

Medium Term Financial Strategy	2014/15 £000	2015/16 £000
Budget brought forward	299,165	294,829
Statutory/cost drivers		
Inflation (pay)	1,210	1,210
Inflation (non-pay)	3,057	3,057
North London Waste Authority (NLWA) levy	2,381	2,452
Capital financing costs	1,500	1,500
Statutory/cost drivers sub-total	8,148	8,219
Central Expenses		
Contingency - general risks	1,035	(3,093)
Children's Services - Demographic pressures	1,400	
Concessionary Fares	411	
Public Health Grant	536	
Central Expenses sub-total	3,382	(3,093)
Balances to/(from) reserves		
Specific reserves contribution 2013/14 New Homes Bonus (NHB)	(6,181)	
Specific reserves contribution 2014/15 NHB	8,417	(8,417)
Specific reserves contribution 2015/16 NHB		10,291
Service Development Reserve		(955)
Reserves sub-total	2,236	919
Total expenditure	312,931	300,874
New Formula grant funding		
Business Rates	34,500	35,500
Business Rates- Top up	17,800	18,300
Revenue Support Grant (RSG)	65,200	48,200
New Formula grant sub-total	117,500	102,000
Council Tax		
Council Tax (CT)	141,575	142,511
Collection Fund contribution	1,500	1,500
CT freeze grant 14-15	1,625	1,625
CT freeze grant 15-16		1,647
Core grants		
Private Finance Initiative (PFI) credit	2,235	2,235
Education Services Grant	4,757	3,567
NHB	8,417	10,291
Unallocated RSG	181	460
Housing and CT Benefit Administration Grant	2,705	2,142
Public Health	14,335	14,335
Other funding sub-total	177,329	180,313
Total Income from grant and Council Tax	294,829	282,313
Proposed Pressures	908	1,520
Budget Gap before savings & pressures	18,101	18,562
Proposed Savings	(19,010)	(20,082)
Budget Gap after savings	(0)	(0)

REVENUE BUDGET 2014/15

	2013/2014		2014/2015
	Original Estimate £	Current Estimate £	Original Estimate £
<u>Council Services</u>			
Adult Services	96,024,741	97,171,446	89,669,446
Assurance	3,611,123	4,144,943	4,004,943
Childrens Services	57,756,441	59,938,171	55,411,211
Commissioning	7,312,388	7,618,588	6,667,908
Customer & Support Group	24,178,240	24,545,940	22,152,940
Housing Needs and Resources (HNR)	2,936,999	3,392,609	3,337,609
Legal	1,908,147	1,932,147	1,782,147
Public Health	13,799,000	13,766,390	14,302,390
Re	820,162	1,671,267	766,747
Special Parking Account	(7,474,640)	(7,543,640)	(7,630,640)
Street Scene	22,374,937	22,929,197	21,624,197
Total	223,247,538	229,567,058	212,088,898
Central Expenses	69,737,042	63,417,522	74,323,182
Total Service Expenditure	292,984,580	292,984,580	286,412,080

REVENUE BUDGET 2014/15

	2013/2014		2014/2015
	Original Estimate £	Current Estimate £	Original Estimate £
Total Service Expenditure	292,984,580	292,984,580	286,412,080
Contribution to / (from) Specific Reserves	6,180,701	6,180,701	8,418,138
Contribution to / (from) Balances			
NET EXPENDITURE	299,165,281	299,165,281	294,830,218
Other Grants	(31,522,000)	(31,522,000)	(34,255,000)
BUDGET REQUIREMENT	267,643,281	267,643,281	260,575,218
Business Rates Retention	(33,608,000)	(33,608,000)	(34,500,000)
Business rates top-up	(17,436,000)	(17,436,000)	(17,800,000)
BUSINESS RATES INCOME	(51,044,000)	(51,044,000)	(52,300,000)
RSG	(77,122,000)	(77,122,000)	(65,200,000)
Collection Fund Adjustments			(1,500,000)
BARNET'S ELEMENT OF COUNCIL TAX REQUIREMENT	139,477,281	139,477,281	141,575,218
Greater London Authority - Precept	37,964,082	37,964,082	38,410,437
COUNCIL TAX REQUIREMENT	177,441,363	177,441,363	179,985,655
Components of the Council Tax (Band D)	2013/2014	2014/2015	Increase
	£	£	
Mayors Office for Policing and Crime	216.92	214.06	(1.32%)
London Fire & Emergency Planning Authority	49.87	49.21	(1.32%)
Mayor, Administration, Transport for London, Olympic Games and Boroughs' Collection Fund balances.	36.21	35.73	(1.32%)
Greater London Authority	303.00	299.00	(1.32%)
London Borough of Barnet	1,113.20	1,102.07	(1.00%)
Total	1,416.20	1,401.07	(1.07%)

REVENUE BUDGET 2014/15

COUNCIL TAX SUMMARY

Council Tax Bands (based on property values @ 1 April 1991)	2013/2014	2014/2015	Tax Yield
	£	£	£
[Up to £40,000]	944.13	934.05	1,636,747
[Over £40,000 & up to £52,000]	1,101.49	1,089.72	5,504,262
[Over £52,000 & up to £68,000]	1,258.84	1,245.39	22,102,919
[Over £68,000 & up to £88,000]	<u>1,416.20</u>	<u>1,401.07</u>	33,323,875
[Over £88,000 & up to £120,000]	1,730.91	1,712.43	41,104,189
[Over £120,000 & up to £160,000]	2,045.63	2,023.77	33,170,326
[Over £160,000 & up to £320,000]	2,360.33	2,335.12	32,748,783
[Over £320,000]	2,832.40	2,802.14	10,394,554
			179,985,655

COUNCIL TAXBASE

Council Taxbase	2013/2014	2014/2015	Income
	Band D Equivalents	Band D Equivalents	
Total properties (per Valuation List)	164,244	165,611	232,032,339
Exemptions	(4,094)	(2,622)	(3,673,601)
Disabled reductions	(118)	(119)	(166,727)
Discounts (10%, 25% & 50%)	(12,848)	(32,831)	(45,998,272)
Adjustments	(19,612)	299	418,919
Aggregate Relevant Amounts	127,572	130,338	182,612,658
Non-Collection (1.5% both years)	(2,365)	(1,956)	(2,740,490)
Contributions in lieu from MoD	87	81	113,487
	125,294	128,463	179,985,655

2014/15 Budget Summary and Forward Plan

Adults & Communities	2014/15	2015/16
	£	£
Base Budget	96,024,741	89,669,446
Virements	1,221,705	
	97,246,446	89,669,446
<p><u>Efficiencies</u></p> <p><u>Savings through supporting people in the community as opposed to high cost placements</u> The 'Community Offer' delivers savings through supporting people in the community and offering alternative ways to meet statutory social care needs as opposed to high cost care packages and residential placements. This will lead to increased use of universal services, enablement, telecare, equipment and direct payments instead of a traditional home care and residential care.</p> <p>The 'Community Offer' will be delivered by multi-disciplinary teams of social workers, occupational therapists, telecare and direct payments advisors. All support plans to meet social care needs will be assessed and approved by an Integrated Approval Panel whose role is to ensure that statutory duties are met whilst promoting independence.</p> <p>The net cost of supporting someone on a community alternative is cheaper than traditional care. This is an ongoing initiative which is already beginning to take effect and should be delivered in full in 2014/15.</p> <p>The achievability of this saving could be impacted by the Care and Support Bill however work is underway to assess the impact and plan for delivery.</p> <p><u>Savings through supporting people in appropriate housing as opposed to high cost placements</u> Reduction in cost of residential third party placements by: (1) Innovative use of support and housing options to deliver savings whilst ensuring promoting choice and independence for customers. The savings proposals are: <ul style="list-style-type: none"> • Re-commissioning our Floating Support contract • Develop additional Sheltered Plus accommodation (2) Introduction of 'neighbourhood network support scheme. A project which enables individuals currently living in supported living schemes to move on to be more independent with low level support, to enable tenancy maintenance and support with bills. This target is based on offering a network to a minimum of nine people.</p> <p>(3) Preventing the need for residential care by an average of 3 months, through enabling people to stay well and safe at home using enablement, home care, equipment and telecare.</p> <p>The gross average cost of supporting a high cost placement in residential or nursing care is £53k per annum, existing clients in residential or nursing care in Q1 of 2013/14 were about 1,100 so to achieve this saving appropriate housing would need to be found for 3% of the existing clients. The achievability of this saving is predicated on appropriate and accessible stock being available.</p> <p><u>Savings through supporting people by increasing investment in carers support to prevent/reduce the need for funded care</u> This is a 2015/16 saving and we believe there are savings to be achieved through efficiently coordinating and personalising services for carers so that there is a clear 'Carers Offer' throughout the carers journey. This will include a joint strategy with health and exploring shared resources. This will help the carer sustain their role, and reduce the need to access specialist services including hospital and residential care. Over the next 12 months work will be underway to ensure this saving is achievable through this mechanism.</p> <p>In 2012/13 2,179 carers had an assessment, of these it is assumed that 25% support individuals that would otherwise be in residential care. Increasing this by 5% would generate sufficient savings to meet this target and aid people to live more independently with more choice and control. However this will in practice mean that people will receive lower cost packages which could be perceived negatively.</p>	<p>(1,347,000)</p> <p>(1,000,000)</p> <p>(550,000)</p>	<p>(858,000)</p> <p>(704,000)</p> <p>(550,000)</p>

2014/15 Budget Summary and Forward Plan

Adults & Communities	2014/15	2015/16
	£	£
<p><u>Savings through decreasing external third party expenditure on day care costs by increased access to universal leisure services and specific renegotiations</u> This is a 2015/16 saving and we believe there are savings to be achieved through:</p> <p>(1) Partnership working with leisure services to offer more mainstream leisure activities reducing dependence on specialist day care provision, using a dedicated leisure co-ordinator.</p> <p>(2) For all people in receipt of 24 hour residential or supported living services who attend separate day care, a renegotiation of costs with the accommodation provider to reflect the time they are away from the service or a request to the provider to provide community based activities with an enhancement in payment, funded from a proportion of the monies saved by ending the day service attendance.</p> <p>The current budget for spend with external pay care providers is £6.7m and this saving is predicated on a 10% reduction. Over the next 12 months work will be underway to ensure this saving is achievable through this mechanism. Any alternative service proposed or offered will be undertaken in line with due consideration to statutory duties and with consultation with service users.</p>		(660,000)
<p><u>Savings through working with NHS to reduce number of people going into high cost placements</u> Development of Health and Social Care Integration: Older people integrated care model (OPIC) aims to reduce care costs and lower home care packages through increasing independence. This is a joint initiative with the NHS to support people and prevent them from hospital admissions which will reduce people going into residential care. The OPIC model facilitates multi-disciplinary working to invest more money in prevention and well-being and assessments and primary care to reduce expenditure in community and intensive support and residential and acute services.</p> <p>This work is already underway in the West of the borough and this saving will be achieved from the process being rolled out across North and South of the borough by the end of this year. This project would need to ensure that on average 10 more older people are supported in the community rather than being admitted to hospital and then accessing higher cost placements.</p> <p>New discharge planning standards with the NHS aim to prevent admissions into respite / nursing care from hospitals (including fracture service follow up) which should lead to reduction in high cost nursing placements when better alternatives are available.</p>	(471,000)	
<p><u>Savings through reduced staffing costs and sharing funding arrangements with MHT</u> Following the remodelling of the Primary Care Mental Health Team to improve access for individuals with mental health needs the number of social care staff required has reduced. There are currently 6 fte workers in the PCMHT and 3 of these will join other teams where roles are currently being covered by locum staff.</p> <p>Individuals who have received treatment under the mental health act on a section 3 at the point of discharge are subject to section 117 aftercare. There is an agreement currently that anyone subject to S117 will automatically be jointly funded between health and social care. The proposed changes would not impact on the Council's ability to provide these services.</p>	(180,000)	(401,000)
<p><u>Savings from renegotiation of existing contracts</u> Procurement savings achieved through:</p> <ul style="list-style-type: none"> - recommissioning of floating support contracts, supporting people contracts, equipment contract (£438k in 2014/15), - working with providers to contain inflationary pressures (£600k in 2014/15, £600k in 2015/16), - negotiating lower unit costs from specialist mental health providers and (£290k in 2014/15) - smarter procurement delivered through better use of data and improved areas of scrutiny (£300k in 2014/15). <p>In 2013/14, £90.1m (excluding direct payments budget) of Adults gross budget was spent on spend with external providers. CRC have already approved revised contracts for equipment, supporting people and floating support without a reduction in service quality and work in underway to contain inflationary pressures.</p>	(1,628,000)	(600,000)

2014/15 Budget Summary and Forward Plan

Adults & Communities	2014/15	2015/16
	£	£
<p><u>Savings from reduction in third part expenditure through renegotiation of individual Learning Disability packages</u> Savings achieved through:</p> <p>(1) Widespread revision of LD service including integration with health: The integrated learning disability service provides a seamless and streamlined health and social care service to users and carers. This has enabled the service through multidisciplinary working to minimise duplication and provide innovative and enabling support to individuals and deliver efficiencies, whilst continuing to meet statutory needs.</p> <p>(2) Review and/or return of 50 people back to Barnet, including those individuals who come under the Winterbourne Concordat. This project has already delivered significant service improvements for a number of individuals and enabled a number of people to return closer to their families and social networks.</p> <p>(3) Carers offer for transition individuals based on offering a direct payment as the first offer when developing support plans to meet assessed eligible needs. This forms part of on-going service delivery rather than a new initiative.</p> <p>(4) The Learning Disability service uses the (Care Funding Calculator CFC) to identify individual costs based on assessed support needs to benchmark reasonable costs and as a basis for negotiation with providers; the CFC is also used at the point of reassessment. This approach has been used over the last 18 months and has enabled greater person centred support and outcomes for individual's whilst delivering much greater value for money.</p>	(1,900,000)	
<p><u>Savings through reduction in staffing costs</u> Reductions in back office transactional functions through new ways of working and exploring new innovative models. This could be sharing functions with other Delivery Units or transferring functions to Capita. This will include restructuring support functions.</p> <p>This is a 2015/16 saving and over the next 12 months work will be underway to ensure this saving is achievable through this mechanism.</p>		(300,000)
<p><u>Savings through HRA investment in new build which will result in reduction in high cost placements</u> This is a 2015/16 saving and we believe there are savings to be achieved through increasing independent living options for Younger Adults with physical/learning disabilities and Mental Health issues. This proposals includes a new build programme using HRA monies for wheelchair accessible housing and working with Barnet Homes and the private rented sector to source suitable accommodation for younger adults.</p> <p>Over the next 12 months work will be underway to ensure this saving is achievable through this mechanism and service impact is reviewed.</p>	(50,000)	(1,513,000)
<p><u>Savings through reduction in expenditure on leisure contract</u> Savings to be achieved through:</p> <ul style="list-style-type: none"> - renegotiating contract - re-prioritisation of contract to achieve public health outcomes - drawdown on reserves <p>Ove the course of 2014/15, plans will be worked up to ensure this saving is deliverable on an on-going basis.</p>	(967,000)	
<p><u>Savings through reduction in expenditure by working with CSG provider</u> Stretch of demand management and efficiency saving proposals to be indentified through working with CSG provider to improve efficiency and self service, targeting the following:</p> <ul style="list-style-type: none"> - Reducing demand for high cost placements by providing advice and signposting at first point of contact - Reducing costs of third party spend through procurement activity - Combining Adults Social Care first point of contact and elements of the assessment process with the customer services function in CSG <p>Work is underway to develop proposals to achieve these targets. Where new proposals are being considered, appropriate approval will be sought and consultation will be undertaken.</p>	(500,000)	(2,000,000)
<p><u>Savings through reduction in placement costs for residents permanently settled out of the borough</u> Where an individual has chosen, as they have capacity, or have moved to another authority in accordance with their families' wishes, (ascertained through a best interest decision where an individual does not have capacity), the receiving authority will be given 3 months' notice regarding transfer of responsibility, which includes any required social care funding. Currently 39 people have been identified who meet this criterion.</p> <p>In order to achieve this saving, on average the funding of 50 individuals will need to be transferred. This proposal is not expected to negatively impact service delivery.</p>	(307,000)	(838,000)
	(8,350,000)	(8,424,000)

2014/15 Budget Summary and Forward Plan

Adults & Communities	2014/15	2015/16
	£	£
Service Reductions		
<u>Increase in income from fairer charging policy</u> Following implementation of the fairer charging policy which makes all community services chargeable based on ability to pay, this income budget can be increased to reflect the current position. Appropriate systems are in place to monitor impact of policy and provide reassessments and information and advice if individuals wish to change their care arrangements.	(27,000)	
	(27,000)	0
Income		
	0	0
Pressures		
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	800,000
Budget	89,669,446	82,045,446

Adults & Communities

Profit centre	Original Estimate 2013/14	Current Estimate 2013/14	Original Estimate 2014/15
* Births Deaths & Marriages	(260,210)	(160,530)	(160,530)
* Community Safety and Financial Assessments	1,969,213	1,964,503	1,264,503
* Prevention & Well Being	7,669,883	8,709,050	7,304,050
* Social Care Commissioning	1,560,196	1,459,032	1,459,032
* Community and Well Being Management	388,480	410,610	410,610
** Community Well Being	11,327,562	12,382,665	10,277,665
* Social Care Management	1,281,270	395,910	1,395,910
* Care Quality	1,721,528	1,187,156	1,187,156
* Integrated care - Learning Disability & Mental Health	41,937,964	41,938,643	39,098,643
* Integrated care - Older People & Physical Disability	39,572,467	41,081,872	37,524,872
** Adults Social Care	84,513,229	84,603,581	79,206,581
** Director Adult Social Services & Health	183,950	185,200	185,200
*** Total	96,024,741	97,171,446	89,669,446

Subjective Analysis	Original Estimate 2013/14	Current Estimate 2013/14	Original Estimate 2014/15
* Employee Related	14,732,284	14,969,436	14,827,436
* Premises Related	270,605	270,605	270,605
* Transport Related	1,126,831	1,118,011	1,118,011
* Supplies and Services	10,435,020	10,324,706	10,404,706
* Third Party Payments	81,573,654	82,397,394	78,104,394
* Transfer Payments	5,109,002	5,109,002	5,109,002
* Secondary Recharges	24,150	24,150	24,150
** Expenditure Total	113,271,546	114,213,304	109,858,304
* Government Grants	(304,734)	(304,734)	(304,734)
* Other Grants, Reimbursements & Contributions	(5,105,056)	(5,087,109)	(8,887,109)
* Customer & Client Receipts	(11,837,015)	(11,650,015)	(10,997,015)
** Income Total	(17,246,805)	(17,041,858)	(20,188,858)
*** Total	96,024,741	97,171,446	89,669,446

2014/15 Budget Summary and Forward Plan

Assurance	2014/15	2015/16
	£	£
Base Budget	3,611,123	4,004,943
Virements	433,820	
	4,044,943	4,004,943
<u>Efficiencies</u>		
<p><u>Savings from reduction in staff costs</u> Reduction of posts in the corporate anti fraud team following a restructure due to changes in welfare reform, changes in DWP policies and electronic transfer of data.</p> <p>This restructure is assessed as having a low impact on service delivery.</p>	(20,000)	
<p><u>Savings through reduced canvassing costs aided by increase in online registration</u> This is a 2015/16 saving and we believe there are savings to be achieved in electoral registration through increased online registration. Online registration will lead to a reduction in canvassing costs.</p> <p>Over the next 12 months work will be underway to ensure this saving is achievable through this mechanism.</p>		(50,000)
<p><u>Savings through reduction in printing and courier costs</u> Efficiencies from reduction in printing of committee papers as a result of investment in members IT. This reduction will mean that papers to Members will not be distributed twice weekly by courier service. This will be enabled by Members using computers to read papers and hard copies being available in Hendon Town Hall. Officer hard copies will also not be available.</p> <p>Over the next 12 months work will be underway to ensure this saving is achievable through this mechanism.</p>		(50,000)
	(20,000)	(100,000)
<u>Service Reductions</u>		
<p><u>Savings through reduced expenditure on external specialist training</u> Reduction to Member training budget. This reduction will limit the availability of high quality specialist training obtained from external sources and may restrict development opportunities available to Members.</p> <p>This reduction will not impact the ability to induct new Members and to provide essential relevant training and briefings through alternative methods.</p>	(20,000)	(25,000)
	(20,000)	(25,000)
<u>Income</u>		
<p><u>Income from successful prosecutions of criminals with releasable assets</u> Income from proceeds of crime prosecutions. Where the Council has been successful in prosecuting criminals that have releasable assets, the court awards a Proceeds of Crime (POCA) against them.</p> <p>The team has had some success in recent years but this is dependent on the level of crime which can fluctuate year on year.</p>		(50,000)
	0	(50,000)
<u>Pressures</u>		
	0	0
Budget	4,004,943	3,829,943

Assurance

Profit centre	Original Estimate 2013/14	Current Estimate 2013/14	Original Estimate 2014/15
* Assurance Management	561,108	563,378	563,378
* Governance	2,177,295	2,700,585	2,580,585
* Internal Audit & CAFT	872,720	880,980	860,980
** Total	3,611,123	4,144,943	4,004,943

Subjective Analysis	Original Estimate 2013/14	Current Estimate 2013/14	Original Estimate 2014/15
* Employee Related	3,307,876	3,637,276	3,617,276
* Premises Related	9,200	9,200	9,200
* Transport Related	5,820	6,360	6,360
* Supplies and Services	343,787	561,697	441,697
* Third Party Payments	250	250	250
* Secondary Recharges	(10,680)	(10,680)	(10,680)
** Expenditure Total	3,656,253	4,204,103	4,064,103
* Customer & Client Receipts	(45,130)	(59,160)	(59,160)
** Income Total	(45,130)	(59,160)	(59,160)
*** Total	3,611,123	4,144,943	4,004,943

2014/15 Budget Summary and Forward Plan

Central Expenses		2014/15	2015/16
		£	£
Base Budget		69,737,042	74,323,182
Virements		(6,407,360)	
		63,329,682	74,323,182
<u>Efficiencies</u>			
		0	0
<u>Service Reductions</u>			
		0	0
<u>Income</u>			
		0	0
<u>Pressures</u>			
Contingency	General provision to for risks in service areas	1,034,500	(3,093,000)
Contingency	General provision for inflation	4,267,000	4,267,000
Contingency	Children's Services - demographic pressures	1,400,000	
Levies	Increase in North London Waste Authority Levy	2,381,000	2,452,000
Levies	Increase in concessionary fares	411,000	
Capital Financing	Increase in capital financing costs resulting from capital programme commitments	1,500,000	1,500,000
		10,993,500	5,126,000
Budget		74,323,182	79,449,182

Central Expenses

Profit centre	Original Estimate 2013/14	Current Estimate 2013/14	Original Estimate 2014/15
10015 Corporate Subscriptions	314,220	314,220	314,220
10016 Levies	28,460,050	28,460,050	31,252,050
10017 Central Contingency	13,245,161	6,524,641	13,181,341
10018 Rate Relief	3,300	3,300	3,300
10019 Capital Financing	21,469,670	21,315,670	22,815,670
10699 Early Retirement(NT)	3,243,981	3,243,981	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
11084 West London Agreement		105,000	105,000
11121 Miscellaneous Finance	16,170	466,170	423,130
* Total	69,737,042	63,417,522	74,323,182

Subjective Analysis	Original Estimate 2013/14	Current Estimate 2013/14	Original Estimate 2014/15
* Employee Related	4,163,281	4,163,281	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	1,801,140	1,798,100
* Third Party Payments	28,625,880	29,075,880	31,867,880
* Transfer Payments	1,180	1,180	1,180
* Capital Financing Costs	33,520,071	29,089,551	37,206,251
** Expenditure Total	68,878,252	64,962,732	75,868,392
* Other Grants, Reimbursements & Contributions	(18,130)	(18,130)	(18,130)
* Customer & Client Receipts	176,040	176,040	176,040
* Interest	700,880	(1,703,120)	(1,703,120)
** Income Total	858,790	(1,545,210)	(1,545,210)
*** Total	69,737,042	63,417,522	74,323,182

Central Expenses (Levies)

Levies	Original Estimate 2013/14	Current Estimate 2013/14	Original Estimate 2014/15
	£	£	£
<u>Other Establishments - Third part Payments</u>			
Environment Agency	280,730	280,730	320,730
Lea Valley Regional Park	428,350	428,350	428,350
London Pension Funds	787,000	787,000	707,000
Traffic Control Signals Unit	479,400	479,400	519,400
Concessionary Fares	15,293,280	15,293,280	15,704,280
	17,268,760	17,268,760	17,679,760
<u>Joint Authorities - Third Party Payments</u>			
North London Waste Authority	9,761,800	9,761,800	12,142,800
Coroners Court	284,000	284,000	284,000
	10,045,800	10,045,800	12,426,800
<u>Other Local Authorities - Third Party</u>			
London Boroughs Grants	1,145,490	1,145,490	1,145,490
Total Levies	28,460,050	28,460,050	31,252,050

2014/15 Budget Summary and Forward Plan

Children's Service	2014/15	2015/16
	£	£
Base Budget	57,756,441	55,411,211
Virements	2,094,770	
	59,851,211	55,411,211
<u>Efficiencies</u>		
<p><u>Savings from early intervention work</u> As a result of investment in early intervention & prevention and use of the Troubled Families grant, Family Services has been able to contain the demographic pressures associated with an increasing young population in Barnet, and in some cases reduce the dependence on high cost acute services.</p>	(300,000)	
<p><u>Savings through reduction in spend on transport costs</u> Achieve efficiencies within transport costs for children in care and children with Special Educational Need through improved contracting and demand management by: - targeting individual cases in which transport is no longer required - route optimisation</p> <p>From an original budget of £6m, £700k of savings have already been delivered in 2013/14 against a target of £1m. In order to deliver this saving, numbers of children requiring council support would need to be reduced by a further 10% by 2015/16.</p>		(500,000)
<p><u>Savings from reduction in staff related costs</u> Workforce savings derived from: a) restructuring and reducing back office functions including communications, performance, workforce development, commissioning and administration support (£225k in 2014/15) b) reducing social care learning and development investment in trainee scheme and reducing training budget previously in place to address shortage in individuals entering the profession (£526k in 2014/15, £90k in 2015/16) c) closer working with safeguarding board through appointment of joint chair (£10k in 2014/15) d) reducing management costs across Family Services and Education & Skills (£80k in 2014/15, £125k in 2015/16) e) introducing a managed vacancy factor by delaying recruitment and holding vacancies across the service (£500k in 2014/15, £500k in 2015/16) f) regrading of posts in line with corporate policy which is still in development and is yet to be proposed, consulted on and agreed (£400k in 2015/16)</p> <p>In 2014/15 this saving is primarily through reduction in training budgets and the introduction of a vacancy factor which against the current workforce budgets are considered to be achievable.</p>	(1,341,000)	(1,115,000)
<p><u>Savings from reduction in staff related costs</u> Achieve efficiencies through restructuring of the youth offending service workforce resulting in a reduction in staff costs.</p> <p>In 2014/15 this will be achieved through reconfiguration of posts and cost efficiencies in the wider youth and community service, and in 2015/16 through a restructure of the team.</p>	(50,000)	(50,000)

2014/15 Budget Summary and Forward Plan

Children's Service	2014/15	2015/16
	£	£
<p><u>Savings from reduction in care home running costs</u> Reduction of operational running costs in Children's Homes resulting in efficiency savings.</p> <p>This is not expected to have an impact on service delivery.</p>		(100,000)
<p><u>Savings through reduction in expenditure by renegotiating existing contracts</u> Procurement savings achieved through: - mitigating inflation associated with costs of supporting high cost, high need services by negotiating with suppliers across Family Services and Education to contain inflation</p>	(500,000)	(500,000)
<p>Work is currently ongoing to negotiate with suppliers and not expected to significantly impact service quality. <u>Savings through reduction in external third party costs</u> Efficiencies in complex needs and better value for money from care packages for disabled children. Some efficiencies have been achieved for 2014/15. Over the next 12 months work will be underway to ensure this saving is achievable for 2015/16.</p>	(80,000)	(100,000)
<p><u>Savings through reduction in running costs and increased income from libraries</u> This is a 2015/16 saving and over the next 12 months work will be underway to ensure this saving is achievable through this mechanism.</p>		(352,000)
<p><u>Savings through reduction in expenditure by working with CSG provider</u> This is a 2015/16 saving and it is anticipated there are savings to be achieved through working with Customer & Support Group (CSG) provider (Capita) to improve efficiency and self service.</p> <p>Over the next 12 months work will be underway to develop proposals to achieve these targets. Where new proposals are being considered, appropriate approval will be sought and consultation will be undertaken.</p>		(1,500,000)
<p><u>Savings through reduction in expenditure through alternate delivery of service</u> This is a 2015/16 saving and it is anticipated there are savings to be achieved through transformation of services through use of alternative delivery vehicles.</p> <p>Over the next 12 months work will be underway to ensure this saving is achievable through this mechanism.</p>		(450,000)
<p><u>Savings through reduction in external third party social care costs</u> This is a 2015/16 saving and it is anticipated there are savings to be achieved through reconfiguring services to deliver improvements, efficiencies and savings in children's social care, including by working with other LAs and alliances across fostering and placements and demand management through early intervention</p> <p>Over the next 12 months work will be underway to ensure this saving is achievable through this mechanism.</p>		(840,000)
	(2,271,000)	(5,507,000)

2014/15 Budget Summary and Forward Plan

Children's Service	2014/15	2015/16
	£	£
<u>Service Reductions</u>		
<p><u>Savings through reduction in expenditure on Children's Centres</u> In 2014/15 this saving can be met through current underspend in children's centres budget with no impact on service delivery.</p> <p>In 2015/16 this saving will be met by considering alternative delivery models and service impact will be kept under review.</p>	(500,000)	(700,000)
<p><u>Savings through reduction in external spend on preventative contracts</u> Re-commission and reconfigure services including CAMHS, early intervention and prevention services, short breaks, youth homelessness and domestic violence, and achieve efficiencies through jointly procuring, commissioning and/or delivering services with other organisations.</p> <p>These commissioning budgets fund a range of providers (including voluntary sector providers) to offer a range of services for vulnerable children, young people and families. A reduction could reduce the range of provision available in Barnet. Services will be recommissioned and reconfigured to maximise efficiencies and minimise the impact on service delivery as far as possible.</p>	(1,300,000)	
<p><u>Savings through reduction in staff costs in education welfare and education psychology</u> Develop traded services models for part of educational welfare and educational psychology, whereby schools either buy back these services or they are scaled back, and reduce schools causing concern budget.</p> <p>The council will continue to meet its statutory duties in relation to these service. Work is currently progressing with schools with a view to finalise proposals by December regarding the viability of this traded service.</p>	(333,000)	
	(2,133,000)	(700,000)
<u>Income</u>		
<p><u>Income generation through increase in fees for traded service</u> Increase fees and charges for traded services, with a focus on making Barnet Partnership for School Improvement (BPSI) fully funded. This has already been achieved through negotiations with schools.</p>	(36,000)	
	(36,000)	0
<u>Pressures</u>		
<p>Placement costs for individual children, commissioned services to providing targeted services for vulnerable children.</p>		720,000
	0	720,000
Budget	55,411,211	49,924,211

The above savings for Children's Services are split between Education (£571,800) and Families (£3,868,200)

Childrens Services (Families)

Profit centre	Original Estimate 2013/14	Current Estimate 2013/14	Original Estimate 2014/15
** Childrens management	1,841,860	1,556,164	1,886,465
** Blocked Cost Centres CHILDRENS		1,003,710	1,003,710
*** Director of Childrens Service	1,841,860	2,559,874	2,890,175
** Assessment & Children in Need	6,542,008	6,887,638	6,464,888
** Children in Care & Provider Services	20,638,760	20,875,707	20,045,100
** Safeguarding & Quality Assurance	2,283,540	2,176,435	1,572,025
*** Childrens Social Care	29,464,308	29,939,780	28,082,013
** Commissioning & business improvement	2,250,132	3,340,197	3,028,357
** Family Support & Early Intervention	6,781,084	6,770,654	5,571,150
** Youth & Community	8,070,998	8,067,781	7,751,640
*** Early Intervention & Prevention	17,102,214	18,178,632	16,351,147
**** Total	48,408,382	50,678,286	47,323,335

Childrens Services (Education)

Profit centre	Original Estimate 2013/14	Current Estimate 2013/14	Original Estimate 2014/15
* 14-19 learning partnership	230,740	170,990	167,360
* School monitoring management	1,568,750	1,504,299	1,289,199
* Traded services	(268,426)	(174,340)	(210,340)
** Edu Partnership & Commercial Services	1,617,994	1,587,879	1,333,149
* Education psychology	634,740	592,580	452,580
* Placement & Transport management	4,462,970	4,291,812	4,129,754
* SEN monitoring & review	2,692,060	2,787,910	2,130,449
* Specialist advisory support	31,590	31,590	30,790
** High Needs Support	7,821,360	7,703,892	6,743,573
*** Total	9,439,354	9,291,771	8,076,722

Subjective Analysis	Original Estimate 2013/14	Current Estimate 2013/14	Original Estimate 2014/15
* Employee Related	35,052,598	36,011,054	33,086,990
* Premises Related	1,172,310	1,257,285	1,173,670
* Transport Related	3,466,285	3,497,569	3,486,239
* Supplies and Services	9,639,220	10,731,826	9,585,800
* Third Party Payments	16,509,487	17,357,437	15,878,253
* Transfer Payments	4,828,590	4,150,624	4,819,290
* Support Services		22,933	
* Capital Financing Costs	(35,000)	(6,670)	(6,670)
* Secondary Recharges	303,190	303,190	303,190
** Expenditure Total	70,936,680	73,325,248	68,326,762
* Government Grants	(1,434,280)	(2,310,095)	(2,310,095)
* Other Grants, Reimbursements & Contributions	(737,400)	(1,107,869)	(709,360)
* Customer & Client Receipts	(10,917,264)	(9,937,227)	(9,907,250)
** Income Total	(13,088,944)	(13,355,191)	(12,926,705)
*** Total	57,847,736	59,970,057	55,400,057

Childrens Services (DSG)

Profit centre	Original Estimate 2013/14	Current Estimate 2013/14	Original Estimate 2014/15
** DSG Children in Care & Provider Serv	426,900	426,900	426,900
*** Childrens Social Care (DSG)	426,900	426,900	426,900
** DSG Comm & Business Improvement	496,100	3,772,732	3,772,732
*** Early Intervention & Prevention (DSG)	496,100	3,772,732	3,772,732
** DSG Education Ptnrshp & Commerc Svcs	(43,935,095)	(39,510,858)	(39,467,818)
** DSG High Needs Support	38,960,800	35,279,340	35,279,340
*** Education (DSG)	(4,974,295)	(4,231,518)	(4,188,478)
**** Total	(91,295)	(31,886)	11,154

Subjective Analysis	Original Estimate 2013/14	Current Estimate 2013/14	Original Estimate 2014/15
* Employee Related	159,749,093	162,085,432	4,877,376
* Premises Related	13,324,359	14,016,783	16,780
* Transport Related	478,990	493,130	455,030
* Supplies and Services	26,175,054	60,431,183	40,695,702
* Third Party Payments	49,601,066	9,968,124	19,166,945
* Transfer Payments	(8,073,433)	49,178,426	221,257,617
* Support Services	8,876,993	9,720,703	
* Capital Charges	(13,071,499)	(11,255,421)	
* Capital Financing Costs	370	50	
** Expenditure Total	237,060,993	294,638,410	286,469,450
* Government Grants	(224,038,930)	(279,327,008)	(284,823,386)
* Other Grants, Reimbursements & Contributions	(2,110,223)	(2,543,496)	(1,618,130)
* Customer & Client Receipts	(11,003,135)	(12,799,792)	(16,780)
** Income Total	(237,152,288)	(294,670,296)	(286,458,296)
*** Total	(91,295)	(31,886)	11,154

2014/15 Budget Summary and Forward Plan

Commissioning Group	2014/15	2015/16
	£	£
Base Budget	7,312,388	6,667,908
Virements	155,520	
	7,467,908	6,667,908
Efficiencies		
<p><u>Savings through reduction in senior management costs</u> Senior Management Restructure, full effect of the restructure that came into effect for 2013/14</p> <p>(270,000)</p> <p><u>Savings through reduction in staff costs</u> This is a 2015/16 saving and we believe there are savings to be achieved through a further staffing restructure across Commissioning Group. This restructure will review teams that were moved into the commissioning group from other delivery units.</p> <p>(251,000)</p> <p>Over the next 12 months work will be underway to ensure this saving is achievable through this mechanism.</p> <p><u>Savings through reduction in expenditure on grants - Discontinue Big Society Innovation Bank</u> In 2011/12, the Council committed to invest £600k over 3 years - £200k per annum – through the Big Society Innovation Bank (BSIB), aimed at providing funding for innovative projects within communities. This 3 year commitment has now ended and, after three rounds of funding, with several innovative projects supported, it has been decided to use the savings to help reduce the impact on the libraries budget. However, £25k remains in the BSIB to fund 'micro projects' within communities – up to £1,000 – and the Corporate Grants programme will continue to provide funding grant funding which will help to mitigate the impact.</p> <p>(200,000)</p> <p><u>Savings through reduction in expenditure on fees</u> Reduction in external audit fees budgets as a result of the reduction in government regulation following the abolition of the audit commission. External audit still provide a comprehensive review of year end accounts and grants certification but the saving is generated from the reduction in the inspection regime.</p> <p>(200,000)</p> <p><u>Savings through reduction in expenditure on fees</u> London Councils have reduced their grants programme significantly over the last 2 years. Barnet Council's contribution to the London Councils fund – by way of a levy – has also reduced. This saving can therefore be achieved within the existing agreement with London Councils.</p> <p>(249,000)</p> <p><u>Savings through reduction in external spend on supplies and services</u> Reductions in supplies & services budgets (subscriptions, office supplies, training) across the Commissioning Group</p> <p>(50,000)</p> <p><u>Savings through reduction in trade union costs</u> Integration of trade union activity into core work</p> <p>(80,000)</p>		
	(800,000)	(500,000)
Service Reductions		
	0	0
Income		
<p><u>Income generation from charging for insight and policy work</u> This is a 2015/16 saving and we believe there are income generating opportunities to be achieved from setting charges against policy and insight work delivered to partners</p> <p>(25,000)</p> <p>Over the next 12 months work will be underway to ensure this saving is achievable through this mechanism.</p>		
	0	(25,000)
Pressures		
	0	0
Budget	6,667,908	6,142,908

Commissioning

Profit centre	Original Estimate 2013/14	Current Estimate 2013/14	Original Estimate 2014/15
** Commercial	536,500	765,210	765,210
* Communications	720,917	846,597	866,597
* Finance	1,873,081	2,188,801	1,518,801
* Emergency Planning	175,195	175,195	175,195
* Information Management	482,478	595,948	595,948
* Performance	119,790	119,790	119,790
* Programme & Resources	623,513	759,243	647,243
** Operating (DCOO)	3,994,974	4,685,574	3,923,574
** Commissioning Strategy	316,850	438,100	438,100
** Lead Commissioners	1,641,274	794,654	635,974
** Strategic Commissioning Board	822,790	935,050	905,050
*** Total	7,312,388	7,618,588	6,667,908

Subjective Analysis	Original Estimate 2013/14	Current Estimate 2013/14	Original Estimate 2014/15
* Employee Related	6,224,297	6,468,247	6,118,247
* Premises Related	4,890	4,890	4,890
* Transport Related	35,920	35,920	35,920
* Supplies and Services	1,042,881	1,246,381	661,371
* Third Party Payments		759,810	759,810
* Transfer Payments	212,500,000	214,252,660	214,252,660
* Capital Financing Costs	(15,000)	(15,000)	(15,000)
* Secondary Recharges	(568,520)	(482,950)	(482,950)
** Expenditure Total	219,224,468	222,269,958	221,334,948
* Government Grants	(211,175,470)	(211,175,470)	(211,175,470)
* Other Grants, Reimbursements & Contributions	(307,500)	(3,058,790)	(3,028,460)
* Customer & Client Receipts	(474,540)	(462,540)	(462,540)
* Interest	45,430	45,430	(570)
** Income Total	(211,912,080)	(214,651,370)	(214,667,040)
*** Total	7,312,388	7,618,588	6,667,908

2014/15 Budget Summary and Forward Plan

Customer Support Group	2014/15	2015/16
	£	£
Base Budget	24,178,240	22,152,940
Virements	367,700	
	24,545,940	22,152,940
<u>Efficiencies</u>		
<u>Savings through reduction in contract costs</u> Contractual savings from CSG contract for support and customer services.		
The contract went live in September 2013 and saving will be delivered in full. The quality of service specified will be as good as, if not better, than current delivery.		
	(2,393,000)	(2,100,000)
	(2,393,000)	(2,100,000)
<u>Service Reductions</u>		
	0	0
<u>Income</u>		
	0	0
<u>Pressures</u>		
	0	0
Budget	22,152,940	20,052,940

Customer & Support Group

Profit centre	Original Estimate 2013/14	Current Estimate 2013/14	Original Estimate 2014/15
* CSG Management Fee	24,178,240	24,545,940	22,152,940
** Total	24,178,240	24,545,940	22,152,940

Subjective Analysis	Original Estimate 2013/14	Current Estimate 2013/14	Original Estimate 2014/15
* Supplies and Services	24,178,240	36,483,296	34,090,296
** Expenditure Total	24,178,240	36,483,296	34,090,296
* Government Grants		(422,830)	(422,830)
* Other Grants, Reimbursements & Contributions		(2,585,639)	(2,585,639)
* Customer & Client Receipts		(8,928,887)	(8,928,887)
** Income Total		(11,937,356)	(11,937,356)
*** Total	24,178,240	24,545,940	22,152,940

2014/15 Budget Summary and Forward Plan

Housing Needs & Resources	2014/15	2015/16
	£	£
Base Budget	2,936,999	3,337,609
Virements	455,610	
	3,392,609	3,337,609
Efficiencies		
<p><u>Savings through reduction in staff related costs and fees</u> Rationalisation of subscription payments and withdrawal of essential car allowance.</p> <p>This is not expected to impact service delivery.</p> <p><u>Savings through reduction in operational costs of running hostel</u> Annual saving produced from the closure of a hostel are being used for preventative work in relation to the cost of temporary accommodation. Saving is as a result of the closure of the hostel and the associated costs.</p>	(55,000)	(300,000)
	(55,000)	(300,000)
Service Reductions		
	0	0
Income		
	0	0
Pressures		
	0	0
Budget	3,337,609	3,037,609

Housing Needs & Resources

Profit centre	Original Estimate 2013/14	Current Estimate 2013/14	Original Estimate 2014/15
* HNR	2,936,999	3,392,609	3,337,609
** Total	2,936,999	3,392,609	3,337,609

Subjective Analysis	Original Estimate 2013/14	Current Estimate 2013/14	Original Estimate 2014/15
* Employee Related	89,400	89,400	89,400
* Premises Related	170	170	170
* Supplies and Services	3,934,751	3,934,751	3,879,751
* Third Party Payments	4,992,350	5,447,960	5,447,960
** Expenditure Total	9,016,671	9,472,281	9,417,281
* Other Grants, Reimbursements & Contributions	(88,250)	(88,250)	(88,250)
* Customer & Client Receipts	(5,991,422)	(5,991,422)	(5,991,422)
** Income Total	(6,079,672)	(6,079,672)	(6,079,672)
*** Total	2,936,999	3,392,609	3,337,609

2014/15 Budget Summary and Forward Plan

HB Public Law	2014/15	2015/16
	£	£
Base Budget	1,908,147	1,782,147
Virements	24,000	
	1,932,147	1,782,147
<u>Efficiencies</u>		
Savings through reduction on spend on external barristers Reduction in expenditure on overheads through rationalisation of management structure in 2012/13 and reduction in spend on external lawyers based on use of panel of barristers where better rates have been agreed.	(100,000)	(200,000)
This is not expected to have an impact on service delivery.		
	(100,000)	(200,000)
<u>Service Reductions</u>		
Savings through reduction in hours provided from shared service to Barnet Reduced demand from Barnet Council by: - providing training to high use delivery units about common areas of enquiries - summary DPRs and DPRs that don't have legal implications signed off by relevant Delivery Unit	(50,000)	
This is not expected to have an impact on service delivery.		
	(50,000)	0
<u>Income</u>		
	0	0
<u>Pressures</u>		
	0	0
<u>Invest to Save</u>		
-	-	-
	0	0
Budget	1,782,147	1,582,147

HB Public Law

Profit centre	Original Estimate 2013/14	Current Estimate 2013/14	Original Estimate 2014/15
11359 Barnet-Harrow Joint Legal Service	1,908,147	1,932,147	1,782,147
** Total	1,908,147	1,932,147	1,782,147

Subjective Analysis	Original Estimate 2013/14	Current Estimate 2013/14	Original Estimate 2014/15
* Supplies and Services	2,687,979	2,711,979	2,561,979
* Secondary Recharges	(173,432)	(173,432)	(173,432)
** Expenditure Total	2,514,547	2,538,547	2,388,547
* Other Grants, Reimbursements & Contributions	(28,030)		
* Customer & Client Receipts	(558,710)	(606,400)	(606,400)
* Recharges	(19,660)		
** Income Total	(606,400)	(606,400)	(606,400)
*** Total	1,908,147	1,932,147	1,782,147

2014/15 Budget Summary and Forward Plan

Public Health	2014/15	2015/16
	£	£
Base Budget	13,799,000	14,302,390
Virements	(32,610)	
	13,766,390	14,302,390
<u>Efficiencies</u>		
	0	0
<u>Service Reductions</u>		
	0	0
<u>Income</u>		
	0	0
<u>Pressures</u>		
Increase in Public Health expenditure	536,000	
	536,000	0
Budget	14,302,390	14,302,390

Public Health

Profit centre	Original Estimate 2013/14	Current Estimate 2013/14	Original Estimate 2014/15
11347 Public Health Department NHS	13,799,000	13,766,390	14,302,390
* Total	13,799,000	13,766,390	14,302,390

Subjective Analysis	Original Estimate 2013/14	Current Estimate 2013/14	Original Estimate 2014/15
* Third Party Payments	13,799,000	13,766,390	14,302,390
** Expenditure Total	13,799,000	13,766,390	14,302,390
*** Total	13,799,000	13,766,390	14,302,390

2014/15 Budget Summary and Forward Plan

Re	2014/15	2015/16
	£	£
Base Budget	820,162	766,747
Virements	1,301,585	
	2,121,747	766,747
<u>Efficiencies</u>		
<p><u>Savings through reduction in contract costs</u> Contractual savings resulting from the joint venture for the provision of development and regulatory services.</p> <p>The contract went live in October 2013 and saving will be delivered in full. The quality of service specified will be as good as, if not better, than current delivery.</p>	(1,355,000)	(300,000)
	(1,355,000)	(300,000)
<u>Service Reductions</u>		
	0	0
<u>Income</u>		
	0	0
<u>Pressures</u>		
	0	0
Budget	766,747	466,747

Re

Profit centre	Original Estimate 2013/14	Current Estimate 2013/14	Original Estimate 2014/15
* Management Fee	773,560	1,056,355	(298,645)
* Managed Budgets	46,602	614,912	1,065,392
** Total	820,162	1,671,267	766,747

Subjective Analysis	Original Estimate 2013/14	Current Estimate 2013/14	Original Estimate 2014/15
* Employee Related	208,592	414,842	208,592
* Supplies and Services	1,056,070	1,186,555	10,952,764
* Third Party Payments	9,180	9,180	9,180
* Secondary Recharges	(453,680)	60,690	560,690
** Expenditure Total	820,162	1,671,267	11,731,226
* Government Grants			(4,000)
* Other Grants, Reimbursements & Contributions			(836,990)
* Customer & Client Receipts			(8,838,164)
* Recharges			(1,285,325)
** Income Total			(10,964,479)
*** Total	820,162	1,671,267	766,747

2014/15 Budget Summary and Forward Plan

Special Parking Account		2014/15	2015/16
		£	£
Base Budget		(7,474,640)	(7,630,640)
Virements		(69,000)	
		(7,543,640)	(7,630,640)
<u>Efficiencies</u>			
		0	0
<u>Service Reductions</u>			
		0	0
<u>Income</u>			
	<u>Moving Traffic Violations</u>		
	The Council will, pending approval from GLA, take up available powers to enforce against contraventions such as banned turns and the obstruction of yellow box junctions.		
	This is expected to have a positive impact by improving flow of traffic on roads.	(195,000)	
		(195,000)	0
<u>Pressures</u>			
	Alternative Service Provision - the contract with NSL has realised savings for 2012/13 and 2013/14. This budget line for 2014/15 represents an increase in the contract cost of £108k in line with the original contract cost profile	108,000	
		108,000	0
Budget		(7,630,640)	(7,630,640)

Revenue Budget 2014-2015

Special Parking Account

	2013-2014		2013-2014		2014-2015	
	Original Estimate	Current Estimate	Original Estimate	Current Estimate	Original Estimate	Current Estimate
Income						
Penalty Charge Notices	(6,546,010)	(6,615,010)	(6,546,010)	(6,615,010)	(6,810,010)	(6,810,010)
Permits	(2,180,000)	(2,180,000)	(2,180,000)	(2,180,000)	(2,180,000)	(2,180,000)
Pay & Display	(3,080,000)	(3,080,000)	(3,080,000)	(3,080,000)	(3,080,000)	(3,080,000)
CCTV Bus lanes	(675,000)	(675,000)	(675,000)	(675,000)	(675,000)	(675,000)
Total Income	(12,481,010)	(12,550,010)	(12,481,010)	(12,550,010)	(12,745,010)	(12,745,010)
Operating Expenditure	5,006,370	5,006,370	5,006,370	5,006,370	5,114,370	5,114,370
Net Operating Surplus	(7,474,640)	(7,543,640)	(7,474,640)	(7,543,640)	(7,630,640)	(7,630,640)
Add Capital Expenditure / Debt Charge						
Net Expenditure in Year	(7,474,640)	(7,543,640)	(7,474,640)	(7,543,640)	(7,630,640)	(7,630,640)
Balance brought forward	0	0	0	0	0	0
Appropriation to General Fund	7,474,640	7,543,640	7,474,640	7,543,640	7,630,640	7,630,640
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 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 SPA. 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

2014/15 Budget Summary and Forward Plan

Street Scene	2014/15	2015/16
	£	£
Base Budget	22,374,937	21,624,197
Virements	454,260	
	22,829,197	21,624,197
<u>Efficiencies</u>		
<p><u>Savings through transforming services to reduce expenditure</u> Savings resulting from alternative service provision. This involves in-sourcing the recycling service and improving efficiency through merging the workforce with the waste service. The change is anticipated to deliver greater efficiency in service delivery.</p> <p>The 2015/16 saving is a stretch target and is dependent on a restructure of the green spaces and street cleansing service, income generation and further increases in recycling rates.</p>	(653,000)	(1,424,000)
	(653,000)	(1,424,000)
<u>Service Reductions</u>		
<p><u>Savings through reduction in street lighting energy costs</u> A continuing programme of installing a control management system which will help manage electricity usage and enable reduced energy costs through lights being managed and dimmed at appropriate times.</p>	(200,000)	
	(200,000)	0
<u>Income</u>		
<p><u>Income from increase in trade waste collection</u> A commercial approach to trade waste collections across the borough creating a more appropriate business model to match business demand.</p> <p>This will result in an improved service offer.</p> <p><u>Income generation from private events</u> Continuation of existing policy that the Council has agreed around income from private events within the local parks in the borough.</p> <p><u>Income from central government</u> Income from Central Government relating to maintaining weekly refuse collection</p>	(50,000)	
	(20,000)	
	(282,000)	(427,000)
	(352,000)	(427,000)
<u>Pressures</u>		
	0	0
Budget	21,624,197	19,773,197

Street Scene

Profit centre	Original Estimate 2013/14	Current Estimate 2013/14	Original Estimate 2014/15
** Street Scene Management	647,381	649,661	649,661
** SPA Parking			
** Business Improvement	332,371	335,131	335,131
** Contract Management	6,009,964	6,409,214	6,109,214
** Parks, Street Cleaning & Grounds Maintenance	9,288,522	9,326,562	9,306,562
** Waste & Recycling	6,096,699	6,208,629	5,223,629
*** Total	22,374,937	22,929,197	21,624,197

Subjective Analysis	Original Estimate 2013/14	Current Estimate 2013/14	Original Estimate 2014/15
* Employee Related	13,411,074	13,484,704	13,484,704
* Premises Related	1,524,675	1,524,675	1,524,675
* Transport Related	9,639,058	9,698,558	9,698,558
* Supplies and Services	16,224,869	16,576,999	15,731,999
* Third Party Payments	388,610	388,610	388,610
* Capital Charges	7,474,640	7,543,640	7,630,640
* Secondary Recharges	(6,492,741)	(6,492,741)	(6,492,741)
** Expenditure Total	42,170,185	42,724,445	41,966,445
* Government Grants	(1,129,000)	(1,129,000)	(1,411,000)
* Customer & Client Receipts	(18,666,248)	(18,666,248)	(18,931,248)
** Income Total	(19,795,248)	(19,795,248)	(20,342,248)
*** Total	22,374,937	22,929,197	21,624,197

HOUSING REVENUE ACCOUNT		
	2013/14	2014/15
	Original Budget	Original Budget
Income	£	£
Dwelling rents	(53,879,221)	(53,164,530)
Non-dwelling rents	(1,684,077)	(1,596,622)
Tenants Charges for services and facilities	(4,610,434)	(4,088,289)
Leaseholder Charges for Services and Facilities	(2,922,773)	(2,900,779)
Total Income	(63,096,505)	(61,750,219)
Expenditure		
Repairs and Maintenance	7,800,000	7,650,000
Supervision and management		
General	14,397,510	14,207,510
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	14,465,022	14,714,265
Impairment write off for HRA commercial properties		820,000
Debt Management Costs	7,509,956	7,424,728
Increase in bad debt provision	500,000	615,000
Total Expenditure	64,417,410	65,176,426
Net Cost of HRA Services	1,320,905	3,426,206
Interest and investment income	(80,000)	(80,000)
(Surplus) or deficit for the year on HRA services	1,240,905	3,346,206

Housing Revenue Account HRA Business Plan

1. HRA Business Plan Overview

- 1.1 Following the introduction of self- financing for Housing Revenue Accounts in April 2012, the council has developed an HRA Business Plan which sets out priorities for investment in council housing in the Borough.
- 1.2 The HRA settlement meant that the council will benefit from reduced HRA expenditure, as the cost of servicing the HRA debt figure is lower than the amount that was being paid treasury in the form of negative subsidy.
- 1.3 In addition, the settlement provided the council with the opportunity to borrow an additional £38m as a result of headroom generated by differences between the actual HRA debt and the amount assumed in the settlement.

2. Investment Plan

- 2.1 The following priorities have already been agreed and are progressing:

Existing Stock - Investment of £32.5m of additional essential expenditure on the council's existing housing stock over the period 2013/14 to 2023/24 to include:

- Accelerated replacement programme for electrical mains following a 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

New Homes – Investment of £7.7m to deliver an initial tranche of 41 new homes on infill sites on HRA land in the borough.

Regeneration- 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. The introduction of the Government's Help to Buy Scheme means that this investment may not be necessary.

- 2.2 In addition to the priorities that have already been agreed, the council has identified that it wants to invest in supported housing that will provide alternatives to expensive residential care, including
 - The establishment of an 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.
 - 100 units of accommodation for older people

- 25 Accessible units of independent accommodation for people who otherwise need to look at residential
- 2.3 A consultant has been engaged to provide an investment plan model that will assist the council in carrying out a review of its priorities for the HRA to ensure that they align with the council's wider objectives. This work is not yet complete and will be incorporated into the council's Housing Strategy which is also under review, and due to be renewed during 2014/15.

CAPITAL PROGRAMME - 2013-14 TO 2018-19

SERVICE	2013/14 Funding						2014/15 Funding						2015/16 Funding						Total 2013/16											
	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	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 2014/15	Grants	RCCO/ MRA	Other (incl. S106)	Capital Reserve	Capital Receipts	Borrowing	Total 2015/16	
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Adults and Communities	554	3,121	1,026				4,701	125				379	50	554	2,932				189			3,121	1,026							1,026
Children's family services	1,411	2,968					4,379	730	196		485			1,411	511	246			2,210			2,968								
Children's education	44,470	47,699	44,710	28,000	28,400		193,279	23,919	660	4,277	4,810	10,805	44,470	26,039	300	4,799			1,320		15,241	47,699	20,508	100	1,089	2,461	20,552	44,710		
Commissioning Group	19,874	5,312	12,883	1,010			39,079		12,879		5,243	1,752		19,874		450			3,542		1,320		5,312			11,883	1,000	12,883		
Street Scene	13,782	1,228	100	100			15,209	1,318	9,357	390	2,356	360	13,782	500	95				350		283	1,228				100		100		
Rg delivery unit	23,365	29,436	43,036	13,370	10,281		122,538	9,705	4,000	1,985	3,657	3,668	23,365	6,801	1,250	4,405			3,743		9,187	29,436	870		27,871	8,945	5,350	43,036		
CSG delivery unit	17						17				17								122			270								
The Barnet Group	569	270					839				569			569					148											
Sub total - General Fund	104,042	90,033	101,755	42,480	38,681	3,050	390,041	35,797	27,092	6,652	17,516	16,634	104,042	36,783	2,246	9,239		4,172	11,502	26,031	26,031	90,035	22,404	100	28,960	8,945	14,344	27,002	101,755	
Housing Revenue Account	28,100	36,528	28,488	23,024	22,171	19,483	157,805		26,911	947	242		28,100		28,741	937			6,851			36,528			27,594	894			28,488	
Total - all services	132,142	126,562	130,243	65,504	60,852	22,543	537,846	35,797	54,003	7,599	17,758	16,634	132,142	36,783	30,987	10,236		4,172	18,353	26,031	26,031	126,563	22,404	27,694	29,854	8,945	14,344	27,002	130,243	

CAPITAL PROGRAMME - 2013-14 TO 2018-19

SERVICE	2016/17 Funding						2017/18 Funding						2018/19 Funding						Total Funding										
	Grants	RCCO/ MRA	Other (incl. S106)	Capital Reserve	Capital Receipts	Borrowing	Total 2016/17	Grants	RCCO/ MRA	Other (incl. S106)	Capital Reserve	Capital Receipts	Borrowing	Total 2017/18	Grants	RCCO/ MRA	Other (incl. S106)	Capital Reserve	Capital Receipts	Borrowing	Total 2018/19	Grants	RCCO/ MRA	Other (incl. S106)	Capital Reserve	Capital Receipts	Borrowing	Total	
Adults and Communities	10,982						10,982																						
Children's family services																													
Children's education			1,132			15,886	17,018			374			28,026	28,400															
Commissioning Group				10		1,000	1,010																						
Street Scene						100	100																						
Rg delivery unit	870			7,150		5,350	13,370				10,281			10,281				3,050											
CSG delivery unit																													
The Barnet Group																													
Sub total - General Fund	11,852		1,132	7,150	10	22,336	42,480			374	10,281	28,026	38,681	3,050				3,050											
Housing Revenue Account		22,326	698				23,024		21,521	650			22,171		18,941	552						19,493	146,034			7,093			
Total - all services	11,852	22,326	1,830	7,150	10	22,336	65,504		21,521	1,024	10,281	28,026	60,852	3,050	18,941	552		3,050			22,543	106,836	175,473	51,095	33,948	50,465	120,029	537,846	

TOTAL CAPITAL FUNDING														
Adults and Communities	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	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	£000
IT04 SWIFT	65	1,561					1,626	1,485				141		1,626
Centre for Independent Living		499	1,026				1,525	1,525						1,525
PSS Community capacity Grant	60	513					573	573						573
CCTV Installation	429	48					477					427	50	477
IT		500					500	500						500
	554	3,121	1,026				4,701	4,083				568	50	4,701

TOTAL CAPITAL FUNDING														
Children's Family Service	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	Total	Grants	RCCO/MRA	Other (incl. S106)	Capital Reserve	Capital Receipts	Borrowing	Total
								£000	£000	£000	£000	£000	£000	£000
ED68 Short Breaks	455						455	455						455
E Financial	110	99					208		180			28		208
Education Systems	15	62					77		77					77
Early Intervention System	100	85					186		186					186
Implementation of libraries Strategy	457	2,210					2,667					2,667		2,667
2 year old offer	274	511					785	785						785
	1,411	2,968					4,379	1,241	443			2,695		4,379

		TOTAL CAPITAL FUNDING													
		2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	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	£000
Children's Education															
ED12	Modernisation - Primary & Secondary	3,386	4,765												
ED13	Urgent Primary Places - Temporary Allocated	960	88												
	Urgent Primary Places - Temporary Unallocated			6,632	1,000										
ED13	Urgent Primary Places - Permanent														
	Broadfields	84	334							15				402	417
	Mill Hill East	6,261	4,771	340						175	9,000			1,063	11,372
	Orion Primary School	9,702	1,803											4,007	11,505
	Moss Hall	3,504	375	55										2,033	3,934
	Brunswick	2,839	221	80										1,932	3,140
	Menorah Foundation	1,080	1,073											850	2,153
	St Marys and St Johns	2,000	3,215							300					5,215
	Martin Primary	2,778	314	80										2,625	3,173
	Oakleigh School	1,818	149	47						405				1,182	2,014
	Holly Park, Deansbrook, Beis Yakov	1,000												1,000	1,000
	St Joseph's RC Junior & St Joseph's RC Infants School	300	1,940												2,240
	Osidge Primary School	150	3,850											2,000	4,000
	Wren Academy	300	6,997											2,215	7,297
	London Academy	200	7,087											2,000	7,297
	Unallocated	50	455	15,586	10,000	13,400				150	1,506			33,879	39,491

TOTAL CAPITAL FUNDING														
Children's Education	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	Total	Grants	RCCO/ MRA	Other (incl. S106)	Capital Reserve	Capital Receipts	Borrowing	Total
Permanent Secondary Expansion Programme														
Christ College	3,153	380					3,533	3,333					200	3,533
Cophall	1,344	1,929					3,273	3,273						3,273
Compton	2,634	2,131					4,765	4,725		34			6	4,765
Oak Lodge Special School	200	3,800					4,000	1,000					3,000	4,000
New Secondary 14-19 Provision			4,000	3,000			7,000	7,000						7,000
Relocation of PRU			8,000				8,000	7,000					1,000	8,000
Unallocated			9,890	14,000	15,000		38,890	11,893					26,997	38,890
Infant Free School Meals Capital Fund							600	600						600
ED23 Primary Schools Capital Investment Programme														
Wave 1 - Whittings Hill	62	186					247						247	247
Wave 1 - Northway/Fairway	215						215					192	23	215
Primary Capital Programme	222	693					916			40		163	713	916
ED25 East Barnet & Project Faraday	102	532					634					210	424	634
ED64 Targeted Capital 14-19 SEN	15						15						1	15
ED72 TCF - Kitchen & Dining	113						113	113						113
	44,470	47,699	44,710	28,000	28,400		193,279	81,448	1,060	11,671		8,591	90,509	193,279

TOTAL CAPITAL FUNDING														
Commissioning Group	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	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	£000
GIS	2						2						2	2
Customer access Centre	0	2,992					2,992					2,992		2,992
IT10 Modernising the Way We Work	92						92					92		92
HE13 Depot relocation	400		11,433	10			11,843					11,817	26	11,843
CSG Transformation	16,118						16,118		11,129			4,777	212	16,118
Re_Transformation	1,700						1,700		1,700					1,700
Community Centre	50	1,000	450				1,500		500			1,000		1,500
Asset Management	1,512	1,320	1,000	1,000			4,832						4,832	4,832
	19,874	5,312	12,883	1,010			39,079		13,329			20,678	5,072	39,079

TOTAL CAPITAL FUNDING														
Street Scene	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	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	£000
EN14	18						18			18				18
Improvements to six of the Borough's Park														
Copthall Car Park		100					100						100	100
EN20	20	20					40			40				40
Old Court House - public toilets														
Parks & Open Spaces and Tree Planting	352	75					427			427				427
Park Infrastructure	360	123	100	100			683						683	683
EN65	10,856	350					11,206		8,500			2,706		11,206
Waste														
Cleansing	60						60		60					60
Weekly Collection Support Scheme	1,318	500					1,818	1,818						1,818
Autumn/Spring Clean and Equipment	650						650		650					650
Parking Machines	147						147		147					147
Fuel Storage Tank		60					60						60	60
	13,782	1,228	100	100			15,209	1,818	9,357	485		2,706	843	15,209

TOTAL CAPITAL FUNDING														
Re Delivery Unit	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	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	£000
<u>HIGHWAYS</u> <u>HIGHWAYS-TIL - LOCAL IMPLEMENTATION PLAN</u>														
HD67 Enabling Works	61						61	61						61
HD69 Schools programme	8						8	8						8
HD53 Principle Road maintenance	513						513	513						513
HD54 Corridors, Neighbourhoods and Supporting Measures	619						619	619						619
Local Implementation Plan	4,656	483					5,139	5,139						5,139
Local Implementation Plan 2014/15		4,501					4,501	4,501						4,501
Major Schemes	143						143	143						143
<u>HIGHWAYS non-TIL</u> <u>CARRIAGEWAYS & FOOTWAYS</u>														
HD10 Footway Reconstruction	109	12					122			78			44	122
HD35 Highways Investment Programme	507	45					552			550			3	552

TOTAL CAPITAL FUNDING														
Re Delivery Unit	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	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	£000
HD52	900	2,100	2,000	2,000			7,000						6,000	7,000
Carriageway and Footway														
Carriageway and Footway (Phase 2)	1,000		2,000				1,000		1,000			1,000		1,000
Pavements	1,800	1,200	1,000	1,000			5,000					1,000	4,000	5,000
Pavements (Phase 2)	3,000						3,000		3,000					3,000
Highways Planned Maintenance Works Programme	350						350				350			350
HD14	61	7					67			62			5	67
Traffic Management														
OTHER														
HD33	425	425					850					29	820	849
Colindale Development Area														
Reconstruction of Railway Bridges	16	2					18			13			5	18
Controlled Parking Zones	45	5					50			44			6	50
Colindale Station interchange	320	36					356			356				356
Improvement & Signalisation and Infrastructure	99	11					110			105			5	110
Public Transportation Improvements	262						262			262				262
Pedestrian Improvements programme	14	2					15			11			5	15
Colindale CPZ Parking Review Feasibility Study- Colindale Hospital	147	11					158			125			33	158
Capitalisation of Planned Maintenance	161	15					176			176				176
Saracens														

Re Delivery Unit	TOTAL CAPITAL FUNDING													
	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	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	£000
Drainage Schemes	381	42					423						423	423
<u>HD07</u> Road Traffic Act - Controlled Parking Zones	210	21					232			212		4	16	232
<u>HD64</u> Parking	111	12					124		2			121		124
<u>HD99</u> Outstanding Transport Commitments on completed schemes	3	0					3					3		3
<u>EN12</u> CCTV Projects Retention	76	8					84					84		84
<u>HS17</u> GF Regeneration	348	2,300					2,648					2,399	249	2,648
Mill Hill East	48	550					598					48	550	598
Outer London Fund - Cricklewood	1,639						1,639	1,245		158			236	1,639
Outer London Fund - North Finchley	1,159						1,159	1,009					150	1,159
BXC - Funding for land acquisition			26,000				26,000			26,000				26,000
BXC - Procurement							1,000			1,000				1,000
Graham Park Regeneration -Building works		2,500	1,250	1,250			5,000		1,250				3,750	5,000
Graham Park Regeneration -Infrastructure improvements	483	2,500	2,500	2,500	1,931		9,914	1,430		2,808	5,676			9,914

Re Delivery Unit	TOTAL CAPITAL FUNDING													
	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	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	£000
Colindale - Lanacre Ave/Aerodrome rd Junction			500	2,600	2,700		5,800				5,800			5,800
Colindale - Grahame park decant programme			5,000		4,600		9,600				9,600			9,600
West Hendon Highway Improvement		50	200	1,050	1,050	1,050	3,400				3,400			3,400
Town Centre		2,000		1,000		2,000	5,000				5,000			5,000
Thames Link Station		2,000					4,000				4,000			4,000
Disabled Facilities Grants Programme	2,022	3,300	1,370	1,370			8,062	3,480				1,117	3,466	8,062
Empty Properties (45)	900	1,690	600	600			3,790						3,790	3,790
DECC - Fuel Provety	100						100	100						100
Housing Association Development Programme - New Affordable Homes		800	616				1,416			1,416				1,416
Housing Association Development Programme - Catalyst Housing		884					884			884				884
Hendon Cemetry & Crematorium Enhancement	670	924					1,594					1,594		1,594
	23,365	29,436	43,036	13,370	10,281	3,050	122,538	18,246	5,250	34,261	33,826	7,400	23,555	122,538

TOTAL CAPITAL FUNDING														
CSG Delivery Unit	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	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	£000
HE08 Energy Efficiency Measures	17						17					17		17
	17						17					17		17

TOTAL CAPITAL FUNDING														
The Barnet Group	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	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	£000
Alexandra Road	567						567					567		567
Hostel Refurbishment Programme	2	270					273				122	150		272
	569	270					839				122	717		839

Housing Revenue Account	TOTAL CAPITAL FUNDING													
	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	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	£000
Major Works (excl Granv Rd)	6,164	8,519	8,520	8,438	8,101	6,331	46,072		44,903	1,169				46,072
Granville Road	92	293					385		385					385
Regeneration	5,636	4,504	2,301	2,506	2,065	1,684	18,697		17,995	702				18,697
Misc - Repairs	2,303	1,316	942	2,020	2,073	2,348	11,001		10,768	234				11,001
M&E/ GAS	11,697	13,066	15,014	8,254	8,079	6,826	62,935		60,831	2,105				62,935
Voids and Lettings	1,967	1,980	1,712	1,806	1,853	2,305	11,621		11,154	468				11,621
New Affordable Homes	242	6,851					7,093					7,093		7,093
	28,100	36,528	28,488	23,024	22,171	19,493	157,805		146,034	4,677		7,093		157,805

London Borough of Barnet
Treasury Management Strategy Statement
and Investment Strategy revised 2013/14
2014/15 to 2016/17

Contents

1. Background
2. Balance Sheet and Treasury Position
3. Outlook for Interest Rates
4. Borrowing Strategy
5. Investment Policy and Strategy
6. Annual Investment Strategy
7. Use of Financial Instruments for the Management of Risks
8. Housing Revenue Account Self Financing
9. 2014/15 MRP Statement
10. Reporting
11. Other Items

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. The Council is exposed to financial risks including the potential loss of invested funds and the revenue effects of changing interest rates. 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 2013-14
- Treasury Management Strategy for 2014-15;
- Annual Investment Strategy for 2014-15;
- Prudential Indicators for 2014-15, 2015-16 and 2016-17 (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 :

(Subject to investment advice for each new investment decision)

- Extension of maximum investment duration from 2 to up to 10 years subject to a limit of £50 million for investments of more than one year

duration and a limit of £20 million for investments more than two years duration.

- Extend range of counterparties to include investment in pooled property and equity funds.

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, is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. These 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:

	31/03/2014 Estimate £000	31/03/2015 Estimate £000	31/03/2016 Estimate £000	31/03/2017 Estimate £000
General Fund CFR	183,096	202,815	223,505	239,529
HRA CFR *	199,559	199,559	199,559	199,559
Total CFR	382,655	402,374	423,064	439,088
Less: Existing Profile of Borrowing and Other Long Term Liabilities	(321,489)	(321,194)	(327,164)	(344,087)
Cumulative Gross Borrowing Requirement	61,166	81,180	95,900	95,000
Usable Reserves	(107,400)	(94,800)	(95,900)	(95,000)
Cumulative Net Borrowing Requirement/(Investments)	(46,234)	(13,620)	0	0

** This figure includes 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 budget estimate for interest payments in 2014/15 is £11.9 million (including £6.85m for HRA borrowing) and for interest receipts is £1.703m. For the purpose of setting the budget, it has been assumed that new

investments will be made at an average rate of 0.5%, and that new long-term loans will be borrowed at an average rate of 4.5%.

- 2.4. The Council may 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 unlikely to occur in 2014/15.
- 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).

Authorised Limit for External Debt	2013/14 Revised £000	2014/15 Estimate £000	2015/16 Estimate £000	2016/17 Estimate £000
Borrowing	464,905	461,815	447,973	486,578
Other Long-term Liabilities	32,409	32,114	31,780	31,407
Total	497,314	493,929	479,753	517,985

- 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.

Operational Boundary for External Debt	2013/14 Revised £000	2014/15 Estimate £000	2015/16 Estimate £000	2016/17 Estimate £000
Borrowing	464,905	461,815	447,973	486,578
Other Long-term Liabilities	17,409	17,114	16,780	16,407
Total	482,314	478,929	464,753	502,985

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 flat until 2016. The Bank of England's Monetary Policy Committee (MPC) through its recent forward guidance is committed to keeping policy rates low for an extended period using the Labour Force Survey unemployment rate of 7% as a threshold for when it would consider whether or not to raise interest rates. Unemployment was 7.7% in August 2013, but is not forecast to fall below the threshold until 2016.

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 The Authority has a gross and net borrowing requirement and will be required to borrow up to £26.031 million in 2014/15 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 2014/15. 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

Investment	Specified	Non-Specified
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)	✓	✗
Bonds issued by Multilateral Development Banks	✓	✓
Local Authority Bills	✓	✗
Commercial Paper	✓	✗
Corporate Bonds	✓	✓
AAA rated Money Market Funds	✓	✗

Other Money Market and Collective Investment Schemes (Pooled Funds)	✓	✓
Other pooled equity and property funds	✓	✓
Debt Management Account Deposit Facility	✓	x

5.6 A number of changes were implemented to investment strategy from 2013/14 in response to and evolving conditions in financial markets.

5.7 Registered Providers (RPs) were included within specified and non-specified investments from 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.

5.11 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.

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

- 5.13 It remains the Council'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.
- 5.14 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 £50 million up to 10 years.
- 5.15 The Council will have substantial cash balances available for investment over the medium term. It will therefore consider using pooled bond, equity and property funds that offer enhanced returns over the longer term, but are potentially more volatile in the shorter term. These allow the Authority to diversify into asset classes other than cash without the need to own and manage the underlying investments. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Authority's investment objectives will be monitored regularly.
- 5.16 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. A new banking contract will be procured in 2014.

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 2014/15 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 2014/15: 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 2014/15 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 30th 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 with effect from 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

	Current Portfolio £000	31 Mar 14 Estimate £000	31 Mar 15 Estimate £000	31 Mar 16 Estimate £000	31 Mar 17 Estimate £000
External Borrowing:					
Fixed Rate – PWLB	241,580	241,580	241,580	247,884	265,180
Fixed Rate – Market					
Variable Rate – PWLB	62,500	62,500	62,500	62,500	62,500
Variable Rate – Market					
Total External Borrowing	304,080	304,080	304,080	310,384	327,680
IFRS Long Term Liabilities:					
- PFI	17,409	17,409	17,114	16,780	16,407
Total Gross External Debt	321,489	321,489	321,194	327,164	344,087
Investments:					
<i>Managed in-house</i>					
- Short-term monies (Deposits/ monies on call /MMFs)	(200,000)	(151,000)	(110,000)	(100,000)	(100,000)
- Long-term investments (maturities over 12 months)					
Total Investments	(200,000)	(151,000)	(110,000)	(100,000)	(100,000)
Net Borrowing Position/ (Net Investment position)	121,489	170,849	211,194	227,164	244,087

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.

Capital Expenditure	2013/14 Revised £000	2014/15 Estimate £000	2015/16 Estimate £000	2016/17 Estimate £000
Non-HRA	183,096	202,815	223,505	239,529
HRA	199,559	199,559	199,559	199,559
Total	382,655	402,374	423,064	439,088

4 Capital expenditure is expected to be financed as follows

Capital Financing	2013/14 Revised £000	2014/15 Estimate £000	2015/16 Estimate £000	2016/17 Estimate £000
Capital receipts	17,516	18,353	14,344	10
Government Grants	35,798	36,784	22,404	11,852
Major Repairs Allowance	26,911	28,740	27,594	22,326
Revenue contributions	35,283	16,655	38,899	8,980
Total Financing	115,508	100,532	103,241	43,168

Supported borrowing				
Unsupported borrowing	16,634	26,031	27,002	22,336
Total Funding	16,634	26,031	27,002	22,336
Total Financing and Funding	132,142	126,563	130,243	65,504

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.

Incremental Impact of Capital Investment Decisions	2013/14 Revised £000	2014/15 Estimate £000	2015/16 Estimate £000	2016/17 Estimate £000
Increase in Band D Council Tax	33.21	28.03	31.68	13.23
Increase in Average Weekly Housing Rents				

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.

Ratio of Financing Costs to Net Revenue Stream	2013/14 Revised %	2014/15 Estimate %	2015/16 Estimate %	2016/17 Estimate %
Non-HRA	2.69	2.75	3.01	3.36
HRA	13.98	13.99	13.03	11.96

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%.

	2013/14 Revised £000	2014/15 Estimate £000	2015/16 Estimate £000	2016/17 Estimate £000
Upper Limit for Fixed Interest Rate Exposure	100%	100%	100%	100%
Upper Limit for Variable Interest Rate Exposure	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 as at 31/03/13 %	Lower Limit for 2014/15 %	Upper Limit for 2014/15 %
under 12 months	0	0	50
12 months and within 24 months	0	0	50
24 months and within 5 years	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 31/03/2013	£000
Borrowing	304,080
Other Long-term Liabilities	17,409
Total	321,489

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	2013/14 Revised £000	2014/15 Estimate £000	2015/16 Estimate £000	2016/17 Estimate £000
	50,000	20,000	20,000	20,000

HRA Limit on Indebtedness

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

HRA Limit On Indebtedness	2013/14 Revised £000	2014/15 Estimate £000	2015/16 Estimate £000	2016/17 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 – Economic & Interest Rate Forecast (Sections 4.1 & 5.1)

	Mar-14	Jun-14	Sep-14	Dec-14	Mar-15	Jun-15	Sep-15	Dec-15	Mar-16	Jun-16	Sep-16	Dec-16	Mar-17
Official Bank Rate													
Upside risk		0.25	0.25	0.25	0.25	0.25	0.50	0.50	0.50	0.75	0.75	0.75	1.00
Arlingclose 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													
3-month LIBID rate													
Upside risk	0.20	0.25	0.30	0.35	0.40	0.50	0.55	0.60	0.65	0.70	0.75	0.90	0.95
Arlingclose Central Case	0.45	0.45	0.50	0.55	0.65	0.75	0.75	0.75	0.75	0.75	0.80	0.80	0.80
Downside risk			0.05	0.10	0.20	0.30	0.30	0.30	0.30	0.30	-0.35	-0.35	-0.35
1-yr LIBID rate													
Upside risk	0.35	0.30	0.35	0.40	0.45	0.50	0.60	0.70	0.75	0.75	0.75	0.80	0.80
Arlingclose Central Case	0.90	0.95	0.95	0.95	1.00	1.05	1.10	1.15	1.20	1.25	1.30	1.40	1.40
Downside risk	-0.25	-0.25	-0.25	-0.30	-0.35	-0.40	-0.45	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50
5-yr gilt yield													
Upside risk	0.50	0.75	0.75	0.75	0.85	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Arlingclose Central Case	1.45	1.50	1.55	1.60	1.65	1.70	1.75	1.85	1.95	2.10	2.30	2.50	2.50
Downside risk	-0.50	-0.50	-0.50	-0.50	-0.55	-0.60	-0.60	-0.60	-0.65	-0.75	-0.80	-0.80	-0.80
10-yr gilt yield													
Upside risk	0.50	0.50	0.50	0.65	0.75	0.85	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Arlingclose Central Case	2.55	2.60	2.65	2.70	2.75	2.80	2.85	2.90	3.00	3.10	3.30	3.50	3.50
Downside risk	-0.50	-0.50	-0.50	-0.50	-0.55	-0.60	-0.60	-0.60	-0.65	-0.75	-0.80	-0.80	-0.80
20-yr gilt yield													
Upside risk	0.50	0.75	0.75	0.75	0.85	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Arlingclose Central Case	3.25	3.30	3.35	3.40	3.45	3.50	3.55	3.65	3.75	3.85	4.05	4.15	4.15
Downside risk	-0.50	-0.50	-0.50	-0.50	-0.55	-0.60	-0.60	-0.60	-0.65	-0.70	-0.75	-0.80	-0.80
50-yr gilt yield													
Upside risk	0.50	0.75	0.75	0.75	0.75	0.75	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Arlingclose Central Case	3.45	3.50	3.55	3.60	3.65	3.70	3.75	3.80	3.85	3.95	4.05	4.15	4.15
Downside risk	-0.50	-0.50	-0.50	-0.50	-0.55	-0.60	-0.60	-0.60	-0.65	-0.70	-0.75	-0.80	-0.80

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 £50 million total limit if duration more than 364 days and £20 million if duration than two years

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 Counterparty Limits £m
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 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 subsequent amendments	10% of total LBB investment outstanding for each MMF/CIS.

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	UK	Standard Chartered	£25,000,000	

Deposits/Call Accounts				
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 Accounts	Canada	Bank of Nova Scotia	£25,000,000	
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.)**

Instrument	Maximum maturity	Max £M of portfolio and Credit limit	Capital expenditure?	Example
Term deposits with banks, building societies which meet the specified investment criteria	10 years	£10m per counterparty	No	
Term deposits with local authorities	10 years	£25m per authority	No	
CDs and other negotiable instruments with banks and building societies which meet the specified investment criteria	10 years	£10m per counterparty	No	
Gilts	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	

Other Non-Specified investments for consideration (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 £50m 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 "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

Fees and Charges 2014/15

Service	Current	New
	2013/14	2014/15
Residential and Nursing Care (1) *		
Standard Charge persons aged 60+	£121.50	£123.95
Standard Charge persons aged 25-59	£78.80	£79.85
Standard Charge persons aged 18-25	£63.90	£64.80
Respite Care (All client groups) (2)		
Residential Respite (per week)	£86.25	£88.70
Meals at Home (3)		
Standard meal (per meal)	£4.15	£4.15
Other Community Support Services (4) **		
See the Fairer Contributions Policy at http://www.barnet.gov.uk/downloads/download/366/fairer_contributions_for_people_living_at_home	Up to full cost	Up to full cost
Clients' access to files		
Statutory charge	£15.00	£15.00

* Figures represent latest government announcements

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

http://www.barnet.gov.uk/06_part-4-council-procedure-rules.pdf

Pg 93

3.6 The budget recommended by the Executive will incorporate the latest projection of income from fees and charges.

3.7 Corporate Directors and Heads of Service may approve changes to fees and charges annually where the change is broadly in line with inflation. The date for annual increases need not be 1 April.

3.8 Cabinet Resources Committee must approve changes to fees and charges that are significantly different from inflation, the introduction of new fees

Residential, Nursing and Respite Charges for Adult Social Care

The Department for Work and Pensions have announced changes in the rates of benefits payable from 7th April 2014. In line with the Charging for Residential and Accommodation Guide (CRAG), published by the Department of Health, the authority will need to use these amended rates when calculating contribution levels for clients in 2014/15. This will relate to clients in residential, nursing and respite care. The changes in rates will impact on the level of charge that clients will need to make to their care.

Fairer Contributions Policy for Adult Social Care

The Council's adopted fairer contributions policy includes a protected income value which is equal to income support or pension credit plus 25%. Income support/pension credit is the weekly amount of money the Government sets as the lowest level of income that everyone should have to live on, to meet everyday living costs, such as food, travel and utility bills.

As a result of the announcement made by the Department for Work and Pensions, to the change in benefit rates from 7th April 2014, the amended rates will be applied to the calculation of client contributions for 2014/15.

COPPETTS WOOD PRIMARY SCHOOL AND CHILDREN'S CENTRE CHILDCARE AND AFTER SCHOOL CLUB FEES

SESSION NAME	TIME	FEES PER DAY
Breakfast Club (<5yrs old) (includes breakfast)	8am – 9am	£4
Breakfast Club (>5yrs old) (includes breakfast)	8am-9am	£1.50
Core Day (lunch £2.05 extra)	9am -3.30pm	£25
Tea Club <5yrs old (includes meal)	3.30pm – 6pm	£11
Full Day (includes breakfast and tea)	8am-6pm	£40
Tea Club >5yrs old (includes meal)	3.20pm-6pm	£7

Fees for Day Care

Hours	Description	Cost for 2 year olds	Cost for 3 & 4 year olds
8am to 6pm	Full Day with cooked lunch	£56.60	£55.10
8am to 9am	Breakfast Club	£4.50	£4.50
9am to 11.30pm	Morning Session	£16.00	£15.50
11.30am to 12.30pm	Lunch Session	£4.50	£4.50
11.30am to 12.30pm	Cooked Food	£2.10	£2.10
12.30pm to 3pm	Afternoon Session	£16.00	£15.50
3pm to 4pm	Early Tea Club	£4.50	£4.50
3pm to 6pm	Full Tea Club (includes food)	£13.50	£13.00

Fees are subject to review

The Hyde Children's Centre		Session Times	No of Hours	2013/14 fees						
				Age 2 (£6.00 hourly rate)			Age 3-5 (£5.75 hourly rate)			
				No of hours daily rate (a)	Hot meal (b)	Discount (c)	Total Fee (£) (a+b+c)	No of hours daily rate (a)	Hot meal (b)	Discount (c)
Core day	09:00am - 16:00pm	7	£42.00	£2.10		£44.10	£40.25	£2.10		£42.35
Morning session	09:00am - 12:00pm	3	£18.00	£2.10		£20.10	£17.25	£2.10		£19.35
Lunch	12:00pm - 13:00pm	1	£6.00	£2.10		£8.10	£5.75	£2.10		£7.85
Afternoon session	13:00pm - 16:00pm	3	£18.00	£2.10		£20.10	£17.25	£2.10		£19.35

N.B. We offer discounts for Government funded parents whose children fall into ages 2 (FEEE2) and ages 3 (FEEE3) for which the first 15 hours of the child's placement is paid for by the Government.

* FEEE2 - £6.00 received & charged for every hour over the first 15 hours

* FEEE3 - £3.74 received yet £5.75 charged, hence we lose £2.01 per hour from Government funding

Parkfield

A SureStart Children's Centre

GREEN ROOM	18months – 3yrs	
	daily	weekly
Breakfast Club (8am – 9am)	£6.85	£34.25
Half Core Day – am (9am – 12noon)	£18.00	£90.00
Lunch 12noon-1pm care(£6.00) Food(£2.10)	£6.00+lunch	30.00+lunch
Half Core Day – pm (1pm– 4pm)	£18.00	£90.00
Core Day (9am – 3.30pm) Excl meal	£39.00	£195.00
Full Day (7am-5pm+ extended care charge) (8am – 6pm) (9am-7pm+ extended care charge)	£54.00	£270.00
Half Full Day (7am-12noon+ extended care charge) or (1pm-6pm)	£27.00	£135.00
Tea Club core day (3.30pm – 6pm)	£16.10	£80.50
Tea Club half day (4pm-6pm)	£13.10	£65.55
Extended Care (7-8am) or (6-7pm) inc 10% premium	£6.60	N/A

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.

RED/ORANGE ROOM	3yrs – 5yrs	
	daily	weekly
Breakfast Club Half day (8am – 9am)	£6.60	£33.00
Breakfast Club core day (8am-9.30am) TERM TIME	£9.40	£47.00
Half Day – am (9am – 12noon)	£17.25	£86.25
Half Day-am NEF (9am-12noon) TERM TIME	FREE	FREE
Lunch 12noon-1pm care(£5.75) Food(£2.15)	£5.75+lunch	£28.75+lunch
Half Day – pm (1pm– 4pm)	£17.25	£86.25
Half Day-pm NEF (1pm-4pm) TERM TIME	3 hours FREE	15 Hours FREE
Core Day (9am – 3.30pm) Excl lunch	£37.30	£186.50
Core Day (9.30am-3.30pm) TERM TIME	6 hours FREE	15 hours FREE
Option Lunch (£2.15) or Pack Lunch	£2.15	£10.50
Full Day (7am-5pm + extended care charge) (8am – 6pm) or (9am-7pm + extended care charge)	£48.00	£240.00
Half Full Day (7am-12noon) or (1-6pm) TERM TIME	5 hours FREE	15 hours FREE
Half Full Day (7am-12noon + extended care charge) or (1-6pm)	£29.85	£149.25
Tea Club core day (3.30pm – 6pm)	£15.50	£76.50
Tea Club half day (4pm-6pm)	£12.60	£63.00
Extended Care (7am-8am)or(6pm-7pm) 1 hour care +5%	£6.05	N/A

20% discount for each additional sibling. (To be reviewed March 2014)

20% discount for Parkfield School & Children's Centre staff (To be reviewed March 2014)

Eligibility for NEF Funding: Please ask for details

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.

Those accessing during extended care periods (7-8 / 6-7) will incur an additional charge as per pricing table.

YELLOW ROOM	0 - 18months	
	daily	weekly
Breakfast Club (8am – 9am)	£6.85	£34.25
Half Day – am (9am – 12noon)	£18.00	£90.00
Lunch 12noon-1pm care(£6) Food(£2.15)	£6.00+lunch	£30.00+lunch
Half Day – pm (1pm – 4pm)	£18.00	£90.00
Core Day (9am – 3.30pm) Excl Lunch	£41.95	£209.75
Full Day (7am-5pm + extended care charge) (8am – 6pm) or (9am-7pm + extended care charge)	£54.00	£270.00
Half Full Day (7am-12noon + extended care charge) or (1pm-6pm)	£27.00	£135.00
Tea Club core day (3.30pm – 6pm)	£16.10	£80.50
Tea Club Half day (4pm-6pm)	£13.10	£65.55
Extended Care (7-8am) or (6-7pm) incl 10% premium	£6.60	£33.00

20% discount (Care Only) for each additional sibling. (To be reviewed March 2014)

20% discount for Parkfield School & Children's Centre staff (To be reviewed March 2014)

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 + Meals.

Those accessing during extended care periods (7-8 / 6-7) will incur an additional charge as per pricing table.

Wingfield

A Sure Start Children's Centre

Fees

Applicable from 1 April 2013

Session Name	TIME	Fees Per Day 3-5 year old £5.60 per hour	Fees Per Day 2 year old £5.85 per hour
Morning	8.30am – 11.30am	£16.80	£17.55
Lunch Session (includes hot meal)	11.30am – 12.30pm	£7.70	£7.95
Afternoon	12.30pm – 3.30pm	£16.80	£17.55
Core Day (includes lunch)	8.30am – 3.30pm	£41.30	£43.05

Lunch fee is £2.10 per meal

Late collection fees: £5 for every 15 minutes or part thereof

Price List

2- 3 years	Full Day Inclusive of Breakfast, lunch & tea	Core Day Inclusive of lunch	Part Day Inclusive of lunch	Breakfast	Tea	Late Fees
Times	8am – 6pm	9am-4pm	9am-1pm 12 -4 pm	8am-9am	4pm - 6pm	Every 15 minutes
Charge per day	£49.50	£39.50	£24.00	£5.00	£10.00	£5.00
Charge per week	£247.50	£197.50	£120.00	£25.00	£50.00	

TERM TIME ONLY (Includes entitlement of Free Early Years Provision sessions)

3 years	Full Day	Core Day	Early Years Provision sessions	Part Day Cost per Session	Breakfast	Afternoon Plus (3-4 year olds)	Tea	After School Session	Late Fees
Times	8am – 6pm	9am-4pm	8.50am- 11.50am or 12.30pm – 3.30 pm	9am-1pm/ 12 -4 pm	8am-9am	3.15pm - 4.30pm	4pm - 6pm	3.15 pm – 6.00 pm	Every 15 minutes
Charge per day	£38.50	£26.25	Free	£10.00	£5.00	£5.00	£10.00	£12.00	£5.00
Charge per week	£192.50	£131.25	Free	£50.00	£25.00	£25.00	£50.00	£60.00	

FEES – Age 2 - Hourly rate £6.25

Lunch	£2.10
Tea	£2.10

7.45am - 8.30am	£5.80	(including Breakfast)
7.45am - 6.00pm	£54.95	(including lunch and Tea)
8.30am - 3.30pm	£45.85	(including lunch)
8.30am - 11.30am	£18.75	
8.30am - 12.30pm	£27.10	(including lunch)
12.30pm - 3.30pm	£18.75	
12.30pm - 4.30pm	£25.00	(including tea)
12.30pm – 6.00pm	£36.18	(including tea)

FEES – Age 3 - Hourly rate £6.00

7.45am to 8.30am	£5.60	(Including Breakfast)
8am to 6pm	£53.90	(including lunch and Tea)
8.30am - 3.30pm	£44.10	(including lunch)
8.30am - 11.30am	£18.00	
8.30am - 12.30am	£26.10	(including lunch)
12.30pm - 3.30pm	£18.00	
12.30pm - 4.30pm	£24.10	(including tea)
12.30pm – 6.00pm	£34.71	(including tea)

Children in receipt of the Free Entitlement to Early Education – morning and afternoon sessions on the same day will be charged for one hour (11.30–12.30) including lunch. (£8.35, 2year old, £8.10, 3year old)

School Meals

	Current	Proposed
Primary School Meals	£2.10	£2.15
Primary School Kosher Meals	£2.20	£2.25

Youth Service

Table 1: Holiday Programmes

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

Table 2: Duke of Edinburgh

	Charges
Enrolment fees for the Bronze & Silver Awards	£25
Enrolment fees for the Gold Award	£32

Table 3: 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
Catering	£1.20	Electric Whisk Saucepans Table Cloths	£85.00	6' Professional Gas BBQ 3' Professional Gas BBQ 2 Ring Electric Hotplate
DofE	£4.00	Compass Survival Bag Waterproofs	£15.00	Expedition Packs (Packs 1, 2 and 3)
Gardening	£ 0.50	Watering Can Garden Sheers Pruners	£50.00	Electric & Petrol Mowers 2.0 KW Inverter Generator

				6.5 KW Inverter Generator
Hair & Beauty	£10.00	Beauticians Stool	£45.00	Hydraulic Chair Massage/Beauticians Couch Nail Bars
Marquees & Shelters	£28.00	3m x 3m Gazebo 6m x 3m Gazebo	£63.00	4.6m x 7.6m Inflatable Marquees
Media	£8.00	19" LCD Monitor HD Camcorder	£350.00*	Film Making Kit inc. Camera Mini Crane Wally Dolly – Track System
Music	£1.50	Headphones Microphone Stands	£45.00	Portable PA Systems Electronic Keyboard
Outdoor Education	£1.20	Camping Chair Camping Gaz Cooker LCD Tent Lantern	£800.00	95' Inflatable Assault Course Inflatable Bungee Football Rotating Climbing Wall
Photography	£1.50	Selection of SD Cards Finepix Camera	£38.00	Canon EOS 550 D Digital Camera
Sport	£1.00	Sports Bibs Footballs / Rugby Balls	£90.00	Tennis Tower Table Tennis Table
Staging & Theatre	£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

	Charges
Fines for overdue books and CDs	20p / item/ day
Self-reservation, no notification	80p
Reservation, no notification	£1
Reservation, postal notification	£1 plus second class postage
Out of borough reservations	Standard reservation fee plus £3 British Library – standard reservation fee plus £5
DVD hire	£1.60
Replacement library card	£2
Replacement library card - concessions	£1
PC Hire	£2.70
concessions	£1.35
Marketplace – postcard	£1/ week
Marketplace – A5	£1.50/ week
Marketplace – A4	£2.50/ week
Music sets and scores	Subscription £30.00 per annum
Playsets	Subscription £25.00 per annum
Bookstart courses	Various as per Section 9.5.10 above
Room Hire – Library opening hours Charges Varies according to size of room	£6.00 / £15.00 / £30.00
Room hire – Library opening hours - concessions	1/3 reduction on above rates
Room Hire – Library closed – No concessions	Library closed: £25.50 / £25.50 / £45.00
Display cabinets	£20.00 per week
Display windows	
External	£25.00 per week £20.00 per week
Internal	1/2 reduction on above rates
Concessions	
Local studies research, commercial	£40 per hour
Scanned images, black and white	75p

Scanned images, colour	£1
Use of own camera to record images	£10 per day
Use of images	Use of images - £40 per use, commercial website use publication purposes
Use of images	Use of images - £60 per use, commercial hardcopy publication purposes
Talks	£40 per hour

	Current	Proposed	Variance	Difference
Spoken word CD	Single CDs -80p/3 weeks CD sets - £1.60/ 3 weeks	No change	No change	No change
Spoken word cassettes	Single cassette – Adult stock – 70p/ 3 weeks – children’s stock 30p/ 3 weeks Cassette sets – adult stock – 31.40/ 3 weeks – children’s stock – 60p/ 3 weeks	No change	No change	No change
Music CDs	Single CDs - £1/ 3 weeks CD sets £2/ 3 weeks	No change	No change	No change
DVDs	Per item / 3 days or 1 week - £1.60/ £2.60	No change	No change	No change
Computer games	Per item/ week - £2.55	No change	No change	No change
Printer/ photocopies	B&W – 10p/ sheet Colour – 50p/ sheet	No change	No change	No change
Talks for adults	Various – up to £40 per group	No change	No change	No change

Hall hire charges

Charges	Capacity up to 5	Capacity 6 - 15	Capacity 16 - 30	Capacity 31 +
Full Rate				
Anyone not covered by the Concession Rate	£6.00 per hour (Library open) £25.50 per hour (Library closed)	£10.00 per hour (Library open) £25.50 per hour (Library closed)	£15.00 per hour (Library open) £25.50 per hour (Library closed)	£30 per hour (Library open) £45.50 per hour (Library closed)
Concession Rate				
Discount of 1/3 rd standard rate - only available during library opening hours - Registered Charity - Non-Profit Making Organisation - Educational (Non-Profit Making)	£4.00 per hour (Library open)	£7.00 per hour (Library open) £25.50 per hour (Library closed)	£10.00 per hour (Library open) £25.50 per hour (Library closed)	£20.00 per hour (Library open) £45.50 per hour (Library closed)
Display cabinets	£20.00 per week			
Display windows				
External	£25.00 per week (£16.00)			
Internal	£20.00 per week (13.00)			
Concessions	Shown in brackets			

Other Monies To Be Included In the Booking Charges As Appropriate

Public Liability Insurance (if not already in place) to be arranged by hirer or by library at 5.25% of the Hire Charge

Development & Regulatory Services Fees & Charges 2014/2015					
SERVICE	Subject to VAT	UNIT	Charges 2013/2014	Proposed Charges 2014/2015	COMMENTS
Highways					
Unlicensed Skip found on the highway	N	Each	£270.00	£276.32	
Site inspection charge Skips	N	Each	£54.00	£55.66	
Licence to erect or retain on or over a highway any scaffolding or other structure	N	Each	£162.00	£166.99	
Licence to erect a hoarding or fence and site inspections to monitor compliance	N	Each	£162.00	£166.99	
Licence to construct works, cellars, cranes, portacabins, temporary crossovers, vaults or pavement lights under or on a street	N	Each	£162.00	£166.99	
Licence 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	£162.00	£166.99	
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	£378.00	£389.64	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	£108.00	£111.33	
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	£108.00	£111.33	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 change

Section 50 inspections	N	Per licence	£169.00	£169.00	£169.00	This is a one off charge for carrying out inspections in accordance with NRSWA 1991.
Memorial Seat/bench, up to 6ft in length, Including on-going care for 10 years.	N	Each Bench	£1,039.00	£1,071	£1,071	To be consistent with Hendon Cemetery
Works directed under the Highways Act 1980 and the Town & Country Planning Act 1990. Pre-application initial meeting to discuss proposed developments.	N	Each	£540.00	£556.63	£556.63	
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	£118.50	£122.15	£122.15	
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 above Snr Eng	£183.50	£189.15	£189.15	
The alteration of parking layout through Traffic Management Order (TMO) processes. Charge covers the public consultation, advertising and one TMO alteration	Y	Each	£1,836.00	£1,892.55	£1,892.55	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	£194.00	£199.98	£199.98	Enquires requiring more than two items or queries to be addressed will be charged at £75 per additional item.

<p>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</p>	<p>N</p>	<p>Each</p>	<p>12%, 15.5% and 20.5%</p>	<p>12%, 15.5% and 20.5%</p>	<p>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.</p>
<p>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</p>	<p>N</p>	<p>Each</p>	<p>£2,688.25</p>	<p>£2,771.05</p>	<p>under section 184 of the Highways Act 1980, the charges relate to each access created or closed.</p>
<p>Highway Licences : Processing of Licences under the Highways Act 1980 on new developments (i.e. under Sections 142;177;179;181 etc.)</p>	<p>N</p>	<p>Each</p>	<p>£3,367.75</p>	<p>£3,471.48</p>	<p>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.</p>

Processing of Stopping Up Order Under Section 247 of Town & Country Planning Act 1990	N	Each	£4,394.25	£4,529.59	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	£6,905.00	£7,117.67	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 Notification for Transport for London approval under TMA 2004	N	Each	£3,367.75	£3,471.48	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	£128.00	£131.94	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.

Deposit related to an application for a licence to erect or retain on or over a highway any scaffolding or other structure	N	Each	Minimum £500.00	£515.40	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	Minimum £500.00	£515.40	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	Minimum £500.00	£515.40	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	Minimum £500.00	£515.40	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	£180.39	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	£140.00	£144.31	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.
Vehicle Crossover White Line Installation	N	Each	£154.00	£158.74	Charge includes for up to 5 metres - Each additional metre is charged at £20.
Licence to place skip on the highway	N	Each	£25 per Week	£25 per week with a £50 minimum	Minimum of two weeks will apply
Renewal for expired skip licence	N	Each	£25 per week	£25 per week with a £50 minimum	Minimum of two weeks will apply
Watercourse Consent	N	Each	New	£50.00	This is a new duty inherited as a lead local flood authority from the environment agency. The fee is fixed by legislation.
Rechargeable Works					

Anything done to temporarily restrict or prohibit traffic in order to facilitate a Special Event or similar whether on or off-street. Includes site meetings, making and advertising temporary traffic orders and erecting street notice. Excludes signs/road markings.	N	Per order	£189.00	£194.82	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 advertising traffic 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	£297.00	£306.15	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	£3,624.00	£3,735.62	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	£1,850.00	£1,906.98	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	£314.00	£323.67	
Provide traffic flow data from automatic traffic counters or previously conducted manual counts	N	Each	£378.00	£389.64	
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 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 - 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	£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	£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	£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	£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	£120.00	Charge is discounted to £80 if payment is made within 29 days
Planning						
Policy Publications						
Planning Briefs & Supplementary Planning Guidance	N	Each	£38.00	£38.00	£39.17	
(for residents only)	N	Each	£16.00	£16.00	£16.49	
Conservation Publications						
Conservation Area Character Appraisals	N	Each (sub areas within the Hampstead Garden Suburb Conservation Area will be charged as a single Appraisal document)	£32.25	£32.25	£33.24	

(for residents only)	N	Each. Each sub area within the Hampstead Garden Suburb Conservation Area will be charged as a single Appraisal document.	£16.00	£16.49
Statutory List of Buildings of special architectural or historic interest	N	Each	£43.00	£44.32
(for residents only)	N	Each	£21.50	£22.16
Schedule of Building of local or historic interest	N	Each	£32.25	£33.24
(for residents only)	N	Each	£16.00	£16.49
Statutory List extracts	N	Each	£21.50	£22.16
One building per extra copy	N	Each	£16.00	£16.49
Article 4 Directions per area	N	Each	£32.25	£33.24
Conservation Area Maps	N	Each	£37.75	£38.91
(for residents only)	N	Each	£21.50	£22.16
Development Control Documents				
Copies of Planning Decisions	N	Each	£27.00	£27.83
Copies of Enforcement Notices	N	Each	£27.00	£27.83
Weekly list of Planning applications per area by email	N	Each	No Charge	No charge
Tree Preservation Order Full Document	N	Each	£60.00	£61.85
Tree Preservation Order Extract	N	Each	£33.00	£34.02
All Planning Services				
Photocopying per copy				
A3	N	Each	£1.50	£1.55
A4	N	Each	£1.00	£1.03
Reproduction of maps/drawings				
A1-A0	N	Each	£21.00	£21.65

A2		N	Each	£15.75	£16.24	
A3		N	Each	£1.50	£1.55	
A4		N	Each	£1.00	£1.03	
CD copy of applications						
Per CD		N	Each	£32.25	£33.24	
(for residents only)		N	Each	£16.00	£16.49	
Historic Planning Information						
Price per file		N	Each	£16.00	£16.49	
(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	£10.75	£11.08	
Correspondence requiring research to answer						
Per question per address			Per question per address	£72.00	£74.22	
Enforcement Enquiry per question per address			Per question per address	£72.00	£74.22	
High Hedge Complaints						
Complaint Investigation		N	Per address	£566.75	£584.21	
(50% discount for specified benefits)		N	Per address	£280.75	£289.40	
Postage						
A5		N	Each	£2.05	£2.11	
A4 package		N	Each	£6.15	£6.34	
A4		N	Each	£4.10	£4.23	
Faxed Information - per A4 page in addition to relevant charge		N	Each	£6.15	£6.34	
Other Planning Costs						
Planning Advice Charges (Pre-Application Advice)						
Category A + (Complex - 150+ residential units or 4000m ² + of commercial floor space)		Y	Initial meeting	£9,000.00	£9,277.20	
Category A (Complex - 100+ residential units or 4000m ² + of commercial floor space)		Y	Initial meeting	£7,000.00	£7,215.60	

Category B (Complex - 25+ residential units or 2000m ² + of commercial floor space)	Y	Initial meeting	£5,000.00	£5,154.00
Category C (Major - 10-24 residential units or 1000m ² -2000m ² commercial floor space)	Y	Initial meeting	£2,500.00	£2,577.00
Category D + (Minor - 2-9 residential units, 100m ² -999m ² commercial floor space or creation of one residential unit where there are complex heritage issues)	Y	Initial meeting	£1,500.00	£1,546.20
Category D (Minor - 2-4 residential units, 100m ² -999m ² commercial floor space or creation of one residential unit where there are complex heritage issues)	Y	Written Advice only, no meeting	£800.00	£824.64
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	£273.16
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	£216.47
Category G (Householder development: Extensions or alterations to a single residential unit)	Y	Written Advice only, no meeting	£115.00	£118.54
Rates For Officers Giving Specialist Advice & Charges for Subsequent Meetings				
Case Officer up to Principal Planner	Y	Per hour	£210.00	£216.47
Team Leader/Manager	Y	Per hour	£262.50	£270.59
Service Heads and Directors	Y	Per hour	£315.00	£324.70
Business relationship manager	Y	Annual charge	£2,100.00	£2,164.68
Specialist Advice (Conservation & Design, Highways)	Y	Per hour	£250.00	£257.70
Additional Planning Services				
Overall Service				
Additional Planning Services				

Planning Advice Charges (Pre-Application Advice)						
<u>Categories A+, A and B</u>						
Meeting date and speed of receiving meeting notes	Y	New				Based on published officer hourly rates above
<u>Categories C and D+</u>						
Meeting within 6 working days of valid receipt	Y	New				25% above pre-application fee
Meeting notes within 5 working days of meeting	Y	New				10% above pre-application fee
Faster service	Y	New				Based on published officer hourly rates above
<u>Categories D, E and F</u>						
Written advice within 6 working days of valid request	Y	New				25% above pre-application fee
Faster service	Y	New				Based on published officer hourly rates above
<u>Category G (Householder requests)</u>						
Written advice within 6 working days of valid request or site visit	Y	New				£50
Meeting on site within 6 working days of valid receipt	Y	New				£150
Faster service	Y	New				Based on published officer hourly rates above
Land Charges						
Full Search	N	£200.00				£206.16
Expedited 24 hr Full Search	N	£235.00				£242.24
Certificate of Search (LLC1)	N	£67.50				£69.58
Additional Enquiries (each)	N	£45.00				£46.39
Extra Parcels of Land (each)	N	£45.00				£46.39
CON29 ONLY	N	£132.50				£136.58

Search refresh - within 93 days of original search	N			£85.00	£87.62
<u>Online Search - via NLIS</u>					
NLIS full search	N		£195.00		£201.01
NLIS LLC1	N		£65.00		£67.00
NLIS CON 29	N		£130.00		£134.00
Any one requesting 9 Searches or more at the same time will be entitled to a 10% discount.	N				
<u>Personal Searches</u>					
One Parcel of Land (view only)	N		Free		Free
One Parcel of Land (copy of documentation provided)	N		£25.00		£25.77
Extra Parcels of Land (each)	N		£1.50		£1.55
<u>Common Land Searches</u>					
One Parcel	N		£25.50		£26.29
Extra Parcels (each)	N		£1.50		£1.55
<u>Copy of Official Documentation</u>					
Copies of Planning Decisions	N	Each	£27.00		£27.83
Copies of Enforcement Notices	N	Each	£27.00		£27.83
Weekly list of Planning applications per area by email	N	Each	No Charge		
Tree Preservation Order	N	Each	£60.00		£61.85
Tree Preservation Order Extract	N	Each	£33.00		£34.02
Listed Buildings	N		£40.00		£41.23
Light Obstruction Notices	N		£37.00		£38.14
Repair Notices	N		£35.00		£36.08
Improvement Grants	N		£35.00		£36.08
Covenants	N		£35.00		£36.08
Agreements	N		£47.50		£48.96
Article 4 Directions	N		£30.00		£30.92
Duplicate Searches	N		£45.00		£46.39
CON29R Enquires of local authority (2007)					
<u>Planning and Building Regulations</u>			-		

1.1. Planning and building decisions and pending applications							
Which of the following relating to the property have been granted, issued or refused or (were applicable) are the subject of pending applications?							
(a) a planning permission *	N	£11.00	£11.34				
(b) a listed building consent *	N	£11.00	£11.34				
c) a conservation area consent *	N	£11.00	£11.34				
(d) a certificate of lawfulness of existing use or development *	N	£11.00	£11.34				
(e) a certificate of lawfulness of proposed use or development *	N	£11.00	£11.34				
(f) building regulations approval	N	£11.00	£11.34				
(g) a building regulation completion certification	N	£11.00	£11.34				
(h) any building regulations certificate or notice issued in respect of work carried out under a competent person self-certification scheme	N	£11.00	£11.34				
1.2. Planning designations and proposals							
What designations of land use for the property or the area, and what specific proposals of the property, are contained in any existing or proposed development plan?	N	£11.00	£11.34				
Roads		-					
2. Roadways, footways and footpaths							
Which of the roads, footways and footpaths named in the application for this search (via boxes B and C) are							
(a) highways maintainable at public expense *	N	£11.00	£11.34				
(b) subject to adoption and, supported by a bond and bond waiver	N	£11.00	£11.34				
c) to be made up by a local authority who will reclaim the cost from the frontagers	N	£11.00	£11.34				
(d) to be adopted by a local authority without reclaiming the cost from the frontagers	N	£11.00	£11.34				
Other Matters		-					
3.1 Land required for public purposes							
Is the property included in the land required for public purposes?	N	£11.00	£11.34				
3.2 Land to be acquired for road works							

Is the property included in land to be acquired for road works?	N			£11.34	
3.3 Drainage agreements and consents	N				
Do either of the following exist in relation to the property?	N				
(a) an agreement to drain buildings in combination into an existing sewer by means of a private sewer **	N		Contact the local water company		
(b) an agreement or consent for (i) a building, or (ii) extension to a building on the property, to be built over, or in the vicinity of a drain, sewer or disposal main? **	N				
3.4 Nearby road schemes					
Is the property (or will it be) within 200 metres of any of the following?					
(a) the centre line of a new trunk road or special road specified in any order, draft order or scheme	N		£17.00	£17.52	
(b) the centre line of a proposed alteration or improvement to an existing road involving construction of a subway, underpass flyover, footbridge, elevated road or dual carriageway	N		£17.00	£17.52	
(c) the outer limits of construction works for a proposed alteration or improvement to an existing road involving (i) construction of a roundabout (other than a mini roundabout) or (ii) widening by construction of one additional traffic lanes	N		£17.00	£17.52	
(d) the outer limits of (i) construction of a new road to be built by a local authority (ii) an approved alteration or improvement to an existing road involving construction of a subway, underpass, flyover, footbridge, elevated road or dual carriageway (iii) construction of a roundabout (other than a mini roundabout) or widening by construction of one or more additional traffic lanes.	N		£17.00	£17.52	
(e) the centre line of the line proposed route of the new road under proposals published for public consultation	N		£17.00	£17.52	
(f) the outer limits of (i) construction of a proposed alteration or improvement to an existing road involving construction of a subway, underpass, flyover, footbridge, elevated road or dual carriageway (ii) construction of a roundabout (other than a mini roundabout) (iii) widening by construction of one or more additional traffic lanes, under proposals published for public consultation	N		£17.00	£17.52	
3.5. Nearby railway schemes					

Is the property (or will it be) within 200 metres of the centre line of a proposed railway, tram, light railway or monorail?									
3.6. Traffic schemes									
Has a local authority approved but not yet implemented any of the following for the roads, footways and footpaths (named in box B) which about the boundaries of the property?	N								
(a) permanent stopping up or diversion	N	£11.00	£11.34						
(b) waiting or loading restrictions	N	£11.00	£11.34						
c) one way driving	N	£11.00	£11.34						
(d) prohibition of driving	N	£11.00	£11.34						
(e) pedestrianisation	N	£11.00	£11.34						
(f) vehicle width or weight restriction	N	£11.00	£11.34						
(g) traffic calming works including road humps	N	£11.00	£11.34						
(h) residents parking controls	N	£11.00	£11.34						
(i) minor road widening of improvement	N	£11.00	£11.34						
(j) pedestrian crossings	N	£11.00	£11.34						
(k) cycle tracks	N	£11.00	£11.34						
(l) bridge building	N	£11.00	£11.34						
3.7. Outstanding notices									
Do any statutory notices which relate to the following matters subsist in relation to the property other than those revealed in a response to any other enquiry in this form?									
(a) building works	N	£11.00	£11.34						
(b) environment	N	£11.00	£11.34						
c) health and safety	N	£11.00	£11.34						
(d) housing	N	£11.00	£11.34						
(e) highways	N	£11.00	£11.34						
(f) public health	N	£11.00	£11.34						
3.8. Contravention of building regulations									
Has a local authority authorised in relation to the property any proceedings for the contravention of any provision contained in Building Regulations?	N	£11.00	£11.34						

3.9 Notices, orders, directions and proceedings under Planning Acts						
Do any of the following subsist in relation to the property, or has a local authority decided to issue, serve, make or commence any of the following?	N					
(a) an enforcement notice	N	£11.00	£11.34			
(b) a stop notice	N	£11.00	£11.34			
c) a listed building enforcement notice	N	£11.00	£11.34			
(d) a breach of condition notice	N	£11.00	£11.34			
(e) a planning contravention notice	N	£11.00	£11.34			
(f) another notice relation to a breach of planning control	N	£11.00	£11.34			
(g) a listed building repairs notice	N	£11.00	£11.34			
(h) in the case of a listed building deliberately allowed to fall into disrepair, a compulsory purchase order with a direction for minimum compensation	N	£11.00	£11.34			
(i) a building preservation notice	N	£11.00	£11.34			
(j) a direction restricting permitted development	N	£11.00	£11.34			
(k) an order revoking or modifying planning permission	N	£11.00	£11.34			
(l) an order requiring discontinuance of use or alteration or removal of building works	N	£11.00	£11.34			
(m) a tree preservation order	N	£11.00	£11.34			
(n) proceedings to enforce a planning agreement or planning contribution	N	£11.00	£11.34			
3.10 Conservation area						
Do the following apply in relation to the property?						
(a) the making of the area a conservation area before 31 August 1974	N	£11.00	£11.34			
(b) an unimplemented resolution to designate the area a conservation area	N	£11.00	£11.34			
3.11 Compulsory purchase						
Has any enforceable order or decision been made to compulsorily purchase or acquire the property?	N	£11.00	£11.34			
3.12 Contaminated land						

Do any of the following apply (including any relating land adjacent to or adjoining the property which has been identified as contaminated land because it is in such a condition that harm or pollution of controlled waters might be caused on the property)?						
(a) a contaminated land notice	N	£11.00	£11.34			
(b) in relation to a register maintained under section 78R of the Environmental Protection Act 1990	N	£11.00	£11.34			
(i) a decision to make an entry	N					
(ii) an entry	N					
c) consultation with the owner or occupier of the property conducted under section 78G(3) of the Environmental Protection Act 1990 before the service of a remediation notice	N	£11.00	£11.34			
3.13 Radon gas						
Do records indicate that the property is in a 'Radon Affected Area' as identified by the Health Protection Agency?	N	www.ukradon.org				
* Information available free of charge online						
CON 290 Optional enquiries of the Local Authority (2007)						
4. Road proposals by private bodies	N	£23.00	£23.71			
5. Public paths or byways	N	£23.00	£23.71			
6. Advertisements	N	£23.00	£23.71			
7. Completion notices	N	£23.00	£23.71			
8. Parks and Countryside	N	£23.00	£23.71			
9. Pipelines	N	£23.00	£23.71			
10. Houses in multiple occupation	N	£23.00	£23.71			
11. Noise abatement	N	£23.00	£23.71			
12. Urban development areas	N	£23.00	£23.71			
13. Enterprise zones	N	£23.00	£23.71			
14. Inner urban improvement areas	N	£23.00	£23.71			
15. Implied planning zones	N	£23.00	£23.71			
16. Land maintenance notices	N	£23.00	£23.71			
17. Mineral consultation areas	N	£23.00	£23.71			
18. Hazardous substance consents	N	£23.00	£23.71			

19. Environmental and pollution notices	N		£23.00	£23.71	
20. Food safety notices	N		£23.00	£23.71	
21. Hedgerow notices	N		£23.00	£23.71	
22. Common land, town and village greens	N		£23.00	£23.71	
Street Naming and Numbering					
Application for numbering a property	N	Per property	£87.25	£89.94	
Application for naming a road (Authority choice of name)	N		£308.50	£318.00	
Application for naming a road (Applicants choice of name adhering to SNN Policy, with Fire Brigade approval)	N		£463.00	£477.26	
Naming or renaming of house or block of flats (Authority choice of name)	N		£123.25	£127.05	
Naming or renaming of house or block of flats (Applicants choice of name, adhering to SNN Policy, with Fire Brigade approval)	N		£205.75	£212.09	
Naming or renaming of commercial premises (Authority choice of name)	N		£180.00	£185.54	
Naming or renaming of commercial premises (Applicants choice of name, adhering to SNN Policy, with Fire Brigade approval)	N		£257.25	£265.17	
Enforcement of street naming and numbering (where an application hasn't been made)	N		£154.25	£159.00	
Numbering new developments	N	5 to 19 units	£425 + 35 per unit	£440 + 36 per unit	
	N	20 to 50 units	£950 + £25 per unit	£980 + £25.75 per unit	
		Above 50 units		Above 50 units by assessment	
Trading Standards and Licensing					
Poisons					
Inclusion on the list to sell poisons	n	Per application	£60	£60	No Change
Alteration of list	n	Per application	£25	£25	No Change
Retention of name on list	n	Per application	£60	£60	No Change
Fireworks					

Licence to sell fireworks all year round	n	Per application	maximum statutory fee,	maximum statutory fee,	maximum statutory fee,
Fireworks storage registration new applications	n	Per application	maximum statutory fee	maximum statutory fee	maximum statutory fee
Fireworks storage applications	n	Per application	maximum statutory fee	maximum statutory fee	maximum statutory fee
Renewal	n	Per application	maximum statutory fee	maximum statutory fee	maximum statutory fee
Sex Establishments					
Sex Establishments - new	n	Per application	£2,150	£2,150	No Change
Sex Establishments - renewal	n	Per application	£2,150	£2,150	No Change
Hypnotism					
Hypnotism	n	Per Event	£21	£21	No Change
Street Trading					
Street Trading – Permanent licences	n	Per application	£1.32 per sq Metre per day	£1.32 per sq Metre per day	No Change
Street Trading – Temporary Licences	n	Per application	Up to 3 Sq M £100 3-10 Sq M £300 10-15 Sq M £600 Over 15 Sq M (max 25Sq M) £900	Up to 3 Sq M £100 3-10 Sq M £300 10-15 Sq M £600 Over 15 Sq M (max 25Sq M) £900	No Change
Casual temporary trader registration (12 months validity) £28.00	n	per licence	£28	£28	No Change

Street Markets: Daily street trading licence charge									
Scrap Metal									
Site Licence New	n	Per application	£570.00	£570.00	No Change				No Change
Site Licence variation	n	Per application	£230.00	£230.00	No Change				No Change
Site Licence Renewal	n	Per application	£450.00	£450.00	No Change				No Change
Site Licence Duplicate licence	n	Per application	£20.00	£20.00	No Change				No Change
Collectors Licence New	n	Per application	£265.00	£265.00	No Change				No Change
Collectors Licence Variation	n	Per application	£130.00	£130.00	No Change				No Change
Collectors Licence renewal	n	Per application	£200.00	£200.00	No Change				No Change
Collectors Licence duplicate	n	Per application	£20.00	£20.00	No Change				No Change
Sports Grounds									
Fee for issue/amendment of a safety certificate for a designated stand under Safety at Sports Ground Act 1975.	n	Per application	£2,950.00	£2,950.00	No Change				No Change
Fees for issue/amendment of a regulated stand under Fire Safety and Places of Sport Act 1987: Total capacity of sport ground 500-999	n	Per application	£800.00	£800.00	No Change				No Change

Fees for issue/amendment of a regulated stand under Fire Safety and Places of Sport Act 1987: \$ Total capacity of sport ground 1000-4999	n	Per application	£1,475.00	£1,475.00	No Change
Fees for issue/amendment of a regulated stand under Fire Safety and Places of Sport Act 1987: \$ Total capacity of sport ground 5000-9999	n	Per application	£2,950.00	£2,950.00	No Change
Fees for transfer of either a regulated stand or safety certificate	n	Per application	£1,000.00	£1,000.00	No Change
Fee for replacement or cancellation of either a regulated stand or safety certificate	n	Per application	£50.00	£50.00	No Change
Film classification					
<30 minutes	n	per film	£200.00	£200.00	
30-59 Minutes	n	per film	£300.00	£300.00	
60-89 Minutes	n	per film	£400.00	£400.00	
90 Minutes	n	per film	£500.00	£500.00	
Film classification waiver					
First film – viewed in full	n	per film	£190.00	£190.00	
Subsequent film – viewed in full	n	per film	£120.00	£120.00	this will not be offered in future
First film – not viewed	n	per film	£115.00	£115.00	this will not be offered in future
Subsequent film – not viewed	n	per film	£70.00	£70.00	this will not be offered in future
Gambling					
New Bingo Premises	n	Per application	£1,110.00	£1,110.00	Fee changes are agreed by Licensing Committee
New Adult Gaming Centre	n	Per application	£1,110.00	£1,110.00	Fee changes are agreed by Licensing Committee
New Betting Premises Track	n	Per application	£1,110.00	£1,110.00	Fee changes are agreed by Licensing Committee
New Family Entertainment Centre	n	Per application	£1,110.00	£1,110.00	Fee changes are agreed by Licensing Committee
New Betting Premises (Other)	n	Per application	£1,110.00	£1,110.00	Fee changes are agreed by Licensing Committee
Annual fees					
Bingo Premises annual fee	n		£580.00	£580.00	Fee changes are agreed by Licensing Committee
Adult Gaming Centre annual fee	n		£580.00	£580.00	Fee changes are agreed by Licensing Committee
Betting Premises Track annual fee	n		£580.00	£580.00	Fee changes are agreed by Licensing Committee
Family Entertainment Centre annual fee	n		£580.00	£580.00	Fee changes are agreed by Licensing Committee

Betting Premises (Other) annual fee	n		£580.00	£580.00	Fee changes are agreed by Licensing Committee
Provisional Statement					
Bingo Premises Provisional Statement	n	Per application	£1,070.00	£1,070.00	Fee changes are agreed by Licensing Committee
Adult Gaming Centre Provisional Statement	n	Per application	£1,070.00	£1,070.00	Fee changes are agreed by Licensing Committee
Betting Premises Track Provisional Statement	n	Per application	£1,070.00	£1,070.00	Fee changes are agreed by Licensing Committee
Family Entertainment Centre Provisional Statement	n	Per application	£1,070.00	£1,070.00	Fee changes are agreed by Licensing Committee
Betting Premises (Other) Provisional Statement	n	Per application	£1,000.00	£1,000.00	Fee changes are agreed by Licensing Committee
Bingo Premises Application Fee – Provisional Statement Holders	n	Per application	£1,000.00	£1,000.00	Fee changes are agreed by Licensing Committee
Adult Gaming Centre Application Fee – Provisional Statement Holders	n	Per application	£1,000.00	£1,000.00	Fee changes are agreed by Licensing Committee
Betting Premises Track Application Fee – Provisional Statement Holders	n	Per application	£950.00	£950.00	Fee changes are agreed by Licensing Committee
Family Entertainment Centre Application Fee – Provisional Statement Holders	n	Per application	£950.00	£950.00	Fee changes are agreed by Licensing Committee
Betting Premises (Other) Application Fee – Provisional Statement Holders	n	Per application	£1,000.00	£1,000.00	Fee changes are agreed by Licensing Committee
Transfer					
Bingo Premises transfer	n	Per application	£1,060.00	£1,060.00	Fee changes are agreed by Licensing Committee
Adult Gaming Centre transfer	n	Per application	£1,060.00	£1,060.00	Fee changes are agreed by Licensing Committee
Betting Premises Track transfer	n	Per application	£950.00	£950.00	Fee changes are agreed by Licensing Committee
Family Entertainment Centre transfer	n	Per application	£950.00	£950.00	Fee changes are agreed by Licensing Committee
Betting Premises (Other) transfer	n	Per application	£1,060.00	£1,060.00	Fee changes are agreed by Licensing Committee
Variation					
Bingo Premises Variation	n	Per application	£1,020.00	£1,020.00	Fee changes are agreed by Licensing Committee
Adult Gaming Centre Variation	n	Per application	£1,000.00	£1,000.00	Fee changes are agreed by Licensing Committee

Betting Premises Track Variation	n	Per application	£1,020.00	£1,020.00	Fee changes are agreed by Licensing Committee
Family Entertainment Centre Variation	n	Per application	£1,000.00	£1,000.00	Fee changes are agreed by Licensing Committee
Betting Premises (Other) Variation	n	Per application	£1,020.00	£1,020.00	Fee changes are agreed by Licensing Committee
Reinstatement					
Bingo Premises Reinstatement	n	Per application	£600.00	£600.00	Fee changes are agreed by Licensing Committee
Adult Gaming Centre Reinstatement	n	Per application	£600.00	£600.00	Fee changes are agreed by Licensing Committee
Betting Premises Track Reinstatement	n	Per application	£600.00	£600.00	Fee changes are agreed by Licensing Committee
Family Entertainment Centre Reinstatement	n	Per application	£600.00	£600.00	Fee changes are agreed by Licensing Committee
Betting Premises (Other) Reinstatement	n	Per application	£600.00	£600.00	Fee changes are agreed by Licensing Committee
Permit					
Notification of change of circumstances fee – All Premises	n	Per application	£50.00	£50.00	Fees set by Gambling Act 2005
Copy of Licence Fee – All Premises	n	Per application	£25.00	£25.00	Fees set by Gambling Act 2005
Licensed premises Gaming Machine Permit - New	n	Per application	£150.00	£150.00	Fees set by Gambling Act 2005
Licensed premises Gaming Machine Permit - Annual Fee	n	Per each	£50.00	£50.00	Fees set by Gambling Act 2005
Licensed premises Gaming Machine Permit - Variation	n	Per application	£100.00	£100.00	Fees set by Gambling Act 2005
Licensed premises Gaming Machine Permit - Transfer	n	Per application	£25.00	£25.00	Fees set by Gambling Act 2005
Notification of two or less gaming machines	n	per notification	£50.00	£50.00	Fees set by Gambling Act 2005
Club Gaming Permit - New	n	Per application	£200.00	£200.00	Fees set by Gambling Act 2005
Club Gaming Permit - Annual fee	n	Per each	£50.00	£50.00	Fees set by Gambling Act 2005
Club Gaming Permit - Variation	n	Per application	£200.00	£200.00	Fees set by Gambling Act 2005
Club Gaming Permit - New	n	Per application	£200.00	£200.00	Fees set by Gambling Act 2005

Club Gaming Permit - Annual fee	n	each	£50.00	£50.00	Fees set by Gambling Act 2005
Club Gaming Permit - Variation	n	Per application	£200.00	£200.00	Fees set by Gambling Act 2005
Prize Gaming Permit - New	n	Per application	£200.00	£200.00	Fees set by Gambling Act 2005
Prize Gaming Permit - renewal	n	Per application	£200.00	£200.00	Fees set by Gambling Act 2005
Prize Gaming Permit - Change of name	n	Per application	£25.00	£25.00	Fees set by Gambling Act 2005
Unlicensed Family Entertainment Centres - New	n	Per application	£300.00	£300.00	Fees set by Gambling Act 2005
Unlicensed Family Entertainment Centres - Renewal	n	Per application	£200.00	£200.00	Fees set by Gambling Act 2005
Unlicensed Family Entertainment Centres - Change of Name	n	Per application	£25.00	£25.00	Fees set by Gambling Act 2005
Copy of All Permits	n	Per application	£15.00	£15.00	Fees set by Gambling Act 2005
Small Society Lottery - New registration	n	Per registration	£40.00	£40.00	Fees set by Gambling Act 2005
Small society Lottery - Renewal	n	each	£20.00	£20.00	Fees set by Gambling Act 2005
Licensing Act 2003 Fees					
New Premises Licence / Club Premises Certificate	n	Per application	band A - £100, Band B - £190, Band C - £315, Band D - £450, Band E - £635	band A - £100, Band B - £190, Band C - £315, Band D - £450, Band E - £635	Fee set by Licensing Act 2003
Premises Licence / Club Premises Certificate - Provisional Statement	n	Per application	band A - £100, Band B - £190, Band C - £315, Band D - £450, Band E - £635	band A - £100, Band B - £190, Band C - £315, Band D - £450, Band E - £635	Fee set by Licensing Act 2003
Premises licence/Club premises Certificate variation	n	Per application	band A - £100, Band B - £190, Band C - £315, Band D - £450, Band E - £635	band A - £100, Band B - £190, Band C - £315, Band D - £450, Band E - £635	Fee set by Licensing Act 2003

Premises licence/Club premises Certificate - additional fees (new & variation)	n	Per application	<p>£5,000 - 9999 people - £1000, 10,000-14999 people - £2000, 15000 - 19000 people - £4000, 20000 - 29999 people £8000, 30000 - 39999 people - £16,000, 40000 - 49999 people - £24000, 50000 - 59999 people - £32000, 60999 - 69999 people - £40000, 70000 - 79999 people - £48000, 80000 - 89999 people - £56000, 90000 and over people -£64000</p>	<p>£5,000 - 9999 people - £1000, 10,000-14999 people - £2000, 15000 - 19000 people - £4000, 20000 - 29999 people £8000, 30000 - 39999 people - £16,000, 40000 - 49999 people - £24000, 50000 - 59999 people - £32000, 60999 - 69999 people - £40000, 70000 - 79999 people - £48000, 80000 - 89999 people - £56000, 90000 and over people -£64000</p>	Fee set by Licensing Act 2003
Premises licence/Club Premises Certificate - Annual Fee	n	each	<p>band A - £70, Band B - £180, Band C - £295, Band D - £320, Band E - £350</p>	<p>band A - £70, Band B - £180, Band C - £295, Band D - £320, Band E - £350</p>	Fee set by Licensing Act 2003

Premises licence/Club premises Certificate - Annual fee additional fees	n	Per application	<p>5000 - 9999 people - £500, 10,000-14999 people - £1000, 15000 - 19000 people - £2000, 20000 - 29999 people £4000, 30000 - 39999 people - £8,000, 40000 - 49999 people - £12000, 50000 - 59999 people - £16000, 60999 - 69999 people - £20000, 70000 - 79999 people - £24000, 80000 - 89999 people - £28000, 90000 and over people -£32000</p>	<p>5000 - 9999 people - £500, 10,000-14999 people - £1000, 15000 - 19000 people - £2000, 20000 - 29999 people £4000, 30000 - 39999 people - £8,000, 40000 - 49999 people - £12000, 50000 - 59999 people - £16000, 60999 - 69999 people - £20000, 70000 - 79999 people - £24000, 80000 - 89999 people - £28000, 90000 and over people -£32000</p>	<p>Fee set by Licensing Act 2003</p>
Premises Licence - Transfer	n	Per application	£23.00	£23.00	Fee set by Licensing Act 2003
Premises Licence - DPS variation	n	Per application	£23.00	£23.00	Fee set by Licensing Act 2003
Temporary Event Notice/Late Temporary Event Notice	n	Per Notice	£21.00	£21.00	Fee set by Licensing Act 2003
Personal Licence Application - New & Renewal	n	Per application	£37.00	£37.00	Fee set by Licensing Act 2003
Duplicate copy of premises licence/ Club premises Certificate & personal licence	n	Per application	£10.50	£10.50	Fee set by Licensing Act 2003
Change of details of premises licence/ Club premises Certificate & personal licence	n	Per application	£10.50	£10.50	Fee set by Licensing Act 2003
Notification of Interest	n	per notification	£21.00	£21.00	Fee set by Licensing Act 2003
Interim Authority Notice	n	per notification	£23.00	£23.00	Fee set by Licensing Act 2003

Minor Variation Application	n	Per application	£89.00	£89.00	Fee set by Licensing Act 2003
Environmental Health					
Completion of Works					
Work in default of the notice recipient	-		£120.00	Work in default of the owner - 30% on building costs plus surveyors/architects fees or 45% on building costs where work supervised by Barnet Council - Minimum charge £120	To be reviewed in full 14/15 as part of work in default business case.
Noise Act 1996					
Storage fee following the seizure, removal and detention of equipment			£150.00	£154.62	Up to inflation
Contaminated Land Enquiries					
Basic Enquiry			£45.00	£46.39	Up to inflation
Enquiry including historical data multiple addresses			£100.00	£103.08	Up to inflation
Housing Act 2004					
Waiver of fee for notices i.e. Improvement Notice , Suspended Improvement Order, Prohibition Order, Emergency Prohibition Order,Suspended Prohibition Order,Emergency Remedial Action excluding the cost of all /any works completed/certificates obtained.		Each	see below	Fee waived if accreditation secured with the London Landlord Accreditation Scheme within 3 months of notice/order service and membership number forwarded to LBB.	Included to encourage better educated/compliant landlords

Service of an Improvement Notice	Each	£459.00	£406.93	Revised in line with departmental hourly rate review – charge permitted by section 49 Housing Act 2004
Service of a Suspended Improvement Notice	Each	£509.00	£448.58	Revised in line with departmental hourly rate review
Service/making of a Prohibition Order	Each	£384.00	£350.70	Revised in line with departmental hourly rate review - charge permitted by section 49 Housing Act 2004
Service of a Suspended Prohibition Order	Each	£435.00	£386.10	Revised in line with departmental hourly rate review
Service/making of an Emergency Prohibition Order	Each	£384.00	£350.70	Revised in line with departmental hourly rate review – charge permitted by section 49 Housing Act 2004
Service/making of a Demolition Order	Each	Hourly rate	Hourly rate	Charge permitted by section 49 Housing Act 2004
Taking Emergency Remedial Action	Plus the cost of the work	£374.00	£350.70	
Add on fee to notice/order cost if electrical certificate is obtained	Each	Actual cost plus 20% admin fee	Actual cost plus 20% admin fee	No change
Add on fee to notice/order cost if a gas certificate is obtained	Each	Actual cost plus 20% admin fee	Actual cost plus 20% admin fee	No change
Add on fee to notice/order cost if legal advice is obtained e.g. to interpret leasehold/freehold responsibilities	Each	Actual cost plus 20% admin fee	Actual cost plus 20% admin fee	New
Add on fee to notice/order cost if a structural engineers report is obtained	Each	Actual cost plus 20% admin fee	Actual cost plus 20% admin fee	No change
Copying grant files and postage	Each	£37.00	£16.49	Consistent for Re services
Copying enforcement files and postage	Each	£37.00	£16.49	Consistent for Re services
HMO Licensing				
New Licence fee	Per dwelling	£197.00	£370	Increased to cover administration costs
Reduced New Licence fee for voluntary applications unprompted by Council investigation	Per dwelling	New	£303	
Assisted Licence fee	Per dwelling	£220.00	£226.78	
Minor Amendments to Licence	Each change	£26.00	£0.00	covered in other fees.
Discount for accredited landlords		10%	10%	
Discount for registered charities		10%	10%	

Discount for return of complete application within 10 working days of application letter date									
Renewal Fee	Per dwelling	£197.00	10%	£370	10%				Increased to cover administration costs in relation to uncompleted conditions in previous licence
Reduced renewal fee where all conditions in previous licence have been complied with	N	New		£303					
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					no change
Licence holder changing nominated manager (manager has to complete a Fit & Proper Person declaration)	N	Per request	£63.00	£99.00					non salary cost linked inflation e.g.petrol. Cases taking more time than 13/14 cost covers.
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	£0.00					No longer considered to be legal to do so
Change in Licence holder		Per request	As per new licence	£99.00					
Recovery fee for dishonoured cheque			New	£100.00					To cover costs associated with dishonoured cheques
Copy of entry/entries in Register of Food Premises									
Single entry		Each	£6.00	Delete					This fee is no longer relevant and is to be deleted
Per category of premises		Each	£308.00	Delete					This fee is no longer relevant and is to be deleted
Full copy of register		Each	£774.00	Delete					This fee is no longer relevant and is to be deleted
Miscellaneous Food Business Charges									
Unsound Food (Business and Commercial premises) - collection and disposal			Actual cost + 30% admin fee	Actual cost of disposal + 30% transport and admin fee					No change in price, reworded for greater clarity.
Food Export Certificates			£67.00	£69.06					
Fresh Fish Inspection			1 ECU Equivalent	1 ECU Equivalent					

Sampling of Private Water Supplies (Private Water Supplies Regulations 1991)	N		Full analysis cost plus £81.50 per sampling visit	Full analysis cost plus officer time @officer hourly rate	A flat rate does not reflect the cost of the service. Hourly rate more fairly reflects this and more accurately meets the regulatory requirements for charging for this activity.
Pollution Prevention and Control Act 1999	-				
Type of Process	-				
Application Standard	-	each	£1,579	Statutory fee set by DEFRA April 2014	Statutory fee set by DEFRA
Application Reduced fee	-	each	£148	Statutory fee set by DEFRA April 2015	Statutory fee set by DEFRA
Application Petrol vapour I&II	-	each	£246	Statutory fee set by DEFRA April 2016	Statutory fee set by DEFRA
Application Vehicle refinishers	-	each	£346	Statutory fee set by DEFRA April 2017	Statutory fee set by DEFRA
Application Mobile screening and crushing plant for 1st and 2nd permits	-	1st & 2nd applications	£1579 (£943 for 3rd to 7th applications, £477 for 8th and subsequent applications)	Statutory fee set by DEFRA April 2018	Statutory fee set by DEFRA
Fee operating without a permit	-	each	£1,137	Statutory fee set by DEFRA April 2019	Statutory fee set by DEFRA
Late payment fee	-	each	£50	Statutory fee set by DEFRA April 2020	Statutory fee set by DEFRA
Annual subsistence charge	-		Low = £739 / Medium = £1,111 / High = £1,672	Statutory fee set by DEFRA April 2021	Statutory fee set by DEFRA
Standard	-	each	Low = £739 / Medium = £1,111 / High = £1,672	Statutory fee set by DEFRA April 2022	Statutory fee set by DEFRA

Reduced fee	-	each	Low = £78 / Medium = £151 / High = £227	Statutory fee set by DEFRA	Statutory fee set by DEFRA
Petrol vapour I&II	-	each	Low = £108 / Medium = £216 / High = £326	Statutory fee set by DEFRA	Statutory fee set by DEFRA
Vehicle refinishers	-	each	Low = £218 / Medium = £349 / High = £524	Statutory fee set by DEFRA	Statutory fee set by DEFRA
Mobile screening and crushing plant for 1st and 2nd permits	-	each	Low = £618 / Medium = £989 / High = £1,484	Statutory fee set by DEFRA	Statutory fee set by DEFRA
Standard Transfer and substantial change	-	each	Std Transfer = £162 / Partial transfer = £476 / Sub. Change = £1005	Statutory fee set by DEFRA	Statutory fee set by DEFRA
Reduced fee Transfer and substantial change	-	each	Red. Fee Transfer = £0 / Partial Transfer = £45 / Substantial change = £98	Statutory fee set by DEFRA	Statutory fee set by DEFRA
Adopt a tube scheme p/a			£128.00	£131.94	
General Environmental Health Licensing Fees 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	£488.60	
Renewal licence		Each	£394.00	£406.14	
Animal Boarding Establishments - Home based "sitting" services (ABE Act 1963)					
New licence		Each	£169.00	£174.21	
Renewal licence		Each	£46.00	£47.42	
Renewal (where inspection required)		Each	£122.00	£125.76	

Breeding establishments for dogs (Breeding of Dogs Act 1973)						
New	Each	£451.00	£464.89			
Renewal	Each	£393.00	£405.10			
Dangerous wild animals (Dangerous Wild Animals Act 1976)						
New	Each	£514.00	£529.83			
Renewal	Each	£399.00	£411.29			
Performing Animals (Performing Animals (Regulations) Act 1925)						
Registration	Each	£144.00	£148.44			
Certificate	Each	£17.00	£17.52			
Pet Shops (Pet Animals Act 1951)			£0.00			
New licence	Each	£486.00	£500.97			
Renewal licence	Each	£436.00	£449.43			
Reduced fee pet shop licence limiting trading to no more than 2 weeks per year (New)	Each	£161.00	£165.96			
Reduced fee pet shop licence limiting trading to no more than 2 weeks per year (Renewal)	Each	£62.00	£63.91			
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	£727.74			
Renewal licence	Each	£575.00	£592.71			
Licence for Massage and Special Treatments (including cosmetic skin piercing)			£0.00			
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	Each		£0.00			
New licence	Each	£213.00	£219.56			
Renewal licence	Each	£176.00	£181.42			
Band B - medium risk non-invasive treatments including some beauty treatments and therapeutic treatments, head, neck and below the knee massage.			£0.00			

New licence		Each	£287.00	£295.84	
Renewal licence		Each	£259.00	£266.98	
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.				£0.00	
New licence		Each	£439.00	£452.52	
Renewal licence		Each	£367.00	£378.30	
Transfer and Variation Fee (where a variation takes the licence into a higher band then the full fee pro-rata will be payable)				£0.00	
Band A		Each	£47.00	£48.45	
Band B		Each	£81.00	£83.49	
Band C		Each	£121.00	£124.73	
Additional licensing fee for Laser Removal of hair and intense pulsed light treatments		Each	£63.00	£64.94	
Administration fee on all aborted licence applications		Each	10 percent of licence fee	10 percent of licence fee	No change
Primary Authority Services (Environmental Health & Trading Standards)					
Annual fee per subject area	N	Per annum	New	Up to £750	New fee. Fee as agreed with individual company to cover routine primary authority work up to a specified level after which additional work is charged at an hourly rate.
Primary authority work	N	Per hour	New	Up to £75	Actual charge at hourly rate for officer undertaking work, up to the maximum.
Cemetary and Crematorium					
A. Burials and Interment Fees (all classes of private interments) for LBB Residents:					
Class 'A' (L x W) 7'6" x 3' 6" - grave purchase only	No	Each	New	£6,491	New fee for purchase of a grave that is not intended for immediate use. This fee is 40% higher than for a grave purchase when an interment is purchased at the same time. The cost includes provision of a wooden grave surround to mark-out the grave.
Class 'A' grave (L x W) 7'6" x 3' 6" for person's over 16 years of age and interment at single depth.	No	Each	New	£5,762.00	Revised/new service: This is a combined cost of grave purchase and interment. The cost includes provision of a wooden grave surround to mark-out the grave. In addition age of child increased from 10 yrs to 16 yrs.

Class 'B' (L x W) 6'6" x 2' 6" grave purchase only	No	Each	New	£3,837.00	New fee for purchase of a grave that is not intended for immediate use. This fee is 40% higher than for a grave purchase when an interment is purchased at the same time. The cost includes provision of a wooden grave surround to mark-out the grave.
Class 'B' (L x W) 6'6" x 2' 6" for person's over 16 years of age and interment at single depth	No	Each	New	£3,426.00	Revised/new service: This is a combined cost of grave purchase and interment. The cost includes provision of a wooden grave surround to mark-out the grave. In addition age of child increased from 10 yrs to 16 yrs.
Class 'A' Grave for Persons under 16 years of age with interment to single depth only - otherwise over 16 years fee payable	No	Each	New	£2,860.00	Revised/new service: This is a combined cost of grave purchase and interment. The cost includes provision of a wooden grave surround to mark-out the grave. In addition age of child increased from 10 yrs to 16 yrs.
Class 'B' Grave for person's under 16 years of age with interment to single depth only - otherwise over 16 years fee payable	No	Each	New	£1,714.00	Revised/new service: This is a combined cost of grave purchase and interment. The cost includes provision of a wooden grave surround to mark-out the grave. In addition age of child increased from 10 yrs to 16 yrs.
Half size grave for burial of ashes (Ash Grave)					
Class 'A' (L x W) 3'6" x 3'6" - grave purchase only	No	Each	New	£3,567.00	New fee for purchase of a grave that is not intended for immediate use. This fee is 40% higher than for a grave purchase when an interment is purchased at the same time. The cost includes provision of a wooden grave surround to mark-out the grave.
Class 'A' grave (L x W) 3'6" x 3'6" and interment of ashes at minimum depth	No	Each	New	£2,500.00	Revised/new service: This is a combined cost of grave purchase and interment. The cost includes provision of a wooden grave surround to mark-out the grave.
Class 'B' (L x W) 3'0" x 2' 6" - grave purchase only	No	Each	New	£3,243.00	New fee for purchase of a grave that is not intended for immediate use. This fee is 40% higher than for a grave purchase when an interment is purchased at the same time. The cost includes provision of a wooden grave surround to mark-out the grave.
Class 'B' grave (L x W) 3'0" x 2' 6" and interment of ashes at minimum depth	No	Each	New	£1,365.00	Revised/new service: This is a combined cost of grave purchase and interment. The cost includes provision of a wooden grave surround to mark-out the grave.
Interment Fees (all classes of private interments)					
Persons over 16 years of age (single depth)	No	Each	£1,101.00	£1,134.91	Revised from under 10 years to under 16 years
Children under 16 years of age including those still born (single depth)	No	Each	£656.00	£676.20	Revised from under 10 years to under 16 years

Additional charge for each additional coffin depth (up to maximum of 4)	No	Each	£332.00	£342.23	
Burial of Ashes in to a private grave with movement of memorial/landing (at minimum depth)	No	Each	£539.00	£555.60	
Burial of Ashes in to a private grave without movement of memorial/landing (at minimum depth)	No	Each	£360.00	£371.09	
Interment in ST Sophia section of cemetery	No	Each	£695.00	£716.41	
Removal of Memorial in St Sophia's section of cemetery	No	Each	£313.00	£322.64	
Exhumation fee in St Sophia's section of cemetery	No	Each	£1,251.00	£1,289.53	
Interment Fees (public interments)				£0.00	
Persons over 16 years of age	No	Each	£464.00	£478.29	Revised from under 10 years to under 16 years
Children under 16 years of age	No	Each	£163.00	£168.02	Revised from under 10 years to under 16 years
Stillborn children	No	Each	£99.00	£102.05	Up to inflation
Exhumation of Deceased	No	Each	New	£1,273.00	Interment fee was previously charged when providing this service. Fee calculated to reflect work involved.
Mausoleum burials					
Mausoleum pre-purchase	No	Each	New	£7,347.00	New fee for purchase of a mausoleum space that is not intended for immediate use. This fee is 40% higher than for a mausoleum space purchase when an interment is purchased at the same time.
Mausoleum space for immediate use	No	Each	£5,267.00	£5,429.22	Mausoleum spaces to be charged at 'A' class rate instead of 'B' plus additional space
Planning Permission for Mausoleum (excludes statutory planning fee which will be payable in addition at the current rate)	Yes		£175.00	£204.00	Application made by Hendon Cemetery. Increase to cover costs of processing and inflation increase
Construction of Mausoleum	Yes	Each	Posted upon application	From £12,000	Fixed price as all mausoleums are constructed to same specification.
C. General Burial Fees					
Additional charge per Weekend Burial.	No	Each	£204.00	£210.28	Up to inflation
Additional charge for interment of casket - A Class grave only	No	Each	£267.00	£275.22	Up to inflation
Additional charge per Weekend Burial for cremated remains	No	Each	£103.00	£106.17	Up to inflation
Removing and replacing Memorials for the purpose of enabling further interment	No	Each	£255.00	£262.85	Up to inflation
Removing and replacing Memorials for the purpose of enabling further interment . Half Size	No	Each	£127.50	£131.43	Up to inflation
Grave Lease Extension Resident 'A' class per year (minimum of 5 years)	No	Each	£44.00	No increase	Fee was rounded up for 12/13 so no increase required

Grave Lease Extension Resident 'B' class per year (minimum of 5 years)	No	Each	£21.00	No increase	Fee was rounded up for 12/13 so no increase required
D. Permit for erecting new monuments, memorials, grave stones and tablets for the right to erect or place on private graves (including first inscription)	-				
a. Headstone with kerbs	Yes	Each	£285.00	£293.78	Up to inflation
b. Headstone only	Yes	Each	£221.00	£227.81	Up to inflation
c. Conversion of existing Headstone to include kerbs	Yes	Each	£93.00	£291.00	Previous fee inconsistent with a. above
d. In the form of a Vase, Tablet or Wooden Cross	Yes	Each	£76.00	£78.34	Up to inflation
e. Renovation or additional inscription	Yes	Each	£93.00	£95.86	Up to inflation
For the right to erect, or place a memorial on a common grave	Yes	Each	£122.00	£125.76	Up to inflation
For the right to place a non-cemetery supplied wooden seat/bench on a private grave for 2 years	Yes	Each	New	£40.00	New product/service
F. Transfer of Grave Ownership					
By Probate, Letters of Administration, or Private Statutory Declaration	Yes	Each	£64.00	£65.97	Up to inflation
By Assignment, Assent, Hendon Statutory Declaration or Renunciation	Yes	Each	£108.00	£111.33	Up to inflation
Combination of the above	Yes	Each	£162.00	£166.99	Up to inflation
Duplicate of Deed of Ownership	Yes	Each	New	£25.00	New product/service
Duplicate of Cremation Certificate	Yes	Each	New	£10.00	New product/service
G. Cremation Fees					
Persons over 16 years weekday (Funeral Directors Not holding an account)	No	Each	New	£588.00	Revised fee that incorporates Environmental Surcharge previously charged separately. No increase in overall cremation fee.
Persons over 16 years weekend and bank Holidays (Funeral Directors Not holding an account)	No	Each	New	£693.00	Revised fee that incorporates Environmental Surcharge previously charged separately. No increase in overall cremation fee.
Persons over 16 years weekday (Reduced fee for Funeral Directors holding an account)	No	Each	New	£530.00	New Product/Service to encourage loyalty and improve competitiveness with regional providers
Persons over 16 years weekends and bank Holidays (Reduced fee for Funeral Directors holding an account)	No	Each	New	£624.00	New Product/Service to encourage loyalty and improve competitiveness with regional providers
Persons over 16 years weekends and bank Holidays + 2 hours in North chapel	No	Each	£1,236.00	£1,236.00	Additional 2 hour service for religious purposes
Adult Cremations weekday between 09:00-09:45	No	Each	£304.00	No Increase	
Children over 1 month to under 16 years of age	No	Each	£56.00	No Increase	
Children still born - 1 month	No	Each	No Charge	No Charge	

Public Health Cremations	No	Each	£133.00	£137.10	
Coffin Bearer Service (per bearer)	No	Each	New	£30.00	New product/service
Environmental Surcharge	No	Each	£59.50	Deleted	This fee deleted and included in overall cremation fee.

StreetScene Fees & Charges 2014/2015

SERVICE	Subject to VAT	UNIT	Charges 2013/2014	Proposed Charges 2014/2015	COMMENTS
Greenspaces					
Tree survey - Schools	N	Per Hour (Min 2 hours)	£210.75 half day / £406.25 full day	£65.00 per hour	Revision of previous half or full day rates for Tree inspections
Tree survey - London Borough Barnet Department	N	Per Hour (Min 4 hours)	£210.75 half day / £406.25 full day	£85.00 per hour	Revision of previous half or full day rates for Tree inspections
Greenspaces - Pitches and lettings					
Netball/Multi sports court per hour	Y/N (depending on business or personal use)	hour	£13.75	£14.00	Scope extended to include cost for multi-sports as well as netball
Greenspaces - Schools					
LBB Netball/Multisports Court booking	N	Per game	£7.20	£7.40	Scope extended to include cost for multi-sports as well as netball
Non LBB Netball/Multisports Court booking	Y/N	Per game	£9.25	£9.50	
LBB School - Tree Inspection Service	N	Hour (Min 4 hours)	£210.75 half day / £406.25 full day	£65.00 per hour	Revision of previous half or full day rates for Tree inspections, including discount for LBB Schools
Non LBB School - Tree Inspection Service	N	Hour (Min 4 hours)	£210.75 half day / £406.25 full day	£85.00 per hour	Revision of previous half or full day rates for Tree inspections
Greenspaces - Other bookings and services					
Not for profit Fitness programmes i.e. volunteer led activities Maximum of 52 sessions over a 6 month period	N	One off fee	N/A	£50.00	New charge - Due to interest from not for profit groups to run activities in parks, charge to cover administration costs. Groups will have provide proof of insurance and assurance or evidence not for profit status.
Refuse - Household waste wheeled bins					
Request for initial 1100 ltr bin per 5 flats	N	Each	£286.00	£417.00	The increase in price, for the initial 1100 litre bin per 5 flats, was incorrectly calculated last year. The proposed charge for approval takes this into account as well as the increased cost that needs to be recouped.

StreetScene Fees & Charges 2014/2015

SERVICE	Subject to VAT	UNIT	Charges 2013/2014	Proposed Charges 2014/2015	COMMENTS
Greenspaces					
Memorial Tree (Standard 45/65 litre, 12-14cm girth)	N	per item	£350.75 - £540.20	£360.75 - £555.75	Up to inflation
Memorial Bench (Standard wooden or metal)	N	per item	£842.75 - £1820.25	£867 - £1873	Up to inflation
Greenspaces - Pitches and lettings					
Crickets season adult (inc pavilion)	N	Based on a 20 week season	£1,335.50	£1,374.00	Up to inflation
Crickets season junior (inc pavilion)	N	Based on a 20 week season	£687.75	£687.00	Up to inflation
Football casual adult (inc pavilion)	Y	Game	£94.00	£96.50	Up to inflation
Football casual junior (inc pavilion)	Y	Game	£46.75	£48.00	Up to inflation
Football season adult (inc pavilion)	N	Based on a 30 week season	£1,269.75	£1,306.50	Up to inflation
Football season junior (inc pavilion)	N	Based on a 30 week season	£634.25	£652.50	Up to inflation
Football summer adult	Y	Game	£69.75	£71.75	Up to inflation
Football summer junior	Y	Game	£35.50	£36.50	Up to inflation
Gaelic season adult (inc pavilion)	N	Based on a 34 week season	£1,354.50	£1,393.75	Up to inflation
Gaelic season junior (inc pavilion)	N	Based on a 34 week season	£678.00	£697.50	Up to inflation
Rugby casual adult (inc pavilion)	Y	Game	£87.75	£90.25	Up to inflation
Rugby casual child (inc pavilion)	Y	game	£43.50	£44.75	Up to inflation
Rugby season adult (inc pavilion)	N	Based on a 34 week season	£1,565.50	£1,610.75	Up to inflation
Rugby season child (inc pavilion)	N	Based on a 34 week season	£814.75	£838.25	Up to inflation
Tennis per court - Adult	Y	hour	£6.40	£6.50	Up to inflation
Tennis per court - Junior	Y	hour	£3.20	£3.25	Up to inflation
Tennis per court - Adult & Junior	Y	hour	£4.75	£4.85	Up to inflation
Tennis per court - Coaching (Min. 10 bookings)	N	hour	£10.75	£11.00	Up to inflation
Tennis per court - Club/group bookings - OAP/Junior (Over 10 bookings VAT exempt)	Y/N	hour	£2.40	£2.45	Up to inflation
Bowls casual - per rink	Y	hour	£6.15	£6.25	Up to inflation
Bowls season flat rate (April - Oct)	N	each inc. Pavilion	£124.50	£128.00	Up to inflation
Bowls Pavilion - Winter use (Nov to Mar)	N	each	£30.25	£31.00	Up to inflation
Crickets casual adult (inc Pavilion)	Y	game	£116.75	£120.00	Up to inflation
Crickets casual junior (inc Pavilion)	Y	game	£59.50	£61.00	Up to inflation
Crickets nets adult	Y/N	hour	£7.20	£7.40	Up to inflation
Crickets nets junior	Y/N	hour	£3.60	£3.70	Up to inflation
Tennis per court - Club/group bookings (Over 10 bookings VAT exempt)	Y/N	hour	£4.75	£4.80	Up to inflation
Greenspaces - Schools					
LBB Schools Rounders (inc pavilion)	N	Per game	£20.50	£21.00	Up to inflation
Non LBB Schools Rugby (inc pavilion)	Y/N	Per game	£28.25	£29.00	Up to inflation
Pavilion hire for schools or groups such as cubs and scouts	N	Session (max 2 hours)	£15.00	£15.25	Up to inflation
LBB Schools Cricket (inc pavilion)	N	Per game	£33.25	£34.00	Up to inflation
LBB Schools Football (inc pavilion)	N	Per game	£21.50	£22.00	Up to inflation

SERVICE	Subject to VAT	UNIT	Charges 2013/2014	Proposed Charges 2014/2015	COMMENTS
LBB Schools Rugby (inc pavilion)	N	Per game	£23.50	£24.00	Up to inflation
Non LBB Schools Cricket (inc pavilion)	Y/N	Per game	£35.50	£36.50	Up to inflation
Non LBB Schools Football (inc pavilion)	Y/N	Per game	£25.75	£26.25	Up to inflation
Non LBB Schools Rounders (inc pavilion)	Y/N	Per game	£22.50	£23.00	Up to inflation
Site hire (inc pavilion) for events/sports days etc	N	Per booking	£21.50	£22.00	Up to inflation
Greenspaces - Other bookings and services					
Storage room rental small	N	per month	£15.25	£15.50	Up to inflation
Storage room rental large	N	per month	£25.50	£26.00	
Charge for bounced cheques	N	per cheque	£51.25	£52.50	Up to inflation
Admin charge for changing dates etc	N	per charge	£10.25	£10.50	
Pavilion with event/sports booking per hour (min charge 2 hrs per day)	N	Hour	£15.00	£15.25	Up to inflation
Pavilion - without sport booking per hour (min charge 2 hrs per day)	N	Hour	£30.25	£31.00	Up to inflation
Sports markings - mini soccer pitch, rounders, soft ball or similar (25% discount on additional marking on the same site)	N	Each	£92.00	£94.50	Up to inflation
Sports markings - 8x100m track similar	N	Each	£92.00	£94.50	Up to inflation
Postage - per set of keys return and or collection	N	Each	£10.25	£10.50	Up to inflation
Sports course bookings (no pavilion) 2hrs max per day	Y/N	Session (max 2 hours)	£21.50	£22.00	Up to inflation
Sports course bookings (no pavilion) over 2hrs per day	Y/N	Day	£54.00	£55.50	Up to inflation
Fitness programmes i.e. exercise classes. Min. 20 session booking	Y	1 hr sessions	£10.75	£11.00	Up to inflation
Sport markings - 200 m track	N	Each	£172.75	£177.75	Up to inflation
Sport markings - 400 m track	N	Each	£291.50	£299.75	Up to inflation
Additional markings (eg relay boxes, markers)	N	Per set	£21.50	£22.00	Up to inflation
Over mark for sports markings	N	Each	£32.25	£33.00	Up to inflation
Events					
Commercial event - Fun Fairs (up to 12 rides) and Private Functions	N	Day	£588.00	£605.00	
Commercial Events - size 1-100	N	Day	£262.50	£270.00	
- Event size 101-1,000	N	Day	£588.00	£605.00	-25% discount is applied to non-trading e.g. set and close down of the event
- Event size 1,001-2,500	N	Day	£787.50	£810.25	- Events are priced by estimated attendance however prices may differ when spatial requirements need consideration
- Event size 2,501-5,000	N	Day	£1,050.00	£1,080.25	
- 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.
Charity event	N	Day	75% discount	75% discount	90% discount on commercial rate for community events 75% discount on commercial rate for charity events - A discount may be applied to the daily rate for Charitable/Community events at the discretion of the Director for Environment Planning and Regeneration
Refuse - Household waste wheeled bins					
Request for initial 240 ltr bin	N	Each	£52.00	£53.50	Up to inflation
Request for additional 240 ltr bin	N	Each	£158.50	£163.00	Up to inflation
Request for initial 660 ltr bin per 3 flats	N	Each	£163.00	£167.50	Up to inflation
Request for replacement 240 ltr green waste bin	N	Each	£52.00	£53.50	Up to inflation
Request for additional 240 ltr green waste bin	N	Each	£52.00	£53.50	Up to inflation
Request for additional 660 Litre bin per 3 flats	N	Each	£278.00	£286.00	Up to inflation
Request for initial 940 ltr bin per 4 flats	N	Each	£278.00	£286.00	Up to inflation
Request for additional 940 ltr bin per 4 flats	N	Each	£551.00	£566.75	Up to inflation

SERVICE	Subject to VAT	UNIT	Charges 2013/2014	Proposed Charges 2014/2015	COMMENTS
Lid for 940 ltr bin	Resident	Charge	£65.00	£66.75	Up to inflation
Replacement 1100 ltr lid	N	Each	£65.00	£66.75	Up to inflation
Refurbished 1100 ltr bin (only as replacement not initial purchase)	N	Each	£193.00	£198.50	Up to inflation
Delivery Charge for 2nd Hand Bins	N	Each	£30.00	£30.75	Up to inflation
Refuse - Collection and disposal of Clinical waste					
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	£29.00	£29.75	Up to inflation
Refuse - Collection of furniture and rubbish from domestic premises					
Prepaid charge for removal 1 non electrical item of rubbish or furniture	N	each	£54.00	£55.50	Up to inflation
Prepaid charge for removal 2 non electrical items of rubbish or furniture	N	Each	£69.00	£71.00	Up to inflation
Prepaid charge for removal 3 non electrical item of rubbish or furniture	N	Each	£83.00	£85.25	Up to inflation
Prepaid charge for removal 4 non electrical item of rubbish or furniture	N	Each	£98.00	£100.75	Up to inflation
Prepaid charge for removal 5 non electrical item of rubbish or furniture	N	Each	£112.00	£115.00	Up to inflation
Prepaid charge for removal 6 non electrical item of rubbish or furniture	N	Each	£127.00	£130.50	Up to inflation
Prepaid charge for removal 7 non electrical item of rubbish or furniture	N	Each	£141.00	£145.00	Up to inflation
Prepaid charge for removal 8 non electrical item of rubbish or furniture	N	Each	£156.00	£160.50	Up to inflation
Prepaid charge for removal 9 non electrical item of rubbish or furniture	N	Each	£170.00	£174.75	Up to inflation
Prepaid charge for removal 10 non electrical item of rubbish or furniture	N	Each	£184.00	£189.25	Up to inflation
Prepaid charge for removal of 1 Electrical item	N	Each	£43.00	£44.00	Up to inflation
Prepaid charge for removal 2 electrical items	N	Each	£57.00	£58.50	Up to inflation
Prepaid charge for removal 3 electrical items	N	Each	£71.00	£73.00	Up to inflation
Prepaid charge for removal 4 electrical items	N	Each	£86.00	£88.25	Up to inflation
Prepaid charge for removal 5 electrical items	N	Each	£100.00	£102.75	Up to inflation
Prepaid charge for removal 6 electrical items	N	Each	£115.00	£118.25	Up to inflation
Prepaid charge for removal 7 electrical items	N	Each	£129.00	£132.50	Up to inflation
Prepaid charge for removal 8 electrical items	N	Each	£144.00	£148.00	Up to inflation
Prepaid charge for removal 9 electrical items	N	Each	£158.00	£162.50	Up to inflation
Prepaid charge for removal 10 electrical items	N	Each	£173.00	£178.00	Up to inflation
Prepaid charge for special collection of 1 x 240 litre container	N	Each	£46.00	£47.25	Up to inflation
Prepaid charge for special collection of 1 x 360 litre container	N	Each	£49.00	£50.25	Up to inflation
Prepaid charge for special collection of 1 x 660 litre container	N	Each	£57.00	£58.50	Up to inflation
Prepaid charge for special collection of 1 x 940 litre container	N	Each	£65.00	£66.75	Up to inflation
Prepaid charge for special collection of 1 x 1100 litre container	N	Each	£69.00	£71.00	Up to inflation
Refuse - Collection and disposal of dead animals from private dwellings					
Charge for removal	Y	Each	£54.00	£55.50	Up to inflation
Refuse - Removal of graffiti from private and Commercial property					
Charge for 1st square metre	Y	1st Metre	£54.00	£55.50	Up to inflation
Charge for each additional square metre	Y	Each	£16.75	£65.25	Up to inflation
Trade Waste					

SERVICE	Subject to VAT	UNIT	Charges 2013/2014	Proposed Charges 2014/2015	COMMENTS
Plastic sacks (Trade) first pack of 50	Y	Each	£136.75	£140.50	Up to inflation
Plastic sacks (Trade) first pack of 100	Y	Each	£231.50	£238.00	Up to inflation
240 Litre Bins	N	Each	£346.00	£356.00	Up to inflation
360 Litre Bins	N	Each	£403.00	£414.50	Up to inflation
660 Litre Bins	N	Each	£621.00	£639.00	Up to inflation
Chamberlain Bins (940 Litre)	N	Each	£751.00	£772.75	Up to inflation
1100 Litre Bins	N	Each	£840.00	£864.25	Up to inflation
Compactor Skip: Annual charge for one collection per week	N	Each	£7,644.00	£7,865.50	Up to inflation
Charge for single occasion (Compactor Skip)	N	Each	£191.25	£196.75	Up to inflation
Non containerised Trade special collections : initial 30 mins	N	Each	£89.50	£92.00	Up to inflation
Non containerised Trade special collections : Subsequent 30 mins	N	Each	£65.75	£67.50	Up to inflation
Initial 1100 Trade Special Collection	N	Each	£69.00	£71.00	Up to inflation
Each extra 1100	N	Each	£26.00	£26.75	Up to inflation
Initial 940 Trade Special Collection	N	Each	£65.00	£66.75	Up to inflation
Each extra 940	N	Each	£22.00	£22.50	Up to inflation
Initial 660 Trade Special Collection	N	Each	£57.00	£58.50	Up to inflation
Each extra 660	N	Each	£16.00	£16.25	Up to inflation
Initial 360 Trade Special Collection	N	Each	£49.00	£50.25	Up to inflation
Each extra 360	N	Each	£9.00	£9.25	Up to inflation
Initial 240 Trade Special Collection	N	Each	£46.00	£47.25	Up to inflation
Each extra 240	N	Each	£6.00	£6.10	Up to inflation
Trade Waste charges for external clients					
charge for single occasion(open skip)	Y	Each	£239.75	£246.50	Up to inflation
Trade Waste charges for other Council Departments					
charge for single occasion(open skip)	N	Each	£72.00	£74.00	Up to inflation
Grab Lorry Charges					
Grab Lorry Special Collections Hourly Charge	N	Each	£44.00	£45.25	Up to inflation
Grab Lorry Special Collections Disposal cost per tonne	N	Each	£105.00	£108.00	Up to inflation
Fete Bins					
Fete Bin	Y	Each	£44	£45	Up to inflation
Grey Domestic Refuse Sack					
Grey Domestic Refuse Sack	N	50 Bags	£5.10	£5.20	Up to inflation
Parking Permits					
Resident Permit (first) (if purchased online)	N	Each	£100.00	£40.00	With the outcome of the Judicial review charges are now reduced back to Spring 2011 prices
Resident Permit (second) (if purchased online)	N	Each	£125.00	£70.00	
Resident Permit (third) (if purchased online)	N	Each	£150.00	£70.00	
Essential Service Vouchers	N	Each	£2.50 per voucher	£2.50 per voucher	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.
Relaxing enforcement around a special event	N	Each	Free	Free	From time to time, the Council is asked to relax enforcement in a particular 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 a step towards evaluating their impact on our operations and will support any decision as to whether charges might be appropriate at some future date.
Increased enforcement around a special event	N	Each	Free	Free	

SERVICE	Subject to VAT	UNIT	Charges 2013/2014	Proposed Charges 2014/2015	COMMENTS
Call back to process card payment for services	N	Each	£21.00	£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, although they will be sold in sheets of four 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. No Change
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, although they will be sold in sheets of four 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. No Change
Resident Permit (first)	N	Each	£105.00	£40.00	For Postal applications With the outcome of the Judicial review charges are now reduced back to Spring 2011 prices
Resident Permit (second)	N	Each	£130.00	£70.00	For Postal applications With the outcome of the Judicial review charges are now reduced back to Spring 2011 prices
Resident Permit (third)	N	Each	£155.00	£70.00	For Postal applications With the outcome of the Judicial review charges are now reduced back to Spring 2011 prices
Visitor Vouchers	N	Batch	£50.00 per batch of 12	£12 per batch of 12	With the outcome of the Judicial review charges are now reduced back to Spring 2011 prices
1/2 day (4 hour) Visitor Vouchers	N	each	£2.20	Withdrawn	Introduced in August 2012 but currently withdrawn from sale after the Judicial review
Amendments to existing permit	N	Per Application	£21.00	£21.00	No change
Permit refunds	N	Per Application	£21.00	£21.00	No change
Green residents permit	N	Each	£52.50	£15.00	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	£40.00	No change
Community Permit (second)	N	Each	£125.00	£70.00	No change
Community Permit (Third)	N	Each	£150.00	£70.00	No change
Care's 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
Haizola Permit	N	Each	Free	Free	No change
Parking Bay Suspensions	N	Per suspension	£63 per space per day plus £62 for the printing and placing of the signage on site	£63 per space per day plus £63.50 for the printing and placing of the signage on site	Up to Inflation applied to the signage cost only
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

SERVICE	Subject to VAT	UNIT	Charges 2013/2014	Proposed Charges 2014/2015	COMMENTS
Car Parks	Y	Per Visit	As per individual car parks tariff boards - no increase proposed (see notes)	As per individual car parks tariff boards - no increase proposed (see notes)	Continued review of parking charges in the borough, with changes being implemented which may lead to further changes in due course.
Waste & Sustainability - Flats Recycling					
Frame for flats recycling bins	N	Each	£471.00	£484.50	Up to inflation
SERVICE					
Allocments					
Rent - Residents of the Borough per pole	N	Each	£12.30	£12.30	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	£25.70	£25.70	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	£1.64	£1.64	

Leisure Activities	2014/ 2015 (Unchanged from 2013/14)					
	Better H&F Adult Non Member	Better H&F Adult	Better H&F Adult Con	Better H&F Jnr Non Mem	Better H&F Junior	Better H&F Jnr Con
Swimming						
Casual Swim - all sessions	£6.30	£4.40	£3.20	£3.90	£2.60	£1.95
Swimming Lesson - 30 mins		£7.00	£5.10		£6.50	£4.25
Swimming Lessons - 45 mins						
Parent & Baby lesson - 30 mins	£7.90	£5.60	£4.00			
Tots Water World	£7.30	£5.10	£3.60			
Synchronised Swim - 45 mins				£10.70	£7.45	£5.30
Health & Fitness						
Fitness Induction Basic (Non Wellness)		£22.50	£15.10			
Fitness Induction - Basic (Wellness Centres)		£29.50	£15.50		£15.50	£11.10
Fitness induction and Programme (Wellness Centres)		£36.50	£19.00		£18.20	£13.00
Casual Gym/ (Non Wellness Centres)		£6.25	£4.50		£3.25	£2.35
Casual Gym (Wellness Centres)		£8.05	£5.80		£4.10	£2.95
Group Exercise Class(1Hr) Wellness Centres	£11.55	£8.05	£5.80			
Water Aerobics Class (1 hr) all centres	£11.55	£8.05	£5.80			
Racket Sports						
Table Tennis - per table	£10.90	£7.65	£5.70	£6.95	£5.70	£3.50
Badminton - per court	£16.20	£11.25	£8.70	£8.60	£5.95	£4.30
Tennis - 1 hour per court	£8.45	£5.75	£4.25	£4.35	£3.05	£2.15
Courses & Sessions/visit %						
Pilates Course 1 Hour		£8.50	£6.10			
Badminton Course 1 Hour		£6.70	£4.80		£6.10	£4.40
Yoga Course 1.5 hours		£9.00	£6.40			
Trampoline 1 Hour		£9.10	£6.45		£6.10	£4.40
Football, Short Tennis, Gymnastics Courses 1 Hour					£6.10	£4.40
Gymnastics Course					£6.40	£5.05
Tennis course 1 Hour					£7.80	£5.60
Courses & Sessions/visit						
Fun Session				£3.90	£2.60	£1.95
Gymnastics Session - Adults	£15.55	£10.90	£7.70			
Gymnastics Assessment	£15.75	£15.75	£15.75			
Gymnastics Beginners Course - 2 hours		£9.20	£6.50		£6.90	£4.90
Toddlers' World (gymnastics)	£5.80	£4.05	£2.95			
Floodlit artificial full size pitch - 1 hr		£92.80				
Floodlit artificial Barnet Burnt Oak (5-a-side) 1hr		£46.30	£21.75			
Floodlit artificial Barnet Burnt Oak (7-a-side) 1hr		£75.20	£36.20			
Grass Pitch (junior) 7-a-side		£26.70				
Grass Pitch (junior) 11-a-side		£36.45				
Leisure Card: 50+ Health swim/year		£80.00				
Standard Swimming Membership Copthall, Finchley, Church Farm Pool - Single monthly		£38.60	£20.00			
Standard Swimming Membership Copthall, Finchley, Church Farm Pool - annual		£386.40	£220.00			
Toddlers' World sibling price at Burnt Oak				£2.10	£2.10	£2.10
Toddlers' World standard price at Burnt Oak (first child)				£5.35	£3.80	£2.70

Housing					
Leasehold management charges					
Pre-assignment enquiries from leaseholders			£235.00		No change
Pre-assignment express enquiries (within 5 days)			£290.00		No change
Admin charge for Deeds of Variation			£108.00		Up to inflation
Admin charge for enfranchisement/lease extensions			£241.50		Up to inflation
Licences for alteration approvals (where allowed by lease)			£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.			£36.00		Up to inflation
Legal Costs for Debt Recovery - Costs on Service of S146			£159.25		Up to inflation
Rechargeable works					
Reglazing, 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 £26.50 Admin fee for repeat calls only		Up to inflation
Removal of furniture, rubbish, etc, from void properties			Actual cost plus £26.50 Admin fee for repeat calls only		Up to Inflation
Community Centres					
Rooms Accommodating					
Up to 25 people weekdays		Per hour	£19.50		Not Barnet Homes
Up to 25 people weekends		Per hour	£28.50		Not Barnet Homes
26-50 people weekdays		Per hour	£29.50		Not Barnet Homes
26-50 people weekends		Per hour	£36.00		Not Barnet Homes
51-100 people weekdays		Per hour	£30.50		Not Barnet Homes
51-100 people weekends		Per hour	£41.00		Not Barnet Homes
101-150 people weekdays		Per hour	£31.50		Not Barnet Homes
101-150 people weekends		Per hour	£42.00		Not Barnet Homes
151 –200 people weekdays		Per hour	£34.50		Not Barnet Homes
152 –200 people weekends		Per hour	£50.00		Not Barnet Homes
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.					
The following discounts apply:					
Scale 1	No Discount				Not Barnet Homes
Scale 2	25% Discount for Recreational users including religious meetings, art, drama, dance and sport				Not Barnet Homes
Scale 3	50% Discount for Education and Health users and councillors surgeries				Not Barnet Homes
Scale 4	70% Discount for Tenant & Leaseholder meetings and youth organisations				Not Barnet Homes

Charges to Registration, Ceremonies and Nationality up to 31 March 2014 and new fees from 1 April 2014

Birth, Death, Marriage and Civil Partnership certificates

Certificates from archived registers	Current fees	From 1 April 2014
Standard Birth, Death, Marriage and civil partnership certificate	£15.00*	£15.00*
Short Birth Certificate	£15.00	£15.00*
Priority service certificate - same day	£20.00	£20.00

* Administrative fee of £5.00 is included in the fees above.

Certificates issued on the day of registration	Current fees	From 1 April 2014
Standard Birth Death Marriage or Civil Partnership certificates	£4.00	£4.00

Notice of marriage or civil partnership

Appointment Days	Current fees	From 1 April 2014
Monday to Saturday	£35.00	£35.00
Sunday (new service from 1 April 2014)	Not available	£35.00

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

Current fees and proposed fees from 1 April 14

Monday to Thursday	£100 (£40 deposit)	No change from 1 April 2014
Friday	£125 (£40 deposit)	No change from 1 April 2014
Saturday	£180 (£100 deposit)	No change from 1 April 2014
Sundays and Public Holidays	£275 (£100 deposit)	No change from 1 April 2014

Current fees and proposed fees from 1 April 14

Monday to Friday – late ceremonies (4,5,6,7 pm)	£200 (£100 deposit)	No change from 1 April 2014
Saturday – late ceremonies	£360 (£100 deposit)	No change from 1 April 2014
Sunday – late ceremonies	£500 (£100 deposit)	No change from 1 April 2014

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

Current fees and proposed fees from 1 April 14

Wedding in a registered building (e.g. church)	£88 - statutory fee; no change from 1 April 2014
Marriage, renewal of vows and civil partnership ceremonies Monday to Friday – normal hours	£275 (£100 deposit); no change from 1 April 2014
Marriage, renewal of vows and civil partnership ceremonies Saturday – normal hours	£330 (£100 deposit); no change from 1 April 2014
Marriage, renewal of vows and civil partnership ceremonies Sunday and Public Holiday – normal hours	£385 (£100 deposit); no change from 1 April 2014

Current fees and proposed fees from 1 April 14

Monday to Friday – late ceremonies after 4pm (5,6,7 pm)	£400 (deposit £100); no change from 01 April 2014
Saturday – late ceremonies after 4pm	£500 (deposit £100); no change from 01 April 2014
Sunday – late ceremonies after 4 pm	£600 (deposit £100); no change from 01 April 2014

Naming Ceremonies – all venues

Current fees and proposed fees from 1 April 14

Monday to Sunday and including Bank Holidays – normal hours	£160 (£100 deposit); no change from 1 April 2014
---	--

Nationality and Settlement Checking Service – no change

NCS/SCS	Current fees	From 1 April 2014
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

Current fee up to 31/03/2014 = £875
No change from 1 April 2014.

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	That 96% of 2011/12 Council Tax will be	Head of Revenues and

	collection.	collected.	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:

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

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 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

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