

## Budget 2015/16 Index

<b>Sections</b>	<b>Page Number</b>
Budget Commentary	1-46
Appendix 1- Medium Term Financial Strategy (MTFS)	47
Appendix 2- Detailed revenue budgets, savings & pressures, council tax schedules and HRA account	48-86
Appendix 3 - Detailed revenue budgets, savings & pressures by Theme Committee	87-102
Appendix 4 - Detailed capital programme by Theme	103-120
Appendix 5 - Detailed capital programme by Delivery Unit	121-136
Appendix 6 - Treasury management strategy	137-161
Appendix 7 - HRA Account business plan	162-163
Appendix 8 - Reserves and balances policy	164-165
Appendix 9 - Risk register	166-172
Appendix 10 – Dedicated schools grant	173-175
Appendix 11 – Debt management policy	176-183
Appendix 12 – Fees and Charges	184-228

## Summary

This report sets out the Corporate Plan objectives, budget, Council Tax and Medium Term Financial Strategy (MTFS) for the period 2015/16 to 2019/20.

## Recommendations Agreed by Council 3<sup>rd</sup> March 2015

1. Consider the issues that have emerged so far from the consultation outcomes when making their decisions. Consultation closed on 11 February. Due to the timings of compiling this report, the consultation report is presented as an interim report. A final consultation report will be reported to Full Council on 3 March, to inform final decisions on the council's budget;
2. Recommend to Council for approval the MTFS attached at Appendix 1 and the Detailed Revenue Budgets at Appendix 2 and 3. The MTFS sets out all of the budget changes over the period from 2015/16 to 2019/20, 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. It should be noted that the budget has been prepared on the basis of a Council Tax freeze in 2015/16. Overall the 2015/16 budget requirement totals £250,888,653.
3. Note that the Chief Finance Officer under his delegated powers in accordance with para 4.3.2 of the Financial Regulations has calculated the amount of 132,151 (band D equivalents) as the Council Tax base for the year 2015/16 [ item T in the formula in Section 31B (3) of the Local Government Finance Act 1992, as amended (the "Act")];
4. Note that the Council Tax requirement for the Council's own purposes for 15/16 (excluding precepts) is £145,639,653.
5. Recommend to Council for approval the following amounts be now calculated for the year 2015/16 in accordance with Sections 31(A) and (B), 34, 35 and 36 of the Act:
  - a) £889,167,167 being the aggregate of the amounts which the council estimates for the items set out in the Section 31A(2) (a) to (f) of the Act taking into account all precepts issued to it by precepting authorities.
  - b) £743,527,514 being the aggregate of the amounts which the council estimated for the items set out in Section 31A(3) (a) to (d) of the Act.
  - c) £145,639,653 being the amount by which the aggregate at 5 (a) above exceeds the aggregate at 5(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 section 31A(4) of the Act).
  - d) £1,102.07 being the amount at 5(c) above (item R), all divided by Item T (Item 4 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 recommends that the council's basic amount of Council Tax for 2015/16 is not excessive in accordance with the principles approved under section 52ZB and 52ZC of the Local Government Finance Act 1992, and the Referendums Relating to Council Tax Increases (Principles) Report (England) 2015/2016. £1,102.07 being the amount at 4 above divided by the amount at 3 above, calculated by the council, as the basic amount of its Council Tax for the year 2015/16;

**London Borough of Barnet Valuations 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 amounts at 6(d) above by the number which, in 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

6. Note that for the year 2015/16 the Greater London Authority has provisionally indicated that the following amounts in precepts will be 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 Valuations Bands (£)**

A	B	C	D	E	F	G	H
196.67	229.44	262.22	<u>295.00</u>	360.56	426.11	491.67	590.00

7. That having calculated the aggregate in each case of the amounts at 6(d) and 7 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 2015/16 for each of the categories dwellings shown below:

**Council Tax for Area (£)**

A	B	C	D	E	F	G	H
931.38	1,086.60	1,241.84	<u>1,397.07</u>	1,707.53	2,017.99	2,328.45	2,794.14

8. Recommend to Council 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 8 above within a period of 21 days following the Council's decision.

9. Recommend to Council for approval the capital programme as set out in Appendix 5 and addition in para 2.6.3, and that the Chief Officers be authorised to take all necessary actions for implementation. That Committee recommend to Council that the Chief Finance Officer be authorised to adjust capital project budgets in 2015/16 throughout the capital programme after the 2014/15 accounts are closed and the amounts of slippage and budget carry forward required are known.

10. Recommend to Council that the Chief Finance Officer be authorised to adjust capital project budgets in 2015/16 throughout the capital programme after the 2014/15 accounts are closed and the amounts of slippage and budget carry forward required are known.

11. Recommend to Council for approval the Treasury Management Strategy for 2015/16 as set out in Appendix 6.

12. Approve the following

- The proposed rent increase of CPI plus 1% for council dwellings as set out in paragraph 2.8.6 to take effect from 1 April 2015;
- The proposed increase to service charges for council dwelling as set out in paragraph 2.8.7 to take effect from 1 April 2015;
- The proposed rent increase of 2% for council garages as set out in

paragraph 2.8.10 to take effect from 1 April 2015,
13. Approve the Housing Revenue Account estimates for 2015/16 as set out in Appendix 7.
14. The summary of the Equality Impact Assessment and cumulative assessment is set out in section 9 of this report.
15. Recommend to Council to approve the Reserves and Balances Policy as set out in Appendix 8 and the Chief Finance Officer's assessment of adequacy of reserves in section 2.10. 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.
16. Recommend to Council to note the Corporate Risk Register as set out in Appendix 9.
17. Recommend to Council from reserves and budgetary movement as set out in paragraph 2.2.1, 2.2.2 and saving amendments in paragraph 2.2.4.
18. Note the Submission of the Authority Pro-forma Tool

## 1 WHY THIS REPORT IS NEEDED

### 1.1 Executive Summary

- 1.1.1. In March 2014, the Council agreed its MTFs, which set a two year budget for the period 2014/15 – 2015/16. In December 2014, Council agreed budget proposals for 2015/16 for consultation. This report provides feedback on the consultation on budget proposals for 2015/16 and recommends budget proposals to 2015/16 – 2019/20 for approval. Consultation closed on 11 February after a period of 8 weeks. A final, updated consultation report will be presented to Full Council on 3 March, where final decisions on the council's budget are taken;
- 1.1.2. The council's strategic context is set out in section 1.2. The strategic objectives form the basis of the Corporate Plans and drive the allocation of resources.
- 1.1.3. The total budget gap is £15.749m for 2015/16. The budget gap has been updated to reflect recent announcements.
- 1.1.4. Savings of £17.269m and pressures of £1.520m have been identified to enable a balanced budget to be set.
- 1.1.5. This report also sets out the expected budget gap of £73.5m for 2016-2020 and the budget savings agreed by each Theme Committee and Full Council. These savings total **£51.6m**, leaving a remaining gap of **£21.9m**. The

remaining gap will be allocated in the new financial year to Theme Committees so they may develop further proposals which will be subject to further consultation and an Equalities Impact Assessment.

1.1.6. The budget proposals within this report are predicted on a Council Tax freeze for 2015/16 and 2016/17.

## 1.2 STRATEGIC CONTEXT

### **Barnet Council and the wider public sector continue to face significant financial challenges**

- Despite significant reductions to Government spending since 2010 and a return to economic growth, the financial environment for the council, the wider public sector, and residents continues to be challenging. The position can be summarised as follows:
  - **Further spending cuts to come:** Despite nearly £100 billion of spending cuts since 2010, the UK budget deficit still stands at around £90 billion meaning that austerity will continue.
  - **Increasing pressure on services:** Increasing demand on services is driven by a growing and changing population. Barnet's population increased by 12% from 2001 to 2011 and will increase by a further 5% over the next 5 years, with health and social services in particular facing acute challenges due to rapid growth in young and older cohorts.
  - **Wider financial pressure on households:** From energy bills, housing costs, wage restraint, and benefit reforms.
  - **Increasing public expectations:** With residents expecting better services and more prompt responses.

This means that the council must plan for the fact that spending reductions will affect all parts of the public sector to the end of the decade and that increasingly levels of demand will not be met from simply doing more of what it is currently doing.

### **The impact on the council's finances – past and future**

- In Barnet, the impact of austerity has translated to the council needing to save or generate £75.8m over the period 2011 – 2015, equivalent to 26% of the council's budget. Looking ahead, based on assumptions about future public spending and rising demand, the council is forecasting the need for further savings of £73.5 million in the latter half of the decade. In real terms, by the end of the decade, **the council's total spending power will be nearly half of what it was at the start.**
- Knowing that the council continues to face significant financial challenges in the years ahead, it has a responsibility to develop and agree a plan for meeting the challenge. The proposed MTFs is that plan.

## **Opportunities ahead – Barnet is a successful borough as part of a successful, thriving London**

- Despite austerity, the economy is now growing, particularly in London. This creates opportunities for the council; for residents; and for business. In Barnet, the benefits are already being seen through reduced unemployment – particularly 16-18 year olds – and more people on benefits moving into work. The benefits of growth are being felt through regeneration in areas such as Colindale and Grahame Park and with the major redevelopment of Brent Cross and Cricklewood due to start soon, providing new homes, space for businesses, thousands of new jobs.
- Most people will benefit from the success of living in Barnet and use only universal services. For these residents, the council's role is to 'get the basics right' and maintain the environment for a thriving borough - disposing of waste; keeping streets clean; providing excellent customer service; allowing people to transact in more convenient ways; resolving issues promptly and ensuring the borough has the infrastructure to continue its success - good schools, education, training, jobs, housing and transport.
- The council will work to ensure that all residents of Barnet can benefit from the opportunities of growth, whether that is through increased employment levels of disabled people or through developing new neighbourhoods in which people can live and age well.
- However, some residents will need targeted support to allow them to benefit from this success. As such, the council will continue to work with other parts of the public sector to identify those residents at risk of missing out and provide the right interventions at the right time. The recent success of the joint Benefit Cap Task Force – which brings together the council, Barnet Homes and Job Centre Plus – is an example of what is possible. The Task force has engaged with over 90% of residents impacted by the Benefit Cap and has supported over a third into work and off the Benefit Cap. The council is also piloting a multi-agency Jobs Team in Burnt Oak to support people into work in an area of the borough where unemployment rates are higher. Helping people to help themselves will reduce dependence on services and on the ever diminishing resources available.

## **Barnet's approach to meeting the challenge**

- The majority of savings made to date have been through back office efficiencies. The council has focused on cutting bureaucracy by cutting the number of senior managers and the Chief Executive's pay; cutting Member allowances; and cutting spending on the back office – which now cost £6m less a year. This has meant that the council has avoided short-term, in year cuts seen in other areas and has created headroom to reinvest – in infrastructure, regeneration, school places. The council has also been able to keep Council Tax under control - freezing it since 2010 and cutting it this financial year. Despite the challenges, satisfaction with the council and local services remains relatively high in Barnet and, over recent years, resident satisfaction with a number of local services has increased since 2010 when austerity began to bite.
- As the council focuses on the challenges ahead, it does so from a firm position. Its commissioning approach, which focuses on the quality and value for money of services – and how they contribute to the council's priority outcomes – rather than a rigid view on how services should be delivered and by whom, provides the flexibility and capability to respond.

## **Barnet Council's overarching approach - developing a Corporate Plan to 2020**

- Each one of the Council's Theme Committees has developed a 5 year Commissioning Plan over the last 6 months, setting out the outcomes and priorities the Committee will focus on as it seeks to meet the challenge. These Commissioning Plans have been based on consultation to date – including recent Resident Perception Surveys and consultation in relation to the Priorities & Spending Review (PSR), which asked residents what they care about as the Council approaches the challenge and ideas about how savings could be made or services reformed. Final Commissioning Plans – which will reflect the outcomes of the 8 week budget consultation– will be signed off by individual Theme Committees in March and April 2015.
- The council's Corporate Plan sets the overall framework for each of the Committee's individual Commissioning Plans. Whether the Plans are covering services for vulnerable residents or about universal services such as the environment and waste, **there are a number of core and shared principles which underpin the commissioning outcomes**. These are set out below, based on consultation feedback received from residents through the PSR process.

## **The first is a focus on fairness**

- In meeting the challenge, there are no easy decisions. The council will seek to **strike the right balance** between fairness towards meeting the needs of more frequent and targeted users of services meeting the needs of the wider taxpayer and making sure all residents from our diverse communities - young, old, disabled, and unemployed - share in the opportunities of growth, whilst adhering to its statutory equalities duties.

- The council must **'get the basics right'** so people can get on with their lives – disposing of waste, keeping streets clean, allowing people to transact in more convenient ways, resolving issues promptly in the most cost effective way.
- Managing the rising demand on services requires a step change in the council's approach to **early intervention, prevention and demand management**. Across the public sector, the council and its partners will need to work with residents to prevent problems rather than treating the symptoms when they materialise.

### **The second is a focus on responsibility**

- The council has a responsibility to ensure that certain services continue to be provided but, given the scale of the financial challenge, it will do so in different ways.
- The council also has a responsibility to set out its plan for dealing with the financial challenges to the end of the decade. The MTF5 is that plan. In doing so, the council will continue to drive out **efficiencies** and seek **value for money** across the system, to achieve better outcomes with fewer resources. This includes a focus on workforce productivity; bearing down on contract and procurement costs; and using assets more effectively.
- The council will **change its relationships with residents**, by working with local people to ensure services better meet their needs and to reduce the impact of funding cuts. In certain circumstances, residents will also need to take on more personal and community responsibility for keeping Barnet a great place particularly if there is not a legal requirement for the council to provide services.
- In some cases, **users will be required to pay more for certain services** as the council prioritises the resources it has available. The council will seek to create a **stronger link between personal behaviour and cost**, with those whose chosen behaviour increases the cost burden on wider taxpayers charged more e.g. taking action against individuals and businesses who increase council costs through littering or fly-tipping.

### **The third is a focus on opportunity**

- The council will prioritise **regeneration, growth and income maximisation**. Regeneration revitalises communities and provides residents and businesses with places to live and work.
- There is a **trade-off between the amount of income the council is able to generate and the level of savings it needs to make**. Growing the local tax base and generating more income makes the council less reliant on Government funding and helps to offset the impact of service cuts.



- Income maximisation through growth and regeneration also generates resources for investment in future infrastructure - roads and transport infrastructure, housing and schools.
- The council will **redesign services** and **deliver them differently through a range of models and providers**. The commissioning council approach means that it does not have a rigid view about how services should be designed and delivered – its concern is primarily with service quality and value for money for the taxpayer. The council will continue to develop a mixed economy of providers from across the public, private and voluntary sectors through a variety of delivery models - in-house, outsourced, Joint Ventures, Social Enterprises, Mutual – that are appropriate to the service.
- This approach - based around **Fairness, Responsibility and Opportunity** – will be articulated in the council's new **Corporate Plan to 2020**. **The final Corporate Plan will include measures and targets and will be presented to Full Council in April 2015**.
- The Council has consulted on the high-level strategic priorities which flow from the approach articulated above, and inform development of the more detailed plan. **The council's proposed high-level strategic priorities, which have been consulted on, are set out in the table below. Preliminary views from the consultation are set out in Section 10.19 – 10.29:**

<b>Barnet Council, working with local, regional and national partners, will strive to make sure the Barnet is the place:</b>	
<b>1</b>	<b>Of opportunity, where people can further their quality of life.</b>
<b>2</b>	<b>Where responsibility is shared, fairly.</b>
<b>3</b>	<b>Where people are helped to help themselves, recognising that prevention is better than cure.</b>
<b>4</b>	<b>Where services are delivered efficiently to get value for money for the taxpayer.</b>

## **2 MEDIUM TERM FINANCIAL STRATEGY**

### **2.1 Funding from Government, Council Tax and other assumptions**

- 2.1.1 **Appendix 1** sets out the indicative MTFs for Barnet Council through to 2020, taking into account the national economic context such as Government spending cuts and inflation, along with local factors such as population and demand pressures. The budget gap facing the council 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.

2.1.2 The Government has already announced indicative funding levels for 2015/16 and these have been included in the MTFS. Beyond that point, it is possible to model further cuts to Government grant through to the end of the decade, based on budget announcements and Office for Budget Responsibility (OBR) reports. Within this report it is broadly assumed that Government grants will continue to reduce from 2016 to 2020 at the same level as they did between 2011 and 2015. These assumptions on Government grant, along with assumptions on growth in population, inflation and a range of other factors, are used to inform the MTFS and budget gap and will be kept under review following further announcements and changes in the macro-economic picture. In detail, these assumptions are as follows:

- **Demographic pressures** – an assumption has been made in the budget envelope for future demographic pressures specifically for Adults and Children’s Social Care costs. This is based on data provided by the Greater London Authority.
- **Inflation (pay)**: in line with the Local Government pay award for 2013/14, a 1% increase in pay is assumed for each year from 2015 to 2020;
- **Inflation (non-pay)**: figures of 1.8% from the Office for Budget Responsibility (OBR) for inflation have been used to estimate the increase in non-pay costs;
- **North London Waste Authority levy**: figures for the NWLA levy are based on the latest information from the NLWA for the period from 2015-2020;
- **Capital financing costs**: no provision has been added for 2015/16 as the current budget provision is considered to be sufficient, but a provision has been added each year beyond that point;
- **Council Tax Support**: a provision has already been set aside for risks associated with Council Tax support, and this is considered to be sufficient for future years and the scheme has been revised to a 20% contribution as per Council’s decision in January 2015;
- **Concessionary fares**: increases have been projected in line with demographic changes of 60+ in Barnet;
- **Care Act**: a staged introduction of the Care Act has caused a financial pressure for 2015/16 for the assessment of carers which is above the funding made available by Government. This additional pressure is reflected in the MTFS. The new burdens money for future years has not yet been published, so no provision has yet been included in the MTFS for Care Act implementation in 2016/17;
- Future allocations of **New Homes Bonus** are projected in line with known developments in the borough, and is reserved for infrastructure purposes;
- **Business rates**: there has been no growth assumed in business rates. An increase in yield has been estimated in line with inflation;
- **Business rates top up grant**: the business rates top up grant is assumed to increase in line with inflation;
- **Revenue Support Grant**: the assumption for the reduction in RSG is such that the reduction in the total quantum of retained business rates and RSG is approximately £10m per annum until 2018/19 when the RSG is decreased by an additional £500k. This total reduction is to prudently reflect the Autumn Statement 2014;

- **Council Tax:** The proposal subject to consultation and the Equalities Impact Assessment is that a Council Tax freeze is factored into the Medium Term Financial Strategy for 2015/16 and 2016/17, with an increase of 2% per annum beyond that point. The Council Tax baseline takes into account current developments and regenerations schemes where developers are in place. It does not take into account schemes that are proposed, but where developers are not yet in place;
- **Education Support and Council Tax & Housing benefit administration grants** have been assumed to reduce by 10% in line with previous reductions of specific grants; and
- The **PFI credit** is fixed and no change has been factored in.

## 2.2 Budgets 2014 to 2020

### 2014/15 Out-Turn Position

2.2.1 The quarter 3 forecast outturn general fund expenditure (after reserve movements) is £287.984m, which is an adverse variance of £1.572m (0.5%) against the revised budget of £286.412m.

The main headline pressures are as follows:-

- The over spends for the Barnet Group of £1.049m represents 24.7% of the delivery unit net budget (£4.254m). The variance is due to Temporary accommodation pressures that have resulted due to increasing number of clients and high inflation rates for emergency accommodation during 2014. An additional request from contingency to manage this pressure has been requested below in para 2.2.2.
- Adults and Communities services have a pressure which is due to a case law change around Deprivation of Liberties. An additional request for funding to manage this has been requested below in para 2.2.2. The overspend after this draw down from reserves will be £0.857m which is 0.9% of their budget.
- The pressures in the SPA and Temporary Accommodation will be reviewed through 2015/16 to develop mitigating actions to fund the shortfall. There will be sufficient funding in contingency to cover the risks and remaining shortfall.

### **Budget decisions**

2.2.2 This report is primarily concerned with the new Corporate Plan, Commissioning Plans and indicative MTFs the period from 1st April 2015 through to 2020 as follows. However, as part of the regular decision making process around on-going financial management, this report proposes that Policy and Resources Committee agree as follows:

- Allocate £584k (one off) from contingency to fund the revenue pressure of the Housing Needs and Resources.
- Allocate £500k for the Deprivation of Liberties service pressure in 14/15 from the risk reserve and this has been included in the MTFs as a £555k pressure for future years.

- Approve an ongoing virement for £0.338m is requested to realign Directorates budgets to meet the insurance charges for 2014/15 made to Central expenses as per the table below.

	£'s
Adults and Communities	(69,510.42)
Assurance	3,197.68
Commissioning	42,985.25
Customer Support Group	131,849.36
Education & Skills	11,715.02
Family Services	79,353.90
Parking & Infrastructure	(43,541.94)
Regional Enterprise	8,575.60
Streetscene	(498,410.65)
The Barnet Group	(4,759.96)
<b>Total</b>	<b>(338,546.17)</b>

## 2015/16 budget proposals

- 2.2.3 The proposed budget for 2015/16 reflects a budget gap of £17.269m, with savings proposals to reach a balanced position. These savings are set out in detail at **Appendix 2**

	2015/16 £000
Budget Gap before savings and pressures	15,749
Identified Pressures	1,520
Proposed Savings	(17,269)
<b>Budget Gap after savings</b>	<b>0</b>

2.2.4 The 2015/16 savings by Theme Committee are as below. These are set out in detail at **Appendix 3**.

Theme Committee	Total £'000
Adults & Safeguarding	(8,424)
Assets, Regeneration & Growth	(300)
Children, Education, Libraries & Safeguarding	(3,394)
Environment	(1,851)
Housing	(300)
Policy & Resources	(3,000)
<b>Total</b>	<b>(17,269)</b>

### 2016/17 – 2019/20 budget proposals – savings and pressures

2.2.5 Successfully meeting the financial challenges ahead requires careful planning. Knowing that Barnet continues to face severe budgetary constraint, the council has carried out a Priorities & Spending Review (PSR) - a detailed, 12 month process of analysis, engagement and ideas generation. The PSR commenced in summer 2013 and concluded in June 2014, with the ambition of understanding the level of financial challenge facing the council and its local strategic partners up to 2020 and developing options for Committees to consider closing the budget gap.

2.2.6 The PSR represents a considered, rational process for developing a range of options for meeting the projected budget gap of £73.5 million between 2016 and 2020. The fundamental driver of the PSR was to ensure that decisions taken by Committees about how to allocate budgets across different parts of the council – and the decisions required to live within those budgets – were taken on the basis of a bottom up process informed by engagement and consultation rather than allocating budgets and taking decisions in an arbitrary, top down way.

2.2.7 The headline figure is a budget gap of further £73.5m for 2016-20. This means that the council will need to find recurrent baseline savings of £73.5m a year by 2019/20. There are savings proposals that have been agreed of £51.6m as listed in **Appendix 2**. This leaves a remaining gap of £21.9m which will still need to be identified as below.

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	Total £'000
Budget Gap before savings and pressures	18,427	14,741	13,194	12,677	59,039
Proposed Pressures	3,992	3,583	3,382	3,593	14,550
Proposed Savings	(20,603)	(12,269)	(10,677)	(8,109)	(51,658)
<b>Budget Gap after savings</b>	<b>1,816</b>	<b>6,055</b>	<b>5,899</b>	<b>8,161</b>	<b>21,931</b>

2.2.8 Indicative savings proposals have been agreed by council. The combined position for 2016 through to 2020, is set out below:

Theme Committee	2016-17 £'000	2017-18 £'000	2018-19 £'000	2019-20 £'000	Total £'000
Adults & Safeguarding	(2,656)	(3,514)	(3,199)	(3,238)	(12,607)
Assets, Regeneration & Growth	(4,635)	(3,553)	(1,417)	(472)	(10,077)
Children, Education, Libraries & Safeguarding	(3,795)	(2,195)	(1,973)	(1,912)	(9,875)
Community Leadership	(9)			(843)	(852)
Environment	(3,560)	(1,410)	(800)	(100)	(5,870)
Health and Wellbeing Board					
Policy & Resources	(5,948)	(1,596)	(3,289)	(1,544)	(12,377)
<b>Total</b>	<b>(20,603)</b>	<b>(12,268)</b>	<b>(10,678)</b>	<b>(8,109)</b>	<b>(51,658)</b>

2.2.9 In addition to the savings above, savings of £4.2m over the period of 2015-2020 have been agreed by the Housing Committee and Council in December 2014 which will reduce the costs of services within the Housing Revenue Account.

2.2.10 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. A small additional pressure is included for additional Street Scene costs arising from population growth.

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

	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
Adult and Communities	0.8	1.68	2.018	2.014	2.375
Children's Services	0.72	1.952	1.565	1.368	1.218
Street Scene	0	0.36			
<b>Total</b>	<b>1.52</b>	<b>3.992</b>	<b>3.583</b>	<b>3.382</b>	<b>3.593</b>

### 2.3 Emerging risks over the next two years

2.3.1 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 Government's Welfare Reform programme is continuing to be rolled out across the country. Universal Credit will begin to be rolled out in Barnet from 2 March. Although the initial roll out is limited to less complex single person claimants, the wider roll out of UC to families with complex needs in the future is likely to require more intensive support and potentially have an impact on housing and social care services (in Adults and Communities and Children's Services). The council is in close discussion with the Government to put in place appropriate local support arrangements and agree funding.
- **Social care funding reform and Care and Support Bill:** An introduction of a cap on contributions towards care costs will be introduced in 2016/17. This 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;
- **Temporary Accommodation Costs:** The cost of temporary accommodation above the Local Housing Allowance has had an impact on the budgets of the council and this could continue to increase unless alternative strategies are agreed. The council allocated £1.5m into contingency in 2013 for temporary accommodation pressures. This will be kept under review in 2015/16 to see how these pressures are being managed.

- **Children's Placement Costs:** Due to recent legislation changes within Children's services means that young adults will continue with foster carers until 21 and children who are placed with families now have to receive allowances that are the same rate as foster carers. These will increase the financial pressure on services.
- **Building Costs** As the economy has improved there has been an increased demand for building contractors which in turn has led to an increase in costs and materials. Also as councils in London are building more this has meant that framework agreements at times have reached full capacity. There has been an increase in capital financing made available to cover the additional costs of construction inflation.

2.3.2 No additional budgetary provision has been made for these risk items in the MTFS at this stage. However, the council's approach to contingency will need to continue to be cautious in the event that any of these risks materialise.

## **2.4 Dedicated Schools Grant (DSG) and Schools Budget 2015/16**

2.4.1 The total draft Schools' Budget for 2015/16 is £305m, of which about £91m is recouped by the Education Funding Agency (EFA) to pay the budget shares to Academies and Free Schools based in Barnet. The Schools Budget is funded from the Dedicated Schools Grant, post-16 allocations from the EFA and any underspend carried forward from the School's Budget in previous years.

2.4.2 The vast majority of this funding is passed on to schools and early years settings through the operation of the School Funding Formula and the Early Years Single Funding Formula. Most of the remainder is used to pay for places and top-up funding for pupils with special educational needs in maintained schools and Academies, non-maintained and independent schools and colleges.

2.4.3 Details of the way in which the School's Budget has been put together are shown in Appendix 10, which also includes a table showing a summary breakdown of the School's Budget.

2.4.4 The draft School's Budget is a balanced budget following various adjustments described in Appendix 10. Funding per pupil and for children in early years setting has been set at the same rate as in 2014/15, apart from a minor adjustment relating to the distribution of the 2012/13 DSG underspend carried forward to 2014/15.

### **Submission of the Authority Proforma Tool**

2.4.5 The council is required to submit to the DfE annually a completed Authority Proforma Tool (the APT) which shows all the detailed assumptions underpinning the proposals for allocating budgets to schools and early years' providers in the following year.



The key factors are as follows:

- The same school and early years funding formulae and rates as 2014-15 with the exception of the £23 per pupil distribution of the 2012-13 underspend. This was included on a one-off basis in the 2014-15 AWPU as was the additional £0.02p/hour for nursery children
- The minimum funding guarantee for schools remains the same as in 2014/15 (-1.5%).
- The cap on gains for schools remains the same as in 2014/15 at +0.5%.

2.4.6 The funding rates proposed for the 2015/16 financial year are thus as follows:

	Primary Rate £	Secondary Rate £
Age Weighted Pupil Unit	3,316	4,763
Free School Meals (Ever 6)	1384	1375
Lump sum per school	122000	122000
Deprivation: IDACI 4	215	247
Deprivation: IDACI 5	717	819
Deprivation: IDACI 6	4205	2917
English as Additional Language 2	530	1378
Mobility	423	619

## 2.5 Council Tax

2.5.1 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 the Council Tax increases are capped at 2% for 2015/16. The council's budget is based on a Council Tax freeze for 2015/16 and 2016/17 and then a 2% increase in the following years until 2019/20.

2.5.2 The detailed Council Tax base schedule is included in Appendix 2. Under delegated powers, the Chief Finance Officer has determined the 2015/16 tax base to be 132,151 (Band D Equivalent) – the calculations are set out below:

Council Taxbase	2014/2015	2015/2016	
	Band D Equivalents	Band D Equivalents	Income
Total properties (per Valuation List)	165,611	166,725	232,926,671
Exemptions	(2,622)	(2,648)	(3,699,436)
Disabled reductions	(119)	(115)	(160,663)
Discounts (10%, 25% & 50%)	(32,831)	(31,571)	(44,106,834)
Adjustments	299	1,677	2,342,639
Aggregate Relevant Amounts	130,338	134,068	187,302,377
Non-Collection (1.5% both years)	(1,956)	(1,998)	(2,791,342)
Contributions in lieu from MoD	81	81	113,163
	128,463	132,151	184,624,198

2.5.3 The Localism Act requires Council approval of the Council Tax requirement (including settlement funding assessment) in place of budget requirement (excluding settlement funding assessment).

2.5.4 The calculation of the Council Tax for Barnet is set out below:

BUDGET	2014/2015 Original	2014/2015 Current	2015/2016 Original
	£	£	£
<b>Total Service Expenditure</b>	<b>286,412,080</b>	<b>286,412,080</b>	<b>276,465,365</b>
Contribution to / (from) Specific Reserves	8,418,138	8,418,138	6,461,288
<b>NET EXPENDITURE</b>	<b>294,830,218</b>	<b>294,830,218</b>	<b>282,926,653</b>
Other Grants	(34,255,000)	(34,255,000)	(32,038,000)
<b>BUDGET REQUIREMENT</b>	<b>260,575,218</b>	<b>260,575,218</b>	<b>250,888,653</b>
Business Rates Retention	(34,500,000)	(34,500,000)	(35,191,000)
Business rates top-up	(17,800,000)	(17,800,000)	(18,114,000)
<b>BUSINESS RATES INCOME</b>	<b>(52,300,000)</b>	<b>(52,300,000)</b>	<b>(53,305,000)</b>
RSG	(65,200,000)	(65,200,000)	(50,444,000)
Collection Fund Adjustments	(1,500,000)	(1,500,000)	(1,500,000)
<b>BARNET'S ELEMENT OF COUNCIL TAX REQUIREMENT</b>	<b>141,575,218</b>	<b>141,575,218</b>	<b>145,639,653</b>
Council Tax Base			
<b>BASIC AMOUNT OF TAX</b>	<b>1,102.07</b>	<b>1,102.07</b>	<b>1,102.07</b>
<b>GLA TAX</b>	<b>299.00</b>	<b>299.00</b>	<b>295.00</b>
<b>TOTAL COUNCIL TAX (BAND D EQUIVALENT)</b>	<b>1,401.07</b>	<b>1,401.07</b>	<b>1,397.07</b>

2.5.5 The provisional GLA precept is £38,984,545 making the total estimated demand on the collection fund and Council Tax requirement £184,624,198.

<b>London Borough of Barnet</b>	<b>£145,639,653</b>
<b>Greater London Authority</b>	<b>£ 38,984,545</b>
<b>Total Requirement for Council Tax</b>	<b>£184,624,198</b>

2.5.6 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 part 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	196.67	931.38
B	857.16	229.44	1,086.60
C	979.62	262.22	1,241.84
D	1,102.07	295.00	1,397.07
E	1,346.97	360.56	1,707.53
F	1,591.88	426.11	2,017.99
G	1,836.78	491.67	2,328.45
H	2,204.14	590.00	2,794.14

2.5.7 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.

## 2.6 Capital programme 2015-2020

2.6.1 The MTFs include provision for future capital expenditure on council priorities through to 2020. These draft budget proposals include capital investment plans through to 2020 to ensure that Barnet continues to have the infrastructure it needs to be successful. So for example, provision needs to be made to ensure that sufficient school places exist in Barnet through to 2020. Roads and pavements investment is also important; this is a key concern for residents as demonstrated by recent residents' perception surveys. The council also needs to ensure that sufficient provision is made for rolling programmes of upgrades to buildings, equipment, IT and other investment that supports the delivery of services.

2.6.2 The current programme for each theme committee is as below:

Theme Committee	2014-15 £'000	2015-16 £'000	2016-17 £'000	2017-18 £'000	2018-19 £'000	2019-20 £'000	Total £'000
Adults & Safeguarding	1,756	2,321	315				4,392
Assets, Regeneration & Growth	14,683	17,428	19,250	19,195	2,100	100	72,756
Children, Education, Libraries & Safeguarding	32,509	53,930	41,398	16,775	25,400	25,400	195,411
Environment	16,808	28,420	16,450	9,100	8,450	7,525	86,753
Community Leadership	814						814
Housing	2,006	7,893	3,050	2,500	2,550	2,600	20,599
Policy & Resources	2,210	26,468	1,805	1,000	1,000	1,000	33,483
<b>Total</b>	<b>70,786</b>	<b>136,459</b>	<b>82,268</b>	<b>48,570</b>	<b>39,500</b>	<b>36,625</b>	<b>414,207</b>

2.6.3 Since the programme was agreed by Council in December 2014 there have been the following additional capital requests:

- £23.2m of additional capital funding will be required for the Sports and Physical Activities Programme. This will be funded by borrowing funded by income and from the Community Infrastructure Levy over the period of 2015/16 to 2017/18;
- £1.575m of capital was requested on the 27<sup>th</sup> of January 2015 as part of the implementation of the new parking policy that was presented and agreed by the Environment Committee;
- In the October 2014 Children's Education and Learning Committee a paper was put forward for the Early Learning Review and it stated that there would be capital demands but needed confirmation of the amounts required. The project team have now confirmed that there is a capital need of £331k.

2.6.4 The capital programme is funded in a number of different ways, but is summarised as follows:

- a) The Education Capital Programme is funded by a combination of council allocated resources and government grant;
- b) The Housing Capital Programme is funded from available resources within the housing revenue account, brought together into the housing investment plan;

c) Infrastructure needs and requirements are funded by the council through the infrastructure reserve, which includes New Homes Bonus and Community Infrastructure Levy contributions; and

d) Other corporate, highways and environmental requirements which are funded mainly through capital receipts and borrowing.

## **2.7 Treasury Management Strategy**

2.7.1 The Treasury Management Strategy is included at Appendix 6. The main recommended revisions to the Treasury Management Strategy are as follows:

- Maximum deposits limit for non-specified deposits, (more than one year), increased to £100 million and £50 million for more than two years.
- Further diversification of financial instruments into more secure /higher yield asset classes in consultation with the council's investment advisor.
- Decisions in respect of investments over two years will be taken in consultation with the council's investment advisor and approved by the Chief Finance Officer.
- Following a competitive tender the Royal Bank of Scotland will be managing the council bank contract and overnight investment with RBS will be permitted.
- The prudential indicators have been updated to reflect the Council's capital programme and future borrowing requirement; and
- The strategy has been updated to reflect the latest forecast for interest rates. Base rate is expected to remain at 0.5% for most of 2015/16 and therefore the assumptions in the budget strategy for interest receipts remain the same.

2.7.2 Policy and Resources Committee are asked to note the Treasury Management Strategy as set out in Appendix 6 which will go to Council for approval.

## **2.8 Housing Revenue Account**

- 2.8.1 The Local Government and Housing Act 1989 requires the Housing Revenue Account (HRA) to be maintained as a ring-fenced account. Any surpluses generated from the HRA can be used to support the account when it fails to break even. One budget can be set so 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 2014 the HRA balances were £14.8m, and forecast to be £11.5m at 31 March 2015.
- 2.8.2 The in-year Housing Revenue Account (HRA) is showing a £0.068m increased surplus due to increases in collection rates. However, £3.3m of balances will be used to fund the Capital Programme. Hence, the council's Housing Revenue Account balances are forecast to be £11.553m, which will be factored into the 30-year business plan.
- 2.8.3 The principal items of expenditure within the HRA are management and maintenance costs, together with charges for capital expenditure (depreciation and interest). This is substantially met by rent and service charge income from dwellings, garages and commercial premises.

### Council dwelling rents

- 2.8.4 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.
- 2.8.5 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. The council could increase council dwelling rents by CPI plus 1.5% at September 2014 as proposed in the draft Housing Commissioning Plan. This would provide an additional annual income of £276k. However, for council dwelling rents in 2015/16 it has been decided to follow the current government guidance for council dwelling rents which is CPI at September 2014 (1.2%) plus 1%.
- 2.8.6 The average weekly rent on a 52 week basis will be £103.27. This has increased from an existing weekly average rent of £100.93.

### Service charges and garages

- 2.8.7 Service charges have been reviewed by Barnet Homes and the following changes are recommended to take effect from 1 April 2015:

	2014/15	2015/16	Increase	% Increase
Grounds Maintenance	£1.81	£1.85	£0.04	2%
Lighting	£1.12	£1.14	£0.02	2%
Heating - Grahame Park	1 Bed- £11.73 2 Bed - £16.26 3 Bed - £17.56	1 Bed- £11.96 2 Bed - £16.59 3 Bed - £17.91	1 Bed- £0.23 2 Bed - £0.33 3 Bed - £0.35	2%
Heating – excluding Grahame Park	2%			
Digital Television	£0.80	£0.82	£0.02	2%
Weekly Caretaking	£6.35	£6.48	£0.13	2%
Caretaking Plus	£8.20	£8.36	£0.16	2%
Quarterly Caretaking	£1.28	£1.31	£0.03	2%
Enhanced Housing Management and Alarm Service (sheltered housing)	2%			
Garages	2%			

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

2.8.9 Proposed increased for Heating and Digital Television are in line with inflation.

2.8.10 It is proposed that council garages' rents are increased by 2% in line with inflation.

#### HRA Summary and Working Balance

2.8.11 Total expenditure for 2015/16 is estimated at £72m, including charges for financing HRA debt.

2.8.12 The HRA for 2015/16 shows a contribution to balances of £8m. The estimated HRA balance as at 31 March 2016 is £25m.

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

2.9.1 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 balance policy is attached at Appendix 8.

### Robustness of Estimates

2.9.2 The financial planning process for 2015/16 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 has met this challenge through its Priorities and Spending Review which considered plans up to 2020 in order to develop a balanced budget.

2.9.3 The financial planning process has been managed at officer level through the Business Planning Group. These Director level groups have overseen the process for financial planning, including medium-term resource projections, the strategic context for the borough, and the quantification of new pressures on resources, and the identification of potential budget savings.

2.9.4 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.

2.9.5 At Member level, the Theme Committees have considered the financial planning process and made recommendations to the Policy and Resource Committee. The savings were then referred to Council and agreed in December 2014.

### Robustness of the budget process

2.9.6 The process that has been undertaken to set the budget has included engagement of officers from service departments throughout the year, regular reporting to Theme Committees and Council, consultation with the public, along with due consideration of statutory duties, particularly in respect of equalities. For these reasons, it can be confirmed that the budget setting process has been robust;

### Effectiveness of Risk Management

2.9.7 Risk management processes have continued to improve during 2014/15. The corporate risk register is attached at Appendix 9, and service and corporate risks have been taken into account in budget-setting and in considering the adequacy of reserves.



## Effectiveness of Budget Management

2.9.8 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 Performance and Contract Management Committee.

### **2.10 Review of reserves and contingency**

2.10.1 Policy and Resources Committee in July 2014 agreed that a review of reserves and contingency which was presented back to Committee on 2 December.

2.10.2 Ultimately, it is the role of the Section 151 officer to recommend a level of reserves within the council's budget. However, it is important that members understand the level of reserves that the council holds, and ensure that the reserves policy fits in line with the organisational strategy.

2.10.3 The council holds general non ring-fenced and not earmarked annual reserves of £15m to deal with any in year and unplanned pressures. This is equivalent to 5% of annual expenditure and this amount is in line with Audit and Regulatory good practice.

2.10.4 Corporate earmarked reserves have been set aside by the council for a variety of purposes. Principally these are for unforeseen risks. The council could, should it wish, change the basis of the allocation of these reserves. Any such change would be made by council in setting the budget and would be on the advice of the Chief Finance Officer.

2.10.5 The infrastructure reserve holds New Homes Bonus, the Community Infrastructure Levy and the council's share of profits from the Inglis Consortium. The council is not legally bound to spend this money on infrastructure, but there is an expectation that it is used for this purpose, and the council has a significant infrastructure burden across the borough which it must service.

2.10.6 Ring fenced reserves include money that is ring fenced by statute and can only be used for their designated purpose (such as schools and public health balances), funding held to service a long term PFI contract, and also funding held on behalf of other organisations such as the North London Sub Region.

## **3. REASONS FOR RECOMMENDATIONS**

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

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

- 4.1 This report sets out a range of options across the council's remit to meet the budget challenge. This includes proposals for workforce savings, as well as generating income from new business. Alternatives to this could include more significant cuts to services the council provides, but these are not included in this report.

#### **5 POST DECISION IMPLEMENTATION**

- 5.1 If this report is agreed, these budget proposals will be considered by Full Council on 3 March 2015.

#### **6. IMPLICATIONS OF DECISION**

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

- 6.1.1 In addition to continued spending reductions, demographic change and the resulting pressure on services pose 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 population cohorts. 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'.

##### **6.2 Revenue**

- 6.2.1 The MTFs (**Appendix 1**) sets out the £90.8m savings target for the council for 2015-16 to 2019/20 based on a number of assumptions listed above.

- 6.2.2 The revenue budget proposals plan (**Appendix 2**) will enable the council to meet its £90.8m savings target as set out in the MTFs (**Appendix 1**). These budgets will be formally agreed each year, after appropriate consultation and equality impact assessments, as part of council budget setting, and therefore could be subject to change.

##### **6.3 Capital**

- 6.3.1 Policy and Resources Committee on the 21st July 2014 agreed the process for Theme Committees to review the capital programme and the development of capital programme priorities for the period 2015-2020.

- 6.3.2 As part of that process, Policy and Resources Committee allocated funding for capital investment to be reviewed and prioritised by the Theme Committee including any amendments and additions.

- 6.3.3 The allocation of the additional Capital which was agreed by Committees is attached (**Appendix 4**). This was then approved by Council in December 2014.

## 6.4 Staffing

6.4.1 The budget proposals in this report will have an impact on staffing across the organisation. A number of budget proposals will result in a reduction in posts in the organisation. For 2015/16, this impact is set out in **Appendix 2** to the report, and is summarised as follows

	<b>FTE reduction</b>	<b>Redundancies</b>
Adults and Communities	6	
Family Services	28	28
Street Scene	29	
Commissioning Group	4	4
<b>Total</b>	<b>67</b>	<b>32</b>

6.4.2 The savings in Adults and Communities relate to a review of back office support in the Delivery Unit. The savings in Family Services relate to the cross-service restructure which is currently in progress an equality impact assessment will be available and will be considered before the final decision is made on this restructure. The savings in the Commissioning Group relate to review which is currently in progress. Savings in the Street Scene Delivery Unit relate to changes in the delivery of street cleansing, waste route optimisation and the internalisation of the fleet.

6.4.3 In addition to the above, an options appraisal for the future delivery of Education and Skills services is currently being undertaken, the preferred option which could result in staff TUPE to another provider. Future budget savings for 2016 onwards will be reviewed for the impact on staffing at the appropriate time following public consultation and committee decisions.

6.4.4 For 2015/16, consultation with staff took place in accordance with the council's HR policies and is being led by the respective delivery units. A report on the full impact of budget proposals on staff, which will trigger staff consultation on the budget package as a whole, went to General Functions Committee in December. The committee referred the matter to Full Council and this was considered in December.

6.4.5 The council will seek to mitigate redundancies through the redeployment process and a reduction in agency usage. Any substantial changes are subject to consultation as set out in the council's Managing Organisational Change Policy and will be subject to consultation with Staff and Trade Unions and equality impact assessments before implementation.

## **7 Legal and Constitutional References**

- 7.1 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.
- 7.2 Constitution Responsibilities for Functions Annex A sets out the terms of the Policy and Resources Committee.
- 7.3 Any decision made should be made after appropriate consultation and consideration of equality impacts.
- 7.4 Decision makers should have due regard to the public sector duty when making their decisions. If negative equality impacts are found then decision makers may decide to make other decisions after balancing all of the factors. The equalities duties are continuing duties they are not duties to secure a particular outcome. Consideration of the duties should precede the decision. It is important that decision makers have regard to the statutory grounds in the light of all available material this will include the result of the consultation and other comments that residents and organisations make on the proposals.

### **7.5 Consultation**

- 7.5.1 As a matter of public law the duty to consult with regards to proposals to vary, reduce or withdraw services will arise in 4 circumstances:
- Where there is a statutory requirement in the relevant legislative framework;
  - Where the practice has been to consult or where a policy document states the council will consult then the council must comply with its own practice or policy;
  - Exceptionally, where the matter is so important that there is a legitimate expectation of consultation and
  - Where consultation is required to complete an equalities impact assessment.
- 7.5.2 Regardless of whether the council has a duty to consult, if it chooses to consult, such consultation must be carried out fairly. In general, a consultation can only be considered as proper consultation if:
- Comments are genuinely invited at the formative stage;
  - The consultation documents include sufficient reasons for the proposal to allow those being consulted to be properly informed and to give an informed response;
  - There is adequate time given to the consultees to consider the proposals;
  - There is a mechanism for feeding back the comments and those comments are conscientiously taken into account by the decision maker / decision making body when making a final decision.
  - The degree of specificity with which, in fairness, the public authority should conduct its consultation exercise may be influenced by the identity of those whom it is consulting and

- The consultation is clear on the reasons why alternatives and discarded options have been discarded.

7.5.3 Finally there will be staff consultation about these proposals in compliance with s188 of the Trade Union & Labour Relations (Consolidation) Act 1992. The council may be required to publish a statutory notice to the Secretary of State and undertake consultation should we reach the minimum thresholds for potential redundancies resulting from these proposals.

## 7.6 Public Sector Equality Duty

7.6.1 The general duty on public bodies is set out in section 149 of the Act.

7.6.2 A public authority must, in the exercise of its functions, have due regard to the need to:

(a) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;

(b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and

(c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

7.6.3 Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

(a) Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;

(b) Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it; and

(c) Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

7.6.4 The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

7.6.5 Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, the need to:

(a) Tackle prejudice, and

(b) Promote understanding.

7.6.6 Compliance with the duties in this section may involve treating some persons more favourably than others but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act.

7.6.7 The relevant protected characteristics are:

- Age;
- Disability;
- Gender reassignment;
- Pregnancy and maternity;
- Race;
- Religion or belief;
- Sex; and
- Sexual orientation.

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

7.6.9 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 referred to in this report.

## **8 Risk Management**

8.1 Some savings and efficiencies for the 2015/16 budget and MTFS to 2020 will have a negative impact on some groups of residents this will be exacerbated 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, in particular measures to support people into work and to stay in work, and through funding support such as Discretionary Housing and Crisis Fund payments. In addition, the council has also sought to bear down on overall Council Tax since 2010. Further analysis of budget proposals will be undertaken following the budget consultation to consider the cumulative impact of changes and to draw this to the attention of decision makers

8.2 As the council continues to transform and reduce expenditure, there is a continuing risk of challenge. Any decision (for example reductions to service budgets or service redesign) is potentially open to challenge. Whilst no public body is immune from challenge the risk can be significantly reduced by adopting best business planning practice, an inclusive approach to engagement, a clear understanding of the impact of proposed changes, consideration of mitigations and monitoring of outcomes. To mitigate the risk and to provide a robust response in the event of any challenge, it is important to demonstrate that the council has complied with all relevant statutory duties in budget planning and that processes have been conducted in a consistent, rigorous and open minded way, carried out a full consultation and taken the consultation results into consideration before making the final decisions.

8.3 The Government has already announced indicative local government funding allocations for 2015/16, and it is clear that future funding reductions will continue beyond that point. 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 militate against future cuts.

## **9 Equalities and Diversity**

- 9.1 The Equality Act 2010 and The Public Sector Equality Duty outlined in statute (See paragraph 7.4 of this paper on legal issues) require elected Members to satisfy themselves that equality impact considerations have been fully taken into account in all proposals emerging from the finance and business planning process, together with any mitigating factors.
- 9.2 The council's aim – particularly during these financially challenging times – is to make sure that all residents from our diverse communities benefit from the opportunities of growth and to ensure that the decisions taken do not disproportionately impact on people who may experience disadvantage. This includes groups with protected characteristics across the borough.
- 9.3 As with last year the council has considered the 9 characteristics protected by Equality Act 2010. In addition, as in previous years, the council has sought to assess the impact on carers, (including adult and young carers), people currently out of work and those on low income and particular geographic areas of disadvantage – groups who are not defined as a protected characteristic under the 2010 Equality Act but who may nevertheless experience additional barriers to equal life chances. This is in line with the council commitment to fairness as discussed at Policy and Resources Committee on 10 June 2014, when Members advised that Committees 'should be mindful of fairness and in particular, of disadvantaged communities when making their recommendations on savings proposals. These groups were also highlighted in last year's assessment of cumulative equalities impact of our proposals.
- 9.4 Barnet aims to provide equality of access and opportunity so that all our citizens can make equal choices and have fair life chances in Barnet. Our commitment to fairness is set out in our Equal Opportunities Policy and our Strategic Equalities Objective - 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 is reflected in our Corporate Plan, Theme Committee Commissioning Plans and Corporate Strategies.
- 9.5 The council has taken account of growing diversity in the demographic makeup of the borough's population, including growth in both young and older people, in determining both the corporate strategy and service responses in this paper so that the aspirations and contributions of current residents are reflected. The council also aims to consider the needs of all tax payers and to strike the right balance between fairness towards the more frequent users of services and fairness to the wider taxpayer, making sure that all residents from our diverse communities can access and benefit from local services and the opportunities of growth in the borough

- 9.6 Since January 2014, in response to organisation change in the council, including the set-up of the Customer and Support Group and Re, the Developmental and Regulatory Services, the council has taken action to strengthen the approach to Equalities. The action takes account of changes to the constitution, ensures that roles and responsibilities are clear and allows the council to take a common and rigorous approach to equalities across internal and external Delivery Units and partners. The Council's Equality Policy was refreshed in January 2014 and the council's Commissioning Group continues to work with Delivery Units to ensure that the council takes a consistent approach to assessing the equalities impact of their proposals including any cumulative impact on any particular group and any mitigating actions that can be put in place and to refine equality assessments as proposals develop. The Commissioning Group has provided advice and guidance to Delivery Units, through workshops and updates to intranet and internet sites. An equalities briefing was organised for Members and the council published an Annual Report for Equalities in June 2014
- 9.7 As in previous years, the approach of the 2015/16 proposals has been to make savings as far as possible through efficiencies and to target limited financial resources to the services that deliver the best outcomes for residents.
- 9.8 This paper is published ahead of the close of consultation for 2015/16 savings and MTFs savings to 2020. At this stage of the budget planning process Delivery Units have conducted their equalities impact of 2015/16 proposals (subject to comments through consultation). It appears that no equalities issues affecting the protected characteristics set out in the 2010 Equality Act have been raised by respondents to the consultation in relation to 2015/16 proposals. Some comment has been made about the proposal to reduce Council Tax support (on the impact of people on benefits, low wage and lone parent families). The consultation feedback reflects what is said in the EIA for reduction in Council Tax support which for these reasons shows an anticipated minimum negative impact. Therefore it has not been deemed necessary to revise equality analyses in response to consultation feedback at this stage and this will be kept under review as proposals develop.
- 9.9 To meet the requirement for members outlined at paragraph 7.4 equality impact assessments are published with this paper to support 2015/16 savings proposals. This is based on the consultation findings received at the time of writing and will be finalised following the closure of consultation on 11 February 2015.
- 9.10 In meeting the financial challenge, the council will seek to strike the right balance between the needs of the more frequent users of services and the needs of the wider taxpayer, and making sure that all residents from our diverse communities – the young, old, disabled and unemployed – benefit from the opportunities of growth. This year officers have complemented the usual processes of Equality Impact Assessment by starting a process to illustrate which resident groups (described as Barnet customer segments who share key characteristics, such as age, occupation and income) will feel the impact of the range of budget proposals.



- 9.11 As the MTFs proposals are developed over the coming year the aim is to incorporate an illustration of which resident groups are more likely to feel the impact of budget proposals in future cumulative impact assessments. This is in addition to the analysis of impact on the 9 protected characteristics as required by the 2010 Equality Act.

## **2015/16 Budget Savings Proposals**

- 9.12 15 EIAs have been completed for all 2015/16 savings and to support the cumulative equalities impact. 10 EIAs are showing a positive impact. Street Scene have completed 1 EIA for the options affecting street cleansing which is currently indicating no impact on residents. Some Street Scene savings are predicated on a review of terms and conditions. Work on this project has not been completed. The decision will be subject to an equality impact assessment and a separate committee decision prior to any changes being made. 1 EIA for a back office reorganisation in Adults is showing impact not known. 3 EIAs are currently showing minimum negative impact. These are for short term floating support (Adults), SEN transport proposals (Children's) and the proposal to reduce Council Tax support.
- 9.13 The 'people' services - Children's Services and Adults and Communities – have conducted 13 EIAs on proposals that will impact residents. Adults and Social Care have conducted 10 EIAs. 4 are showing significant positive impacts from support for independent living for younger adults with disabilities, people who live outside the borough to settle in their chosen area, changes to the Front Door contact with the council. Eligibility, Assessment and Support Planning Process and Procedures and shared funding arrangements with the Mental Health Trust. 4 are showing minimal positive impact – an improved offer to carers, the community offer, working with leisure services to reduce dependency on specialist day care provision and changes to procurement and care services; 1 is showing impact not known -back office staff reductions, savings from renegotiation of existing contracts and 1 is showing minimal negative impacts from changes to the model for Floating Support. It is expected that the proposals for floating support will have a minimum negative impact on people with disabilities, pregnancy and maternity and older people and this will be kept under review.
- 9.14 The Children's Service has conducted 3 EIAs. 2, for early years and Education and Skills which support 2015/16 savings proposals are each showing a minimal positive impact from a model that aims to deliver improved outcomes. These have been updated for this paper and show no change in that assessment. This will be kept under review and the impact of the various options will be shared with decision makers as the proposals develop.
- 9.15 Savings line E1 for, Education Libraries and Safeguarding Committee shows that 15/16 savings propose changes to SEN transport arrangements for children. This is currently shown as an efficiency saving. Early indications assess a minimal negative impact overall for service users and their carers. This is a cautious assessment which balances that no impact is anticipated on the majority of 865 service users because in the vast majority of cases

arrangements will continue as before. This will be discussed on an individual basis with 148 service users affected by the proposed changes and the outcomes will take full account of their skills and abilities for independent travel to promote choice and independence wherever possible. For this reason the initial assessment of impact is minimal negative. The equality impact will be reviewed prior to any changes being implemented and where possible impacts mitigated. Prior to implementation a further report will be put before the committee with an updated equality assessment.

- 9.16 Mitigations for negative impacts are listed in equality Action Plans for relevant proposals.
- 9.17 The paper also highlights the council's aim is that all Barnet residents will be treated equally and share in the benefit and opportunities of growth. The Themed Committee MTFS strategies will promote sustainability and independence in all aspects of council activities and services and encourage residents to share responsibility and to be involved in delivering better outcomes which promote equal access to all council services and equal opportunities for fair life chances.
- 9.18 Delivery Units have gathered data to analyse the impact by protected characteristic and included equalities action plans to mitigate any negative impact.

Negative impacts have been identified for the following protected groups as indicated below:

- Age -Children and young people with disabilities - SEN Transport
- Some children and families (particularly large families) and lone parents – Council Tax.
- Age - older people –Floating support
- Disability - mental health Floating support and Council Tax support.
- Women – Council Tax support.
- Pregnancy and maternity- Floating support and Council TaxCouncil Tax.
- Race and ethnicity- Floating support.

Positive impacts have also been identified for all of these groups.

- 9.19 The council recognises that austerity is likely to have a continuing impact of on people with low incomes and the importance of mitigating this wherever possible. This is taken into account in Committee Commissioning Plans and priorities which have sought to identify mitigations; in particular through the work to prepare locally for welfare reforms and the focus on getting people into and back into work. The cumulative equalities impact assessment therefore notes a regrettable continuing cumulative minimal negative impact for particular groups with low earnings. See paragraph 53 of the cumulative assessment.
- 9.20 All Human Resources implications will be managed in accordance with the council's Managing Organisational Change Policy that supports the council's Human Resources Strategy and meets statutory equalities duties and current

employment legislation. This includes completing internal staff focused Equality Impact Assessments at the appropriate time in all restructures.

- 9.21 The council and its partners will continue to comply with the statutory requirement set out in Public Sector Equalities Duty to pay due regard to Equalities. We will share the findings of the cumulative equalities impact assessment with all our partners.

## **10 CONSULTATION AND ENGAGEMENT**

- 10.1 Budget proposals for 2015/16 and the indicative MTFs to 2020 have been subject to formal consultation which closed on 11 February.
- 10.2 This report provides the interim headline findings. A full report will be presented to Full Council on the 3<sup>rd</sup> March 2015
- 10.3 Individual proposals for future years included in the MTFs will be subject where necessary to full consultation and Equalities Impact Assessments at the appropriate time before they are cast into the annual budgets.
- 10.4 The council is committed to involving residents, businesses and service users in shaping the borough and the services they receive. Consultation and engagement is one of the key ways the council interacts with and involves local communities and residents, providing them with opportunities to:
- Gain greater awareness and understanding of what the council does
  - Voice their views and understand how they can get involved
  - Feed in their views to the democratic decision making process.
- 10.5 The consultation aimed to set a new approach to business planning and engagement by consulting on the combined package of the Corporate Plan; Commissioning Priorities; and budget. In particular it aimed to;
- Create a stronger link between strategy, priorities and resources
  - Place a stronger emphasis on commissioning as a driver of the business planning process.
  - Focus on how the council will use its resources to achieve its Commissioning Plans.

### **Preliminary consultation**

- 10.6 The council has already undertaken a range of consultation to inform the council's development of the Corporate Plan strategic priorities and 5 year Commissioning Plans, along with indicative savings proposals to inform the MTFs, setting the scene for upcoming consultation.
- 10.7 The preliminary consultation was designed to;

- a. Inform the Priorities and Spending Review by gathering insight to explore where savings and income generation can be made across the council
- b. Understand residents' views of council priorities and valued services
- c. Gain an in-depth understanding of stakeholders' priorities and how they would want the council to approach the budget and allocation of resources over the next five years.

10.8 The table below outlines the phases of the preliminary engagement;

<b>Phase</b>	<b>Date</b>	<b>Summary</b>
Phase 1: Setting out the challenge	<i>Summer 2013</i>	The council forecast that its budget would reduce by a further £72m between 2016/17 and 2019/20, setting the scene for the PSR consultation
Phase 2: PSR consultation to inform development of options	<i>October 2013 - June 2014</i>	<ul style="list-style-type: none"> <li>• Engagement through Citizens' Panel Workshops which focused on stakeholder priorities and how they would want the council to approach the Priorities and Spending Review</li> <li>• An open 'Call for Evidence' asking residents to feedback ideas on the future of public services in Barnet.</li> </ul>
Phase 3: Engagement through Committees	Engagement through Committees	<ul style="list-style-type: none"> <li>• Focus on developing Commissioning Plans and MTFS proposals for each of the six committees</li> <li>• Engagement through Committee meetings.</li> </ul>

10.9 Consultation through this period has included staff briefings with 1,400 staff engaged through over 20 briefings during September 2014.

### **Formal consultation**

#### **Approach**

10.10 The preliminary engagement has informed the development of the council's budget proposals, to be put forward for consultation.

This phase was split into three strands:

- General budget consultation on the 2015/16 budget
- Service specific 2015/16 proposals that have not yet been consulted on: SEN home to school transport.
- The council's 'Strategic Plan': Corporate Plan Priorities, and Theme Committee Commissioning Plans, and the overall MTFS from 2015 - 2020.

10.11 To allow for an 8 week budget consultation, consultation began after Full Council on 17 December 2014 and concluded on 11 February 2015. The final report will be presented to Full Council on 3 March 2015.

- 10.12 All three strands were published on <http://engage.barnet.gov.uk/> which gave detailed background information about the council budget 2015/16 and the council commissioning priorities to 2020 (promoted as the Strategic Plan to 2020). Collection of respondents views were fed back via open online self-completion questionnaires and paper copies were made available on request. The consultations were widely promoted via the council's Residents' magazine, Barnet First, a press release, social media, Community Barnet, Communities Together Network, the Youth Board and various service user group newsletters and partnership boards.
- 10.13 Also as part of the council's statutory duty to consult with National Non Domestic Rate Payers (NNDRs), letters were sent out to all the council's NNDRs inviting them to take part in the online consultation.
- 10.14 In terms of the SEN home to school transport consultation, letters were also sent out to all parents or carers of children who use SEN home to school transport, explaining the proposals and inviting them to take part in the consultation.
- 10.15 The Strategic Plan consultation also ran a series of themed workshops with a cross section of residents recruited from the Citizens' Panel and Youth Board, plus two workshops with super users of council services.
- 10.16 The council commissioned 'Research for Today' to facilitate the workshops using a quantitative trade-off approach called 'Simalto'. This meant that residents would undertake an interactive exercise which allowed them to prioritise services in the context of the wider services offered. Residents were not presented with the councils proposals but were given a grid which included a range of hypothetical examples as a tool to establish resident's priorities and present them with a scenario of how they might make trade-offs across different areas of the council's budget.
- 10.17 At the time of writing, a total of 282 people have taken part in the various consultation strands: 52 in relation to the online General Budget Consultation for 2015/16; 19 to the Strategic Plan (2016-2020) Online Consultation; 64 to the SEN Transport online consultation; and 147 through the consultative workshops.
- 10.18 Full details of how many have participated to each strand at the time of writing this report are outlined below:

<b>Method</b>	<b>Respondents/participants</b>	<b>Number</b>
Online consultation on general budget consultation on the 2015/16 budget	Residents only, no NNDR have responded (Businesses)	52
Online consultation on Strategic Plan 2016 to 2020	Residents only, no NNDR (Businesses)	19
Service specific consultation on 2015/16 proposals: SEN Home to Schools Transport	Predominantly parents who use SEN Transport	64

Themed Workshop: Children's, Education, Libraries and Safeguarding Committee	A cross section of residents selected from the Citizens' Panel	18
Environment, Housing and Assets, Regeneration and Growth Committees	A cross section of residents selected from the Citizens' Panel	22
Adults and Safeguarding committee	A cross section of residents selected from the Citizens' Panel	19
All Committees	A cross section of residents selected from the Citizens' Panel and Youth Board members	44
All Committees	A cross section of service users	44
All Committees	Residents with learning difficulties	Still to do

A summary of the interim headline findings are outlined below:

### **Strategic Plan to 2020 Consultation Findings**

#### **10.19 Face to face consultative workshops**

The interim report covers all feedback from the first two theme Committee sessions; Children's, Education, Libraries and Safeguarding Committee and Environment, Housing and Assets, Regeneration and Growth Committees. It also includes summary feedback from the third Theme Committee workshop on Adults and Safeguarding and Community Leadership and the event covering all Committees, where information has been compiled.

#### **10.20 Key findings of face workshops**

It was clear from the residents who took part in the workshops that most respondents thought that services supporting vulnerable adults and children were the most important use of the council budget. In contrast, the majority of those discussing environmental services thought the council could spend less on these areas and could potentially enhance funding for services which supported adults and children in need.

A key theme through the workshops was a focus on prioritising prevention services to reduce the cost to the council in the long term and improve the outcomes for those supported. This was felt to be both just, and a good use of resources.

Through taking part in the workshops residents understood the difficult decisions the council had to make. This can be summarised by the following quotation;

*"I'm glad I'm not making the decisions. This simple exercise actually shows there's only so much money and if you spend it on one thing, you can't spend it on another"*

Whilst certain services were not prioritised, this was often not because residents did not think the service was valuable, but because in context there was other services which they felt should be given priority. This was largely

the case with the library service in all groups, although the service has passionate proponents.

It should be noted that the workshops were attended by a comparatively small number of residents. Although this gives a reasonable guide to residents' priorities, the small sample means that the results of the workshops should most usefully be viewed within the context of the overall consultation.

#### **10.21 Children's, Education, Libraries and Safeguarding**

The workshop which focused on the remit of this committee saw residents prioritise services that supported the most vulnerable as well as prevention services, as summed up in the quote below;

*"Prevention is better than cure. I think the more one can support those families to get through the year, the better the outcome, the less will be required from the council."*

Increasing current support (with demographic growth) for children with mental health was clearly a high priority for respondents, as was protecting the caseload of child protection social workers.

Maintaining the current service for libraries, children's centres and education support were the least popular.

This resident optimum score was relatively similar to the council's current plans, although residents felt by making a small reduction to the looked after children service more money could be used to fund education support, transport for the disabled and mental health support.

#### **10.22 Environment, Housing and Assets, Regeneration and Growth**

The highest priority for residents was for emergency accommodation for the homeless and street lighting followed by residential street cleaning, protecting Summer's lane recycling centre and highways repairs.

Residents, on balance, prioritised residential street cleaning over town centres, whilst the main reason for prioritising street lighting was to protect safety. Residents saw the commercial benefit of increasing the number of events in parks but would be worried if a lot of access to parks was not available to the general public.

In order to protect the above services residents preferred to increase the number of events in parks to make income, charge for green waste and have their residual rubbish collected fortnightly.

Rubbish and recycling collection invited heated debate and depended on family size and commitment to recycling. Although on balance the view was that a fortnightly rubbish collection was good idea and would increase recycling levels, there would still need to be a weekly collection of the brown and blue recycling bins.

### 10.23 Adults and Safeguarding and Community Leadership Committee

Initial results show that, as with children's services, residents prioritised prevention services such as prevention support for adults with learning disabilities, short term support for adults with mental health issues and increasing the support to carers to help people live longer in the community.

Mental health support was prioritised, whilst residential care for people with learning disabilities and homecare for the elderly was not prioritised as strongly. This does not mean that people did not feel these services were important, but that when they had to choose between priorities these services did not come first in most instances.

Due to the timing of this report, feedback from this Committee is based on initial results only.

### 10.24 The council's Commissioning operating model

At the end of the workshops residents were asked their views on the council Commissioning Model;

*The council has no rigid view on who delivers services as long as they are of high quality and value for money, services could be delivered by the council, a private or voluntary sector organisation, with each service judged on an individual basis.*

The majority of residents felt that the principle of the statement was hard to refute. However there was scepticism about the involvement of private companies in the delivery of some services, especially care services. The following comments sum up the debate;

*"It's all right by me as long as it's done properly with proper controls and transparency"*

*"It's easy to say but not so easy to deliver"*

*"I think that's completely unrealistic. In principle, in theory, if it's done to the same quality, yes ....but that's not what happens."*

The majority of issues raised focused on ensuring the contractor kept to their contractual commitment and the council had sufficient power to monitor and enforce the contract quality. It is clear the council has much to do to demonstrate how it ensures quality and transparency in contract management.

### 10.25 Council Tax

At the end of each of the workshops, once residents had a good understanding of the decisions the council had to make in regard to spending, residents were asked whether they would prefer to cut, freeze or increase Council Tax.



As part of the first three Theme Committee workshops, an average of 57% preferred a Council Tax rise, 31% preferred Council Tax to be frozen and 13% a Council Tax cut (55 residents). In the 4<sup>th</sup> cross council event the response was very similar, with 58% preferring a Council Tax increase, 36% preferring to keep Council Tax frozen and 7% a Council Tax cut (45 residents).

The key reason for choosing an increase in Council Tax was that they felt that it was value for money to pay slightly more per resident but minimise cuts to services. Those that chose to freeze or reduce Council Tax felt that Barnet Council Tax was higher than some neighbouring boroughs and/or was high enough already..

There was particular scepticism amongst a small group as to whether residents could be expected to pay more when some services were being reduced.

### **Strategic Plan 2016 to 2020 preliminary findings from online questionnaire**

In total 19 questionnaires have been submitted at the time of writing (17 online and two paper copies).

Due to the small sample size the results should be treated with caution. Also, due to the low completion rate of the diversity monitoring questions no analysis has been done on these at this stage.

#### **10.26 The council's overall Strategic Priorities to 2020**

The council has consulted on its proposed strategic priorities to 2020, as set out in Section 1.2 of this report. These priorities will form the basis of the council's revised Corporate Plan to 2020, which will be presented to Council in April. The majority of respondents (eight out of ten who answered this question) agree with all the overarching strategic priorities. The most popular being 'of opportunity, where people can further their quality of life'. The least popular was 'where people are helped to help themselves, recognising that prevention is better than cure'.

Respondents were asked if they felt any priorities had been missed. 5 out of 19 respondents indicated the following priorities had been missed, of whom three left comments

- *To consider what Barnet residents want*
- *Setting targets and actions in protecting the environment and preventing loss of life and health caused by unhealthy lifestyle and climate change.*
- *Not just opportunity but equality of opportunity*

## 10.27 The council's Commissioning operating model

Respondents were asked how much they supported the council's commissioning approach, which focuses on service quality and value for money rather than a rigid view of how services should be delivered.

In contrast to the workshops, respondents to the online survey appear to be more negative about the commissioning approach, with 8 out of the 11 respondents being strongly opposed to this approach. Only 2 out of 11 respondents tended to support this commissioning model.

How much do you support or oppose the council's commissioning approach, which focuses on service quality and value for money rather than a rigid view of how services should be delivered?		
Answer Options	Per cent	Total
Strongly support	0.0%	0
Tend to support	18.2%	2
Tend to oppose	0.0%	0
Strongly oppose	72.7%	8
Don't know/not sure	9.1%	1
<i>answered question</i>		<b>11</b>

## 10.28 Council Tax

Respondents were asked to what extent they agree or disagree with the council's proposal to freeze Council Tax in 2015/16 and 2016/17 and increase it by 2% in 2017/18, 2018/19, and 2019/20.

Opinion was mixed on these proposals with no clear majority agreeing or disagreeing. However, it must be noted in terms of the response to the General Budget Consultation for 2015/16, respondents were much more likely to be against a freeze on Council Tax next year.

To what extent do you agree or disagree that the council should freeze Council Tax in 2016/17, and then increase Council Tax by two per cent a year from 2017/18 to 2019/20?							
	Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Don't know / not sure	Number
The council should freeze Council Tax in 2016/17	4	0	1	1	4	0	10
The council should increase Council Tax by two per cent in 2017/18 and in 2018/19	2	1	2	3	1	0	10
The council should increase Council Tax by two per cent in 2019/20	3	1	2	1	2	0	10
<i>answered question</i>							<b>10</b>

## 10.29 **Committee Commissioning Priorities, outcomes and savings to 2020**

A series of questions were asked on each of the Committees commissioning priorities, outcomes and savings they had identified in order to achieve their priorities.

Less than ten respondents have completed this series of questions to date. Full analysis will be provided in the final report.

## 10.30 **Online Survey on the General budget consultation 2015/16**

The 2015/16 budget consultation focused on the overall size and individual components of the 2015/16 budget in general terms.

Residents were invited to give their views through an online survey. Also as part of the council's statutory duty to consult with National Non Domestic Rate Payers (NNDRs), letters were sent out to all the council's NNDRs inviting them to take part in the online consultation.

### **Response to the survey**

In total 52 questionnaires have been submitted via the online survey. No paper copies have been received.

Despite writing to all NNDR payers no responses have been received from businesses based in Barnet.

29% of the sample (15 out of 52 respondents) chose not to answer this question. It should also be noted that only around 32 respondents went on to answer the diversity monitoring questions

Due to the small sample size the results should be treated with caution. Also, due to the low completion of the diversity monitoring questions no analysis has been done on this set of question at this stage.

## 10.31 **Preliminary findings on General Budget consultation 2015/16**

### **Council's overall approach to business planning and budget setting**

Respondents were asked how much they agree or disagree with the council's proposed business plan in terms of balance between efficiency savings, income generation and cuts to services.

Two thirds of respondents (65 % 31 out of 48 respondents) disagree with councils approach in terms of balance between efficiency savings, income generation and cuts to services.

Only 10 % (5 out of 48 respondents) agree that the council has got the right balance and just over a quarter (25 %, 11 out of 48) are neutral or said they did not know.

## **The Council's proposal to freeze Council Tax next year**

The majority of respondents disagree (72%, 36 out of 48 respondents) with the proposal to freeze Council Tax in 2016/17. One fifth of respondents agreed (20%, 10 out of 48 respondents), and the remainder neither agree nor disagree (6%) or said they did not know (2%).

The most frequently cited reason was that respondents felt it was wrong to freeze Council Tax if it led to cut in council services. This was frequently mentioned in reference to maintaining the Library service, followed by protecting services for the most vulnerable.

## **Proposed Committee Savings**

A series of open ended questions were also on each of the Committees proposed efficiency and income generation proposals. A full analysis of these will be provided in the full report.

### **10.32 Preliminary findings of service specific 2015/16 budget consultation,**

In terms of service specific consultations the council has a duty to consult with services in a number of different situations including where proposals to significantly vary, reduce or withdraw services. Consultation is also needed in other circumstances, for example to identify the impact of proposals or to assist with complying with the council's equality duties. In regard to the 2015/16 budget there was one specific service consultation on Education and Skills: Special educational needs home to school transport savings.

#### **Education and Skills: Special Educational Needs home to school transport savings.**

##### **Summary of key findings:**

The council plans to make the £500,000 savings from its home to school transport budget through a mixture of efficiencies, placing more children locally so that transport is not required and working with parents to better plan the arrangements for their child's journeys to school.

A project has been established to find efficiencies in the way services are provided, such as how bus routes are planned, which services are run directly by the council and which are delivered by other providers. This consultation does not cover that work, as these efficiencies will not directly impact the nature of the service to users, but focuses instead on working more closely with parents to plan transport needs, resulting in, for example, an increase in the number of pupils who can travel independently and tailoring the assistance required more closely to individual needs.

Parents were informed that the council believes it can contribute to the required savings by careful application of existing policies and through a closer dialogue with parents and carers.

Respondents were asked how much they agree or disagree with various elements of the approach.

The most popular part of the council's approach to help make the necessary SEN savings was *'Parents should be able to explain their child's individual needs and transport preferences before individual travel plans are completed'* (97% of residents agree with this). This was followed by *'Every child and young person's travel plan should be reviewed annually with an opportunity for parents and young people to take part'* (72%),

Just over half (56%) agreed with *'The need for escorts to support travel should be considered on a case by case basis'*. A quarter disagreed (24%) and the remainder were neutral (21%).

There was much less support for *'All families should be offered the opportunity to arrange their children's transport through a personal budget'* with only a third (36%) agreed with this. Even fewer agree with *'where possible parents should be encouraged and supported to be travel escorts for their child'* only 16% agree with this.

### **Voluntary and Community Sector Consultation Workshops**

Two further consultation workshops have been commissioned with Community Barnet to help understand how the voluntary and community sector can support the council's commissioning priorities to 2020. There will be a particular focus on how the sector can increase volunteering in the borough. The results of these will be fed through to each Theme Committee to help inform their commissioning priorities.

There will also be further consultation on individual savings proposals outlined as part of the MTFs when they are cast into budgets in future years, before final decisions are taken. Consultation will be used to identify the impact of proposals in-depth and to assist with complying with the council's equality duties.

### **10.33 Staff Consultation**

There will be staff consultation about these proposals in compliance with s188 of the Trade Union & Labour Relations (Consolidation) Act 1992. This collective and individual staff consultation took place following GFC on the 3<sup>rd</sup> December and the deletion of posts was approved.

## 11 BACKGROUND PAPERS

Relevant previous decisions are indicated in the table below.

Item	Decision	Link
Corporate Plan priorities and Medium Term Financial Strategy 2015-16 – June 2014	To approve 5 year Commissioning Plan and, proposals for meeting financial targets set out in the Medium Term Financial Strategy (MTFS)	<a href="http://barnet.moderngov.co.uk/ieDecisionDetails.aspx?AllId=7360">http://barnet.moderngov.co.uk/ieDecisionDetails.aspx?AllId=7360</a>
Finance and Business Planning – Capital Programme and Review of Reserves	Agree the process for theme Committees to review the capital programme and the development of capital programme priorities for the period 2015-20. Agree the process for the review revenue reserves which will come back to this committee in December 2014	<a href="http://barnet.moderngov.co.uk/ieDecisionDetails.aspx?AllId=8075">http://barnet.moderngov.co.uk/ieDecisionDetails.aspx?AllId=8075</a>
Business Planning Report 2015/16 to 2019/20	Agreed by Council 16 Dec 2014	<a href="http://barnet.moderngov.co.uk/documents/s19877/Policy%20and%20Resources%20Committee%20-%20Referral%20Report%20to%20Council.pdf">http://barnet.moderngov.co.uk/documents/s19877/Policy%20and%20Resources%20Committee%20-%20Referral%20Report%20to%20Council.pdf</a>
Education and Skills – Future Delivery of Services	Children, Education, Libraries and Safeguarding Committee note that the draft outline business case will be referred to the Policy and Resources Committee for approval of the consideration to set up a separate legal entity to deliver education and skills services	<a href="http://barnet.moderngov.co.uk/ieDecisionDetails.aspx?AllId=7861">http://barnet.moderngov.co.uk/ieDecisionDetails.aspx?AllId=7861</a>

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## REPORT CLEARANCE CHECKLIST

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

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

**AUTHOR TO COMPLETE TABLE BELOW:**

Who	Clearance Date	Name
Governance Champion		
Director / AD		
Enabling Board / Delivery Board		
Commissioning and Policy		
Equalities & Diversity		
HR Business Partner		
Strategic Procurement		
HB Public Law		
Finance		
Governance		

<b>APPENDIX 1 - Medium Term Financial Strategy</b>	<b>2015/16 £000</b>	<b>2016/17 £000</b>	<b>2017/18 £000</b>	<b>2018/19 £000</b>	<b>2019/20 £000</b>
<b>Budget brought forward</b>	<b>294,829</b>	<b>282,927</b>	<b>276,264</b>	<b>268,955</b>	<b>262,392</b>
<b>Statutory/cost drivers</b>					
Inflation (pay )	1,210	1,097	1,108	1,119	1,130
Inflation (non-pay)	2,726	3,309	3,376	3,443	3,512
North London Waste Authority (NLWA) levy	(500)	1,366	937	758	1,035
Capital financing costs	-	1,500	1,500	1,000	1,500
Dols Pressure	555				
Care Act	1,409				
<b>Statutory/cost drivers sub-total</b>	<b>5,400</b>	<b>7,272</b>	<b>6,921</b>	<b>6,320</b>	<b>7,177</b>
<b>Central Expenses</b>					
Contingency - general risks	188	(9)	443	670	418
Concessionary Fares	214	227	255	292	346
<b>Central Expenses sub-total</b>	<b>402</b>	<b>218</b>	<b>698</b>	<b>962</b>	<b>764</b>
<b>Balances to/(from) reserves</b>					
Specific reserves contribution 2014/15 NHB	(8,417)				
Specific reserves contribution 2015/16 NHB	7,416	(7,416)			
Specific reserves contribution 2016/17 NHB		10,735	(10,735)		
Specific reserves contribution 2017/18 NHB			10,548	(10,548)	
Specific reserves contribution 2018/19 NHB				9,897	(9,897)
Specific reserves contribution 2019/20 NHB					7,583
Service Development Reserve	(955)	955			
<b>Reserves sub-total</b>	<b>(1,956)</b>	<b>4,274</b>	<b>(187)</b>	<b>(651)</b>	<b>(2,314)</b>
<b>Total expenditure</b>	<b>298,675</b>	<b>294,691</b>	<b>283,696</b>	<b>275,586</b>	<b>268,018</b>
<b>New Formula grant funding</b>					
Business Rates	35,191	36,352	37,697	39,130	40,656
Business Rates- Top up	18,114	18,712	19,404	20,141	20,927
Revenue Support Grant (RSG)	50,444	40,000	30,000	19,500	9,500
<b>New Formula grant sub-total</b>	<b>103,749</b>	<b>95,064</b>	<b>87,101</b>	<b>78,771</b>	<b>71,082</b>
<b>Council Tax</b>					
Council Tax (CT) Baseline	141,574	145,640	146,481	149,566	152,501
Growth in properties £	3,038	841	593	404	837
Council Tax (CT) Discounts	1,026	0	(441)	(459)	(477)
Increase in Council Tax (-1%, 0%, 0%, 2% from 2017/18)	1	0	2,933	2,990	3,057
Council Tax (CT)	145,640	146,481	149,566	152,501	155,918
Collection Fund contribution (CT)	1,500				
CT freeze grant 14-15	(0)				
CT freeze grant 15-16	1,670	1,670			
Core grants					
Private Finance Initiative (PFI) credit	2,235	2,235	2,235	2,235	2,235
Education Services Grant	3,912	3,521	3,169	2,852	2,567
NHB	7,416	10,735	10,548	9,897	7,583
Unallocated RSG	-				
Housing and CT Benefit Administration Grant	2,470	2,223	2,001	1,801	1,621
Public Health	14,335	14,335	14,335	14,335	14,335
<b>Other funding sub-total</b>	<b>179,178</b>	<b>181,200</b>	<b>181,853</b>	<b>183,621</b>	<b>184,259</b>
<b>Total Income from grant and Council Tax</b>	<b>282,927</b>	<b>276,264</b>	<b>268,955</b>	<b>262,392</b>	<b>255,341</b>
<b>Proposed Pressures</b>	<b>1,520</b>	<b>3,992</b>	<b>3,583</b>	<b>3,382</b>	<b>3,593</b>
<b>Budget Gap before savings &amp; pressures</b>	<b>15,749</b>	<b>18,427</b>	<b>14,741</b>	<b>13,194</b>	<b>12,677</b>
<b>Proposed Savings</b>	<b>(17,269)</b>	<b>(20,603)</b>	<b>(12,269)</b>	<b>(10,677)</b>	<b>(8,109)</b>
<b>Budget Gap after savings</b>	<b>(0)</b>	<b>1,816</b>	<b>6,055</b>	<b>5,899</b>	<b>8,161</b>



## APPENDIX 2 - REVENUE BUDGET 2015/16

	2014/2015		2015/2016
	Original Estimate £	Current Estimate £	Original Estimate £
<b><u>Council Services</u></b>			
Adults & Communities	89,669,446	90,814,161	83,745,161
Assurance	4,004,943	4,057,183	3,882,183
Children's Family Services	48,228,334	50,245,494	48,746,494
Children's Education & Skills	7,182,877	7,233,887	6,058,887
Commissioning Group	6,667,908	7,321,818	7,008,298
Customer & Support Group	22,152,940	22,921,765	20,821,765
The Barnet Group	3,337,609	4,253,609	3,953,609
HB Law	1,782,147	1,952,397	1,752,397
Parking & Infrastructure	5,974,024	6,369,169	6,219,169
Public Health	14,302,390	14,335,000	14,335,000
Regional Enterprise	766,747	1,030,197	730,197
Special Parking Account	(7,630,640)	(7,310,775)	(7,420,775)
Street Scene	15,650,173	15,694,753	14,013,753
<b>Total</b>	<b>212,088,898</b>	<b>218,918,658</b>	<b>203,846,138</b>
Central Expenses	74,323,182	67,493,422	72,619,227
<b>Total Service Expenditure</b>	<b>286,412,080</b>	<b>286,412,080</b>	<b>276,465,365</b>

# REVENUE BUDGET 2015/16

BUDGET	2014/2015 Original	2014/2015 Current	2015/2016 Original
	£	£	£
<b>Total Service Expenditure</b>	<b>286,412,080</b>	<b>286,412,080</b>	<b>276,465,365</b>
Contribution to / (from) Specific Reserves	8,418,138	8,418,138	6,461,288
<b>NET EXPENDITURE</b>	<b>294,830,218</b>	<b>294,830,218</b>	<b>282,926,653</b>
Other Grants	(34,255,000)	(34,255,000)	(32,038,000)
<b>BUDGET REQUIREMENT</b>	<b>260,575,218</b>	<b>260,575,218</b>	<b>250,888,653</b>
Business Rates Retention	(34,500,000)	(34,500,000)	(35,191,000)
Business rates top-up	(17,800,000)	(17,800,000)	(18,114,000)
<b>BUSINESS RATES INCOME</b>	<b>(52,300,000)</b>	<b>(52,300,000)</b>	<b>(53,305,000)</b>
RSG	(65,200,000)	(65,200,000)	(50,444,000)
Collection Fund Adjustments	(1,500,000)	(1,500,000)	(1,500,000)
<b>BARNET'S ELEMENT OF COUNCIL TAX REQUIREMENT</b>	<b>141,575,218</b>	<b>141,575,218</b>	<b>145,639,653</b>
Greater London Authority - Precept	38,410,437	38,410,437	38,984,545
<b>COUNCIL TAX REQUIREMENT</b>	<b>179,985,655</b>	<b>179,985,655</b>	<b>184,624,198</b>
<b>Components of the Council Tax (Band D)</b>	<b>2014/2015</b>	<b>2015/16</b>	<b>Increase</b>
	£	£	
Mayors Office for Policing and Crime	214.06	211.19	(1.34%)
London Fire & Emergency Planning Authority	49.21	48.55	(1.34%)
Mayor, Administration, Transport for London, Olympic Games and Boroughs' Collection Fund balances.	35.73	35.25	(1.34%)
<b>Greater London Authority</b>	<b>299.00</b>	<b>295.00</b>	<b>(1.34%)</b>
<b>London Borough of Barnet</b>	<b>1,102.07</b>	<b>1,102.07</b>	<b>(0.00%)</b>
<b>Total</b>	<b>1,401.07</b>	<b>1,397.07</b>	<b>(0.29%)</b>

# REVENUE BUDGET 2015/16

## COUNCIL TAX SUMMARY

Council Tax Bands (based on property values @ 1 April 1991)	2014/2015	2015/2016	Tax Yield
[Up to £40,000]	£ 934.05	£ 931.38	£ 1,650,422
[Over £40,000 & up to £52,000]	1,089.72	1,086.61	5,745,420
[Over £52,000 & up to £68,000]	1,245.39	1,241.84	22,730,930
[Over £68,000 & up to £88,000]	<u>1,401.07</u>	<u>1,397.07</u>	36,078,226
[Over £88,000 & up to £120,000]	1,712.43	1,707.53	41,580,294
[Over £120,000 & up to £160,000]	2,023.77	2,017.99	33,375,771
[Over £160,000 & up to £320,000]	2,335.12	2,328.45	32,957,882
[Over £320,000]	2,802.14	2,794.14	10,505,253
			184,624,198

50

## COUNCIL TAXBASE

	2014/2015	2015/2016	
Council Taxbase	Band D Equivalents	Band D Equivalents	Income
Total properties (per Valuation List)	165,611	166,725	232,926,671
Exemptions	(2,622)	(2,648)	(3,699,436)
Disabled reductions	(119)	(115)	(160,663)
Discounts (10%, 25% & 50%)	(32,831)	(31,571)	(44,106,834)
Adjustments	299	1,677	2,342,639
Aggregate Relevant Amounts	130,338	134,068	187,302,377
Non-Collection (1.5% both years)	(1,956)	(1,998)	(2,791,342)
Contributions in lieu from MoD	81	81	113,163
	128,463	132,151	184,624,198

## Adults and Communities

Profit Centre	Original Estimate 2014/15	Current Estimate 2014/15	Original Estimate 2015/16
Care Quality	1,363,267	1,349,471	1,859,271
Integrated care - LD & MH	38,887,675	40,851,772	38,498,552
Integrated care - OP & DP	38,437,575	38,597,421	35,645,281
Social Care Management	1,395,910	395,910	595,910
<b>Adults Social Care</b>	<b>80,084,427</b>	<b>81,194,574</b>	<b>76,599,014</b>
Births Deaths & Marriages	(160,530)	(160,530)	(160,530)
Community Safety	1,964,503	1,964,503	1,938,493
Community Well-being	(969,390)	(469,390)	(1,743,790)
Prevention & Well Being	7,647,475	7,166,225	6,172,365
Social Care Commissioning	917,761	933,579	754,409
<b>Community Well-being</b>	<b>9,399,819</b>	<b>9,434,387</b>	<b>6,960,947</b>
Dir Adult Soc Serv & Health	185,200	185,200	185,200
<b>Dir Adult Soc Serv &amp; Health</b>	<b>185,200</b>	<b>185,200</b>	<b>185,200</b>
<b>Total:</b>	<b>89,669,446</b>	<b>90,814,161</b>	<b>83,745,161</b>

Subjective Analysis	Original Estimate 2014/15	Current Estimate 2014/15	Original Estimate 2015/16
Employee Related	14,827,436	14,805,336	14,471,636
Premises Related	270,605	100,885	100,885
Secondary Recharges	24,150	24,150	24,150
Supplies/Services	10,404,706	6,929,285	6,929,285
Third Party Payments	78,104,394	83,573,388	77,225,948
Transfer Payments	5,109,002	7,250,592	6,862,732
Transport Related	1,118,011	1,234,617	1,234,617
<b>Expenditure</b>	<b>109,858,304</b>	<b>113,918,253</b>	<b>106,849,253</b>
Customer & Client Receipts	(10,997,015)	(12,787,087)	(12,787,087)
Government Grants	(304,734)	(252,924)	(252,924)
Other Grants, Reimbursements & Contributions	(8,887,109)	(10,064,081)	(10,064,081)
<b>Income</b>	<b>(20,188,858)</b>	<b>(23,104,092)</b>	<b>(23,104,092)</b>
<b>Total:</b>	<b>89,669,446</b>	<b>90,814,161</b>	<b>83,745,161</b>

**Budget Summary and Forward Plan**

<b>Adults &amp; Communities</b>		<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Base Budget		89,669,446	84,599,161	83,623,161	82,126,861	80,942,061
Virements		1,144,715				
		<b>90,814,161</b>	<b>84,599,161</b>	<b>83,623,161</b>	<b>82,126,861</b>	<b>80,942,061</b>
<b>Efficiencies</b>						
	Savings through supporting people in the community as opposed to high cost care packages and residential placements	(858,000)				
EIA 1	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.  The 'Community Offer' will be delivered by multi-disciplinary teams of social workers, occupational therapists, telecare and direct payments advisors. The net cost of supporting someone on a community alternative is cheaper than traditional care. This is an on-going initiative.					
	Savings through supporting people in appropriate housing as opposed to high cost placements	(704,000)				
EIA 2	Reduction in cost of residential third party placements by: Innovative use of support and housing options to deliver savings whilst ensuring promoting choice and independence for customers. The savings proposals are: • Full year impact of Re-commissioning our Floating Support contract • Develop additional Sheltered Plus accommodation - Housing options will be subject to discussion and consultation with individual service users on their individual needs on a case by case basis.					
	Savings through supporting people by increasing investment in carers support to prevent/reduce the need for funded care	(550,000)				
EIA 3	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 help the carer sustain their role, and reduce the need to access specialist services including hospital and residential care.  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.					
	Savings through decreasing external third party expenditure on day care costs by increased access to universal leisure services and specific renegotiations	(660,000)				
EIA 4	Savings to be achieved through: (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. (2) Reviewing provision of transport in relation to day activities.					
	Savings through sharing funding arrangements with MHT	(401,000)				
EIA 5	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.					
	Savings through reduction in staffing costs	(300,000)				
EIA 6	Reductions in back office transactional functions through new ways of working and exploring new innovative models.					
	Savings through HRA investment in new build which will result in reduction in high cost placements	(1,513,000)				
EIA 7	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. Housing options will be subject to discussion and consultation with individual service users on their individual needs. Barnet Homes will carry out specific consultations with tenants and RE through the statutory planning process, where required.					
	Savings from renegotiation of existing contracts	(600,000)				
EIA 8	Procurement savings achieved through: - working with providers to contain inflationary pressures					
	Savings through reduction in expenditure by working with CSG provider	(2,000,000)				
EIA 9	Stretch of demand management and efficiency saving proposals to be identified through working with CSG provider to improve efficiency and self service, targeting the following: - Developing new model of Social Care in relation to Care Act - 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 duty functions and elements of the assessment process with the Adult Social Care Direct in CSG					
	Savings through reduction in placement costs for residents permanently settled out of the borough	(838,000)				
EIA 10	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. This proposal is not expected to negatively impact service delivery.					

<b>Adults &amp; Communities</b>	<b>2015/16 £</b>	<b>2016/17 £</b>	<b>2017/18 £</b>	<b>2018/19 £</b>	<b>2019/20 £</b>
Budget proposals for 2016-20 include efficiency savings on third party contracts by approximately 2% per annum. The main areas of contract spend in this area are for the provision of care. The overall budget envelope includes provision for contract inflation of 2.5% per annum, so this saving could be made either from containing inflation on contracts, commissioning different models of service delivery or through improved contract management and negotiation of better rates. The bulk of contract spend in Adults and Communities is on contracts for care services with external providers, including Your Choice Barnet, Fremantle Trust, Jewish Care (the top 3 contracts by overall spend), home care providers, meals on wheels, equipment. There is only 1 block contract - for residential care with Fremantle trust. Other contracts are based on purchasing specific care for individuals (spot/personal budget) without guaranteed volumes. The remit of the Committee also includes contracts with the voluntary sector for prevention services (e.g Age Uk Barnet, Carers Centre).		(666,000)	(652,000)	(639,000)	(627,000)
Budget proposals for 2016-20 include workforce efficiency savings of approximately 10% of the relevant delivery unit employee budgets. As government funding for local government services continues to reduce, all Council delivery units will need to review their workforce budgets to ensure that they can improve efficiency by 10% by 2020. Corporate initiatives such as the review of terms and conditions, and the unified pay project, will support delivery units in achieving this saving. Delivery units will also need to review performance management, use of agency staff, management layers and staffing levels p to ensure that this saving can be achieved.		(375,000)	(442,000)	(442,000)	(442,000)
Identification of alternative delivery model(s) and / or shared service options that can reduce the cost of the adult social care system (staffing costs) and then better utilise the demand management levers (e.g. self-management, early intervention, telecare, enablement, creative support planning) to reduce care costs.		(226,000)	(579,000)	(579,000)	(578,000)
	<b>(8,424,000)</b>	<b>(1,267,000)</b>	<b>(1,673,000)</b>	<b>(1,660,000)</b>	<b>(1,647,000)</b>
<b>Service Reductions</b>					
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Service Redesign</b>					
Integrated Care for frail elderly/over 50 years with long-term conditions The proposal to develop a 5 tier model to support the development of an integrated health and social care system for older frail people was agreed at the Health and Wellbeing Board in March 2014 and has formed the key element of the Council and CCG's national Better Care Fund plan. Move the CCTV service to a revenue neutral position at the end of the current service, preferably through the identification of alternative funding sources to maintain the benefits of service - reduction in crime, reduction in the fear of crime, improved detection and sanction rates.		(150,000)	(250,000)	(250,000)	(350,000)
					(843,000)
	<b>0</b>	<b>(150,000)</b>	<b>(250,000)</b>	<b>(250,000)</b>	<b>(1,193,000)</b>
<b>Reducing Demand, Promoting Independence</b>					
Continuation of the 'Community Offer' delivering 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 be applied to existing and new service users. This will lead to increased use of universal services, enablement, telecare, equipment and direct payments which cost less than traditional home care and residential care. Service users will therefore receive lower personal budgets whilst ensuring eligible needs are met. The savings will be driven out by social workers incorporating elements in care and support plans which cost less than traditional care or that do not require Council funding. This might include support from volunteers, use of local clubs/libraries, as examples.		(350,000)	(350,000)	(300,000)	
Helping older people with dementia to remain at home This proposal recommends investment in order to develop an intensive evidence-based model of support for Barnet carers of people with dementia, in order to increase carer sustainability, delay residential care and manage adult social care demand.		(125,000)	(125,000)	(125,000)	(125,000)
Generating general fund savings from providing specialist integrated housing for older people based on the provision of 52 flats with 50% high needs, 25% medium needs and 25% low needs.		(95,000)	(285,000)		
Implement a 0-25 disabilities service that better brings together health, care and education to ensure that growth is enabled for young people with disabilities. This should reduce the cost to adult social care arising from lower care package costs for those transitioning at the age of 18 over this period. than has been the case for past transitions cases.		(125,000)	(125,000)	(125,000)	(125,000)
Support to help people remain caring and in work by increasing support to carers and employers in the borough enabling carers to remain in work and caring. Savings are from cost avoidance of increased homecare support.			(141,300)	(151,800)	
Increasing choice in retirement and for younger disabled adults - investment in an increased advice and support service promoting adaptations and moving to a more suitable home. Savings are based on incremental impact of adaptation/move avoiding costs of enablement, increased homecare and residential care admission.					(405,000)
Increasing choice in retirement - 40% of people want to retire abroad + providing information & support through a national partner with appropriate expertise will help them realise this. Savings based on cost avoidance of homecare based on people taking advantage of the service and delaying their take up of social care.				(162,000)	(162,000)
Develop methods of increasing numbers of personal assistants in Barnet, as an alternative to home care agencies. Service users directly employ the personal assistant and therefore are able to personalise and control their care and support to a very high level. Savings are based on an average reduction of care costs per user per year of £1,000, as a result of increased control of care and support plans and lower overhead costs than home care agencies. Currently (October 2014), 1,788 service users receive their home care support from a home care agency.		(60,000)	(140,000)		

<b>Adults &amp; Communities</b>	<b>2015/16 £</b>	<b>2016/17 £</b>	<b>2017/18 £</b>	<b>2018/19 £</b>	<b>2019/20 £</b>
<p>Review support packages and develop support plans (with appropriate enabling / transition) to meet needs at a lower cost. This is likely to include the following:            Increase the supply and take-up of supported living and independent housing opportunities supporting transitions from those currently in residential settings.            Develop a more creative and cost effective review and support planning process. Ensure that this considers how technology can enable people with learning disabilities to live more independently.            Improve the carer's offer and support planning process to ensure carers feel able to continue to support an individual for as long as they can.            Stimulate the market to encourage providers who can effectively focus on enablement and development.            Develop the employment support offer for adults with learning disabilities and ensure there are sufficient employment opportunities available in the borough.</p> <p>Reduction in grant funding for voluntary organisations providing universal / low level / early intervention services</p>		(425,000)	(425,000)	(425,000)	(425,000)
	<b>0</b>	<b>(1,239,000)</b>	<b>(1,591,300)</b>	<b>(1,288,800)</b>	<b>(1,242,000)</b>
<b>Income</b>					
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Pressures</b>					
Demographics pressures due to general trends and price as well as transitions of children joining adult service areas	800,000	1,680,000	2,018,000	2,014,000	2,375,000
Deprivation of liberty safeguards (DoLS)	555,000				
	<b>1,355,000</b>	<b>1,680,000</b>	<b>2,018,000</b>	<b>2,014,000</b>	<b>2,375,000</b>
<b>Budget</b>	<b>83,745,161</b>	<b>83,623,161</b>	<b>82,126,861</b>	<b>80,942,061</b>	<b>79,235,061</b>

<b>Assurance</b>
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<b>Profit Centre</b>	<b>Original Estimate 2014/15</b>	<b>Current Estimate 2014/15</b>	<b>Original Estimate 2015/16</b>
Assurance Management	563,378	526,790	526,790
Governance	2,580,585	2,630,575	2,505,575
Internal Audit & CAFT	860,980	899,818	849,818
<b>Total:</b>	<b>4,004,943</b>	<b>4,057,183</b>	<b>3,882,183</b>

<b>Subjective Analysis</b>	<b>Original Estimate 2014/15</b>	<b>Current Estimate 2014/15</b>	<b>Original Estimate 2015/16</b>
Employee Related	3,617,276	3,597,276	3,592,546
Premises Related	9,200	9,200	9,200
Secondary Recharges	(10,680)	(10,680)	(10,680)
Supplies/Services	441,697	513,937	393,667
Third Party Payments	250	250	250
Transfer Payments	0	0	0
Transport Related	6,360	6,360	6,360
<b>Expenditure</b>	<b>4,064,103</b>	<b>4,116,343</b>	<b>3,991,343</b>
Customer & Client Receipts	(59,160)	(59,160)	(109,160)
Other Grants, Reimbursements & Contributions	0	0	0
<b>Income</b>	<b>(59,160)</b>	<b>(59,160)</b>	<b>(109,160)</b>
<b>Total:</b>	<b>4,004,943</b>	<b>4,057,183</b>	<b>3,882,183</b>



### Budget Summary and Forward Plan

Assurance	2015/16 £	2016/17 £	2017/18 £	2018/19 £	2019/20 £
Base Budget	4,004,943	3,882,183	3,527,183	3,527,183	3,422,602
Virements	52,240				
	<b>4,057,183</b>	<b>3,882,183</b>	<b>3,527,183</b>	<b>3,527,183</b>	<b>3,422,602</b>
<b>Efficiencies</b>					
No Internal EIA	(50,000)				
<p><a href="https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/61334/Equality-Impact-of-IER-and-EA-provisions-090512.pdf">https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/61334/Equality-Impact-of-IER-and-EA-provisions-090512.pdf</a></p> <p>Savings through reduced canvassing costs aided by increase in online registration</p> <p>This is a 2015/16 saving and we believe there are savings to be achieved in electoral registration through increased online registration.</p> <p>Over the next 12 months work will be underway to ensure this saving is achievable through this mechanism.</p>					
No EIA required	(50,000)				
<p>Savings through reduction in printing and courier costs</p> <p>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>					
<p>Budget proposals for 2016-20 include efficiency savings on third party contracts by approximately 2% per annum. This saving is in respect of the Commissioning Group and Assurance contract spend. The main areas of contract spend in this area include communications and engagement contracts, internal audit and insurance. The overall budget envelope includes provision for contract inflation of 2.5% per annum, so this saving could be made either from containing inflation on contracts, or through improved contract management and negotiation of better rates.</p>		(15,000)			
<p>Budget proposals for 2016-20 include workforce efficiency savings of approximately 10% of the relevant delivery unit employee budgets. As government funding for local government services continues to reduce, all Council delivery units will need to review their workforce budgets to ensure that they can improve efficiency. At this stage, it is expected that this saving can be met without impacting on service delivery, but this assumption will need to be tested throughout the period to 2020. Corporate initiatives such as the review of terms and conditions, and the unified pay project, will support delivery units in achieving this saving. Delivery units will also need to review performance management, use of agency staff, management layers and productivity to ensure that this saving can be achieved. For the commissioning group and assurance, workforce savings are already being delivered for 2015/16, so this saving will be in addition to plans already under development.</p>		(200,000)			
<p>The bulk of this saving has already been achieved through a revised Scheme of Members Allowances that was agreed by Council on 15 July. The new scheme of Allowances- reflecting the replacement of Cabinet and Scrutiny with eight theme committees- produced a saving of £90,358. In addition, a further £29,541 was saved as no Member may receive more than one Special Responsibility Allowance and some of the SRA paying posts were held by members already in receipt of an SRA. There are underspends in the budget that will fund the remaining savings.</p>		(140,000)			
<p>There are a number of opportunities to share services with other local authorities in respect of services in the commissioning group and assurance. These services include health and safety, emergency planning, insurance, internal audit and governance. In practice, this saving would involve shared management of these functions between Barnet and another local authority. Similar arrangements are already in place with Harrow and Brent Council and other bodies in respect of legal services and public health. To generate a saving of £105k, this would involve sharing 2 to 3 management posts with another borough for these services. No firm proposals are currently in place to deliver this saving, but options are being considered to ensure that this is deliverable before 2018.</p>				(104,581)	
	<b>(100,000)</b>	<b>(355,000)</b>	<b>0</b>	<b>(104,581)</b>	<b>0</b>

Assurance		2015/16 £	2016/17 £	2017/18 £	2018/19 £	2019/20 £
<b>Service Reductions</b>	Savings through reduced expenditure on external specialist training 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.  This reduction will not impact the ability to induct new Members and to provide essential relevant training and briefings through alternative methods.	(25,000)				
No EIA required		<b>(25,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Income</b>	Successful prosecutions of criminals with releasable assets Proceeds are from 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 of which the council can secure a percentage.	(50,000)				
No EIA required		<b>(50,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Pressures</b>						
		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget</b>		<b>3,882,183</b>	<b>3,527,183</b>	<b>3,527,183</b>	<b>3,422,602</b>	<b>3,422,602</b>

## Children's Family Services

Profit Centre	Original Estimate 2014/15	Current Estimate 2014/15	Original Estimate 2015/16
Assesment & Children in Need	6,806,607	7,141,798	6,901,188
Children in Care - Provider Se	20,829,280	21,938,850	22,277,240
Safeguarding & Quality Assuran	1,856,595	1,908,935	1,857,995
Social Care Management	1,693,695	1,853,335	1,174,305
<b>Children Social Care</b>	<b>31,186,177</b>	<b>32,842,918</b>	<b>32,210,728</b>
Commissioning & Business Imp.	3,019,277	3,318,627	3,323,627
Early Years	4,750,745	4,558,629	4,033,629
Family Support & Early Interve	858,455	732,025	808,215
Youth & Community	7,753,500	7,896,175	7,846,175
<b>Early Intervention &amp; Preventio</b>	<b>16,381,977</b>	<b>16,505,456</b>	<b>16,011,646</b>
Family Services Management	660,180	897,120	524,120
<b>Family Services Management</b>	<b>660,180</b>	<b>897,120</b>	<b>524,120</b>
<b>Total:</b>	<b>48,228,334</b>	<b>50,245,494</b>	<b>48,746,494</b>

Subjective Analysis	Original Estimate 2014/15	Current Estimate 2014/15	Original Estimate 2015/16
Capital Financing	0	(1,332,905)	(1,332,905)
Employee Related	24,927,840	26,194,406	24,964,906
Premises Related	1,091,920	1,130,574	1,120,574
Secondary Recharges	0	0	0
Supplies/Services	5,125,950	6,126,746	6,790,246
Third Party Payments	15,512,509	16,297,733	15,414,733
Transfer Payments	4,819,290	4,898,290	4,898,290
Transport Related	587,620	585,750	585,750
<b>Expenditure</b>	<b>52,065,129</b>	<b>53,900,594</b>	<b>52,441,594</b>
Customer & Client Receipts	(1,106,670)	(1,489,910)	(1,489,910)
Government Grants	(2,310,095)	(883,160)	(923,160)
Other Grants, Reimbursements & Contributions	(420,030)	(1,282,030)	(1,282,030)
<b>Income</b>	<b>(3,836,795)</b>	<b>(3,655,100)</b>	<b>(3,695,100)</b>
<b>Total:</b>	<b>48,228,334</b>	<b>50,245,494</b>	<b>48,746,494</b>

**Budget Summary and Forward Plan**

<b>Children's Family Services</b>	<b>2015/16 £</b>	<b>2016/17 £</b>	<b>2017/18 £</b>	<b>2018/19 £</b>	<b>2019/20 £</b>
<b>Base Budget</b>	48,228,334	48,746,494	46,038,494	44,968,494	44,218,494
<b>Virements</b>	1,997,160				
	<b>50,225,494</b>	<b>48,746,494</b>	<b>46,038,494</b>	<b>44,968,494</b>	<b>44,218,494</b>
<b>Efficiencies</b>					
Savings from reduction in staff related costs	(1,151,000)				
Workforce savings delivered from transforming the Family Services workforce to ensure there are the right structures in place to deliver the best outcomes for children and families with reduced resources. This involves ensuring there are sufficient social workers, managers are closer to frontline delivery and staff are well trained and supported.					
<b>EIA Completed</b>					
Savings through reduction in expenditure by renegotiating existing contracts and reducing external third party costs	(523,000)				
Procurement savings achieved through mitigating inflation associated with costs of supporting high cost, high need services by negotiating with suppliers to contain inflation, and finding efficiencies in the way services are purchased.					
<b>No EIA Required</b>					
Work is on-going to negotiate with suppliers and not expected to impact service quality.					
Budget proposals for 2016-20 include efficiency savings on third party contracts by approximately 2% per annum.. The overall budget envelope includes provision for contract inflation of 2.5% per annum, so this saving could be made either from containing inflation on contracts, or through improved contract management and negotiation of better rates.		(81,000)	(135,000)	(134,000)	(188,000)
Budget proposals for 2016-20 include workforce efficiency savings of approximately 10% of the relevant delivery unit employee budgets. As government funding for local government services continues to reduce, all Council delivery units will need to review their workforce budgets to ensure that they can improve efficiency by 10% by 2020. Corporate initiatives such as the review of terms and conditions and the unified pay project will support delivery units in achieving this saving. Delivery units will also need to review performance management, use of agency staff, management layers and productivity to ensure that this saving can be achieved.				(900,000)	(900,000)
Savings to be achieved by improving operational efficiency. A review will be undertaken in 2015 to identify specific measures but these are likely to include redesigning processes, improved case management and improved administration.		(1,346,000)			
	<b>(1,674,000)</b>	<b>(1,427,000)</b>	<b>(135,000)</b>	<b>(1,034,000)</b>	<b>(1,088,000)</b>
<b>Service Reductions</b>					
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Service Redesign</b>					
Savings through implementation of Early Years Review aimed at ensuring early years services are best configured within limited resources. Use of public health grant to fund service levels in addition to the statutory minimum (£1.5m). Targeted early years support aims to reduce numbers entering troubled families/social care.	(525,000)	(550,000)	(506,000)	(535,000)	(405,000)
<b>EIA 13</b>					
Developing alternative approach to the provision of library services		(1,602,000)	(1,250,000)		
	<b>(525,000)</b>	<b>(2,152,000)</b>	<b>(1,756,000)</b>	<b>(535,000)</b>	<b>(405,000)</b>
<b>Reducing Demand and Promoting Independence</b>					
Reduce cost of placements for looked after children by growing and strengthening the in-house foster care service; intervening early to prevent placement breakdown, stepping-down placements from residential to foster care, and ensuring provision of high quality, competitively priced residential placements in appropriate locations. By 2019 Barnet will have one of the largest proportions of looked after children placed with in-house foster carers in the country.		(131,000)	(144,000)	(149,000)	(69,000)
	<b>0</b>	<b>(131,000)</b>	<b>(144,000)</b>	<b>(149,000)</b>	<b>(69,000)</b>
<b>Income</b>					
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Pressures</b>					
Placement costs for individual children, commissioned services to providing targeted services for vulnerable children.	720,000				
Demographic pressures on 0 to 17 age group based on current placement costs and trends		1,002,000	965,000	968,000	1,018,000
	<b>720,000</b>	<b>1,002,000</b>	<b>965,000</b>	<b>968,000</b>	<b>1,018,000</b>
<b>Budget</b>	<b>48,746,494</b>	<b>46,038,494</b>	<b>44,968,494</b>	<b>44,218,494</b>	<b>43,674,494</b>

## Children's Education & Skills

Profit Centre	Original Estimate 2014/15	Current Estimate 2014/15	Original Estimate 2015/16
Education Management Team	195,250	195,014	(499,986)
<b>Education Management Team</b>	<b>195,250</b>	<b>195,014</b>	<b>(499,986)</b>
Edu Partnership & Commercial	1,181,443	971,449	991,449
High Needs Support	5,806,184	6,067,424	5,567,424
<b>Inclusion &amp; Skills</b>	<b>6,987,627</b>	<b>7,038,873</b>	<b>6,558,873</b>
<b>Total:</b>	<b>7,182,877</b>	<b>7,233,887</b>	<b>6,058,887</b>

Subjective Analysis	Original Estimate 2014/15	Current Estimate 2014/15	Original Estimate 2015/16
Capital Financing	(6,670)	(112,486)	(112,486)
Employee Related	8,159,150	8,453,297	8,473,297
Premises Related	81,750	81,750	81,750
Secondary Recharges	303,190	303,190	303,190
Supplies/Services	4,459,850	4,128,387	4,128,387
Third Party Payments	365,744	707,920	707,920
Transport Related	2,898,619	2,899,109	2,399,109
<b>Expenditure</b>	<b>16,261,633</b>	<b>16,461,167</b>	<b>15,981,167</b>
Customer & Client Receipts	(8,800,580)	(8,758,830)	(9,453,830)
Government Grants	0	(107,090)	(107,090)
Other Grants, Reimbursements & Contributions	(289,330)	(361,360)	(361,360)
<b>Income</b>	<b>(9,089,910)</b>	<b>(9,227,280)</b>	<b>(9,922,280)</b>
<b>Total:</b>	<b>7,171,723</b>	<b>7,233,887</b>	<b>6,058,887</b>

**Budget Summary and Forward Plan**

<b>Children's Education &amp; Skills</b>	<b>2015/16 £</b>	<b>2016/17 £</b>	<b>2017/18 £</b>	<b>2018/19 £</b>	<b>2019/20 £</b>
<b>Base Budget</b>	7,182,877	6,058,887	6,923,887	7,363,887	7,508,887
<b>Virements</b>	71,010				
	<b>7,253,887</b>	<b>6,058,887</b>	<b>6,923,887</b>	<b>7,363,887</b>	<b>7,508,887</b>
<b>Efficiencies</b>					
<p>Savings through reduction in spend on transport costs Achieve efficiencies within transport costs for children with Special Educational Need through improved contracting and demand management by: - targeting individual cases in which transport is not required - route optimisation</p> <p>EIA 12 - The equality impact will be reviewed prior to any changes being implemented and where possible impacts mitigated.</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 the full saving, numbers of children requiring council support would need to be reduced by a further 10% or there would need to be substantially more savings through efficiency by 2015/16.</p>	(500,000)				
<p>EIA 11</p> <p>Create an alternative way to deliver the Education and Skills service that currently provides school improvement support, school admissions, support for children with special educational needs, post-16 support and school catering . By developing a new service delivery model in partnership with schools, there is an opportunity to grow and develop services rather than reduce them.</p>	(695,000)	(85,000)	(160,000)	(255,000)	(350,000)
	<b>(1,195,000)</b>	<b>(85,000)</b>	<b>(160,000)</b>	<b>(255,000)</b>	<b>(350,000)</b>
<b>Service Redesign</b>					
	0	0	0	0	0
<b>Reducing Demand and Promoting Independence</b>					
	0	0	0	0	0
<b>Income</b>					
	0	0	0	0	0
<b>Pressures</b>					
<p>Due to increases in complex cases the demand for services is increasing. Social Care placement costs are being driven by an increase in external placement costs.</p>		950,000	600,000	400,000	200,000
	0	<b>950,000</b>	<b>600,000</b>	<b>400,000</b>	<b>200,000</b>
<b>Budget</b>	<b>6,058,887</b>	<b>6,923,887</b>	<b>7,363,887</b>	<b>7,508,887</b>	<b>7,358,887</b>

## Children's Service DSG

Profit Centre	Original Estimate 2014/15	Current Estimate 2014/15	Original Estimate 2015/16
Education (DSG)	(7,005,756)	(6,699,480)	(6,670,660)
Schools Funding DSG	0	0	0
<b>Education (DSG)</b>	<b>(7,005,756)</b>	<b>(6,699,480)</b>	<b>(6,670,660)</b>
Childrens Social Care (DSG)	426,310	426,900	436,900
Early Intervention & Preventio	6,579,450	6,272,580	6,233,760
<b>Family Services DSG</b>	<b>7,005,760</b>	<b>6,699,480</b>	<b>6,670,660</b>
<b>Total:</b>	<b>4</b>	<b>0</b>	<b>0</b>

Subjective Analysis	Original Estimate 2014/15	Current Estimate 2014/15	Original Estimate 2015/16
Employee Related	4,866,226	3,818,516	3,772,533
Premises Related	16,780	3,000	2,630
Secondary Recharges	0	0	200
Supplies/Services	40,695,702	18,930,403	8,608,909
Third Party Payments	19,166,945	25,634,177	25,674,544
Transfer Payments	221,257,617	166,021,881	174,612,454
Transport Related	455,030	457,880	457,320
<b>Expenditure</b>	<b>286,458,300</b>	<b>214,865,857</b>	<b>213,128,590</b>
Customer & Client Receipts	(16,780)	(3,000)	(33,000)
Government Grants	(284,823,386)	(213,465,187)	(213,095,590)
Other Grants, Reimbursements & Contributions	(1,618,130)	(1,397,670)	(0)
<b>Income</b>	<b>(286,458,296)</b>	<b>(214,865,857)</b>	<b>(213,128,590)</b>
<b>Total:</b>	<b>4</b>	<b>0</b>	<b>0</b>

## Commissioning Group

Profit Centre	Original Estimate 2014/15	Current Estimate 2014/15	Original Estimate 2015/16
Commercial	765,210	1,224,210	1,224,210
<b>Commercial</b>	<b>765,210</b>	<b>1,224,210</b>	<b>1,224,210</b>
Commissioning Group	635,974	635,974	635,974
<b>Commissioning Group</b>	<b>635,974</b>	<b>635,974</b>	<b>635,974</b>
Commissioning Strategy	438,100	405,490	405,490
<b>Commissioning Strategy</b>	<b>438,100</b>	<b>405,490</b>	<b>405,490</b>
Communications	866,597	866,597	866,597
Finance	1,518,801	1,746,321	1,708,801
Information Management	771,143	771,143	771,143
Programme & Resources	767,033	771,013	691,013
<b>Deputy Chief Operating Officer</b>	<b>3,923,574</b>	<b>4,155,074</b>	<b>4,037,554</b>
Strategic Commissioning Board	905,050	901,070	705,070
<b>Strategic Commissioning Board</b>	<b>905,050</b>	<b>901,070</b>	<b>705,070</b>
<b>Total:</b>	<b>6,667,908</b>	<b>7,321,818</b>	<b>7,008,298</b>

Subjective Analysis	Original Estimate 2014/15	Current Estimate 2014/15	Original Estimate 2015/16
Capital Financing	(15,000)	(15,000)	(15,000)
Employee Related	6,118,247	6,118,247	5,842,247
Premises Related	4,890	4,890	4,890
Secondary Recharges	(482,950)	(482,950)	(482,950)
Supplies/Services	661,371	1,301,891	1,264,371
Third Party Payments	759,810	759,810	759,810
Transfer Payments	214,252,660	214,252,660	214,252,660
Transport Related	35,920	35,920	35,920
<b>Expenditure</b>	<b>221,334,948</b>	<b>221,975,468</b>	<b>221,661,948</b>
Customer & Client Receipts	(462,540)	(462,540)	(462,540)
Government Grants	(211,175,470)	(211,175,470)	(211,175,470)
Interest	(570)	45,430	45,430
Other Grants, Reimbursements & Contributions	(3,028,460)	(3,061,070)	(3,061,070)
<b>Income</b>	<b>(214,667,040)</b>	<b>(214,653,650)</b>	<b>(214,653,650)</b>
<b>Total:</b>	<b>6,667,908</b>	<b>7,321,818</b>	<b>7,008,298</b>



**Budget Summary and Forward Plan**

<b>Commissioning Group</b>	<b>2015/16 £</b>	<b>2016/17 £</b>	<b>2017/18 £</b>	<b>2018/19 £</b>	<b>2019/20 £</b>
Base Budget	6,667,908	7,008,298	6,432,298	6,336,298	5,652,298
Virements	616,390				
	<b>7,284,298</b>	<b>7,008,298</b>	<b>6,432,298</b>	<b>6,336,298</b>	<b>5,652,298</b>
<b>Efficiencies</b>					
<p>Non-renewal of the Council's annual subscription to MOSIAC customer data segmentation programme, to avoid duplication with identical programme used by the Customer &amp; Support Group Insight Team. MOSIAC is software which allows the Council to carry out modelling on population growth and preferences to help inform policy development. The CSG Insight Team uses an identical programme called Call Credit. The proposals is not to renew the subscription to MOSIAC to avoid duplication and confusion by using two similar programmes and generate a saving in the process.</p>		(9,000)			
<p>Dependency Council's Managing Organisation Change Policy</p> <p>Savings through reduction in staff costs There are savings to be achieved through a further staffing restructure across the Commissioning Group.</p>	(276,000)				
<p>This proposal is in respect of reducing the cost of the remaining Council IT expenditure that does not form part of the CSG contract. The total of this spend across the organisation is approximately £1m per annum. This proposal would reduce this by approximately 10% in 2016/17.</p>		(140,000)			
<p>Budget proposals for 2016-20 include efficiency savings on third party contracts by approximately 2% per annum. This saving is in respect of the Commissioning Group and Assurance contract spend. The main areas of contract spend in this area include communications and engagement contracts, internal audit and insurance. The overall budget envelope includes provision for contract inflation of 2.5% per annum, so this saving could be made either from containing inflation on contracts, or through improved contract management and negotiation of better rates.</p>		(47,000)	(46,000)	(45,000)	(44,000)
<p>Budget proposals for 2016-20 include workforce efficiency savings of approximately 10% of the relevant delivery unit employee budgets. As government funding for local government services continues to reduce, all Council delivery units will need to review their workforce budgets to ensure that they can improve efficiency. At this stage, it is expected that this saving can be met without impacting on service delivery, but this assumption will need to be tested throughout the period to 2020. Corporate initiatives such as the review of terms and conditions, and the unified pay project, will support delivery units in achieving this saving. Delivery units will also need to review performance management, use of agency staff, management layers and productivity to ensure that this saving can be achieved. For the commissioning group and assurance, workforce savings are already being delivered for 2015/16, so this saving will be in addition to plans already under development.</p>		(380,000)	(50,000)		
<p>Savings on management and operational costs by merging Barnet's senior management team, commissioning, strategy and corporate functions with another Local Authority - similar to the 'Tri-Borough' model of Westminster, Hammersmith &amp; Fulham and Kensington &amp; Chelsea</p>				(639,000)	
	<b>(276,000)</b>	<b>(576,000)</b>	<b>(96,000)</b>	<b>(684,000)</b>	<b>(44,000)</b>
<b>Service Reductions</b>					
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Reducing Demand &amp; Promoting Independence</b>					
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Income</b>					
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Pressures</b>					
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget</b>	<b>7,008,298</b>	<b>6,432,298</b>	<b>6,336,298</b>	<b>5,652,298</b>	<b>5,608,298</b>

<b>Customer Support Group</b>
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Profit Centre	Original Estimate 2014/15	Current Estimate 2014/15	Original Estimate 2015/16
CSG Managed Budget	0	8,475,930	6,375,930
CSG Management Fee	22,152,940	14,445,835	14,445,835
<b>Total:</b>	<b>22,152,940</b>	<b>22,921,765</b>	<b>20,821,765</b>

Subjective Analysis	Original Estimate 2014/15	Current Estimate 2014/15	Original Estimate 2015/16
Premises Related	0	9,057,210	6,957,210
Supplies/Services	34,090,296	21,659,273	21,659,273
<b>Expenditure</b>	<b>34,090,296</b>	<b>30,716,483</b>	<b>28,616,483</b>
Customer & Client Receipts	(8,928,887)	(6,500,698)	(6,500,698)
Government Grants	(422,830)	(422,830)	(422,830)
Other Grants, Reimbursements & Contributions	(2,585,639)	(871,190)	(871,190)
<b>Income</b>	<b>(11,937,356)</b>	<b>(7,794,718)</b>	<b>(7,794,718)</b>
<b>Total:</b>	<b>22,152,940</b>	<b>22,921,765</b>	<b>20,821,765</b>

**Budget Summary and Forward Plan**

<b>Customer Support Group</b>		<b>2015/16</b> £	<b>2016/17</b> £	<b>2017/18</b> £	<b>2018/19</b> £	<b>2019/20</b> £
Base Budget		22,152,940	20,821,765	20,821,765	18,821,765	17,821,765
Virements		768,825				
		<b>22,921,765</b>	<b>20,821,765</b>	<b>20,821,765</b>	<b>18,821,765</b>	<b>17,821,765</b>
<b>Efficiencies</b>						
Savings through reduction in contract costs		(2,100,000)				
EIA already undertaken						
Contractual savings from CSG contract for support and customer services.						
<a href="http://barnet.modern.gov.co.uk/documents/s6649/NSCSO.pdf">http://barnet.modern.gov.co.uk/documents/s6649/NSCSO.pdf</a> 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.					(500,000)	
The Customer Access Strategy will use insight about customers and their experiences to design improvements to the council's existing customer services model. It is expected that the strategy will identify a number of opportunities to make savings by increased channel shift away from face to face, increased use of the Coventry contact centre, changes in service standards and exploring possibilities for income generation.					(500,000)	(1,000,000)
The Council entered into the CSG contract for customer and back office services in the autumn of 2013. This contract will deliver a total £125m saving over a 10 year period. Within this £125m this includes a reduction in the cost of back office services of £70m, or £7m per annum (average across the contract). The contract price has already reduced by £6m per annum and forms part of the Councils existing budget and MTFS. A further reduction of £1.5m is guaranteed by year 5 of the contract, meaning that an additional saving can be included in the Councils budget for 2018/19 and 2019/20 as set out here.						
The current MTFS for 2014-16 already includes circa. £3m per annum of savings on the cost of office accommodation arising from the exit of NLBP4 and consolidation of staff into vacant space in Barnet House and NLBP2. Current plans suggest that the total saving from the exit of NLBP4 could be more than £3m per annum subject to confirmation of costs of moving and costs of dilapidations. This, along with further savings that could arise from exiting from Barnet House as part of a move to Colindale, would generate further savings of approximately £1m per annum by 2017. In addition, rationalisation of the Council's wider estate and opportunities to generate greater income on the commercial portfolio are expected to generate income and cost reductions totalling £1m by 2017.				(2,000,000)		
		<b>(2,100,000)</b>	<b>0</b>	<b>(2,000,000)</b>	<b>(1,000,000)</b>	<b>(1,000,000)</b>
<b>Service Reductions</b>						
		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Income</b>						
		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Pressures</b>						
		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget</b>		<b>20,821,765</b>	<b>20,821,765</b>	<b>18,821,765</b>	<b>17,821,765</b>	<b>16,821,765</b>

<b>The Barnet Group</b>
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Profit Centre	Original Estimate 2014/15	Current Estimate 2014/15	Original Estimate 2015/16
The Barnet Group	3,337,609	4,253,609	3,953,609
<b>Total:</b>	<b>3,337,609</b>	<b>4,253,609</b>	<b>3,953,609</b>

Subjective Analysis	Original Estimate 2014/15	Current Estimate 2014/15	Original Estimate 2015/16
Employee Related	89,400	89,400	89,400
Premises Related	170	170	170
Supplies/Services	3,879,751	3,785,097	3,485,097
Third Party Payments	5,447,960	16,609,000	16,609,000
<b>Expenditure</b>	<b>9,417,281</b>	<b>20,483,667</b>	<b>20,183,667</b>
Customer & Client Receipts	(5,991,422)	(15,741,808)	(15,741,808)
Other Grants, Reimbursements & Contributions	(88,250)	(488,250)	(488,250)
<b>Income</b>	<b>(6,079,672)</b>	<b>(16,230,058)</b>	<b>(16,230,058)</b>
<b>Total:</b>	<b>3,337,609</b>	<b>4,253,609</b>	<b>3,953,609</b>

**Budget Summary and Forward Plan**

<b>The Barnet Group</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
	£	£	£	£	£
Base Budget	3,337,609	3,953,609	3,953,609	3,953,609	3,953,609
Virements	916,000				
	<b>4,253,609</b>	<b>3,953,609</b>	<b>3,953,609</b>	<b>3,953,609</b>	<b>3,953,609</b>
<b>Efficiencies</b>					
No impact. Hostel closed in 2011/12 and due regard was paid to equalities	(300,000)				
Savings through reduction in operational costs of running hostel 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.					
	<b>(300,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Service Reductions</b>					
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Income</b>					
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Pressures</b>					
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget</b>	<b>3,953,609</b>	<b>3,953,609</b>	<b>3,953,609</b>	<b>3,953,609</b>	<b>3,953,609</b>

<b>HB Law</b>
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<b>Profit Centre</b>	<b>Original Estimate 2014/15</b>	<b>Current Estimate 2014/15</b>	<b>Original Estimate 2015/16</b>
HB Law	1,782,147	1,952,397	1,752,397
<b>Total:</b>	<b>1,782,147</b>	<b>1,952,397</b>	<b>1,752,397</b>

<b>Subjective Analysis</b>	<b>Original Estimate 2014/15</b>	<b>Current Estimate 2014/15</b>	<b>Original Estimate 2015/16</b>
Secondary Recharges	(173,432)	(173,432)	(173,432)
Supplies/Services	2,561,979	2,732,229	2,532,229
<b>Expenditure</b>	<b>2,388,547</b>	<b>2,558,797</b>	<b>2,358,797</b>
Customer & Client Receipts	(606,400)	(606,400)	(606,400)
<b>Income</b>	<b>(606,400)</b>	<b>(606,400)</b>	<b>(606,400)</b>
<b>Total:</b>	<b>1,782,147</b>	<b>1,952,397</b>	<b>1,752,397</b>

**Budget Summary and Forward Plan**

HB Law	2015/16	2016/17	2017/18	2018/19	2019/20
	£	£	£	£	£
Base Budget	1,782,147	1,752,397	1,752,397	1,752,397	1,752,397
Virements	170,250				
	<b>1,952,397</b>	<b>1,752,397</b>	<b>1,752,397</b>	<b>1,752,397</b>	<b>1,752,397</b>
<b>Efficiencies</b>					
Savings through reduction on spend on external barristers	(200,000)				
Reduction in expenditure on external lawyers based on use of panel of barristers where better rates have been agreed.					
No EIA required					
This is not expected to have an impact on service delivery.					
	<b>(200,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Service Reductions</b>					
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Income</b>					
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Pressures</b>					
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget</b>	<b>1,752,397</b>	<b>1,752,397</b>	<b>1,752,397</b>	<b>1,752,397</b>	<b>1,752,397</b>

## Parking & Infrastructure

Profit Centre	Original Estimate 2014/15	Current Estimate 2014/15	Original Estimate 2015/16
Highway Inspection/Maintenance	512,007	512,007	382,007
Parking	(677,750)	(437,750)	(457,750)
<b>Parking &amp; Infrastructure</b>	<b>(165,743)</b>	<b>74,257</b>	<b>(75,743)</b>
Special Parking Account	0	0	0
<b>Special Parking Account</b>	<b>0</b>	<b>0</b>	<b>0</b>
Street Lighting	6,139,767	6,294,912	6,294,912
<b>Street Lighting</b>	<b>6,139,767</b>	<b>6,294,912</b>	<b>6,294,912</b>
<b>Total:</b>	<b>5,974,024</b>	<b>6,369,169</b>	<b>6,219,169</b>

Subjective Analysis	Original Estimate 2014/15	Current Estimate 2014/15	Original Estimate 2015/16
Capital Accounting Charges	7,630,640	7,310,775	7,420,775
Employee Related	1,262,935	1,328,339	1,328,339
Premises Related	192,260	192,260	192,260
Secondary Recharges	463,373	(91,627)	(141,627)
Supplies/Services	10,311,214	11,209,820	11,209,820
Transport Related	71,790	67,790	67,790
<b>Expenditure</b>	<b>19,932,212</b>	<b>20,017,357</b>	<b>20,077,357</b>
Customer & Client Receipts	(13,958,188)	(13,648,188)	(13,858,188)
<b>Income</b>	<b>(13,958,188)</b>	<b>(13,648,188)</b>	<b>(13,858,188)</b>
<b>Total:</b>	<b>5,974,024</b>	<b>6,369,169</b>	<b>6,219,169</b>



**Budget Summary and Forward Plan**

<b>Parking &amp; Infrastructure</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Base Budget	5,974,024	6,219,169	6,019,169	6,019,169	5,869,169
Virements	375,145				
	<b>6,349,169</b>	<b>6,219,169</b>	<b>6,019,169</b>	<b>6,019,169</b>	<b>5,869,169</b>
<b>Efficiencies</b>					
Savings through transforming services to reduce expenditure	(50,000)				
No EIA required There is planned efficiency in delivering winter gritting through the reduced deployment of winter gritting machines from nine to seven. There will be an associated reduction in lease charges and operating costs.					
Savings through transforming services to reduce expenditure;	(80,000)				
No EIA required The councils sign shop will aim to generate new additional income from external commercial sources. To generate this increased level of income and new business there may be a requirement to invest in new assets.					
Re-procure the Parking Contract: The current contract for parking and enforcement services is due to expire in 2017. A decision to re-procure the service will allow further cost savings to be identified.				(150,000)	
PFI further Street lighting savings: The current street lighting PFI requires the contractor to maintain quality standards relating to lighting levels. Completion of the project to implement a central management system will allow for lighting levels to be remotely controlled, for instance by reducing the brightness of some street lights, or making greater use of LED lighting for example on footpath assets.		(90,000)			
Sharing the PFI Client function: The Street Lighting PFI contract was procured jointly with LB Enfield. Given that the specification and types of work undertaken by the contractor are similar in both boroughs it would be possible to establish a smaller, shared client to undertake contract management functions across both Boroughs.		(20,000)			
Lighting specification changes within the contract: This proposal will see the Council seek to agree with the Contractor a revision to the current specification to reduce the level of night inspections, increase the period in which fault repairs need to be completed along with combining various routine maintenance activities such as cleaning, bulk lamp changing and inspection activities.		(90,000)			
	<b>(130,000)</b>	<b>(200,000)</b>	<b>0</b>	<b>(150,000)</b>	<b>0</b>
<b>Service Reductions</b>					
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Reducing Demand, Promoting Independence</b>					
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Income</b>					
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Pressures</b>					
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget</b>	<b>6,219,169</b>	<b>6,019,169</b>	<b>6,019,169</b>	<b>5,869,169</b>	<b>5,869,169</b>

**Budget Summary and Forward Plan**

<b>Special Parking Account</b>		<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Base Budget		(7,630,640)	(7,420,775)	(7,420,775)	(7,420,775)	(7,420,775)
Virements		249,865				
		<b>(7,380,775)</b>	<b>(7,420,775)</b>	<b>(7,420,775)</b>	<b>(7,420,775)</b>	<b>(7,420,775)</b>
<b>Efficiencies</b>						
		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Service Reductions</b>						
		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Income</b>						
	Controlled parking zone	(40,000)				
No EIA required	The council will provide residents parking permits to residents within the controlled parking zone for Saracens rugby club residential areas. This is part of the agreed parking enforcement for the local area on match days. The rugby club will pay for these permits, resulting in additional income.					
		<b>(40,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Pressures</b>						
		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget</b>		<b>(7,420,775)</b>	<b>(7,420,775)</b>	<b>(7,420,775)</b>	<b>(7,420,775)</b>	<b>(7,420,775)</b>

# Revenue Budget 2015-2016

## Special Parking Account

	2014-2015	2014-2015	2015-2016
	Original Estimate	Current Estimate	Original Estimate
	£	£	£
<b>Income</b>			
Penalty Charge Notices	(6,810,010)	(6,565,010)	(6,635,010)
Permits	(2,180,000)	(2,180,000)	(2,220,000)
Pay & Display	(3,080,000)	(3,060,000)	(3,060,000)
CCTV Bus lanes	(675,000)	(870,000)	(870,000)
<b>Total Income</b>	(12,745,010)	(12,675,010)	(12,785,010)
Operating Expenditure	5,114,370	5,364,235	5,364,235
<b>Net Operating Surplus</b>	(7,630,640)	(7,310,775)	(7,420,775)
Add Capital Expenditure / Debt Charge			
<b>Net Expenditure in Year</b>	(7,630,640)	(7,310,775)	(7,420,775)
Balance brought forward	0	0	0
Appropriation to General Fund	7,630,640	7,310,775	7,420,775
<b>Balance Carried Forward</b>	0	0	0

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

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

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

<b>Public Health</b>
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<b>Profit Centre</b>	<b>Original Estimate 2014/15</b>	<b>Current Estimate 2014/15</b>	<b>Original Estimate 2015/16</b>
Public Health	14,302,390	14,335,000	14,335,000
<b>Total:</b>	<b>14,302,390</b>	<b>14,335,000</b>	<b>14,335,000</b>

<b>Subjective Analysis</b>	<b>Original Estimate 2014/15</b>	<b>Current Estimate 2014/15</b>	<b>Original Estimate 2015/16</b>
Third Party Payments	14,302,390	14,335,000	14,335,000
<b>Expenditure</b>	<b>14,302,390</b>	<b>14,335,000</b>	<b>14,335,000</b>
<b>Total:</b>	<b>14,302,390</b>	<b>14,335,000</b>	<b>14,335,000</b>

**Budget Summary and Forward Plan**

<b>Public Health</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Base Budget	14,302,390	14,335,000	14,335,000	14,335,000	14,335,000
Virements	32,610				
	<b>14,335,000</b>	<b>14,335,000</b>	<b>14,335,000</b>	<b>14,335,000</b>	<b>14,335,000</b>
<b>Efficiencies</b>					
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Service Reductions</b>					
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Income</b>					
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Pressures</b>					
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget</b>	<b>14,335,000</b>	<b>14,335,000</b>	<b>14,335,000</b>	<b>14,335,000</b>	<b>14,335,000</b>

<b>Regional Enterprise</b>
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<b>Profit Centre</b>	<b>Original Estimate 2014/15</b>	<b>Current Estimate 2014/15</b>	<b>Original Estimate 2015/16</b>
Re Managed Budgets	1,065,392	1,144,852	1,144,852
Re Management Fee	(298,645)	(114,655)	(414,655)
<b>Total:</b>	<b>766,747</b>	<b>1,030,197</b>	<b>730,197</b>

<b>Subjective Analysis</b>	<b>Original Estimate 2014/15</b>	<b>Current Estimate 2014/15</b>	<b>Original Estimate 2015/16</b>
Employee Related	208,592	0	0
Secondary Recharges	560,690	(2,339,000)	(2,339,000)
Supplies/Services	10,952,764	14,224,676	14,224,676
Third Party Payments	9,180	0	0
<b>Expenditure</b>	<b>11,731,226</b>	<b>11,885,676</b>	<b>11,885,676</b>
Customer & Client Receipts	(8,838,164)	(8,729,164)	(9,029,164)
Government Grants	(4,000)	(4,000)	(4,000)
Interim Budgets	(1,285,325)	(1,285,325)	(1,285,325)
Other Grants, Reimbursements & Contributions	(836,990)	(836,990)	(836,990)
<b>Income</b>	<b>(10,964,479)</b>	<b>(10,855,479)</b>	<b>(11,155,479)</b>
<b>Total:</b>	<b>766,747</b>	<b>1,030,197</b>	<b>730,197</b>

**Budget Summary and Forward Plan**

<b>Regional Enterprise</b>		<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Base Budget		766,747	730,197	(1,469,803)	(2,469,803)	(2,469,803)
Virements		263,450				
		<b>1,030,197</b>	<b>730,197</b>	<b>(1,469,803)</b>	<b>(2,469,803)</b>	<b>(2,469,803)</b>
<b>Efficiencies</b>						
EIA impact assessed in original tender and contract.	Savings through reduction in contract costs Contractual savings resulting from the joint venture for the provision of development and regulatory services.	(300,000)				
<a href="http://barnet.modern.gov.co.uk/documents/s6649/NCSO.pdf">http://barnet.modern.gov.co.uk/documents/s6649/NCSO.pdf</a>	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.					
	There is a potential opportunity for additional savings from the Re contract or additional income to be generated from these services over and above the contractual guarantee. £800k represents about 6% of the gross spend Re services, and it is considered that this is a realistic target for additional savings for 2016/17.		(800,000)			
	The Council has generated a saving from being part of a pan-London contract for highways works (known as the LOHAC contract). This is expected to deliver savings of £550k per annum while still delivering the same level of service in respect of highways maintenance.		(550,000)			
	The Council can generate a saving of £200k per annum on highways maintenance works by exploring cheaper alternatives to paving stones on footways. In many instances alternatives to paving stones are more effective, particularly on tree lined streets.		(200,000)			
	There is an opportunity to claim money back from third parties in respect of damage to highways and footways. This will result in additional income for the Council.		(100,000)			
	The Council incurs significant cost each year as a result of insurance claims in respect of the state of highways and footways. A more robust approach to dealing with these claims could result in a reduction in annual expenditure on insurance claims by £50k per annum. No change of policy.		(50,000)			
	The Council incurs significant expenditure each year on regeneration projects across the borough and this expenditure forms part of the Re contract price. A review of this expenditure has been undertaken and it is considered that £500k per annum of this expenditure can be charged to existing capital programme budgets over the period 2016-20.		(500,000)			
		<b>(300,000)</b>	<b>(2,200,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Service Reductions</b>						
		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Income</b>						
	A number of development opportunities are being considered over and above the current regeneration programme. These development opportunities could create additional capital receipts which will reduce the Council's future borrowing requirements. These opportunities could also generate additional income for the Council through Council Tax, rents, dividends received through the Council taking a development role, either directly, or through the participation in a Joint Venture. These proposals will come forward through the Assets, Regeneration and Growth Committee.			(1,000,000)		
		<b>0</b>	<b>0</b>	<b>(1,000,000)</b>	<b>0</b>	<b>0</b>
<b>Pressures</b>						
		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget</b>		<b>730,197</b>	<b>(1,469,803)</b>	<b>(2,469,803)</b>	<b>(2,469,803)</b>	<b>(2,469,803)</b>

## Streetscene

Profit Centre	Original Estimate 2014/15	Current Estimate 2014/15	Original Estimate 2015/16
Business Improvement	335,131	335,131	335,131
<b>Business Improvement</b>	<b>335,131</b>	<b>335,131</b>	<b>335,131</b>
Mortuary	137,010	141,010	141,010
Transport	(1,820)	48,180	(178,820)
<b>Contract Management</b>	<b>135,190</b>	<b>189,190</b>	<b>(37,810)</b>
Parks, Street Cleaning & Grounds Maintenance	5,051,132	5,017,102	4,862,102
Street Cleansing	4,255,430	4,255,430	3,600,430
<b>Parks, Street Cleaning &amp; Grounds Maintenance</b>	<b>9,306,562</b>	<b>9,272,532</b>	<b>8,462,532</b>
Street Scene Management	649,661	649,661	649,661
<b>Street Scene Management</b>	<b>649,661</b>	<b>649,661</b>	<b>649,661</b>
Recycling	3,279,260	69,810	69,810
Waste	1,944,369	5,178,429	4,534,429
<b>Waste &amp; Recycling</b>	<b>5,223,629</b>	<b>5,248,239</b>	<b>4,604,239</b>
<b>Total:</b>	<b>15,650,173</b>	<b>15,694,753</b>	<b>14,013,753</b>

Subjective Analysis	Original Estimate 2014/15	Current Estimate 2014/15	Original Estimate 2015/16
Employee Related	12,221,769	14,558,240	13,389,110
Premises Related	1,332,415	1,481,995	1,497,995
Secondary Recharges	(6,956,114)	(6,523,651)	(6,523,651)
Supplies/Services	5,420,785	2,773,535	2,743,535
Third Party Payments	388,610	383,260	383,260
Transport Related	9,626,768	10,020,938	9,760,938
<b>Expenditure</b>	<b>22,034,233</b>	<b>22,694,317</b>	<b>21,251,187</b>
Customer & Client Receipts	(4,973,060)	(5,664,564)	(5,409,434)
Government Grants	(1,411,000)	(1,335,000)	(1,828,000)
<b>Income</b>	<b>(6,384,060)</b>	<b>(6,999,564)</b>	<b>(7,237,434)</b>
<b>Total:</b>	<b>15,650,173</b>	<b>15,694,753</b>	<b>14,013,753</b>



**Budget Summary and Forward Plan**

<b>Street Scene</b>		<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
		£	£	£	£	£
Base Budget		15,650,173	14,013,753	11,013,753	9,603,753	8,953,753
Virements		44,580				
		<b>15,694,753</b>	<b>14,013,753</b>	<b>11,013,753</b>	<b>9,603,753</b>	<b>8,953,753</b>
<b>Efficiencies</b>						
	Savings through a revision of the charging process to the HRA	(110,000)				
No EIA required	A review of the work undertaken and charged to Barnet Homes for grounds maintenance is due to be completed. This is to be alongside a review of the shared use of amenities charge for utilising HRA facilities. The outcome of the review will provide a robust charging mechanism to the HRA, resulting in an accurate and transparent general fund charge.					
EIA 14	Savings through improved street cleansing route optimisation	(100,000)				
	Savings will be achieved through the improved route optimisation of the street cleansing service. Alongside E6 this will result in a reduction of repeat and duplicate cleansing and lead to the development of target cleansing for higher demand areas.					
No EIA required	Savings from the internalisation of fleet	(167,000)				
	The internalisation of the Go plant fleet will result in a number of transport savings, including improved procurement and more efficient working.					
No EIA required	Capitalisation of fleet over 8 years not 5 years	(60,000)				
	The capitalisation of the streetscene fleet over an eight year period, rather than the original five year period will lead to a revenue saving within the transport service.					
An EIA will be completed and considered prior to any decision being made to implement the changes. Dependency on unified reward project including workforce EIA	Street cleansing terms and conditions	(100,000)				
	Changes to variable and enhanced rates of pay are expected to achieve a level of savings within the street cleansing service.					
EIA 14	Street cleansing improved service delivery and area based teams	(350,000)				
	The development of a new optimised and flexible service delivery model with area based teams is expected to achieve a level of savings within the street cleansing service along with improvements such as route optimisation.					
No EIA required	Reduction in tree inspections and maintenance	(50,000)				
	Savings will be delivered through a reduction in tree inspections for discretionary areas of the service, whilst essential inspections are maintained.					
No EIA required	Waste & Recycling route optimisation	(217,000)				
	The development of the more efficient collection of domestic waste and recycling will result in the removal of a number of collection rounds.					
	Improving fleet efficiency: The service will continue to reduce the unit cost of maintenance by improving supply chain arrangements and the effectiveness and efficiency of the fleet workshop e.g. through increased preventative maintenance resulting in fewer unplanned repairs.		(125,000)			
	Community management of bowling greens: Under this proposal the management of bowling greens would transfer from the Council's responsibility to a range of locally-based community organisations.		(50,000)	(50,000)		
	Waste minimisation: Measures to reduce the amount of waste collected will see the Council incur lower costs going forward. This proposal includes both a focus on behaviour change and changes to collection, for example by reducing the size of wheeled bins from 240l to 180l or increasing the availability of recycling bins. Experience from authorities that have implemented such measures demonstrates their positive impact on the amount of waste generated resulting from residents changing their behaviours.				(100,000)	(100,000)

## Budget Summary and Forward Plan

Street Scene	2015/16	2016/17	2017/18	2018/19	2019/20
	£	£	£	£	£
Household Waste Recycling Centre to transfer to NLWA: Under this proposal the ownership on a lease and management of the Summers Lane Recycling Centre will transfer to the North London Waste Authority who will be responsible for managing all such facilities across all of the seven member boroughs of the NLWA.			(60,000)		
Working with other North London authorities to re-procure disposal facilities: The Council is working with other North London Waste Authorities to procure new facilities to treat and dispose of residual waste to replace facilities that are reaching their end of life. This will ensure less waste is sent to landfill and therefore reduce the amount of landfill tax the Council has to pay currently.			(500,000)		
Savings from an alternative delivery model: Potential alternative delivery models may include a social enterprise, mutual or outsourcing for Waste, Recycling, Street Cleansing services and the Grounds Maintenance services. Any decision about a future alternative model will be subject to full detailed business case and options appraisals, including the basis of comparison with the costs and quality of the in-house service.			(250,000)	(450,000)	
Creation of a shared mortuary service: This proposal considers sharing modern facilities in a shared service arrangement with neighbouring boroughs to deliver operational efficiencies, realise the asset value of the Finchley Mortuary on disposal and continue to maintain a high standard of service.		(45,000)			
	<b>(1,154,000)</b>	<b>(220,000)</b>	<b>(860,000)</b>	<b>(550,000)</b>	<b>(100,000)</b>
<b>Service Reductions</b>					
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Reducing Demand, Promoting Independence</b>					
Optimisation of street cleansing, parks and tree services: Including route optimising routes, removing duplication, making better use of more efficient technology. This proposal will also include: enforcement; littering, dog fouling, fly-tipping. Also, increasing income from wider parks assets. Revised scheduling of highways grounds maintenance including grass cutting and annual bedding.		(150,000)	(200,000)		
Household Waste Recycling Centre opening hours: The Council manages a Household Waste Recycling Centre at Summers Lane where residents can dispose of over 40 different types of waste. The facility currently opens 7 days a week from 8am to 4pm Monday to Saturday and 9am to 4pm on Sunday's. Under this proposal the facility will reduce its opening hours to focus on period of peak and higher usage.		(20,000)			
Movement to menu pricing within the North London Waste Authority from the historic levy based system: The current cost of waste disposal is based on a long-standing system where each Council pays an average price per tonne in proportion to its relative size. This payment is made two years in arrears. The introduction of menu pricing will see the Council pay a price per tonne specifically for the type and volume of waste sent for disposal within the year that the disposals occurs. This will incentivise Council's to minimise waste and will generate a saving based on Barnet sending less waste for disposal compared with other members of the North London Waste Authority.		(1,900,000)			
Revised waste offer to increase recycling: The Council collects residual waste, recyclables, and food waste from all households. The proposal is for a comprehensive and targeted communications and engagement campaign which aims to change resident behaviours and drive up recycling rates in order to reduce collection and disposal costs. This includes making it easier to recycle food waste and compulsory recycling of dry and food waste; increasing recycling in flats; and optimising waste collection routes. This scale of savings assumes a step change in resident behaviour towards recycling driven by a better understanding of the costs of waste collection and disposal.		(300,000)	(350,000)		
	<b>0</b>	<b>(2,370,000)</b>	<b>(550,000)</b>	<b>0</b>	<b>0</b>
<b>Income</b>					
Additional income through the improved utilisation of parks assets	(100,000)				
No EIA required The existing park assets will be used to generate higher levels of income, through improved marketing and the letting of the assets such as cafes and pavilions.					

### Budget Summary and Forward Plan

<b>Street Scene</b>		<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
		£	£	£	£	£
No EIA required	<p>Income from central government (427,000)</p> <p>Income from Central Government relating to maintaining weekly refuse collection</p> <p>Invest in 3G Pitches (x3): This proposal will see the Council secure additional investment (in partnership with funding bodies such as The Football Foundation) in modern 3G sports pitches across the borough. The Council will benefit from a mechanism for sharing the additional income generated from new pitches with any delivery partner.</p> <p>(100,000)</p> <p>Income generation from Non-Statutory Waste Services: A challenging income generation target across a range of chargeable services including but not limited to: bulky waste collection, special collections, additional collections, and the identification of new services where charging the user more in order to offset the impact of wider budget reductions is appropriate. To be delivered through a fundamental review of all transactional services e.g. development of the trade and commercial waste services including recycling and review of all income streams in the service to identify new or improved income opportunities. Further work to be done with commercial waste to both obtain contracts and offer recycling etc.</p> <p>(770,000)</p>	(427,000)	(770,000)	0	(100,000)	0
		<b>(527,000)</b>	<b>(770,000)</b>	<b>0</b>	<b>(100,000)</b>	<b>0</b>
<b>Pressures</b>						
	Major developments in the western part of the borough mean higher waste support needs		360,000			
		<b>0</b>	<b>360,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget</b>		<b>14,013,753</b>	<b>11,013,753</b>	<b>9,603,753</b>	<b>8,953,753</b>	<b>8,853,753</b>

## Central Expenses

Profit Centre	Original Estimate 2014/15	Current Estimate 2014/15	Original Estimate 2015/16
Capital Financing	22,815,670	22,815,670	22,815,670
Car Leasing	2,210	2,210	2,210
Central Contingency	13,184,641	6,751,581	12,412,386
Corporate Fees & Charges	798,940	398,940	398,940
Corporate Subscriptions	314,220	314,220	314,220
Early Retirement	5,427,321	5,427,321	5,427,321
Levies	31,252,050	31,252,050	30,717,050
Local Area Agreement	105,000	105,000	105,000
Miscellaneous Finance	423,130	426,430	426,430
<b>Total:</b>	<b>74,323,182</b>	<b>67,493,422</b>	<b>72,619,227</b>

Subjective Analysis	Original Estimate 2014/15	Current Estimate 2014/15	Original Estimate 2015/16
Capital Financing	37,206,251	30,776,491	36,437,296
Employee Related	4,163,281	4,163,281	4,163,281
Premises Related	829,490	829,490	829,490
Supplies/Services	1,798,100	1,398,100	1,398,100
Third Party Payments	31,867,880	31,867,880	31,332,880
Transfer Payments	1,180	1,180	1,180
Transport Related	2,210	2,210	2,210
<b>Expenditure</b>	<b>75,868,392</b>	<b>69,038,632</b>	<b>74,164,437</b>
Customer & Client Receipts	176,040	176,040	176,040
Government Grants	0	0	0
Interest	(1,703,120)	(1,703,120)	(1,703,120)
Other Grants, Reimbursements & Contributions	(18,130)	(18,130)	(18,130)
<b>Income</b>	<b>(1,545,210)</b>	<b>(1,545,210)</b>	<b>(1,545,210)</b>
<b>Total:</b>	<b>74,323,182</b>	<b>67,493,422</b>	<b>72,619,227</b>

## Central Expenses (Levies)

Levies	Original Estimate 2014/15	Current Estimate 2014/15	Original Estimate 2015/16 Final
	£	£	£
<u>Other Establishments - Third part Payments</u>			
Environment Agency	320,730	320,730	320,730
Lea Valley Regional Park	428,350	428,350	428,350
London Pension Funds	707,000	707,000	707,000
Traffic Control Signals Unit	519,400	519,400	519,400
Concessionary Fares	15,704,280	15,704,280	15,918,280
	<b>17,679,760</b>	<b>17,679,760</b>	<b>17,893,760</b>
<u>Joint Authorities - Third Party Payments</u>			
North London Waste Authority	12,142,800	12,142,800	11,642,800
Coroners Court	284,000	284,000	284,000
	<b>12,426,800</b>	<b>12,426,800</b>	<b>11,926,800</b>
<u>Other Local Authorities - Third Party</u>			
London Boroughs Grants	1,145,490	1,145,490	896,490
<b>Total Levies</b>	<b>31,252,050</b>	<b>31,252,050</b>	<b>30,717,050</b>

**Budget Summary and Forward Plan**

Central Expenses		2015/16	2016/17	2017/18	2018/19	2019/20
		£	£	£	£	£
Base Budget		74,323,182	70,378,942	66,878,942	65,878,942	64,878,942
Virements		(6,702,240)				
		<b>67,620,942</b>	<b>70,378,942</b>	<b>66,878,942</b>	<b>65,878,942</b>	<b>64,878,942</b>
<b>Efficiencies</b>						
	Savings through reduction in expenditure on fees	(249,000)				
	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.					
No EIA required	The Council is required to budget each year for costs associated with the repayment of principle on borrowing costs. This is known as "minimum revenue provision", and is prescribed as part of CIPFA accounting guidance. A review has been undertaken of the Council's MRP calculation, and it concludes that the annual charge is £1m more prudent than is necessary. This dates back to the original calculation made when the current capital financing regime came into place in 2004. This approach has been agreed with the Council's external auditors and is still considered to be a prudent approach.		(1,000,000)			
	Barnet Council revised its redundancy terms and conditions back in 2011 which led to a reduction in individual redundancy payments. This approach was consistent with many other Councils at the time. This, along with a lower level of redundancies per annum (partly arising from the outsourcing of services to CSG and Re) means that the annual budget that the Council sets aside for redundancy can be reduced by £1m per annum.		(1,100,000)			
	Reduction in spending on annual subscriptions and membership fees to organisations which the Council is currently a member of. Review of spending on annual subscriptions and membership fees to take place in 2015, with recommendations on where to make savings.		(400,000)			
	The Council sets aside a budget each year to fund future borrowing costs for additional capital expenditure. This budget is approximately 4.5% of additional capital costs. Over recent years, the Council has not borrowed to fund additional capital expenditure, instead it has used cash balances. In addition, the interest rate on loans is currently less than 4%, leading to an annual saving. If future borrowing costs remain below 4%, then a saving of £3m over the period to 2020 is achievable. If interest rates increase, then the Council will be able to generate additional interest income on deposits, so this saving would also be achievable.		(1,000,000)	(1,000,000)	(1,000,000)	
		<b>(249,000)</b>	<b>(3,500,000)</b>	<b>(1,000,000)</b>	<b>(1,000,000)</b>	<b>0</b>
<b>Service Reductions</b>						
		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Income</b>						
		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Pressures</b>						
Contingency	Legislative pressures - Care Act	1,409,000				
Contingency	General provision for risks in service areas	188,285	(9,000)	443,000	670,000	418,000
Contingency	General provision for inflation	3,936,000	4,406,000	4,484,000	4,562,000	4,642,000
	Capital Financing		1,500,000	1,500,000	1,000,000	1,500,000
Levies	North London Waste Levy	(500,000)	1,366,000	937,000	758,000	1,035,000
Levies	Increase in Concessionary Fares	214,000	227,000	255,000	292,000	346,000
		<b>5,247,285</b>	<b>7,490,000</b>	<b>7,619,000</b>	<b>7,282,000</b>	<b>7,941,000</b>
<b>Budget</b>		<b>72,619,227</b>	<b>74,368,942</b>	<b>73,497,942</b>	<b>72,160,942</b>	<b>72,819,942</b>

<b>HOUSING REVENUE ACCOUNT</b>		
	<b>2014/15</b>	<b>2015/16</b>
	<b>Original Budget</b>	<b>Original Budget</b>
<b>Income</b>	<b>£</b>	<b>£</b>
Dwelling rents	(53,164,530)	(53,758,196)
Non-dwelling rents	(1,596,622)	(1,744,813)
Tenants Charges for services and facilities	(4,088,289)	(3,800,417)
Leaseholder Charges for Services and Facilities	(2,900,779)	(2,951,326)
<b>Total Income</b>	<b>(61,750,219)</b>	<b>(62,254,752)</b>
<b>Expenditure</b>		
Repairs and Maintenance	7,650,000	7,550,000
Supervision and management		
General	14,207,510	13,962,664
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	14,714,265	19,185,195
Impairment write off for HRA commercial properties	820,000	820,000
Debt Management Costs	7,424,728	6,688,827
Increase in bad debt provision	615,000	615,000
<b>Total Expenditure</b>	<b>65,176,426</b>	<b>68,566,608</b>
<b>Net Cost of HRA Services</b>	<b>3,426,206</b>	<b>6,311,857</b>
Interest and investment income	(80,000)	(80,360)
<b>(Surplus) or deficit for the year on HRA services</b>	<b>3,346,206</b>	<b>6,231,497</b>

## APPENDIX 3 - REVENUE BUDGET 2015/16

	2014/2015	2015/2016
	Original Estimate	Original Estimate
	£	£
<b><u>Council Theme Committees</u></b>		
Adults & Safeguarding	102,912,312	96,927,667
Assets, Regeneration & Growth	5,537,840	5,501,290
Children, Education, Libraries & Safeguarding	55,411,211	54,805,381
Community Leadership	1,888,112	1,762,062
Environment	44,269,483	31,053,872
Housing	3,337,609	3,953,609
Policy & Resources	80,686,153	89,882,259
Special Parking Account	(7,630,640)	(7,420,775)
<b>Total Service Expenditure</b>	<b>286,412,080</b>	<b>276,465,365</b>



**Budget Summary and Forward Plan**

<b>Adults &amp; Safeguarding</b>		<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Base Budget		102,912,312	96,927,667	95,951,450	94,455,083	93,270,265
Virements		1,084,355				
		<b>103,996,667</b>	<b>96,927,667</b>	<b>95,951,450</b>	<b>94,455,083</b>	<b>93,270,265</b>
<b>Efficiencies</b>						
EIA 1	<p>Savings through supporting people in the community as opposed to high cost care packages and residential placements 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. The net cost of supporting someone on a community alternative is cheaper than traditional care. This is an on-going initiative.</p>	(858,000)				
EIA 2	<p>Savings through supporting people in appropriate housing as opposed to high cost placements Reduction in cost of residential third party placements by: Innovative use of support and housing options to deliver savings whilst ensuring promoting choice and independence for customers. The savings proposals are: •Full year impact of Re-commissioning our Floating Support contract • Develop additional Sheltered Plus accommodation - Housing options will be subject to discussion and consultation with individual service users on their individual needs on a case by case basis.</p>	(704,000)				
EIA 3	<p>Savings through supporting people by increasing investment in carers support to prevent/reduce the need for funded care 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 help the carer sustain their role, and reduce the need to access specialist services including hospital and residential care.</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>	(550,000)				
EIA 4	<p>Savings through decreasing external third party expenditure on day care costs by increased access to universal leisure services and specific renegotiations Savings to be achieved through: (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. (2) Reviewing provision of transport in relation to day activities.</p>	(660,000)				
EIA 5	<p>Savings through sharing funding arrangements with MHT 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>	(401,000)				
EIA 6	<p>Savings through reduction in staffing costs Reductions in back office transactional functions through new ways of working and exploring new innovative models.</p>	(300,000)				
EIA 7	<p>Savings through HRA investment in new build which will result in reduction in high cost placements 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. Housing options will be subject to discussion and consultation with individual service users on their individual needs. Barnet Homes will carry out specific consultations with tenants and RE through the statutory planning process, where required.</p>	(1,513,000)				
EIA 8	<p>Savings from renegotiation of existing contracts Procurement savings achieved through: - working with providers to contain inflationary pressures</p>	(600,000)				

Adults & Safeguarding		2015/16 £	2016/17 £	2017/18 £	2018/19 £	2019/20 £
EIA 9	Savings through reduction in expenditure by working with CSG provider Stretch of demand management and efficiency saving proposals to be identified through working with CSG provider to improve efficiency and self service, targeting the following: - Developing new model of Social Care in relation to Care Act - 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 duty functions and elements of the assessment process with the Adult Social Care Direct in CSG	(2,000,000)				
EIA 10	Savings through reduction in placement costs for residents permanently settled out of the borough 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. This proposal is not expected to negatively impact service delivery.	(838,000)				
	Budget proposals for 2016-20 include efficiency savings on third party contracts by approximately 2% per annum. The main areas of contract spend in this area are for the provision of care. The overall budget envelope includes provision for contract inflation of 2.5% per annum, so this saving could be made either from containing inflation on contracts, commissioning different models of service delivery or through improved contract management and negotiation of better rates. The bulk of contract spend in Adults and Communities is on contracts for care services with external providers, including Your Choice Barnet, Fremantle Trust, Jewish Care (the top 3 contracts by overall spend), home care providers, meals on wheels, equipment. There is only 1 block contract - for residential care with Fremantle trust. Other contracts are based on purchasing specific care for individuals (spot/personal budget) without guaranteed volumes. The remit of the Committee also includes contracts with the voluntary sector for prevention services (e.g Age Uk Barnet, Carers Centre).		(665,783)	(652,467)	(639,418)	(626,629)
	Budget proposals for 2016-20 include workforce efficiency savings of approximately 10% of the relevant delivery unit employee budgets. As government funding for local government services continues to reduce, all Council delivery units will need to review their workforce budgets to ensure that they can improve efficiency by 10% by 2020. Corporate initiatives such as the review of terms and conditions, and the unified pay project, will support delivery units in achieving this saving. Delivery units will also need to review performance management, use of agency staff, management layers and staffing levels p to ensure that this saving can be achieved.		(375,000)	(441,600)	(441,600)	(441,600)
	Identification of alternative delivery model(s) and / or shared service options that can reduce the cost of the adult social care system (staffing costs) and then better utilise the demand management levers (e.g. self-management, early intervention, telecare, enablement, creative support planning) to reduce care costs.		(226,434)	(579,000)	(579,000)	(578,000)
		<b>(8,424,000)</b>	<b>(1,267,217)</b>	<b>(1,673,067)</b>	<b>(1,660,018)</b>	<b>(1,646,229)</b>
<b>Reducing Demand &amp; Promoting Independence</b>						
	Continuation of the 'Community Offer' delivering 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 be applied to existing and new service users. This will lead to increased use of universal services, enablement, telecare, equipment and direct payments which cost less than traditional home care and residential care. Service users will therefore receive lower personal budgets whilst ensuring eligible needs are met. The savings will be driven out by social workers incorporating elements in care and support plans which cost less than traditional care or that do not require Council funding. This might include support from volunteers, use of local clubs/libraries, as examples.		(350,000)	(350,000)	(300,000)	
	Helping older people with dementia to remain at home This proposal recommends investment in order to develop an intensive evidence-based model of support for Barnet carers of people with dementia, in order to increase carer sustainability, delay residential care and manage adult social care demand.		(125,000)	(125,000)	(125,000)	(125,000)
	Generating general fund savings from providing specialist integrated housing for older people based on the provision of 52 flats with 50% high needs, 25% medium needs and 25% low needs.		(95,000)	(285,000)		

<b>Adults &amp; Safeguarding</b>	<b>2015/16 £</b>	<b>2016/17 £</b>	<b>2017/18 £</b>	<b>2018/19 £</b>	<b>2019/20 £</b>
Implement a 0-25 disabilities service that better brings together health, care and education to ensure that growth is enabled for young people with disabilities. This should reduce the cost to adult social care arising from lower care package costs for those transitioning at the age of 18 over this period, than has been the case for past transitions cases.		(125,000)	(125,000)	(125,000)	(125,000)
Support to help people remain caring and in work by increasing support to carers and employers in the borough enabling carers to remain in work and caring. Savings are from cost avoidance of increased homecare support.			(141,300)	(151,800)	
Increasing choice in retirement and for younger disabled adults - investment in an increased advice and support service promoting adaptations and moving to a more suitable home. Savings are based on incremental impact of adaptation/move avoiding costs of enablement, increased homecare and residential care admission.					(405,000)
Increasing choice in retirement - 40% of people want to retire abroad + providing information & support through a national partner with appropriate expertise will help them realise this. Savings based on cost avoidance of homecare based on people taking advantage of the service and delaying their take up of social care.				(162,000)	(162,000)
Develop methods of increasing numbers of personal assistants in Barnet, as an alternative to home care agencies. Service users directly employ the personal assistant and therefore are able to personalise and control their care and support to a very high level. Savings are based on an average reduction of care costs per user per year of £1,000, as a result of increased control of care and support plans and lower overhead costs than home care agencies. Currently (October 2014), 1,788 service users receive their home care support from a home care agency.		(60,000)	(140,000)		
Review support packages and develop support plans (with appropriate enabling / transition) to meet needs at a lower cost. This is likely to include the following: Increase the supply and take-up of supported living and independent housing opportunities supporting transitions from those currently in residential settings. Develop a more creative and cost effective review and support planning process. Ensure that this considers how technology can enable people with learning disabilities to live more independently. Improve the carer's offer and support planning process to ensure carers feel able to continue to support an individual for as long as they can. Stimulate the market to encourage providers who can effectively focus on enablement and development. Develop the employment support offer for adults with learning disabilities and ensure there are sufficient employment opportunities available in the borough.		(425,000)	(425,000)	(425,000)	(425,000)
Reduction in grant funding for voluntary organisations providing universal / low level / early intervention services		(59,000)			
	<b>0</b>	<b>(1,239,000)</b>	<b>(1,591,300)</b>	<b>(1,288,800)</b>	<b>(1,242,000)</b>
<b>Service Redesign</b>					
Integrated Care for frail elderly/over 50 years with long-term conditions The proposal to develop a 5 tier model to support the development of an integrated health and social care system for older frail people was agreed at the Health and Wellbeing Board in March 2014 and has formed the key element of the Council and CCG's national Better Care Fund plan.		(150,000)	(250,000)	(250,000)	(350,000)
	<b>0</b>	<b>(150,000)</b>	<b>(250,000)</b>	<b>(250,000)</b>	<b>(350,000)</b>
<b>Pressures</b>					
Demographics pressures due to general trends and price as well as transitions of children joining adult service areas	800,000	1,680,000	2,018,000	2,014,000	2,375,000
Deprivation of liberty safeguards (DoLS)	555,000				
	<b>1,355,000</b>	<b>1,680,000</b>	<b>2,018,000</b>	<b>2,014,000</b>	<b>2,375,000</b>
<b>Budget</b>	<b>96,927,667</b>	<b>95,951,450</b>	<b>94,455,083</b>	<b>93,270,265</b>	<b>92,407,036</b>

**Budget Summary and Forward Plan**

<b>Assets, Regeneration &amp; Growth</b>		<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Base Budget		5,537,840	5,501,290	866,254	(2,687,188)	(4,103,692)
Virements		263,450				
		<b>5,801,290</b>	<b>5,501,290</b>	<b>866,254</b>	<b>(2,687,188)</b>	<b>(4,103,692)</b>
<b>Efficiencies</b>						
EIA impact assessed in original tender and contract.	Savings through reduction in contract costs	(300,000)				
<a href="http://barnet.moderngov.co.uk/documents/s6649/NSCSO.pdf">http://barnet.moderngov.co.uk/documents/s6649/NSCSO.pdf</a>	Contractual savings resulting from the joint venture for the provision of development and regulatory services.					
	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.					
	The current MTFs for 2014-16 already includes circa. £3m per annum of savings on the cost of office accommodation arising from the exit of NLBP4 and consolidation of staff into vacant space in Barnet House and NLBP2. Current plans suggest that the total saving from the exit of NLBP4 could be more than £3m per annum subject to confirmation of costs of moving and costs of dilapidations. This, along with further savings that could arise from exiting from Barnet House as part of a move to Colindale, would generate further savings of approximately £1m per annum by 2017. In addition, rationalisation of the Council's wider estate and opportunities to generate greater income on the commercial portfolio are expected to generate income and cost reductions totalling £1m by 2017.			(2,000,000)		
	There is a potential opportunity for additional savings from the Re contract or additional income to be generated from these services over and above the contractual guarantee. £800k represents about 6% of the gross spend Re services, and it is considered that this is a realistic target for additional savings for 2016/17.		(800,000)			
	The Council has generated a saving from being part of a pan-London contract for highways works (known as the LOHAC contract). This is expected to deliver savings of £550k per annum while still delivering the same level of service in respect of highways maintenance.		(550,000)			
	The Council can generate a saving of £200k per annum on highways maintenance works by exploring cheaper alternatives to paving stones on footways. In many instances alternatives to paving stones are more effective, particularly on tree lined streets.		(200,000)			
	There is an opportunity to claim money back from third parties in respect of damage to highways and footways. This will result in additional income for the Council.		(100,000)			
	The Council incurs significant cost each year as a result of insurance claims in respect of the state of highways and footways. A more robust approach to dealing with these claims could result in a reduction in annual expenditure on insurance claims by £50k per annum. No change of policy.		(50,000)			
	The Council incurs significant expenditure each year on regeneration projects across the borough and this expenditure forms part of the Re contract price. A review of this expenditure has been undertaken and it is considered that £500k per annum of this expenditure can be charged to existing capital programme budgets over the period 2016-20.		(500,000)			
		<b>(300,000)</b>	<b>(2,200,000)</b>	<b>(2,000,000)</b>	<b>0</b>	<b>0</b>
<b>Service Reductions</b>						
		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Growth &amp; Income</b>						
	The Council's regeneration schemes are currently projecting an increase in Council Tax and business rates over the period 2016-20. This income is over and above the current baseline for both Council Tax and Business rates which will therefore support the Council's budget in terms of additional income.		(2,435,036)	(553,442)	(1,416,504)	(472,064)
	A number of development opportunities are being considered over and above the current regeneration programme. These development opportunities could create additional capital receipts which will reduce the Council's future borrowing requirements. These opportunities could also generate additional income for the Council through Council Tax, rents, dividends received through the Council taking a development role, either directly, or through the participation in a Joint Venture. These proposals will come forward through the Assets, Regeneration and Growth Committee.			(1,000,000)		
		<b>0</b>	<b>(2,435,036)</b>	<b>(1,553,442)</b>	<b>(1,416,504)</b>	<b>(472,064)</b>
<b>Pressures</b>						
		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget</b>		<b>5,501,290</b>	<b>866,254</b>	<b>(2,687,188)</b>	<b>(4,103,692)</b>	<b>(4,575,756)</b>

**Budget Summary and Forward Plan**

<b>Children, Education, Libraries &amp; Safeguarding</b>		<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Base Budget		55,411,211	54,805,381	52,962,381	52,332,381	51,727,381
Virements		2,068,170				
		<b>57,479,381</b>	<b>54,805,381</b>	<b>52,962,381</b>	<b>52,332,381</b>	<b>51,727,381</b>
<b>Efficiencies</b>						
EIA 12 - The equality impact will be reviewed prior to any changes being implemented and where possible impacts mitigated.	<p>Savings through reduction in spend on transport costs</p> <p>Achieve efficiencies within transport costs for children with Special Educational Need through improved contracting and demand management by:</p> <ul style="list-style-type: none"> <li>- targeting individual cases in which transport is not required</li> <li>- route optimisation</li> </ul> <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 the full saving, numbers of children requiring council support would need to be reduced by a further 10% or there would need to be substantially more savings through efficiency by 2015/16.</p>	(500,000)				
EIA Completed	<p>Savings from reduction in staff related costs</p> <p>Workforce savings delivered from transforming the Family Services workforce to ensure there are the right structures in place to deliver the best outcomes for children and families with reduced resources. This involves ensuring there are sufficient social workers, managers are closer to frontline delivery and staff are well trained and supported.</p>	(1,151,000)				
No EIA Required	<p>Savings through reduction in expenditure by renegotiating existing contracts and reducing external third party costs</p> <p>Procurement savings achieved through mitigating inflation associated with costs of supporting high cost, high need services by negotiating with suppliers to contain inflation, and finding efficiencies in the way services are purchased.</p> <p>Work is on-going to negotiate with suppliers and not expected to impact service quality.</p>	(523,000)				
	<p>Budget proposals for 2016-20 include efficiency savings on third party contracts by approximately 2% per annum. The overall budget envelope includes provision for contract inflation of 2.5% per annum, so this saving could be made either from containing inflation on contracts, or through improved contract management and negotiation of better rates.</p>		(81,000)	(135,000)	(134,000)	(188,000)
	<p>Budget proposals for 2016-20 include workforce efficiency savings of approximately 10% of the relevant delivery unit employee budgets. As government funding for local government services continues to reduce, all Council delivery units will need to review their workforce budgets to ensure that they can improve efficiency by 10% by 2020. Corporate initiatives such as the review of terms and conditions and the unified pay project will support delivery units in achieving this saving. Delivery units will also need to review performance management, use of agency staff, management layers and productivity to ensure that this saving can be achieved.</p>				(900,000)	(900,000)
	<p>Savings to be achieved by improving operational efficiency. A review will be undertaken in 2015 to identify specific measures but these are likely to include redesigning processes, improved case management and improved administration.</p>		(1,346,000)			
EIA 11	<p>Create an alternative way to deliver the Education and Skills service that currently provides school improvement support, school admissions, support for children with special educational needs, post-16 support and school catering. By developing a new service delivery model in partnership with schools, there is an opportunity to grow and develop services rather than reduce them.</p>	(695,000)	(85,000)	(160,000)	(255,000)	(350,000)
		<b>(2,869,000)</b>	<b>(1,512,000)</b>	<b>(295,000)</b>	<b>(1,289,000)</b>	<b>(1,438,000)</b>
<b>Reducing Demand, Promoting Independence</b>						
	<p>Reduce cost of placements for looked after children by growing and strengthening the in-house foster care service; intervening early to prevent placement breakdown, stepping-down placements from residential to foster care, and ensuring provision of high quality, competitively priced residential placements in appropriate locations. By 2019 Barnet will have one of the largest proportions of looked after children placed with in-house foster carers in the country.</p>		(131,000)	(144,000)	(149,000)	(69,000)
		<b>0</b>	<b>(131,000)</b>	<b>(144,000)</b>	<b>(149,000)</b>	<b>(69,000)</b>
<b>Service Redesign</b>						
EIA 13	<p>Savings through implementation of Early Years Review aimed at ensuring early years services are best configured within limited resources. Use of public health grant to fund service levels in addition to the statutory minimum (£1.5m). Targeted early years support aims to reduce numbers entering troubled families/social care.</p> <p>Developing alternative approach to the provision of library services</p>	(525,000)	(550,000)	(506,000)	(535,000)	(405,000)
			(1,602,000)	(1,250,000)		
		<b>(525,000)</b>	<b>(2,152,000)</b>	<b>(1,756,000)</b>	<b>(535,000)</b>	<b>(405,000)</b>

Children, Education, Libraries & Safeguarding	2015/16 £	2016/17 £	2017/18 £	2018/19 £	2019/20 £
<b>Pressures</b>					
Due to increases in complex cases the demand for services is increasing. Social Care placement costs are being driven by an increase in external placement costs.		950,000	600,000	400,000	200,000
Placement costs for individual children, commissioned services to providing targeted services for vulnerable children.	720,000				
Demographic pressures on 0 to 17 age group based on current placement costs and trends		1,002,000	965,000	968,000	1,018,000
	<b>720,000</b>	<b>1,952,000</b>	<b>1,565,000</b>	<b>1,368,000</b>	<b>1,218,000</b>
<b>Budget</b>	<b>54,805,381</b>	<b>52,962,381</b>	<b>52,332,381</b>	<b>51,727,381</b>	<b>51,033,381</b>

**Budget Summary and Forward Plan**

<b>Community Leadership</b>	<b>2015/16</b> £	<b>2016/17</b> £	<b>2017/18</b> £	<b>2018/19</b> £	<b>2019/20</b> £
Base Budget	1,888,112	1,762,062	1,753,062	1,753,062	910,062
Virements	(126,050)				
	<b>1,762,062</b>	<b>1,762,062</b>	<b>1,753,062</b>	<b>1,753,062</b>	<b>910,062</b>
<b>Efficiencies</b>					
Non-renewal of the Council's annual subscription to MOSIAC customer data segmentation programme, to avoid duplication with identical programme used by the Customer & Support Group Insight Team. MOSIAC is software which allows the Council to carry out modelling on population growth and preferences to help inform policy development. The CSG Insight Team uses an identical programme called Call Credit. The proposals is not to renew the subscription to MOSIAC to avoid duplication and confusion by using two similar programmes and generate a saving in the process.		(9,000)			
	<b>0</b>	<b>(9,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Service Redesign</b>					
Move the CCTV service to a revenue neutral position at the end of the current service, preferably through the identification of alternative funding sources to maintain the benefits of service - reduction in crime, reduction in the fear of crime, improved detection and sanction rates.				(843,000)	
	<b>0</b>	<b>0</b>	<b>0</b>	<b>(843,000)</b>	<b>0</b>
<b>Income</b>					
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Pressures</b>					
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget</b>	<b>1,762,062</b>	<b>1,753,062</b>	<b>1,753,062</b>	<b>910,062</b>	<b>910,062</b>

**Budget Summary and Forward Plan**

Environment		2015/16 £	2016/17 £	2017/18 £	2018/19 £	2019/20 £
Base Budget Virements		44,269,483 (10,864,611)	31,053,872	29,219,872	28,746,872	28,704,872
		<b>33,404,872</b>	<b>31,053,872</b>	<b>29,219,872</b>	<b>28,746,872</b>	<b>28,704,872</b>
<b>Efficiencies</b>						
	Savings through a revision of the charging process to the HRA	(110,000)				
No EIA required	A review of the work undertaken and charged to Barnet Homes for grounds maintenance is due to be completed. This is to be alongside a review of the shared use of amenities charge for utilising HRA facilities. The outcome of the review will provide a robust charging mechanism to the HRA, resulting in an accurate and transparent general fund charge.					
	Savings through improved street cleansing route optimisation	(100,000)				
EIA 14	Savings will be achieved through the improved route optimisation of the street cleansing service. Alongside E6 this will result in a reduction of repeat and duplicate cleansing and lead to the development of target cleansing for higher demand areas.					
	Savings from the internalisation of fleet	(167,000)				
No EIA required	The internalisation of the Go plant fleet will result in a number of transport savings, including improved procurement and more efficient working.					
	Capitalisation of fleet over 8 years not 5 years	(60,000)				
No EIA required	The capitalisation of the streetscene fleet over an eight year period, rather than the original five year period will lead to a revenue saving within the transport service.					
	Street cleansing terms and conditions	(100,000)				
An EIA will be completed and considered prior to any decision being made to implement the changes. Dependency on unified reward project including workforce EIA	Changes to variable and enhanced rates of pay are expected to achieve a level of savings within the street cleansing service.					
	Street cleansing improved service delivery and area based teams	(350,000)				
EIA 14	The development of a new optimised and flexible service delivery model with area based teams is expected to achieve a level of savings within the street cleansing service along with improvements such as route optimisation.					
	Reduction in tree inspections and maintenance	(50,000)				
No EIA required	Savings will be delivered through a reduction in tree inspections for discretionary areas of the service, whilst essential inspections are maintained.					
	Waste & Recycling route optimisation	(217,000)				
No EIA required	The development of the more efficient collection of domestic waste and recycling will result in the removal of a number of collection rounds.					
	Savings through transforming services to reduce expenditure	(50,000)				
No EIA required	There is planned efficiency in delivering winter gritting through the reduced deployment of winter gritting machines from nine to seven. There will be an associated reduction in lease charges and operating costs.					
	Savings through transforming services to reduce expenditure	(80,000)				
No EIA required	The councils sign shop will aim to generate new additional income from external commercial sources. To generate this increased level of income and new business there may be a requirement to invest in new assets.					
	Improving fleet efficiency: The service will continue to reduce the unit cost of maintenance by improving supply chain arrangements and the effectiveness and efficiency of the fleet workshop e.g. through increased preventative maintenance resulting in fewer unplanned repairs.		(125,000)			
	Community management of bowling greens: Under this proposal the management of bowling greens would transfer from the Council's responsibility to a range of locally-based community organisations.		(50,000)	(50,000)		



Environment	2015/16 £	2016/17 £	2017/18 £	2018/19 £	2019/20 £
<p>Re-procure the Parking Contract: The current contract for parking and enforcement services is due to expire in 2017. A decision to re-procure the service will allow further cost savings to be identified.</p> <p>PFI further Street lighting savings: The current street lighting PFI requires the contractor to maintain quality standards relating to lighting levels. Completion of the project to implement a central management system will allow for lighting levels to be remotely controlled, for instance by reducing the brightness of some street lights, or making greater use of LED lighting for example on footpath assets.</p> <p>Sharing the PFI Client function: The Street Lighting PFI contract was procured jointly with LB Enfield. Given that the specification and types of work undertaken by the contractor are similar in both boroughs it would be possible to establish a smaller, shared client to undertake contract management functions across both Boroughs.</p> <p>Lighting specification changes within the contract: This proposal will see the Council seek to agree with the Contractor a revision to the current specification to reduce the level of night inspections, increase the period in which fault repairs need to be completed along with combining various routine maintenance activities such as cleaning, bulk lamp changing and inspection activities.</p> <p>Waste minimisation: Measures to reduce the amount of waste collected will see the Council incur lower costs going forward. This proposal includes both a focus on behaviour change and changes to collection, for example by reducing the size of wheeled bins from 240l to 180l or increasing the availability of recycling bins. Experience from authorities that have implemented such measures demonstrates their positive impact on the amount of waste generated resulting from residents changing their behaviours.</p> <p>Household Waste Recycling Centre to transfer to NLWA: Under this proposal the ownership on a lease and management of the Summers Lane Recycling Centre will transfer to the North London Waste Authority who will be responsible for managing all such facilities across all of the seven member boroughs of the NLWA.</p> <p>Working with other North London authorities to re-procure disposal facilities: The Council is working with other North London Waste Authorities to procure new facilities to treat and dispose of residual waste to replace facilities that are reaching their end of life. This will ensure less waste is sent to landfill and therefore reduce the amount of landfill tax the Council has to pay currently.</p> <p>Savings from an alternative delivery model: Potential alternative delivery models may include a social enterprise, mutual or outsourcing for Waste, Recycling, Street Cleansing services and the Grounds Maintenance services. Any decision about a future alternative model will be subject to full detailed business case and options appraisals, including the basis of comparison with the costs and quality of the in-house service.</p> <p>Creation of a shared mortuary service: This proposal considers sharing modern facilities in a shared service arrangement with neighbouring boroughs to deliver operational efficiencies, realise the asset value of the Finchley Mortuary on disposal and continue to maintain a high standard of service.</p>		(90,000)		(150,000)	
		(20,000)			
		(90,000)			
				(100,000)	(100,000)
			(60,000)		
			(500,000)		
			(250,000)	(450,000)	
		(45,000)			
	<b>(1,284,000)</b>	<b>(420,000)</b>	<b>(860,000)</b>	<b>(700,000)</b>	<b>(100,000)</b>
<b>Reducing Demand, Promoting Independence</b>					
<p>Optimisation of street cleansing, parks and tree services: Including route optimising routes, removing duplication, making better use of more efficient technology. This proposal will also include enforcement; littering, dog fouling, fly-tipping. Also, increasing income from wider parks assets. Revised scheduling of highways grounds maintenance including grass cutting and annual bedding.</p> <p>Household Waste Recycling Centre opening hours: The Council manages a Household Waste Recycling Centre at Summers Lane where residents can dispose of over 40 different types of waste. The facility currently opens 7 days a week from 8am to 4pm Monday to Saturday and 9am to 4pm on Sunday's. Under this proposal the facility will reduce its opening hours to focus on period of peak and higher usage.</p>		(150,000)	(200,000)		
		(20,000)			

Environment		2015/16 £	2016/17 £	2017/18 £	2018/19 £	2019/20 £
	<p>Movement to menu pricing within the North London Waste Authority from the historic levy based system: The current cost of waste disposal is based on a long-standing system where each Council pays an average price per tonne in proportion to its relative size. This payment is made two years in arrears. The introduction of menu pricing will see the Council pay a price per tonne specifically for the type and volume of waste sent for disposal within the year that the disposals occurs. This will incentivise Council's to minimise waste and will generate a saving based on Barnet sending less waste for disposal compared with other members of the North London Waste Authority.</p> <p>Revised waste offer to increase recycling: The Council collects residual waste, recyclables, and food waste from all households. The proposal is for a comprehensive and targeted communications and engagement campaign which aims to change resident behaviours and drive up recycling rates in order to reduce collection and disposal costs. This includes making it easier to recycle food waste and compulsory recycling of dry and food waste; increasing recycling in flats; and optimising waste collection routes. This scale of savings assumes a step change in resident behaviour towards recycling driven by a better understanding of the costs of waste collection and disposal.</p>		(1,900,000)			
			(300,000)	(350,000)		
		<b>0</b>	<b>(2,370,000)</b>	<b>(550,000)</b>	<b>0</b>	<b>0</b>
<b>Growth &amp; Income</b>						
	Additional income through the improved utilisation of parks assets	(100,000)				
No EIA required	The existing park assets will be used to generate higher levels of income, through improved marketing and the letting of the assets such as cafes and pavilions.					
No EIA required	Income from central government Income from Central Government relating to maintaining weekly refuse collection	(427,000)				
	Controlled parking zone	(40,000)				
No EIA required	The council will provide residents parking permits to residents within the controlled parking zone for Saracens rugby club residential areas. This is part of the agreed parking enforcement for the local area on match days. The rugby club will pay for these permits, resulting in additional income.				(100,000)	
	Invest in 3G Pitches (x3): This proposal will see the Council secure additional investment (in partnership with funding bodies such as The Football Foundation) in modern 3G sports pitches across the borough. The Council will benefit from a mechanism for sharing the additional income generated from new pitches with any delivery partner.					
	Income generation from Non-Statutory Waste Services: A challenging income generation target across a range of chargeable services including but not limited to: bulky waste collection, special collections, additional collections, and the identification of new services where charging the user more in order to offset the impact of wider budget reductions is appropriate. To be delivered through a fundamental review of all transactional services e.g. development of the trade and commercial waste services including recycling and review of all income streams in the service to identify new or improved income opportunities. Further work to be done with commercial waste to both obtain contracts and offer recycling etc.		(770,000)			
		<b>(567,000)</b>	<b>(770,000)</b>	<b>0</b>	<b>(100,000)</b>	<b>0</b>
<b>Pressures</b>						
	Major developments in the western part of the borough mean higher waste support needs		360,000			
Levies	North London Waste Levy	(500,000)	1,366,000	937,000	758,000	1,035,000
		<b>(500,000)</b>	<b>1,726,000</b>	<b>937,000</b>	<b>758,000</b>	<b>1,035,000</b>
<b>Budget</b>		<b>31,053,872</b>	<b>29,219,872</b>	<b>28,746,872</b>	<b>28,704,872</b>	<b>29,639,872</b>

**Budget Summary and Forward Plan**

<b>Housing</b>	<b>2015/16</b> £	<b>2016/17</b> £	<b>2017/18</b> £	<b>2018/19</b> £	<b>2019/20</b> £
Base Budget	3,337,609	3,953,609	3,953,609	3,953,609	3,953,609
Virements	916,000				
	<b>4,253,609</b>	<b>3,953,609</b>	<b>3,953,609</b>	<b>3,953,609</b>	<b>3,953,609</b>
<b>Efficiencies</b>					
No impact. Hostel closed in 2011/12 and due regard was paid to equalities	(300,000)				
Savings through reduction in operational costs of running hostel 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.					
	<b>(300,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Service Reductions</b>					
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Income</b>					
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Pressures</b>					
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget</b>	<b>3,953,609</b>	<b>3,953,609</b>	<b>3,953,609</b>	<b>3,953,609</b>	<b>3,953,609</b>

**Budget Summary and Forward Plan**

Policy & Resources	2015/16 £	2016/17 £	2017/18 £	2018/19 £	2019/20 £
Base Budget Virements	80,686,153 6,448,821	89,882,259	89,658,259	94,744,259	97,979,678
	<b>87,134,974</b>	<b>89,882,259</b>	<b>89,658,259</b>	<b>94,744,259</b>	<b>97,979,678</b>
<b>Efficiencies</b>					
No Internal EIA <a href="https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/61334/Equality-Impact-of-IER-and-EA-provisions-090512.pdf">https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/61334/Equality-Impact-of-IER-and-EA-provisions-090512.pdf</a>	Savings through reduced canvassing costs aided by increase in online registration This is a 2015/16 saving and we believe there are savings to be achieved in electoral registration through increased online registration.	(50,000)			
No EIA required	Over the next 12 months work will be underway to ensure this saving is achievable through this mechanism.				
No EIA required	Savings through reduction in printing and courier costs 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.	(50,000)			
EIA already undertaken <a href="http://barnet.moderngov.co.uk/documents/s6649/NSCSO.pdf">http://barnet.moderngov.co.uk/documents/s6649/NSCSO.pdf</a>	Over the next 12 months work will be underway to ensure this saving is achievable through this mechanism.				
EIA already undertaken <a href="http://barnet.moderngov.co.uk/documents/s6649/NSCSO.pdf">http://barnet.moderngov.co.uk/documents/s6649/NSCSO.pdf</a>	Savings through reduction in contract costs 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.	(2,100,000)			
No EIA required	Savings through reduction on spend on external barristers Reduction in expenditure on external lawyers based on use of panel of barristers where better rates have been agreed.	(200,000)			
Dependency Council's Managing Organisation Change Policy	This is not expected to have an impact on service delivery.				
No EIA required	Savings through reduction in staff costs There are savings to be achieved through a further staffing restructure across the Commissioning Group.	(276,000)			
No EIA required	Savings through reduction in expenditure on fees 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.	(249,000)			
	This proposal is in respect of reducing the cost of the remaining Council IT expenditure that does not form part of the CSG contract. The total of this spend across the organisation is approximately £1m per annum. This proposal would reduce this by approximately 10% in 2016/17.		(140,000)		
	Budget proposals for 2016-20 include efficiency savings on third party contracts by approximately 2% per annum. This saving is in respect of the Commissioning Group and Assurance contract spend. The main areas of contract spend in this area include communications and engagement contracts, internal audit and insurance. The overall budget envelope includes provision for contract inflation of 2.5% per annum, so this saving could be made either from containing inflation on contracts, or through improved contract management and negotiation of better rates.		(62,000)	(46,000)	(44,000)
	Budget proposals for 2016-20 include workforce efficiency savings of approximately 10% of the relevant delivery unit employee budgets. As government funding for local government services continues to reduce, all Council delivery units will need to review their workforce budgets to ensure that they can improve efficiency. At this stage, it is expected that this saving can be met without impacting on service delivery, but this assumption will need to be tested throughout the period to 2020. Corporate initiatives such as the review of terms and conditions, and the unified pay project, will support delivery units in achieving this saving. Delivery units will also need to review performance management, use of agency staff, management layers and productivity to ensure that this saving can be achieved. For the commissioning group and assurance, workforce savings are already being delivered for 2015/16, so this saving will be in addition to plans already under development.		(580,000)	(50,000)	
	The bulk of this saving has already been achieved through a revised Scheme of Members Allowances that was agreed by Council on 15 July. The new scheme of Allowances- reflecting the replacement of Cabinet and Scrutiny with eight theme committees- produced a saving of £90,358. In addition, a further £29,541 was saved as no Member may receive more than one Special Responsibility Allowance and some of the SRA paying posts were held by members already in receipt of an SRA. There are underspends in the budget that will fund the remaining savings.		(140,000)		

Policy & Resources	2015/16 £	2016/17 £	2017/18 £	2018/19 £	2019/20 £
<p>There are a number of opportunities to share services with other local authorities in respect of services in the commissioning group and assurance. These services include health and safety, emergency planning, insurance, internal audit and governance. In practice, this saving would involve shared management of these functions between Barnet and another local authority. Similar arrangements are already in place with Harrow and Brent Council and other bodies in respect of legal services and public health. To generate a saving of £105k, this would involve sharing 2 to 3 management posts with another borough for these services. No firm proposals are currently in place to deliver this saving, but options are being considered to ensure that this is deliverable before 2018.</p>				(104,581)	
<p>The Council is required to budget each year for costs associated with the repayment of principle on borrowing costs. This is known as "minimum revenue provision", and is prescribed as part of CIPFA accounting guidance. A review has been undertaken of the Council's MRP calculation, and it concludes that the annual charge is £1m more prudent than is necessary. This dates back to the original calculation made when the current capital financing regime came into place in 2004. This approach has been agreed with the Council's external auditors and is still considered to be a prudent approach.</p>		(1,000,000)			
<p>Barnet Council revised its redundancy terms and conditions back in 2011 which led to a reduction in individual redundancy payments. This approach was consistent with many other Councils at the time. This, along with a lower level of redundancies per annum (partly arising from the outsourcing of services to CSG and Re) means that the annual budget that the Council sets aside for redundancy can be reduced by £1m per annum.</p>		(1,100,000)			
<p>Reduction in spending on annual subscriptions and membership fees to organisations which the Council is currently a member of. Review of spending on annual subscriptions and membership fees to take place in 2015, with recommendations on where to make savings.</p>		(400,000)			
<p>The Council sets aside a budget each year to fund future borrowing costs for additional capital expenditure. This budget is approximately 4.5% of additional capital costs. Over recent years, the Council has not borrowed to fund additional capital expenditure, instead it has used cash balances. In addition, the interest rate on loans is currently less than 4%, leading to an annual saving. If future borrowing costs remain below 4%, then a saving of £3m over the period to 2020 is achievable. If interest rates increase, then the Council will be able to generate additional interest income on deposits, so this saving would also be achievable.</p>		(1,000,000)	(1,000,000)	(1,000,000)	
<p>Savings on management and operational costs by merging Barnet's senior management team, commissioning, strategy and corporate functions with another Local Authority - similar to the 'Tri-Borough' model of Westminster, Hammersmith &amp; Fulham and Kensington &amp; Chelsea</p>				(639,000)	
<p>The Customer Access Strategy will use insight about customers and their experiences to design improvements to the council's existing customer services model. It is expected that the strategy will identify a number of opportunities to make savings by increased channel shift away from face to face, increased use of the Coventry contact centre, changes in service standards and exploring possibilities for income generation.</p>				(500,000)	
<p>The Council entered into the CSG contract for customer and back office services in the autumn of 2013. This contract will deliver a total £125m saving over a 10 year period. Within this £125m this includes a reduction in the cost of back office services of £70m, or £7m per annum (average across the contract). The contract price has already reduced by £6m per annum and forms part of the Council's existing budget and MTFS. A further reduction of £1.5m is guaranteed by year 5 of the contract, meaning that an additional saving can be included in the Council's budget for 2018/19 and 2019/20 as set out here.</p>				(500,000)	(1,000,000)
	<b>(2,925,000)</b>	<b>(4,422,000)</b>	<b>(1,096,000)</b>	<b>(2,788,581)</b>	<b>(1,044,000)</b>

Policy & Resources		2015/16 £	2016/17 £	2017/18 £	2018/19 £	2019/20 £
<b>Service Reductions</b>						
No EIA required	Savings through reduced expenditure on external specialist training 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.  This reduction will not impact the ability to induct new Members and to provide essential relevant training and briefings through alternative methods.	(25,000)				
		<b>(25,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Growth &amp; Income</b>						
No EIA required	Successful prosecutions of criminals with releasable assets Proceeds are from 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 of which the council can secure a percentage.  The Council is proposing to increase fees and charges by 2% above inflation for the period 2016-20 Impact of increasing CTS to 20%	(50,000)				
			(500,000)	(500,000)	(500,000)	(500,000)
			(1,026,000)			
		<b>(50,000)</b>	<b>(1,526,000)</b>	<b>(500,000)</b>	<b>(500,000)</b>	<b>(500,000)</b>
<b>Pressures</b>						
Contingency	General provision for risks in service areas	188,285	(9,000)	443,000	670,000	418,000
Contingency	General provision for inflation	3,936,000	4,406,000	4,484,000	4,562,000	4,642,000
Contingency	Legislative pressures - Care Act	1,409,000				
	Capital Financing		1,500,000	1,500,000	1,000,000	1,500,000
Levies	Increase in Concessionary Fares	214,000	227,000	255,000	292,000	346,000
		<b>5,747,285</b>	<b>6,124,000</b>	<b>6,682,000</b>	<b>6,524,000</b>	<b>6,906,000</b>
<b>Budget</b>		<b>89,882,259</b>	<b>89,658,259</b>	<b>94,744,259</b>	<b>97,979,678</b>	<b>103,341,678</b>

# Revenue Budget 2015-2016

## Special Parking Account

APPENDIX D2 - REVENUE BUDGET 2015/16

	2014-2015		2014-2015		2015-2016	
	Original Estimate	Current Estimate	Original Estimate	Current Estimate	Original Estimate	Current Estimate
<b>Income</b>						
Penalty Charge Notices	(6,810,010)	(6,565,010)	(6,810,010)	(6,565,010)	(6,635,010)	(6,635,010)
Permits	(2,180,000)	(2,180,000)	(2,180,000)	(2,180,000)	(2,220,000)	(2,220,000)
Pay & Display	(3,080,000)	(3,060,000)	(3,080,000)	(3,060,000)	(3,060,000)	(3,060,000)
CCTV Bus lanes	(675,000)	(870,000)	(675,000)	(870,000)	(870,000)	(870,000)
<b>Total Income</b>	(12,745,010)	(12,675,010)	(12,745,010)	(12,675,010)	(12,785,010)	(12,785,010)
Operating Expenditure	5,114,370	5,364,235	5,114,370	5,364,235	5,364,235	5,364,235
<b>Net Operating Surplus</b>	(7,630,640)	(7,310,775)	(7,630,640)	(7,310,775)	(7,420,775)	(7,420,775)
Add Capital Expenditure / Debt Charge						
<b>Net Expenditure in Year</b>	(7,630,640)	(7,310,775)	(7,630,640)	(7,310,775)	(7,420,775)	(7,420,775)
Balance brought forward	0	0	0	0	0	0
Appropriation to General Fund	7,630,640	7,310,775	7,630,640	7,310,775	7,420,775	7,420,775
<b>Balance Carried Forward</b>	0	0	0	0	0	0

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

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

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

APPENDIX 4 - THEME COMMITTEE CAPITAL PROGRAM

Theme Committee	2014/15 Funding														
	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	RCCO/MRA	Other (incl. S106)	Development Reserve	Capital Reserve	Capital Receipts	Borrowing	Total 2014/15
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Adults & safeguarding	1,756	2,321	315				4,392	1,615					141		1,756
Assets, Regeneration & Growth	14,683	17,428	19,250	19,195	2,100	100	72,756	872	5	8,403			17	5,386	14,683
Children's Education, Libraries & safeguarding	32,509	53,930	41,398	16,775	25,400	25,400	195,411	20,585	376	4,385		304	1,460	5,399	32,509
Community Leadership	814						814		814						814
Environment	16,808	28,420	16,450	9,100	8,450	7,525	86,753	8,527	3,527	449	130		831	3,343	16,808
Housing	2,006	7,893	3,050	2,500	2,550	2,600	20,599	923	22			122	33	905	2,006
Policy & Resources	2,210	26,468	1,805	1,000	1,000	1,000	33,483						1,059	1,151	2,210
<b>Total - General Fund</b>	<b>70,786</b>	<b>136,459</b>	<b>82,268</b>	<b>48,570</b>	<b>39,500</b>	<b>36,625</b>	<b>414,207</b>	<b>32,522</b>	<b>4,744</b>	<b>13,238</b>	<b>130</b>	<b>426</b>	<b>3,541</b>	<b>16,185</b>	<b>70,786</b>
<b>Housing Revenue Account</b>	<b>27,819</b>	<b>49,508</b>	<b>31,424</b>	<b>25,171</b>	<b>19,493</b>		<b>153,415</b>		<b>26,332</b>	<b>937</b>			<b>550</b>		<b>27,819</b>
<b>Total - all services</b>	<b>98,605</b>	<b>185,967</b>	<b>113,692</b>	<b>73,741</b>	<b>58,993</b>	<b>36,625</b>	<b>567,622</b>	<b>32,522</b>	<b>31,076</b>	<b>14,174</b>	<b>130</b>	<b>426</b>	<b>4,091</b>	<b>16,185</b>	<b>98,605</b>



APPENDIX 4 - THEME COMMITTEE CAPITAL PROGRAM

Theme Committee	2015/16 Funding								2016/17 Funding							
	Grants £000	RCCO/MRA £000	Other (incl. S106) £000	Development Reserve £000	Capital Reserve £000	Capital Receipts £000	Borrowing £000	Total 2015/16 £000	Grants £000	RCCO/MRA £000	Other (incl. S106) £000	Development Reserve £000	Capital Reserve £000	Capital Receipts £000	Borrowing £000	Total 2016/17 £000
Adults & safeguarding	2,321						2,321	315							315	
Assets, Regeneration & Growth	1,652		6,348		6,800	2,300	17,428	328					10,885		100	19,250
Children's Education, Libraries & safeguarding	31,626	341	1,111		10	5,682	53,930	10,982			1,506				28,910	41,398
Community Leadership																
Environment	5,174	12	1,901	110		725	28,420	20,499							16,450	16,450
Housing	929		1,416			548	7,893	870							2,180	3,050
Policy & Resources					8,900	14,271	26,468	2,642		45				10	1,750	1,805
<b>Total - General Fund</b>	<b>41,701</b>	<b>1,008</b>	<b>10,776</b>	<b>110</b>	<b>15,710</b>	<b>23,526</b>	<b>136,459</b>	<b>43,628</b>	<b>45</b>	<b>9,771</b>	<b>10,885</b>	<b>10</b>	<b>10,885</b>	<b>49,390</b>	<b>82,268</b>	
Housing Revenue Account			894			16,414	49,508	1,043			698			8,400	31,424	
<b>Total - all services</b>	<b>41,701</b>	<b>32,165</b>	<b>11,670</b>	<b>110</b>	<b>15,710</b>	<b>39,940</b>	<b>185,967</b>	<b>44,671</b>	<b>22,371</b>	<b>10,469</b>	<b>10,885</b>	<b>10</b>	<b>10,885</b>	<b>57,790</b>	<b>113,692</b>	

APPENDIX 4 - THEME COMMITTEE CAPITAL PROGRAM

Theme Committee	2017/18 Funding							2018/19 Funding								
	Grants £000	RCCO/MRA £000	Other (incl. S106) £000	Development Reserve £000	Capital Reserve £000	Capital Receipts £000	Borrowing £000	Total 2017/18 £000	Grants £000	RCCO/MRA £000	Other (incl. S106) £000	Development Reserve £000	Capital Reserve £000	Capital Receipts £000	Borrowing £000	Total 2018/19 £000
Adults & safeguarding																
Assets, Regeneration & Growth			6,000		13,095		100	19,195					2,000		100	2,100
Children's Education, Libraries & safeguarding	7,000						9,775	16,775	7,000						18,400	25,400
Community Leadership																
Environment							9,100	9,100							8,450	8,450
Housing	870						1,630	2,500	870						1,680	2,550
Policy & Resources							1,000	1,000							1,000	1,000
<b>Total - General Fund</b>	<b>7,870</b>		<b>6,000</b>		<b>13,095</b>		<b>21,605</b>	<b>48,570</b>	<b>7,870</b>				<b>2,000</b>		<b>29,630</b>	<b>39,500</b>
Housing Revenue Account		21,521	650				3,000	25,171		18,941	552					19,493
<b>Total - all services</b>	<b>7,870</b>	<b>21,521</b>	<b>6,650</b>		<b>13,095</b>		<b>24,605</b>	<b>73,741</b>	<b>7,870</b>	<b>18,941</b>	<b>552</b>		<b>2,000</b>		<b>29,630</b>	<b>58,993</b>

APPENDIX 4 - THEME COMMITTEE CAPITAL PROGRAM

Theme Committee	2019/20 Funding							Total Funding								
	Grants £000	RCCO/ MRA £000	Other (incl. S106) £000	Development Reserve £000	Capital Reserve £000	Capital Receipts £000	Borrowing £000	Total 2019/20 £000	Grants £000	RCCO/ MRA £000	Other (incl. S106) £000	Development Reserve £000	Capital Reserve £000	Capital Receipts £000	Borrowing £000	Total £000
Adults & safeguarding									4,251				141			4,392
Assets, Regeneration & Growth						100	100	2,524	5	29,017		32,780	2,317	6,114	72,756	
Children's Education, Libraries & safeguarding	7,000					18,400	25,400	84,193	717	7,002		315	7,142	96,043	195,411	
Community Leadership									814						814	
Environment						7,525	7,525	13,701	3,538	2,350	240		1,556	65,367	86,753	
Housing	870					1,730	2,600	5,332	22	1,416		122	581	13,125	20,599	
Policy & Resources						1,000	1,000		700			8,900	15,340	8,543	33,483	
<b>Total - General Fund</b>	<b>7,870</b>					<b>28,755</b>	<b>36,625</b>	<b>110,000</b>	<b>5,796</b>	<b>39,785</b>	<b>240</b>	<b>42,117</b>	<b>27,077</b>	<b>189,192</b>	<b>414,208</b>	
Housing Revenue Account									120,278	3,730			16,964	12,443	153,415	
<b>Total - all services</b>	<b>7,870</b>					<b>28,755</b>	<b>36,625</b>	<b>110,000</b>	<b>126,074</b>	<b>43,515</b>	<b>240</b>	<b>42,117</b>	<b>44,041</b>	<b>201,635</b>	<b>567,622</b>	

TOTAL CAPITAL FUNDING														
Adults & Safeguarding	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	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
Investing in IT	1,466	582					2,048	1,907				141		2,048
Centre for Independent Living	290	920	315				1,525	1,525						1,525
Social Care Capital Grant		819					819	819						819
	1,756	2,321	315				4,392	4,251				141		4,392

TOTAL CAPITAL FUNDING														
Children's Education, Libraries & safeguarding	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	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
Modernisation - Primary & Secondary	4,386	1,322	8				5,716	4,519	2			192	1,003	5,716
Urgent Primary Places - Temporary Allocated	1,059	330	250	250			1,889	1,888					1	1,889
Milbrook Park (MHE)	4,365	361					4,725			4,405		229	92	4,725
Orion Primary School	803	1,762					2,565		7			105	2,454	2,565
Moss Hall	736	91					827						827	827
Brunswick	562	142					704					201	503	704
Menorah Foundation	917	1,538					2,455	256	100			905	1,194	2,455
St Marys and St Johns	2,753	1,229					3,982	3,362	300				320	3,982
Martin Primary	532	146					678						587	678
Oakleigh School	133	22					155						155	155
Beis Yakov	348	25					373						373	373
St Joseph's RC Junior & St Joseph's RC Infants School	200	1,987					2,187	2,187						2,187
Monkfrith	400	3,405	150				3,955	2,105					1,850	3,955

Children's Education, Libraries & safeguarding		TOTAL CAPITAL FUNDING													
		2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	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
Wren Academy	1,339	5,428	2,415				9,182	4,917				297	3,968	9,182	
London Academy	1,253	5,704	2,000				8,957	5,732					3,225	8,957	
Oak Hill Campus		250					250	250						250	
Permanent Secondary Expansion Programme															
Christ College	859	55					915	715					200	915	
Copthall	2,934	73					3,007	3,007						3,007	
Compton	3,292	63					3,355	3,354					1	3,355	
Oak Lodge Special School	897	2,362	3,000				6,259	2,679					3,580	6,259	
Bishop Douglas	500						500	500						500	
Infant Free School Meals Capital Fund	600						600	600						600	
Other Projects															
Wave 1 - Whittings Hill	201						201						201	201	
Wave 1 - Northway/Fairway	215						215					192	23	215	

Children's Education, Libraries & safeguarding		TOTAL CAPITAL FUNDING													
		2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	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
Primary Capital Programme	832	30											149	713	862
East Barnet & Project Faraday	414	200											190	424	614
Temporary Bulge Classes															
Primary Programme		3,000	11,000	9,000	6,000	4,000	33,000	25,482		268				7,250	33,000
Secondary Programme		8,000	8,000	1,000	15,000	19,000	51,000	13,000		1,238				36,762	51,000
SEN		6,000	2,000	2,000	2,000		12,000	1,612	0	1,000			2,426	6,962	12,000
Alternative Provision	53	4,000	4,000				8,053	7,053						1,000	8,053
Contingency		1,574	5,325	4,025	2,300	2,300	15,524							15,524	15,524
Short Breaks	56						56	56							56
E Financial	237	10					248		100			147			248
Education Systems	36	41					77		77						77
Early Intervention System	298						298		131			167			298

TOTAL CAPITAL FUNDING														
Children's Education, Libraries & safeguarding	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	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
Implementation of libraries Strategy	572	1,685					2,257					2,257		2,257
2 year old offer	440	145					584	584						584
Libraries – commissioning plan 2015-2020		2,000					2,000						2,000	2,000
Early education - provision in west of borough			3,000				3,000						3,000	3,000
Social care placements - residential and fostering expansions		800	100	100	100	100	1,200						1,200	1,200
Information Management - replacement youth offending system and single view of data for children's	286	150	150	400			986	336					650	986
	32,509	53,930	41,398	16,775	25,400	25,400	195,411	84,193	717	7,002	315	7,142	96,043	195,411



TOTAL CAPITAL FUNDING														
	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	RCCO/MRA	Other (incl. S106)	Capital Reserve	Capital Receipts	Borrowing	Total
<b>Community Leadership</b>	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
CCTV Installation	814						814		814					814
	814						814		814					814

TOTAL CAPITAL FUNDING															
Environment	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	RCCO/MRA	Other (incl. S106)	Development Reserve	Capital Reserve	Capital Receipts	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Improvements to Six of the Borough's Parks	14						14			14					14
Copthall Car Park	100						100							100	100
Old Court House - public toilets		40					40			40					40
Parks & Open Spaces and Tree Planting	417	156					572	123		449					572
Park Infrastructure	245	352	100				697	18		65				614	697
Waste	1,340	218					1,557		1,215				343		1,557
Weekly Collection Support Scheme	907	250					1,157	1,157							1,157
Fuel Storage Tank	60						60							60	60
Replacement Bins		250	250	250	250	250	1,250							1,250	1,250
Parks Equipment			100	100	100	100	300							300	300
Vehicles		500	100	750	100	800	2,250							2,250	2,250

TOTAL CAPITAL FUNDING																
Environment	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	RCCO/MRA	Other (incl. S106)	Development Reserve	Capital Reserve	Capital Receipts	Borrowing	Total	
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
<b>HIGHWAYS TfL - LOCAL IMPLEMENTATION PLAN</b>																
Local Implementation Plan	1,489						1,489	1,489								1,489
Local Implementation Plan 2014/15	5,497						5,497	5,497								5,497
Local Implementation Plan 2015/16		4,505					4,505	4,505								4,505
Major Schemes	10						10	10								10
Bus stop Accessibility	21	401					422	422								422
Bridge Assessment	20						20	20								20
Air Quality Scheme	85						85	85								85
<b>HIGHWAYS non-TfL</b>																
Footway Reconstruction	4	115					119			76				43		119
Traffic Management		48					48			43				5		48
Colindale Development Area																
Reconstruction of Railway Bridges		850					850						29	821		850
Controlled Parking Zones		14					14			10				5		14

Environment	TOTAL CAPITAL FUNDING														
	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	RCCO/MRA	Other (incl. S106)	Development Reserve	Capital Reserve	Capital Receipts	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Colindale Station interchange		50					50			44				6	50
Improvement & Signalisation and Infrastructure		356					356			356					356
Public Transportation Improvements		103					103			98				5	103
Pedestrian Improvements programme		262					262			262					262
Colindale CPZ Parking Review Feasibility Study- Colindale Hospital		15					15			11				5	15
Highways Investment Programme		540					595			531				65	595
Travel Plan Implementation		131					190			165				25	190
Carriageways	1,960	2,130	2,000				6,090						90	6,000	6,090
Carriageways (Phase 2)	442						442		442						442
Outstanding Transport Commitments on Completed Schemes	3						3						3		3
Highways Planned Maintenance Works Programme	40						40				40				40
CCTV Projects Retention		84					84						84		84
Pavements	1,000	1,000	1,000				3,000							3,000	3,000

TOTAL CAPITAL FUNDING																
Environment	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	RCCO/MRA	Other (incl. S106)	Development Reserve	Capital Reserve	Capital Receipts	Borrowing	Total	
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
Pavements (Phase 2)	1,870						1,870		1,870							1,870
Pothole Fund	314						314	314								314
Saracens	38	17					55			55						55
Drainage Schemes	112	373					485	62						423		485
Road Traffic Act - Controlled Parking Zones	0	151					151			131			4	16		151
Parking	39						39			2			37			39
Lines and Signs	90	110					200				200					200
Parking Machines		12					12		12							12
Investment in Roads & Pavement		15,000	13,000	8,000	8,000	6,375	50,375							50,375		50,375
Hendon Cemetry & Crematorium Enhancement	577	390					967						967			967
	16,808	28,420	16,450	9,100	8,450	7,525	86,753	13,701	3,538	2,350	240		1,556	65,367		86,753

TOTAL CAPITAL FUNDING															
Housing	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	RCCO/MRA	Other (incl. S106)	Development Reserve	Capital Reserve	Capital Receipts	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Alexandra Road	33						33						33		33
Hostel Refurbishment Programme	122	148					270					122	148		270
Housing Association Development Programme - New Affordable Homes		1,416					1,416			1,416					1,416
Disabled Facilities Grants Programme	1,750	3,170	2,450	2,500	2,550	2,600	15,020	5,249	22				400	9,349	15,020
Empty Properties (45)	76	3,100	600				3,776							3,776	3,776
Disabled Facilities Grants Programme	25	59					84	84							84
	2,006	7,893	3,050	2,500	2,550	2,600	20,599	5,332	22	1,416		122	581	13,125	20,599

TOTAL CAPITAL FUNDING														
Policy & Resources	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	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
Customer access Centre		2,992					2,992					2,992		2,992
Depot relocation	973	19,388	10				20,371				8,900	11,445	26	20,371
Community Centre	112	1,445	45				1,603		700			903		1,603
Asset Management	1,125	1,892	1,000	1,000	1,000	1,000	7,017						7,017	7,017
Information Management		750	750				1,500						1,500	1,500
	2,210	26,468	1,805	1,000	1,000	1,000	33,483		700		8,900	15,340	8,543	33,483

Assets, Regeneration & Growth	TOTAL CAPITAL FUNDING														
	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	RCCO/MRA	Other (incl. S106)	Development Reserve	Capital Reserve	Capital Receipts	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
GF Regeneration		2,478					2,478						2,300	178	2,478
Mill Hill East	17	150	100	100	100	100	567						17	550	567
Outer London Fund - Cricklewood	661						661	267		158				236	661
Outer London Fund - North Finchley	755						755	605						150	755
BXC - Funding for land acquisition	8,000	6,000	6,000	6,000			26,000		26,000						26,000
Graham Park Regeneration - Building works	5,000						5,000							5,000	5,000
Graham Park Regeneration - Infrastructure improvements	250	2,000	4,000	3,245			9,495	1,652	5	2,859		4,990			9,495
Collindale - Lanacre Ave/Aerodrome rd Junction		500	2,600	2,700			5,800					5,800			5,800
Collindale - Grahame park decant programme		2,000	3,000	4,600			9,600					9,600			9,600
West Hendon Highway Improvement		300	1,550	1,550			3,400					3,400			3,400
Town Centre		1,000	1,000	1,000		2,000	5,000					5,000			5,000
Thames Link Station		3,000	1,000				4,000					4,000			4,000
	14,683	17,428	19,250	19,195	2,100	100	72,756	2,524	5	29,017		32,760	2,317	6,114	72,756



Housing Revenue Account	TOTAL CAPITAL FUNDING													
	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	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)	7,637	9,402	8,438	8,101	6,331		39,908		38,975	933				39,908
Granville Road	20	273					293		293					293
Regeneration	3,773	3,151	2,506	2,065	1,684		13,181		12,621	560				13,181
Misc - Repairs	1,316	942	2,020	2,073	2,348		8,698		8,512	187				8,698
M&E/ GAS	12,543	16,572	8,254	8,079	6,826		52,273		50,595	1,679				52,273
Voids and Lettings	1,980	1,712	1,806	1,853	2,305		9,655		9,282	373				9,655
New Affordable Homes	550	7,750					8,300					8,300		8,300
Advanced Acquisitions (Regen Estates)		4,773	2,000				8,773					4,773	4,000	8,773
Moreton Close		4,934	6,400	1,000			12,334					3,891	8,443	12,334
	27,819	49,508	31,424	25,171	19,493		153,415		120,278	3,730		16,964	12,443	153,415

APPENDIX 5- CAPITAL PROGRAMME BY DELIVERY UNIT - 2

SERVICE	2014/15 Funding												Total 2014/15		
	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	RCCO/MRA	Other (incl. S106)	Development Reserve	Capital Reserve		Capital Receipts	Borrowing
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Adults and Communities	2,570	2,321	315				5,206	1,615	814				141		2,570
Children's education	30,583	49,099	38,148	16,275	25,300	25,300	184,705	19,803	108	4,385			888	5,399	30,583
Children's family services	1,925	4,831	3,250	500	100	100	10,706	782	268			304	572		1,925
Commercial	90	122					212				90				90
Commissioning Group	2,210	26,468	1,805	1,000	1,000	1,000	33,483						1,059	1,151	2,210
Re delivery unit	30,169	51,707	38,300	29,695	12,650	9,075	171,596	9,292	2,339	8,545	40		723	9,229	30,169
Street Scene	3,082	1,765	450	1,100	450	1,150	7,997	1,030	1,215	307			125	405	3,082
The Barnet Group	155	148					303					122	33		155
<b>Total - General Fund</b>	<b>70,786</b>	<b>136,459</b>	<b>82,268</b>	<b>48,570</b>	<b>39,500</b>	<b>36,625</b>	<b>414,207</b>	<b>32,522</b>	<b>4,744</b>	<b>13,238</b>	<b>130</b>	<b>426</b>	<b>3,541</b>	<b>16,185</b>	<b>70,786</b>
Housing Revenue Account	27,819	49,508	31,424	25,171	19,493		153,415		26,332	937			550		27,819
<b>Total - all services</b>	<b>98,605</b>	<b>185,967</b>	<b>113,692</b>	<b>73,741</b>	<b>58,993</b>	<b>36,625</b>	<b>567,622</b>	<b>32,522</b>	<b>31,076</b>	<b>14,174</b>	<b>130</b>	<b>426</b>	<b>4,091</b>	<b>16,185</b>	<b>98,605</b>

APPENDIX 5- CAPITAL PROGRAMME BY DELIVERI

SERVICE	2015/16 Funding										2016/17 Funding						
	Grants £000	RCCO/MRA £000	Other (incl. S106) £000	Developme nt Reserve £000	Capital Reserve £000	Capital Receipts £000	Borrowing £000	Total 2015/16 £000	Grants £000	RCCO/MRA £000	Other (incl. S106) £000	Developme nt Reserve £000	Capital Reserve £000	Capital Receipts £000	Borrowing £000	Total 2016/17 £000	Grants £000
Adults and Communities	2,321						2,321	315							315		
Children's education	31,432	300	1,111			3,997	49,099	10,982		1,506				25,660	38,148	7,000	
Children's family services	195	41			10	1,685	4,831							3,250	3,250		
Commercial		12		110			122										
Commissioning Group		655			8,900	14,271	26,468		45				10		1,805		
Re delivery unit	7,486		9,405		6,800	3,207	51,707	870		8,265				18,280	38,300	870	
Street Scene	268		261			218	1,765							450	450		
The Barnet Group						148	148										
<b>Total - General Fund</b>	<b>41,701</b>	<b>1,008</b>	<b>10,776</b>	<b>110</b>	<b>15,710</b>	<b>23,526</b>	<b>136,459</b>	<b>12,167</b>	<b>45</b>	<b>9,771</b>		<b>10,885</b>	<b>10</b>	<b>49,390</b>	<b>82,268</b>	<b>7,870</b>	
Housing Revenue Account		31,157	894			16,414	49,508		22,326	698				8,400	31,424		
<b>Total - all services</b>	<b>41,701</b>	<b>32,165</b>	<b>11,670</b>	<b>110</b>	<b>15,710</b>	<b>39,940</b>	<b>185,967</b>	<b>12,167</b>	<b>22,371</b>	<b>10,469</b>		<b>10,885</b>	<b>10</b>	<b>57,790</b>	<b>113,692</b>	<b>7,870</b>	

APPENDIX 5- CAPITAL PROGRAMME BY DELIVEI

SERVICE	2017/18 Funding										2018/19 Funding				
	RCCO/MRA £000	Other (incl. S106) £000	Developme nt Reserve £000	Capital Reserve £000	Capital Receipts £000	Borrowing £000	Total 2017/18 £000	Grants £000	RCCO/MRA £000	Other (incl. S106) £000	Developme nt Reserve £000	Capital Reserve £000	Capital Receipts £000	Borrowing £000	Total 2018/19 £000
Adults and Communities															
Children's education						16,275	7,000							18,300	25,300
Children's family services						500								100	100
Commercial															
Commissioning Group						1,000								1,000	1,000
Re delivery unit		6,000		13,095		9,730	870					2,000		9,780	12,650
Street Scene						1,100								450	450
The Barnet Group															
<b>Total - General Fund</b>		<b>6,000</b>		<b>13,095</b>		<b>21,605</b>	<b>7,870</b>				<b>2,000</b>			<b>29,630</b>	<b>39,500</b>
Housing Revenue Account	21,521	650				3,000		18,941	552						19,493
<b>Total - all services</b>	<b>21,521</b>	<b>6,650</b>		<b>13,095</b>		<b>24,605</b>	<b>7,870</b>	<b>18,941</b>	<b>552</b>		<b>2,000</b>		<b>29,630</b>	<b>58,993</b>	

APPENDIX 5- CAPITAL PROGRAMME BY DELIVERI

SERVICE	2019/20 Funding											Total Funding				
	Grants	RCCO/ MRA	Other (incl. S106)	Development Reserve	Capital Reserve	Capital Receipts	Borrowing	Total 2019/20	Grants	RCCO/ MRA	Other (incl. S106)	Development Reserve	Capital Reserve	Capital Receipts	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Adults and Communities								4,251	814					141		5,206
Children's education	7,000						18,300	83,216	409	7,002				4,885	89,193	184,705
Children's family services							100	976	308				315	2,257	6,850	10,706
Commercial									12		200					212
Commissioning Group							1,000		700				8,900	15,340	8,543	33,483
Re delivery unit	870						8,205	20,258	2,339	32,215	40		32,780	3,930	80,032	171,596
Street Scene							1,150	1,298	1,215	568				343	4,574	7,997
The Barnet Group													122	181		303
<b>Total - General Fund</b>	<b>7,870</b>						<b>28,755</b>	<b>110,000</b>	<b>5,796</b>	<b>39,785</b>	<b>240</b>		<b>42,117</b>	<b>27,077</b>	<b>189,192</b>	<b>414,208</b>
Housing Revenue Account									120,278	3,730				16,964	12,443	153,415
<b>Total - all services</b>	<b>7,870</b>						<b>28,755</b>	<b>110,000</b>	<b>126,074</b>	<b>43,515</b>	<b>240</b>		<b>42,117</b>	<b>44,041</b>	<b>201,635</b>	<b>567,622</b>

TOTAL CAPITAL FUNDING														
Adults and Communities	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	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
Investing in IT	1,466	582					2,048	1,907				141		2,048
Centre for Independent Living	290	920	315				1,525	1,525						1,525
CCTV Installation	814						814		814					814
Social Care Capital Grant		819					819	819						819
	2,570	2,321	315				5,206	4,251	814			141		5,206

TOTAL CAPITAL FUNDING														
Children's Education	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	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
Modernisation - Primary & Secondary	4,386	1,322	8				5,716	4,519	2			192	1,003	5,716
Urgent Primary Places - Temporary Allocated	1,059	330	250	250			1,889	1,888					1	1,889
Millbrook Park (MHE)	4,365	361					4,725			4,405		229	92	4,725
Orion Primary School	803	1,762					2,565		7			105	2,454	2,565
Moss Hall	736	91					827						827	827
Brunswick	562	142					704					201	503	704
Menorah Foundation	917	1,538					2,455	256	100			905	1,194	2,455
St Marys and St Johns	2,753	1,229					3,982	3,362	300				320	3,982
Martin Primary	532	146					678			91			587	678
Oakleigh School	133	22					155						155	155
Beis Yakov	348	25					373						373	373
St Joseph's RC Junior & St Joseph's RC Infants School	200	1,987					2,187	2,187						2,187
Monkfrith	400	3,405	150				3,955	2,105					1,850	3,955
Wren Academy	1,339	5,428	2,415				9,182	4,917				297	3,968	9,182
London Academy	1,253	5,704	2,000				8,957	5,732					3,225	8,957
Oak Hill Campus		250					250	250						250
Permanent Secondary Expansion Programme														
Christ College	859	55					915	715					200	915
Cophthall	2,934	73					3,007	3,007						3,007
Compton	3,292	63					3,355	3,354					1	3,355
Oak Lodge Special School	897	2,362	3,000				6,259	2,679					3,580	6,259
Bishop Douglas	500						500	500						500

TOTAL CAPITAL FUNDING														
Children's Education	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	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
Infant Free School Meals Capital Fund	600						600	600						600
Other Projects														
Wave 1 - Whittings Hill	201						201						201	201
Wave 1 - Northway/Fairway	215						215					192	23	215
Primary Capital Programme	832	30					862					149	713	862
East Barnet & Project Faraday	414	200					614					190	424	614
Temporary Bulge Classes														
Primary Programme		3,000	11,000	9,000	6,000	4,000	33,000	25,482		268			7,250	33,000
Secondary Programme		8,000	8,000	1,000	15,000	19,000	51,000	13,000		1,238			36,762	51,000
SEN		6,000	2,000	2,000	2,000		12,000	1,612	0	1,000		2,426	6,962	12,000
Alternative Provision	53	4,000	4,000				8,053	7,053					1,000	8,053
Contingency		1,574	5,325	4,025	2,300	2,300	15,524						15,524	15,524
	30,583	49,099	38,148	16,275	25,300	25,300	184,705	83,216	409	7,002		4,885	89,193	184,705



TOTAL CAPITAL FUNDING															
	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	RCCO/ MRA	Other (incl. S106)	Development Reserve	Capital Reserve	Capital Receipts	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Commercial															
Lines and Signs	90	110					200				200				200
Parking Machines		12					12		12						12
	90	122					212		12		200				212

TOTAL CAPITAL FUNDING														
Children's Family Services	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	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
Short Breaks	56						56	56						56
E Financial	237	10					248		100		147			248
Education Systems	36	41					77		77					77
Early Intervention System	298						298		131		167			298
Implementation of libraries Strategy	572	1,685					2,257					2,257		2,257
2 year old offer	440	145					584	584						584
Libraries – commissioning plan 2015-2020		2,000					2,000						2,000	2,000
Early education - provision in west of borough			3,000				3,000						3,000	3,000
Social care placements - residential and fostering expansions		800	100	100	100	100	1,200						1,200	1,200
Information Management - replacement youth offending system and single view of data for children's	286	150	150	400			986	336					650	986
	1,925	4,831	3,250	500	100	100	10,706	976	308		315	2,257	6,850	10,706

Appendix E - Capital Programme by Delivery Unit										TOTAL CAPITAL FUNDING					
Commissioning Group	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	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	
Customer access Centre		2,992					2,992					2,992		2,992	
Depot relocation	973	19,388	10				20,371				8,900	11,445	26	20,371	
Community Centre	112	1,445	45				1,603		700			903		1,603	
Asset Management	1,125	1,892	1,000	1,000	1,000	1,000	7,017						7,017	7,017	
Information Management		750	750				1,500						1,500	1,500	
	2,210	26,468	1,805	1,000	1,000	1,000	33,483		700		8,900	15,340	8,543	33,483	

Re delivery unit	TOTAL CAPITAL FUNDING										Total						
	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	RCCO/ MRA	Other (incl. S106)		Development Reserve	Capital Reserve	Capital Receipts	Borrowing	Total	
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
<b>HIGHWAYS TTL - LOCAL IMPLEMENTATION PLAN</b>																	
Local Implementation Plan	1,489																1,489
Local Implementation Plan 2014/15	5,497																5,497
Local Implementation Plan 2015/16		4,505															4,505
Major Schemes	10																10
Bus stop Accessibility	21	401															422
Bridge Assessment	20																20
Air Quality Scheme	85																85
<b>HIGHWAYS non-TTL</b>																	
Footway Reconstruction	4	115															119
Traffic Management		48															48
Collindale Development Area																	
Reconstruction of Railway Bridges		850											29				850
Controlled Parking Zones		14															14
Collindale Station interchange		50															50
Improvement & Signalisation and Infrastructure		356															356
Public Transportation Improvements		103															103
Pedestrian Improvements programme		262															262
Collindale CPZ Parking Review Feasibility Study- Collindale Hospital		15															15

Re delivery unit	TOTAL CAPITAL FUNDING														
	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	RCCO/ MRA	Other (incl. S106)	Development Reserve	Capital Reserve	Capital Receipts	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Highways Investment Programme	56	540					595			531				65	595
Travel Plan Implementation	59	131					190		165					25	190
Carriageways	1,960	2,130	2,000				6,090						90	6,000	6,090
Carriageways (Phase 2)	442						442								442
Outstanding Transport Commitments on Completed Schemes	3						3						3		3
Highways Planned Maintenance Works Programme	40						40				40				40
CCTV Projects Retention		84					84						84		84
Pavements	1,000	1,000	1,000				3,000							3,000	3,000
Pavements (Phase 2)	1,870						1,870	1,870							1,870
Pothole Fund	314						314	314							314
Saracens	38	17					55		55						55
Drainage Schemes	112	373					485	62						423	485
Road Traffic Act - Controlled Parking Zones	0	151					151						4	16	151
Parking	39						39		2				37		39
Investment in Roads & Pavement		15,000	13,000	8,000	8,000	6,375	50,375							50,375	50,375

Re delivery unit	TOTAL CAPITAL FUNDING														
	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	RCCO/ MRA	Other (incl. S106)	Development Reserve	Capital Reserve	Capital Receipts	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
GF Regeneration		2,478					2,478						2,300	178	2,478
Mill Hill East	17	150	100	100	100	100	567					17	17	550	567
Outer London Fund - Cricklewood	661						661	267		158				236	661
Outer London Fund - North Finchley	755						755	605						150	755
BXC - Funding for land acquisition	8,000	6,000	6,000	6,000			26,000		26,000						26,000
Graham Park Regeneration -Building works	5,000						5,000							5,000	5,000
Graham Park Regeneration -Infrastructure improvements	250	2,000	4,000	3,245			9,495	1,652	5	2,859	4,980				9,495
Collindale - Lanacre Ave/Aerodrome rd Junction		500	2,600	2,700			5,800				5,800				5,800
Collindale - Grahame park decant programme		2,000	3,000	4,600			9,600				9,600				9,600
West Hendon Highway Improvement		300	1,550	1,550			3,400				3,400				3,400
Town Centre		1,000	1,000	1,000			5,000				5,000				5,000
Thames Link Station		3,000	1,000				4,000				4,000				4,000
Housing Association Development Programme - New Affordable Homes		1,416					1,416			1,416					1,416
Hendon Cemetery & Crematorium Enhancement	577	390					967						967		967
Disabled Facilities Grants Programme	1,750	3,170	2,450	2,500	2,550	2,600	15,020	5,249	22				400	9,349	15,020
Empty Properties (45)	76	3,100	600				3,776	84						3,776	3,776
DECC - Fuel Poverty	25	59					84								84
	30,169	51,707	38,300	29,695	12,650	9,075	171,596	20,258	2,339	32,215	40	32,780	3,930	80,032	171,596

TOTAL CAPITAL FUNDING															
Streetscene	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	RCCO/ MRA	Other (incl. S106)	Development Reserve	Capital Reserve	Capital Receipts	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Improvements to Six of the Borough's Parks	14						14			14					14
Copthall Car Park	100						100							100	100
Old Court House - public toilets		40					40			40					40
Parks & Open Spaces and Tree Planting	417	156					572	123		449					572
Park Infrastructure	245	352	100				697	18		65				614	697
Waste	1,340	218					1,557		1,215				343		1,557
Weekly Collection Support Scheme	907	250					1,157	1,157							1,157
Fuel Storage Tank	60						60							60	60
Replacement Bins		250	250	250	250	250	1,250							1,250	1,250
Parks Equipment			100	100	100	100	300							300	300
Vehicles		500	100	750	100	800	2,250							2,250	2,250
	3,082	1,765	450	1,100	450	1,150	7,997	1,298	1,215	568			343	4,574	7,997

TOTAL CAPITAL FUNDING														
Barnet Group	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	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	33						33					33		33
Hostel Refurbishment Programme	122	148					270				122	148		270
	155	148					303				122	181		303



Housing Revenue Account	TOTAL CAPITAL FUNDING													
	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	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)	7,637	9,402	8,438	8,101	6,331		39,908		38,975	933				39,908
Granville Road	20	273					293		293					293
Regeneration	3,773	3,151	2,506	2,065	1,684		13,181		12,621	560				13,181
Misc - Repairs	1,316	942	2,020	2,073	2,348		8,698		8,512	187				8,698
M&E/ GAS	12,543	16,572	8,254	8,079	6,826		52,273		50,595	1,679				52,273
Voids and Lettings	1,980	1,712	1,806	1,853	2,305		9,655		9,282	373				9,655
New Affordable Homes	550	7,750					8,300					8,300		8,300
Advanced Acquisitions (Regen Estates)		4,773	2,000				8,773					4,773	4,000	8,773
Moreton Close		4,934	6,400	1,000			12,334					3,891	8,443	12,334
	27,819	49,508	31,424	25,171	19,493		153,415		120,278	3,730		16,964	12,443	153,415

**London Borough of Barnet**  
**Treasury Management Strategy Statement**  
**and Investment Strategy revised 2014/15**  
**2015/16 to 2017/18**

**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. 2015/16 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 Communities and Local Government (CLG) Department's Investment Guidance.
- 1.2 In accordance with the requirements of the Prudential Code, the Council adopted the CIPFA Treasury Management Code on 3 January 2003 and it has incorporated 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 2014-15
  - Treasury Management Strategy for 2015-16;
  - Annual Investment Strategy for 2015-16;
  - Prudential Indicators for 2015-16, 2016-17 and 2017-18 (Annex B)
  - MRP Statement. (See Para 9 ).
- 1.7 The main recommended revisions to the Treasury Management Strategy are: (Subject to investment advice for each new investment decision)
  - Maximum investment limit for non-specified investments, (more than one year), increased to £100 million and £50 million for more than two years.
  - Further diversification of financial instruments into more secure /higher yield asset classes in consultation with the Council's investment advisor.

- Decisions in respect of investments over two years will be taken in consultation with the Councils investment advisor and approved by the Chief Finance Officer.
- Following a competitive tender the Royal Bank of Scotland will be managing the Council bank contract and overnight investment with RBS is permitted.
- The prudential indicators have been updated to reflect the Council's capital programme and future borrowing requirement; and
- The strategy has been updates to reflect the latest forecast for interest rates. Base rate is expected to remain at 0.5% for most of 2015/16 and therefore the assumptions in the budget strategy for interest receipts remain the same.

## 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:**

	<b>31/03/2015 Estimate £000</b>	<b>31/03/2016 Estimate £000</b>	<b>31/03/2017 Estimate £000</b>	<b>31/03/2018 Estimate £000</b>
General Fund CFR	179,716	213,636	256,697	277,179
HRA CFR *	199,559	200,602	209,002	212,002
<b>Total CFR</b>	<b>379,275</b>	<b>414,238</b>	<b>465,699</b>	<b>489,181</b>
<b>Less:</b> Existing Profile of Borrowing and Other Long Term Liabilities	(321,194)	(320,860)	(320,487)	(320,114)
<b>Cumulative Gross Borrowing Requirement</b>	<b>58,081</b>	<b>93,378</b>	<b>145,212</b>	<b>169,066</b>
Usable Reserves	(120,000)	(60,000)	(60,000)	(60,000)
<b>Cumulative Net Borrowing Requirement/(Invest ments)</b>	<b>(61,919)</b>	<b>33,378</b>	<b>85,212</b>	<b>109,066</b>

\*\* 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 2015/16 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 2017/18. 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 2015/16.
- 2.5. The Council has an integrated treasury management strategy and manages its treasury position in accordance with its approved strategy and practices. Overall borrowing will arise as a consequence of all the financial transactions of the Council and not just those arising from capital spending reflected in the CFR.
- 2.6. The Council's balance of actual gross borrowing plus other long-term liabilities is shown in Annex A. This is measured in a manner consistent for comparison with the Operational Boundary and Authorised Limit.
- 2.7. The **Authorised Limit** sets the maximum level of external borrowing on a gross basis (i.e. not net of investments) and is the statutory limit determined under Section 3(1) of the Local Government Act 2003 (referred to in the legislation as the Affordable Limit).

<b>Authorised Limit for External Debt</b>	<b>2014/15 Revised £000</b>	<b>2015/16 Estimate £000</b>	<b>2016/17 Estimate £000</b>	<b>2017/18 Estimate £000</b>
Borrowing	504,235	507,527	531,664	531,780
Other Long-term Liabilities	32,114	31,780	31,407	31,034
<b>Total</b>	<b>536,349</b>	<b>539,307</b>	<b>563,071</b>	<b>562,814</b>

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

<b>Operational Boundary for External</b>	<b>2014/15 Revised</b>	<b>2015/16 Estimate</b>	<b>2016/17 Estimate</b>	<b>2017/18 Estimate</b>
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<b>Debt</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Borrowing	504,235	507,527	531,664	531,780
Other Long-term Liabilities	17,114	16,780	16,407	16,034
<b>Total</b>	<b>521,349</b>	<b>524,307</b>	<b>548,071</b>	<b>547,814</b>

### 3. Outlook For Interest Rates

3.1. The Council's Treasury adviser Arlingclose , forecasts a slow rise in official interest rates from August 2015 with the an average for 2015-16 of around 0.75%, though if the negative indicators from the Eurozone become more entrenched, the Bank of England is more likely to defer rate rises to later in the year. Arlingclose projects gilt yields to rise in the medium term.

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

### 4. Borrowing Strategy

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

4.2 The Authority has a gross and net borrowing requirement and will be required to borrow up to £44.671 million in 2015/16 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 external borrowing sources:

- Public Works Loan Board (PWLB) (or its replacement)
- any institution approved for investments ( see below)
- any other bank or building society authorised to operate in the UK
- UK public and private sector pension funds (except for LB Barnet Pension Fund).
- capital market bond investors
- Local Capital Finance Company and other special purpose companies created to enable local authority bond issues
- Capital markets (stock issues, commercial paper and bills)

In addition, capital finance may be raised by the following methods that are not borrowing but may be classified as other debt liabilities.

- operating and finance leases
- hire purchase
- Private Finance Initiative
- sale and leaseback

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 2015/16. 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.

4.6 The Local Capital Finance Company was established in 2014 by the Local Government Association as an alternative to the PWLB. It plans to issue bonds on the capital markets and lend the proceeds to local authorities. This will be a more complicated source of finance than the PWLB for three reasons: borrowing authorities may be required to provide bond investors with a joint and several guarantee over the very small risk that other local

authority borrowers default on their loans; there will be a lead time of several months between committing to borrow and knowing the interest rate payable; and up to 5% of the loan proceeds will be withheld from the Authority and used to bolster the Agency's capital strength instead. Any decision to borrow from the Agency will therefore be the subject of a separate report.

## **Debt Rescheduling**

4.7 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.

4.8 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.

4.9 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.

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

## **5 Annual Investment Strategy**

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

5.2 The Council's investment priorities are:

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

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

5.4 Investments are categorised as "Specified" or "Non-Specified" within the investment guidance issued by the CLG. Specified investments are sterling denominated investments with a maximum maturity of one year. They also meet the "high credit quality" as determined by the Authority and are not



deemed capital expenditure investments under Statute. Non specified investments are, effectively, everything else.

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

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

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

5.6 Investments with Registered Providers will be analysed on an individual basis and discussed with the Council's treasury adviser prior to an investment decision.

5.7 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
- 5.8 Any institution can be suspended or removed should any of the factors identified above give rise to concern.
- 5.9 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.
- 5.10 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.
- 5.11 The countries and institutions that would currently meet the proposed criteria for investments are included in *Annex D*.
- 5.12 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.
- 5.13 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 £100 million up to 10 years. (Increased from a £50 million limit in 2014-15)
- 5.14 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.

5.15 Following a competitive tender exercise held in 2014, the Council appointed the Royal Bank of Scotland (RBS), to the corporate bank contract .RBS is currently rated below the minimum A- rating in table 2. The Authority may continue to deposit surplus cash with RBS, providing that investments can be withdrawn on the next working day, and that the bank maintains a credit rating no lower than BBB- (the lowest investment grade rating). The Council will continue to bank with the current banking provider, the Co-operative Bank until 31<sup>st</sup> March 2015.

## **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: 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 2015/16 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 the Chief Operating Officer. The Prudential Indicators will be monitored through the year and reported as follows:

The Chief Operating Officer will report to the Performance and Contract Monitoring Committee on treasury management activity and performance and on related Performance Indicators:

- (a) Quarterly against the strategy approved for the year.
- (b) The Council will produce an outturn report on its treasury activity no later than 30<sup>th</sup> September after the financial year end.

## **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. The Arlingclose provide advice, information and assistance with investments, borrowing, debt restructure, market conditions and compliance with legislation. The services provided by Arlingclose are reviewed on an informal basis during quarterly meetings with officers and periodic tendering.

EXISTING PORTFOLIO PROJECTED FORWARD

	<b>31 Mar 15 Estimate £000</b>	<b>31 Mar 16 Estimate £000</b>	<b>31 Mar 17 Estimate £000</b>	<b>31 Mar 18 Estimate £000</b>
<b>External Borrowing:</b>				
Fixed Rate – PWLB	241,580	274,958	326,792	350,646
Fixed Rate – Market	62,500	62,500	62,500	62,500
Variable Rate – PWLB				
Variable Rate – Market				
<b>Total External Borrowing</b>	<b>304,080</b>	<b>337,458</b>	<b>389,292</b>	<b>413,146</b>
<b>IFRS Long Term Liabilities:</b>				
- PFI	17,409	16,780	16,407	16,034
<b>Total Gross External Debt</b>	<b>321,489</b>	<b>354,238</b>	<b>405,699</b>	<b>429,180</b>
<b>Investments:</b>				
<i>Managed in-house</i>				
- Short-term monies (Deposits/ monies on call /MMFs)	(200,000)	(140,000)	(100,000)	(100,000)
- Long-term investments (maturities over 12 months)				
<b>Total Investments</b>	<b>(200,000)</b>	<b>(140,000)</b>	<b>(100,000)</b>	<b>(100,000)</b>
<b>Net Borrowing Position/ (Net Investment position)</b>	<b>121,489</b>	<b>214,238</b>	<b>305,699</b>	<b>329,180</b>

ANNEX B

PRUDENTIAL INDICATORS

**Prudential Indicators**

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

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

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

#### **Estimates of Capital Expenditure:**

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

<b>Capital Expenditure</b>	<b>2014/15 Revised £000</b>	<b>2015/16 Estimate £000</b>	<b>2016/17 Estimate £000</b>	<b>2017/18 Estimate £000</b>
Non-HRA	70,786	136,459	88,532	65,506
HRA	27,819	49,508	31,424	25,171
<b>Total</b>	<b>98,605</b>	<b>185,967</b>	<b>119,956</b>	<b>90,677</b>

4 Non HRA Capital expenditure is expected to be financed as follows

<b>Capital Financing</b>	<b>2014/15 Revised £000</b>	<b>2015/16 Estimate £000</b>	<b>2016/17 Estimate £000</b>	<b>2017/18 Estimate £000</b>
Capital receipts	3,541	23,526	10	500
Government Grants	32,522	41,701	12,167	8,620
Section 106 contrib.	13,238	10,776	10,108	9,063
Capital Reserve	426	15,710	10,885	13,095
Revenue contributions	4,874	1,117	45	
<b>Total Financing</b>	<b>54,601</b>	<b>92,830</b>	<b>33,215</b>	<b>31,278</b>
Supported borrowing				
Unsupported borrowing	16,185	43,629	55,317	34,228
<b>Total Funding</b>	<b>16,185</b>	<b>43,629</b>	<b>55,317</b>	<b>34,228</b>
<b>Total Financing and Funding</b>	<b>70,786</b>	<b>136,459</b>	<b>88,532</b>	<b>65,506</b>

HRA Capital expenditure is expected to be financed as follows:



<b>Capital Financing</b>	<b>2014/15 Revised £000</b>	<b>2015/16 Estimate £000</b>	<b>2016/17 Estimate £000</b>	<b>2017/18 Estimate £000</b>
Capital receipts	550	16,414	0	0
Section 106	937	894	698	650
Revenue contributions	26,332	31,157	22,326	21,521
<b>Total Financing</b>	<b>27,819</b>	<b>48,465</b>	<b>23,024</b>	<b>22,171</b>
Supported borrowing				
Unsupported borrowing	0	1,043	8,400	3,000
<b>Total Funding</b>	<b>0</b>	<b>1,043</b>	<b>8,400</b>	<b>3,000</b>
<b>Total Financing and Funding</b>	<b>27,819</b>	<b>49,508</b>	<b>31,424</b>	<b>25,171</b>

### Incremental Impact of Capital Investment Decisions

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

<b>Incremental Impact of Capital Investment Decisions</b>	<b>2014/15 Revised £000</b>	<b>2015/16 Estimate £000</b>	<b>2016/17 Estimate £000</b>	<b>2017/18 Estimate £000</b>
Increase in Band D Council Tax	31.72	21.58	41.60	26.99
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.

<b>Ratio of Financing Costs to Net Revenue Stream</b>	<b>2014/15 Revised £000</b>	<b>2015/16 Estimate £000</b>	<b>2016/17 Estimate £000</b>	<b>2017/18 Estimate £000</b>
Non-HRA	3.27	4.27	5.20	5.95
HRA	16.94	17.19	17.59	18.45

### 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%.

	2014/15 Revised £000	2015/16 Estimate £000	2016/17 Estimate £000	2017/18 Estimate £000
<b>Upper Limit for Fixed Interest Rate Exposure</b>	100%	100%	100%	100%
<b>Upper Limit for Variable Interest Rate Exposure</b>	30%	30%	30%	30%

## Maturity Structure of Fixed Rate Borrowing

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

<b>Maturity structure of fixed rate borrowing</b>	<b>Existing level as at 31/03/15 %</b>	<b>Lower Limit for 2015/16 %</b>	<b>Upper Limit for 2015/16 %</b>
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.

<b>Actual External Debt as at 31/03/2014</b>	<b>£000</b>
Borrowing	304,080
Other Long-term Liabilities	17,409
<b>Total</b>	<b>321,489</b>

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

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

Upper Limit for total principal sums invested over 364 days	2014/15 Revised £000	2015/16 Estimate £000	2016/17 Estimate £000	2017/18 Estimate £000
	100,000	100,000	60,000	40,000

#### HRA Limit on Indebtedness

11 Required by the revised Prudential Code, issued in November 2011:

HRA Limit On Indebtedness	2014/15 Revised £000	2015/16 Estimate £000	2016/17 Estimate £000	2017/18 Estimate £000
HRA CFR	199,559	200,602	209,002	212,002
HRA Debt Cap (as prescribed by CLG) *	240,043	240,043	240,043	240,043
<b>Difference</b>	<b>(40,484)</b>	<b>(39,441)</b>	<b>(31,401)</b>	<b>(28,041)</b>

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

	Mar-15	Jun-15	Sep-15	Dec-15	Mar-16	Jun-16	Sep-16	Dec-16	Mar-17	Jun-17	Sep-17	Dec-17	Mar-18
<b>Official Bank Rate</b>													
Upside risk				0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25
Arlingclose Central Case	0.50	0.50	0.75	0.75	1.00	1.00	1.25	1.25	1.50	1.50	1.75	1.75	1.75
Downside risk			0.25	0.25	0.50	0.50	0.75	0.75	1.00	1.00	1.00	1.00	1.00
<b>3-month LIBID rate</b>													
Upside risk	0.10	0.20	0.20	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30
Arlingclose Central Case	0.55	0.60	0.80	0.90	1.05	1.15	1.30	1.40	1.55	1.65	1.80	1.95	2.00
Downside risk	0.15	0.20	0.30	0.40	0.55	0.65	0.75	0.85	0.95	0.95	0.95	0.95	1.00
<b>1-yr LIBID rate</b>													
Upside risk	0.10	0.20	0.20	0.30	0.30	0.30	0.30	0.30	0.40	0.40	0.40	0.40	0.40
Arlingclose Central Case	0.95	1.00	1.20	1.30	1.45	1.55	1.70	1.80	1.95	2.05	2.20	2.35	2.40
Downside risk	0.15	0.20	0.30	0.50	0.55	0.60	0.65	0.70	0.75	0.80	0.80	0.80	0.80
<b>5-yr gilt yield</b>													
Upside risk	0.35	0.40	0.40	0.40	0.40	0.40	0.40	0.45	0.45	0.45	0.45	0.50	0.50
Arlingclose Central Case	1.10	1.20	1.30	1.40	1.50	1.65	1.80	1.95	2.10	2.20	2.35	2.40	2.50
Downside risk	0.35	0.35	0.40	0.45	0.50	0.50	0.55	0.60	0.65	0.70	0.70	0.70	0.75
<b>10-yr gilt yield</b>													
Upside risk	0.35	0.40	0.40	0.40	0.40	0.45	0.45	0.45	0.45	0.50	0.50	0.55	0.55
Arlingclose Central Case	1.60	1.70	1.80	1.90	2.00	2.15	2.30	2.45	2.60	2.70	2.85	2.90	3.00
Downside risk	0.35	0.35	0.40	0.45	0.50	0.50	0.55	0.60	0.65	0.70	0.70	0.75	0.80
<b>20-yr gilt yield</b>													
Upside risk	0.35	0.40	0.45	0.50	0.50	0.50	0.50	0.50	0.50	0.55	0.55	0.55	0.55
Arlingclose Central Case	2.10	2.20	2.30	2.35	2.45	2.50	2.65	2.75	2.90	3.00	3.15	3.20	3.30
Downside risk	0.35	0.40	0.50	0.60	0.70	0.75	0.75	0.75	0.80	0.85	0.85	0.90	0.90
<b>50-yr gilt yield</b>													
Upside risk	0.35	0.40	0.45	0.50	0.50	0.50	0.50	0.50	0.50	0.55	0.55	0.55	0.55
Arlingclose Central Case	2.15	2.25	2.35	2.40	2.50	2.55	2.70	2.80	2.95	3.05	3.20	3.25	3.35
Downside risk	0.35	0.40	0.50	0.60	0.70	0.75	0.75	0.75	0.80	0.85	0.85	0.90	0.90

## Underlying assumptions:

- The UK economic recovery slowed towards the end of 2014, with economic and political uncertainty weighing on business investment. However, the Q3 growth rate of 0.7% remains slightly above the long run average, suggesting the recovery remains robust.
- Household consumption is key to the recovery in 2015. While we expect consumption growth to slow, given softening housing market activity and slower employment growth, the fall in inflation and resulting rise in both real (and nominal) wage growth and disposable income should support spending.
- Inflationary pressure is currently low (annual CPI is currently 0.5%) and is likely to remain so in the short-term. The fall in oil prices has yet to feed fully into the prices of motor fuel and retail energy and CPI is expected to fall further. Supermarket price wars are also expected to bear down on food price inflation.
- The MPC's focus is on both the degree of spare capacity in the economy and the rate at which this will be used up, factors prompting some debate on the Committee.
- Nominal earnings growth is strengthening, but remains relatively weak in historical terms, despite large falls in unemployment. Our view is that spare capacity remains extensive. The levels of part-time, self-employment and

underemployment are significant and indicate capacity within the employed workforce, in addition to the still large unemployed pool. Productivity growth can therefore remain weak in the short term without creating undue inflationary pressure.

- However, we also expect employment growth to slow as economic growth decelerates. This is likely to boost productivity, which will bear down on unit labour costs and inflationary pressure.
- In addition to the lack of wage and inflationary pressures, policymakers are evidently concerned about the bleak prospects for the Eurozone. These factors will maintain the dovish stance of the MPC in the medium term. The MPC clearly believes the appropriate level for Bank Rate for the post-crisis UK economy is significantly lower than the previous norm. We would suggest this is between 2.5 and 3.5%.
- The ECB has introduced outright QE as expected. While this may alleviate some of the anxiety about the economic potential of the Eurozone, political risk remains significant (e.g. Greek election). Therefore fears for the Eurozone are likely to maintain a safe haven bid for UK government debt.

#### **Forecast:**

- We continue to forecast the first rise in official interest rates in Q3 2015, but the risks to this forecast are very much weighted to the downside. The February Inflation Report will be key to our review of the possible path for Bank Rate.
- We project a slow rise in Bank Rate. The pace of interest rate rises will be gradual and the extent of rises limited; we believe the normalised level of Bank Rate post-crisis to range between 2.5% and 3.5%.
- Market sentiment (derived from forward curves) has shifted significantly lower in the past three months; market expectations are now for a later increase in interest rates and a more muted increase in gilt yields.
- The short run path for gilt yields has flattened due to the sharp decline in inflation expectations. We project gilt yields on an upward path in the medium term.
- The short run path for gilt yields is flatter due to the deteriorating Eurozone situation. We project gilt yields on an upward path in the medium term.

## 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 £100 million total limit if duration more than 364 days and £60 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	£25 million
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/Certificates of Deposit	UK	Bank of Scotland (Lloyds Banking Group)	£25,000,000	£37,500,000
Term Deposits/Call Accounts/Certificates of Deposit	UK	Lloyds TSB (Lloyds Banking Group)	£25,000,000	£37,500,000
Term Deposits/Call Accounts/Certificates of Deposit	UK	Barclays Bank Plc	£25,000,000	
Term Deposits/Call Accounts/Certificates of Deposit	UK	Clydesdale Bank (National Australia Bank Group)	£25,000,000	£37,500,000
Term Deposits/Call Accounts/Certificates of Deposit	UK	HSBC Bank Plc	£25,000,000	
Term Deposits/Call Accounts/Certificates of Deposit	UK	Nationwide Building Society	£25,000,000	
Term Deposits/Call Accounts/Certificates of Deposit	UK	NatWest (RBS Group)	£25,000,000	£37,500,000
Term Deposits/Call Accounts/Certificates of Deposit	UK	Royal Bank of Scotland (RBS Group)	£25,000,000	£37,500,000
Term Deposits/Call Accounts/Certificates of Deposit	UK	Standard Chartered	£25,000,000	

Term Deposits/Call Accounts/Certificates of Deposit	UK	Santander UK plc	£25,000,000	
Term Deposits/Call Accounts/Certificates of Deposit	Australia	Australia and NZ Banking Group	£25,000,000	
Term Deposits/Call Accounts/Certificates of Deposit	Australia	Commonwealth Bank of Australia	£25,000,000	
Term Deposits/Call Accounts/Certificates of Deposit	Australia	National Australia Bank Ltd (National Australia Bank Group)	£25,000,000	£37,500,000
Term Deposits/Call Accounts/Certificates of Deposit	Australia	Westpac Banking Corp	£25,000,000	
Term Deposits/Call Accounts/Certificates of Deposit	Canada	Bank of Montreal	£25,000,000	
Term Deposits/Call Accounts/Certificates of Deposit	Canada	Bank of Nova Scotia	£25,000,000	
Term Deposits/Call Accounts/Certificates of Deposit	Canada	Canadian Imperial Bank of Commerce	£25,000,000	
Term Deposits/Call Accounts/Certificates of Deposit	Canada	Royal Bank of Canada	£25,000,000	
Term Deposits/Call Accounts/Certificates of Deposit	Canada	Toronto-Dominion Bank	£25,000,000	

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



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

<b>Instrument</b>	<b>Maximum maturity</b>	<b>Max £M of portfolio and Credit limit</b>	<b>Capital expenditure?</b>	<b>Example</b>
Term deposits with banks, building societies which meet the specified investment criteria	10 years	£10m per counterparty	No	
Term deposits with local authorities	10 years	£25m per authority	No	
CDs and other negotiable instruments with banks and building societies which meet the specified investment criteria	10 years	£10m per counterparty	No	
Gilts	10 years	£20 million Credit limit not applicable gilts issued by UK Government	No	
Bonds issued by multilateral development banks	10 years	£20 million Minimum credit rating AA+	No	EIB Bonds, Council of Europe Bonds etc.
Sterling denominated bonds by non-UK sovereign governments	5 years	£20 million Minimum credit rating AA+	No	

**Other Non-Specified investments 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

## **Appendix 7 - 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.

## **Appendix 8**

### **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 by the Policy & Resources Committee and make recommendations to Council informed by the advice of the CFO.

## APPENDIX 9: Corporate Risk Register

The following risk register represents those risks in place at the time of reporting at Quarter 3, the mitigation strategies in place for each risk and the proposed treatment of each risk.

SCORE		IMPACT				
		1 Negligible	2 Minor	3 Moderate	4 Major	5 Catastrophic
5 Almost Certain	0	0	0	0	0	0
4 Likely	0	0	0	2	0	0
3 Possible	0	0	2	6	0	0
2 Unlikely	0	0	0	0	0	0
1 Rare	0	0	0	0	0	0

PROBABILITY

166

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
<p><b>Demographic and Population Changes: ORG0035</b></p> <p>There is a risk that the organisation will not be prepared or able to respond to the impacts of demographic changes (e.g. gender, age, ethnicity, disability, education, employment) and/or population growth rate (birth, death, immigration, emigration) with insufficient social infrastructure (schools, older people homes), physical and green spaces, services and affordable housing to meet demand</p>	<p>Major 4</p> <p>Likely 4</p> <p>High 16</p>	<p>Preventative: Test demographic change and population growth hypothesis against insight on customer profile, deeper interrogation of specific data sets (in/out migration) and identify potential gaps in data sets (availability of data, deficiency of existing data) The priorities and spending review (PSR) is key response to ensuring the organisation is sufficiently prepared for and able to respond to the impacts of population and demographic changes. Uncertainty is being reduced as service pressures and budget requirements</p>	Treat	<p>Quarterly</p> <p>Major 4</p> <p>Possible 3</p>	<p>Medium High 12</p>

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
		<p>are being analysed and underlying assumptions monitored and refined to ensure they remain valid as the organisation prepares to respond to this challenge.</p> <p>Understand approach and dependencies with resident engagement, equalities and health and wellbeing impact assessments. Growth Strategy, Housing Strategy, Regeneration Strategy and respective governance structures.</p> <p>Detective: The Commissioning Group supports the setting of strategic outcomes and development of commissioning strategies with a particular focus on cross cutting themes and risks. The Commissioning Board will review underpinning risk analysis at regular intervals to consider data, revisit assumptions, outcomes and controls.</p> <p>Partnership SCB has been introduced to enhance partnerships working in order to meet the financial challenges facing the public sector and collaborate on the development of future plans to both deliver transformation and improve outcomes.</p>			



Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
<p><b>Waste Management and Sustainability ORG0011:</b> without consideration of alternative ways of improving recycling and changing behaviours around sustainability, costs will escalate in the future. Procuring value for money waste disposal and managing waste collection services both need to be considered in order to ensure quality services at an affordable price delivering optimum customer satisfaction.</p>	<p>Major 4</p> <p>Possible 3</p> <p>Medium High 12</p>	<p>Preventative: In-house delivery with stretch model underway commencing from October 2013. NLWA partnership</p> <p>Detective: Performance Indicators for recycling and customer satisfaction. Waste project planning commencing April 2014 - review of wide range of potential service changes and improvements to deliver PSR savings and performance.</p>	Treat	<p>Quarterly</p> <p>Major 4</p> <p>Possible 3</p> <p>Medium High 12</p>	
<p><b>Financial Position ORG0025:</b> Given the overall economic position, it is clear that cuts to government funding will continue until at least 2018 and more likely to the end of the decade. Alongside this the Council now bears additional risks as a result of business rate reforms, whereby a contraction in economic activity in Barnet will see a reduction in Council funding. The economic position also impacts on the costs of Council services, for example in terms of pressure on temporary accommodation and increases in benefit caseloads. Demographic changes mean that the Council faces a growing population, an ageing population and increasing numbers of young people, which adds further to the pressure and demand on services.</p>	<p>Major 4</p> <p>Possible 3</p> <p>Medium High 12</p>	<p>Preventative: The Council's financial planning cycle mitigates the risks associated with reductions in funding and increases in demand for services. Planning ahead enables the Council to mitigate the impact of increases in demand and ensure that the Councils overall financial position on reserves and contingency is sufficient. Policy and Resources Committee received a report on 10 June which sets out the financial challenge for the Council and the process to meet this challenge.</p> <p>Detective: Budget monitoring (revenue and capital) and financial management standards being adhered to. Recovery plans and alternative options reviewed in areas with overspends. Review capital programme profiling. Value for money indicators in use across the business. Monitoring delivery of Medium Term Financial Strategy.</p>	Treat	<p>Quarterly</p> <p>Moderate 3</p> <p>Unlikely 2</p> <p>Medium Low 6</p>	

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
<p><b>Resident Engagement_ORG0029:</b> Failure to engage properly with Residents.</p>	<p>Moderate 3</p> <p>Possible 3</p> <p>Medium High 9</p>	<p>Preventative: Finance and Business Planning – feeding consultations into service design. Ensuring equalities is embedded within the Commissioning Group.</p> <p>Consultation strategy and transparency commitment confirmed at first meeting of Policy and Resource Committee. 3rd sector strategy/ community resilience</p> <p>Social media – alternative methods of engaging with residents to be explored through future updates to the website</p> <p>Detective: Common understanding of the citizen engagement within the Council through review of complaints data analysis and prior consultations. Performance indicators for customer satisfaction and customer care.</p>	Treat	<p>Quarterly</p> <p>Moderate 3</p> <p>Unlikely 2</p> <p>Medium Low 6</p>	
<p><b>People_ORG0036:</b> There is a risk that the organisation's people (competence, skills, knowledge) and culture are not aligned with its medium and long term strategic direction and will not be able to deliver the improvements in service delivery and on-going change and innovation required to achieve its long term goals.</p>	<p>Major 4</p> <p>Possible 3</p> <p>Medium High 12</p>	<p>Preventative: To understand the current and required corporate capabilities and develop corporate and delivery unit plans to respond to gaps, recognising the need to create an internal environment that facilitates the generation of new ideas and entrepreneurship. To support change through leadership and people engagement (including through partners), to provide results for the organisation, its people and customers.</p> <p>Detective: Through the risk management framework and robust and continuous risk analysis and monitoring of delivery unit risk profiles</p>	Treat	<p>Quarterly</p> <p>Moderate 3</p> <p>Possible 3</p> <p>Medium High 9</p>	

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
		and action plans it will be possible to identify and ensure the right interventions and to identify 'early warning systems' where failure in this respect is impacting negatively on service delivery and strategic change.			
<b><u>Information Management</u></b> <b><u>ORG0037:</u></b> There is a risk we will not be able to get appropriate data and information through insight, self-service to support the customer access strategy	Major 4  Possible 3  Medium High 12	IM Strategy approved and includes a Data Quality Work stream.  Preventative: Fair processing notices to enable us to compliantly get data we want. Beginning to understand data sources and constraints on them Phased delivery approach for insight allowing us to assess and baseline data issues and plan improvements in quality and accessibility accordingly  Detective: Customer Access and Information Board to monitor progress and delivery. Will continually assess progress with decision to continue to move forward at each phase boundary	Treat	Quarterly	Unlikely 2  Major 4  Medium High 8
<b><u>Barnet's position as a prosperous Suburb</u></b> <b><u>ORG0038</u></b> is under threat from wider threats to London as a world city and infrastructure improvements connecting more and new places to London.	Moderate 3  Possible 3  Medium High 9	Preventative: Develop 21st century suburb vision joining up the relevant strategies/initiatives West London Alliance: Working with five other West London Boroughs through community budget programme to develop growth, skills, jobs. Through this process, will also be in a position to take a broader view of the transport infrastructure on an orbital basis.  Detective: Regular meetings with place based	Treat	Quarterly	Unlikely 2  Moderate 4  Medium Low 6

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
		services already exist to discuss strategies (housing, street scene) - will ensure effective monitoring and ongoing identification of risks, opportunities and dependencies.			
<b>Homelessness ORG0039:</b> There is a risk that homelessness and the subsequent cost of providing emergency short term accommodation will continue to rise.	Major 4	<p>Preventative: Developing plans around three areas:</p> <ul style="list-style-type: none"> <li>- increasing prevention activities, including joint working with job centre plus</li> <li>- increase opportunities of affordable housing supply</li> <li>- Develop options of affordable supply in more affordable locations</li> </ul> <p>Detective: Welfare and Benefit Programme (including partners) in place to determine impact, performance indicators in place to monitor impact. A mitigation plan is being implemented Barnet Homes as approved by Strategic Commissioning Board and the Delivery Board. Homelessness and Emergency Accommodation Project Board with Barnet Homes including the lead Commissioner and Contract Manager is overseeing the delivery of a range of interventions to boost supply and reduce demand through monthly meetings.</p>	Treat	Quarterly	Unlikely 2
	High 16				Medium Low 6

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
<p><b>Safeguarding Incident ORG0040:</b> If there were a significant children's safeguarding incident then the commissioning council approach may be destabilised and undermined.</p>	<p>Major 4</p> <p>Possible 3</p> <p>Medium High 12</p>	<p>Preventative: SCB Assurance Safeguarding Protocol Regular meeting and information sharing Family Service transformation Programme Children's, Education, Libraries and Safeguarding Committee in the new governance model Local Safeguarding Children's Board (LSCB), new chair and work programme</p> <p>Detective: Mock OFSTED inspection Safeguarding Peer Review</p>	Treat	<p>Quarterly</p> <p>Major 4</p> <p>Unlikely 2</p> <p>Medium High 8</p>	
<p><b>Commissioning Approach ORG0041:</b> If there is not a clearly defined approach to commissioning in place that ensures consistent application of Commissioning Cycle activities then objectives becomes difficult to monitor or achieve.</p>	<p>Major 4</p> <p>Possible 3</p> <p>Medium High 12</p>	<p>The Council's Commissioning Plans and priorities to 2020 are being developed and will go to Policy and Resources Committee on 2 December alongside the Council's draft Corporate Plan and Medium Term Financial Strategy.</p> <p>Following agreement of the above revised Management Agreements will be developed which focus on how the longer-term priorities of the Councils Corporate plan will be achieved with meaningful qualitative performance indicators that are linked to outcomes.</p> <p>The means of reviewing the achievement of outcomes will be taken forward over the next 6 months as new Commissioning Plans and Management Agreements are developed.</p>	Treat	<p>Quarterly</p> <p>Major 4</p> <p>Unlikely 2</p> <p>Medium High 8</p>	

## Appendix 10

### Dedicated Schools Grant (DSG) and Schools Budget 2015/16

The Dedicated Schools budget (DSG) for 2015/16 is made up of three notional funding blocks:

- Schools Block
- Early Years Block and
- High Needs Block.

Each block is calculated on a different basis.

The Schools Block is calculated using pupil numbers taken from the October 2014 schools census, multiplied by a guaranteed unit of funding (GUF). Whilst the amount per pupil in this block has remained the same;

- £7.51 per pupil is being deducted to fund the carbon reduction commitment scheme. This has resulted in minimal impact to the draft budget as this was previously deducted from the overall DSG.
- The schools block pupil numbers are higher than estimated and;
- The Barnet school funding formula remains the same (except removal of the £23 per pupil distribution of the 2012-13 underspend which was included in the 2014-15 AWPU) and schools continue to be protected by a minimum funding guarantee which ensures they receive at least 98.5% of their 2014/15 per pupil funding in 2015/16 before the Pupil Premium and other grants are applied.

The amount per pupil in the Early Years block is the same as for 2014/15. The Early Years (EY's) Block is estimated using early years numbers taken from the Early Years and Schools census in January 2014. A further update to the 2015/16 DSG allocation will be made once the January 2015 EY's and Schools census numbers are finalised. This subsequent change will be made after the end of the financial year.

- ***Funding for 3 and 4 year olds***

The Early Years Pupil Premium for 3 & 4 year olds begins in April 2015 and Barnet has received an initial allocation of £342k. This will be adjusted as more information becomes available to the DfE.

- ***Funding for early education places for 2 year olds***

This funding has not been included in the December announcement and Barnet will expect to find out its initial allocation in June 2015. From 2015-16 the allocation will be based on the level of participation rather than target numbers as in 2014/15.

The High Needs Block is a cash amount and is largely based on the amounts that were funded in 2014/15, adjusted for the growth/deduction in pre/post 16 high needs places agreed for 2014 to 2015 academic year. An additional £47m of funding was distributed to all local authorities, of which Barnet received an additional £350k. The final allocation is expected to be confirmed after the end of the financial year.

## **Pressures on the DSG expenditure budget**

There are a number of pressures on the DSG expenditure budget which are as follows:

- High needs placements, especially those in independent special schools and;
- Continuing growth in primary pupil numbers leading to new schools and expansions. Advance non-capital funding for setting up new classes is costing approximately £1m per year.
- The Education Funding Agency has confirmed funding for the growth costs of pupil numbers in non-recouped Academies and Free schools for 2015/16 – funding for future years has yet to be confirmed;

## **Balancing the budget**

As agreed at the meeting of the Schools Forum, the approach to balancing the 2015/16 budget has involved:

- Agreement by the Forum to use the £1.3m of DSG underspend carried forward from 2013/14 to support the budget gap (by contributing to the growth fund and the nursery schools' transitional subsidy).
- Officers completing a zero-base-review of the number and costs of SEN placements in independent and non-maintained schools as well as maintained schools and Academies

The SEN budget review has resulted in a significant reduction in the budget pressures arising in relation to High Needs budget, mainly because of the management of demand for SEN placements in independent and out-of-Borough schools and post-16 providers.

As a result of the above there is now a balanced draft Schools Budget for 2015/16. However, the financial position remains very challenging. In reviewing the SEN budgets and in trying to balance the budget, officers have stripped out most contingency provisions. There is now no contingency provision for SEN to fund any unexpected commitments for SEN placements above those anticipated in preparing the 2015/16 estimates. There is also no provision for additional support for 1:1 packages for ARPs and mainstream schools.

The only general contingency provision is the carried forward contingency for the closure of St.Mary's High School (£150,000)

The provision for 2-year-olds places has been adjusted downwards by taking a more conservative view of the number of places that can be provided next year than the target figures the Early Years team are forecasting. In practice however, the council has a legal duty to provide places for priority groups and to try to reach the targets, so the actual spending required may be above the budgeted figure.

In order to cover these risks, the Schools Forum has agreed that contingency requirements will have the first call on the 2014-15 carried forward underspend.

The draft Schools Budget was presented to the Schools Forum on 4th December 2014. The Forum approved the budget and the continuation of the same school and early years funding formulae and rates as 2014-15 with the exception of the small amounts of per pupil distribution of the 2012-13 underspend which was included in the 2014-15 AWPU.

The final DSG has yet to be confirmed as the Early Years Block and the High Needs block will be adjusted in March and June 2015 following the January Census and the High Needs Place Return. In subsequent months this will be presented to the Schools Forum along with any proposed adjustments to the Schools Budget.

Maintaining the same funding formula rates and applying a cap on gains has enabled the authority to prepare a balanced draft Schools Budget for 2015/16.

Provisional Schools Budget 2015/16							
27 November 2014 15:02							
		2015/16	2015/16	126			
S251	S251Desc	Gross Budget	Budget net of recoupment	Budget from Schools Forum Oct 14	Change since Oct 14	2014/15 Budget	Note
<b>Expenditure</b>							
1.0.1	Individual Schools Budget before Academy recoupment	264,458,553	173,883,729	173,596,844	286,885	169,639,051	Revised pupil number estimates
1.1.1	Contingencies	154,284	154,284	600,000	- 445,716	599,611	Contingencies reduced to balance
1.1.2	Behaviour Support Services	75,988	75,988	76,326	- 338	76,326	
1.1.3	Support to UPEG and bilingual learners	88,221	88,221	86,191	2,030	86,191	Revised pupil number estimates
1.1.8	Staff costs - supply cover excluding cover for facility time	47,072	47,072	46,518	554	46,518	
1.1.9	Staff costs - supply cover for facility time	47,072	47,072	46,518	554	46,518	
1.2.1	Top-up funding - maintained schools	16,142,716	16,142,716	16,244,016	- 101,300	17,296,450	
1.2.2	Top-up funding - academies, free schools and colleges	6,854,903	6,954,903	6,263,335	691,568	6,236,399	Zero based review of SEN funding requirements
1.2.3	Top-up and other funding - non-maintained and independent providers	9,835,971	9,835,971	11,468,831	- 1,632,860	11,138,864	
1.2.5	SEN support services	3,198,188	3,098,188	3,077,562	20,626	3,073,893	Increased need at Early Years and for Therapies
1.2.6	Hospital education services	530,006	530,006	407,004	123,002	438,006	Additional hospital places
1.3.1	Central expenditure on children under 5	979,072	979,072	979,072	-	1,254,072	
1.4.1	Contribution to combined budgets	777,892	777,892	777,892	-	777,892	
1.4.10	Pupil growth / Infant class sizes	961,000	961,000	961,000	-	1,853,020	
1.4.11	SEN transport	400,000	400,000	400,000	-	400,000	
1.4.13	Other items	106,500	106,500	106,500	-	106,500	
1.4.2	School Admissions	361,200	361,200	361,200	-	361,200	
1.4.3	Servicing of schools forums	34,680	34,680	34,680	-	34,680	
		305,053,318	214,478,494	215,533,489	- 1,054,995	213,465,190	
<b>Income</b>							
1.7.1	Dedicated Schools Grant	(296,945,832)	(206,371,008)	(205,864,597)	(506,411)	(204,357,630)	Review of income estimates and recoupment
1.7.2	Balance b/fwd from 2013/14	(1,332,908)	(1,332,908)	-	(1,332,908)	(2,332,981)	Use of 13/14 underspend agreed with S/F Oct 14
1.7.4	Post 16 allocations from EFA	(6,774,578)	(6,774,578)	(6,774,578)	-	(6,774,579)	
		(305,053,318)	(214,478,494)	(212,639,175)	(1,839,319)	(213,465,190)	
	Balance	0	0	2,894,314		-	-



# 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: <a href="mailto:newbarnet@barnetcab.org.uk">newbarnet@barnetcab.org.uk</a></p>	<p>Finchley Citizens Advice Bureau 23 Hendon Lane London N3 1RT Tel: 0844 826 9336 Email: <a href="mailto:finchley@barnetcab.org.uk">finchley@barnetcab.org.uk</a></p>
<p>Grahame Park Citizens Advice Bureau The Concourse Grahame Park London NW9 5XA Tel: 0844 826 9336 Web: <a href="http://www.barnetcab.org.uk">www.barnetcab.org.uk</a></p>	<p>Hendon Citizens Advice Bureau 40-42 Church End Hendon London NW4 4JT Tel: 0844 826 9336 Web: <a href="http://www.barnetcab.org.uk">www.barnetcab.org.uk</a></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](http://www.direct.gov.uk) and following the link to Community Legal Advice or by telephoning the helpline on 0845 345 4345

### National Debtline

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

### Business Debtline

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



## Appendix A - Adults &amp; Social Care Fees &amp; Charges 2015/16

## Fees and Charges 2015/16

Service	Current	New	% Increase
<b>Respite Care (All client groups) (2)</b>	<b>2014/15</b>	<b>2015/16</b>	
Residential Respite (per week)	£88.70	£91.05	2.70%

Charges for arranging care for people above capital/savings threshold	Current	New 2015/16	% Increase
Standard hourly brokerage charge	-	£22.93	100%
Standard hourly administrative charge	-	£14.31	100%

Charges for Universal Deferred Payments	Current	New 2015/16	% Increase
Standard hourly administrative and processing charge	-	£18.27	100%
Standard legal hourly charge	-	£52.29	100%
Non- standard legal hourly charge e.g debt recovery	-	£71.59	100%
Land Registry Fees	-	£26.00	100%
Property Valuation Fees	-	£250.00	100%

Universal deferred payment interest rate charges are reviewed every three months and the power to vary and change is delegated to the Council's Section 151 officer, with the potential to charge up to the maximum set by the Dept of Health.

**Adults Social Care and Health**

**Fees and Charges 2015/16**

<b>Service</b>	<b>Current 2014/15</b>	<b>New 2015/16</b>
<b>Residential and Nursing Care (1) *</b>		
Standard Charge persons aged 60+	£123.95	£126.30
Standard Charge persons aged 25-59	£79.85	£80.45
Standard Charge persons aged 18-25	£64.80	£65.25
<b>Respite Care (All client groups) (2)</b>		
Residential Respite (per week)	£88.70	£91.05
<b>Meals at Home (3)</b>		
Standard meal (per meal)	£4.15	£4.15
<b>Other Community Support Services (4) **</b>		
Assessed in accordance with charging policy for community based services - Fairer Contributions Policy	Up to full cost	Up to full cost
<b>Clients' access to files</b>		
Statutory charge	£15.00	£15.00

\* Non-Standard cases assessed in accordance with charging policy  
 \*\* This includes homecare, day care, supported living, direct payments and other services provided in the community by the Council

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

New 2015/16

**Charges for arranging care for people above capital/savings threshold**

Standard hourly brokerage charge	£22.93
Standard hourly administrative charge	£14.31

**Charges for Universal Deferred Payments**

Standard hourly administrative and processing charge	£18.27
Standard legal hourly charge	£52.29
Non- standard legal hourly charge e.g debt recovery	£71.59
Land Registry Fees	£26.00
Property Valuation Fees	£250.00

The interest rate for deferred payments will be set at 1% from 1 April 2015. It is proposed that the interest rate charges will be reviewed every three months by Adults and Communities. The power to vary and change interest rates for deferred payments will be delegated to the Council's section 151 officer.



**Charges to Registration, Ceremonies and Nationality up to March 2015 and proposed fees from 1 April 2016**

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

Certificates from archived registers	Current fees	Proposed new fees from 1 April 2015
Standard Birth, Death, Marriage and civil partnership certificate	£15.00*	No change from 1 April 2015
Short Birth Certificate	£15.00*	No change from 1 April 2015
Priority service certificate - same day	£20.00	No change from 1 April 2015

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

Certificates from current registers	Current fees	Proposed new fees from 1 April 2015
Standard Birth Death Marriage or Civil Partnership certificates (at registration)	£4.00	No change from 1 April 2015
Standard Birth Death Marriage or Civil Partnership certificates (after registration)	£7.00	No change from 1 April 2015

**Notice of marriage and civil partnership**

Current fee	Proposed new fees from 1 April 2015
£35.00	No change from 1 April 2015
After 2 March 2015, if you are referred for immigration purposes, the notice fee will be £47	

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

**Current fees and proposed new fees from 1 April 2015**

Administration fee for change of date or time	£20.00	No change from 1 April 2015
Mondays to Thursdays	£100.00 (£50 deposit)	No change from 1 April 2015
Friday	£125.00 (£50 deposit)	No change from 1 April 2015
Saturday	£180.00 (£50 deposit)	No change from 1 April 2015
Sundays and Public Holidays	£275.00 (£50 deposit)	No change from 1 April 2015
Special Offer (last Sunday of the month)	£200.00 (£50 deposit)	No change from 1 April 2015

### Current fees and proposed new fees from 1 April 2015

Monday to Friday – late ceremonies (from 4 pm)	£200.00 (£50 deposit)	No change from 1 April 2015
Saturday – late ceremonies	£360.00 (£50 deposit)	No change from 1 April 2015
Sundays and Public Holidays – late ceremonies	£500.00 (£50 deposit)	No change from 1 April 2015

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

#### Current fees and proposed new fees from 1 April 2015

	Current fees	Proposed new fees from 1 April 2015
Wedding in a registered building (e.g. church)	£88.00 (£50 deposit)	No change from 1 April 2015
Marriage, renewal of vows and civil partnership ceremonies Monday to Friday – normal hours	£275.00 (£50 deposit)	No change from 1 April 2015
Marriage, renewal of vows and civil partnership ceremonies Saturday – normal hours	£330.00 (£50 deposit)	No change from 1 April 2015
Marriage, renewal of vows and civil partnership ceremonies Sunday and Public Holiday – normal hours	£385.00 (£50 deposit)	No change from 1 April 2015

#### Current fees and proposed new fees from 1 April 2015

Monday to Friday – late ceremonies after 4pm	£400.00 (£50 deposit)	No change from 1 April 2015
Saturday – late ceremonies after 4pm	£500.00 (£50 deposit)	No change from 1 April 2015
Sunday – late ceremonies after 4 pm	£600.00 (£50 deposit)	No change from 1 April 2015

### Naming Ceremonies – all venues

	Current fees	Proposed new fees from 1 April 2015
Administration fee for change of date or time (without 7 days' notice given)	£20.00	No change from 1 April 2015
Monday to Sunday and including Bank Holidays – normal hours	£160.00 (£50 deposit)	No change from 1 April 2015

### Late Arrival Fees

Late arrival fee at the Register Office in Burnt Oak	£25.00	No change from 1 April 2015
Late arrival fee at an approved premise in Barnet	£50.00	No change from 1 April 2015

### Nationality and Settlement Checking Service

NCS/SCS	Current fees	Proposed new fees from 1 April 2015
NCS Adult application	£55.00	No change from 1 April 2015
NCS Child (per child)	£35.00	No change from 1 April 2015
SCS Adult application	£100.00	No change from 1 April 2015
SCS Child application (per child)	£30.00	No change from 1 April 2015
Private citizenship ceremony at Hendon Town Hall and Oak Room	£100.00	No change from 1 April 2015

# 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
<b>Morning</b>	8.30am – 11.30am	£16.80	£17.55
<b>Lunch Session</b> (includes hot meal)	11.30am – 12.30pm	£7.70	£7.95
<b>Afternoon</b>	12.30pm – 3.30pm	£16.80	£17.55
<b>Core Day</b> (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	



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.

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

## 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)

Fees for Day Care

<b>Hours</b>	<b>Description</b>	<b>Cost for 2 year olds</b>	<b>Cost for 3 &amp; 4 year olds</b>
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*



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

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

Hall hire charges

<b>Charges</b>	<b>Capacity up to 5</b>	<b>Capacity 6 - 15</b>	<b>Capacity 16 - 30</b>	<b>Capacity 31 +</b>
<b>Full Rate</b>				
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)
<b>Concession Rate</b>				
Discount of 1/3 <sup>rd</sup> 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)
<b>Display cabinets</b>	£20.00 per week			
<b>Display windows</b>				
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



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

				6.5 KW Inverter Generator
<b>Hair &amp; Beauty</b>	£10.00	Beauticians Stool	£45.00	Hydraulic Chair Massage/Beauticians Couch Nail Bars
<b>Marquees &amp; Shelters</b>	£28.00	3m x 3m Gazebo 6m x 3m Gazebo	£63.00	4.6m x 7.6m Inflatable Marquees
<b>Media</b>	£8.00	19" LCD Monitor HD Camcorder	£350.00*	Film Making Kit inc. Camera Mini Crane Wally Dolly – Track System
<b>Music</b>	£1.50	Headphones Microphone Stands	£45.00	Portable PA Systems Electronic Keyboard
<b>Outdoor Education</b>	£1.20	Camping Chair Camping Gaz Cooker LCD Tent Lantern	£800.00	95' Inflatable Assault Course Inflatable Bungee Football Rotating Climbing Wall
<b>Photography</b>	£1.50	Selection of SD Cards Finepix Camera	£38.00	Canon EOS 550 D Digital Camera
<b>Sport</b>	£1.00	Sports Bibs Footballs / Rugby Balls	£90.00	Tennis Tower Table Tennis Table
<b>Staging &amp; Theatre</b>	£4.00	Extension Leads with RCD XLR Leads Gaffer (Duck) Tape	£220.00	Q-Build Stage System Stage Lighting Pack

\* Denotes weekly charge only.

**Table 4: Library Services**

	<b>Charges</b>
Fines for overdue books and CDs	20p / item/ day
Self-reservation, no notification	80p
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 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
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

Appendix A - Parking

Resident Parking Permits	Middle Band gCo2	Higher Band gCo2	% Change
Lower Band gCo2	111 – 200	>200	
<110	£40.00	£60.00	-
£30.00			
<b>Additional Cars, upto 4</b>	<b>2014/15</b>	<b>2015/16 Proposed</b>	
Resident Parking Permit (First)	Various	Various	Illustration purposes
Resident Parking Permits (Second)	£70.00	£70.00	Illustration purposes
Resident Parking Permits (Third)	£70.00	£70.00	Illustration purposes
Resident Parking Permits (Fourth)	£0.00	£70.00	100%
<b>Green Permits</b>	<b>2014/15</b>	<b>2015/16 Proposed</b>	<b>% Change</b>
Electric Vehicles	£15.00	£0	100%
<b>Temporary Permits</b>	<b>2014/15</b>	<b>2015/16 Proposed</b>	
Weekly	£0	£100.00	100%
Monthly	£0	£160.00	100%
<b>Suspension Bay Applications</b>	<b>2014/15</b>	<b>2015/16 Proposed</b>	
One Bay Suspension 1 Day	£60	New charging process - see below	100%
Application Process	£0	£130.00	100%
Daily Rate - chargeable bays P&D per bay per day of suspension	£0	Application process above + £30.00	100%
Resident Only - per bay per day of suspension	£0	Application process above + £20.00	100%

Appendix A - Re

Area	Service	Description of Charge	UNIT	Subject to VAT	(a) Current charge excluding VAT	(b) Proposed charge excluding VAT	% Increase
<b>Trading Standards and Licensing</b>							
<b>Scrap Metal</b>							
Re	Trading Standards and Licensing	Site Licence - Change of details	Per application	VAT not applicable	New	£30.00	100%
<b>Film classification</b>							
Re	Trading Standards and Licensing	Fee for classification of a film	per film	VAT not applicable	Varies depending on length of film	£80.00	Varies
<b>Environmental Health</b>							
<b>Housing Act</b>							
Re	Environmental health	Waiver of fee for notices i.e. Improvement Notice , Suspended Improvement Order, Prohibition Order, Emergency Prohibition Order, Suspended Prohibition Order, Emergency Remedial Action excluding the cost of all /any works completed/certificates obtained.	Each	VAT not applicable	Fee waived if accreditation secured with the London Landlord Accreditation Scheme within 3 months of notice/order service and membership number forwarded to LBB.	Fee waived if accreditation secured with the London Landlord Accreditation Scheme within 3 months of notice/order service and membership number forwarded to LBB.	N/A
Re	Environmental health	Service of an Improvement Notice	Each	VAT not applicable	£406.93	£460.00	13%
Re	Environmental health	Service of a Suspended Improvement Notice	Each	VAT not applicable	£448.58	£507.00	13%
Re	Environmental health	Service of a Prohibition Order	Each	VAT not applicable	£350.70	£394.00	12.30%
Re	Environmental health	Service of a Suspended Prohibition Order	Each	VAT not applicable	£386.10	£436.00	12.90%
Re	Environmental health	Service of an Emergency Prohibition Order	Each	VAT not applicable	£350.70	£394.00	12.30%
Re	Environmental health	Service of a Demolition Order	Each	VAT not applicable	£75.00	£82.00	9.30%
<b>Mandatory HMO Licensing</b>							
Re	Environmental health	New Licence fee up to 5 units of accommodation (paper application)	Per HMO	VAT not applicable	New fee	£989.00	100%
Re	Environmental health	Assisted New Licence fee up to 5 units of accommodation (paper application)	Per HMO	VAT not applicable	New fee	£1,179.00	100%
Re	Environmental health	New Licence fee up to 5 units of accommodation (on-line application - when available)	Per HMO	VAT not applicable	New fee	£940.00	100%
Re	Environmental health	Assisted New Licence fee up to 5 units of accommodation (online application)	Per HMO	VAT not applicable	New fee	£1,131.00	100%
Re	Environmental health	Renewal fee up to 5 units of accommodation (paper application)	Per HMO	VAT not applicable	New fee	£894.00	100%
Re	Environmental health	Assisted Renewal fee up to 5 units of accommodation (paper application)	Per HMO	VAT not applicable	New fee	£1,085.00	100%
Re	Environmental health	Renewal fee up to 5 units of accommodation (on-line application)	Per HMO	VAT not applicable	New fee	£846.00	100%
Re	Environmental health	Assisted Renewal fee up to 5 units of accommodation (on-line application)	Per HMO	VAT not applicable	New fee	£1,036.00	100%
Re	Environmental health	Fee associated with an abortive visit	Per HMO	VAT not applicable	New fee	£71.00	100%
Re	Environmental health	Each extra unit of accommodation over 5 units (assuming a standard fee is for up to a 5 room HMO)	Per unit	VAT not applicable	New fee	£24.00	100%

Area	Service	Description of Charge	UNIT	Subject to VAT	(a) Current charge excluding VAT	(b) Proposed charge excluding VAT	% Increase
Re	Environmental health	Licence holder changing nominated manager (manager has to complete a Fit & Proper Person declaration)	Per request	VAT not applicable	£65.00	£83.00	27.70%
<b>Food, Health &amp; Safety</b>							
<b>Food Safety Courses</b>							
Re	Environmental health	Level 1 Award in Food Safety	Per person	VAT not applicable	New fee	£45.00	100%
Re	Environmental health	Level 1 Award in Food Safety - block bookings (greater than 10 candidates)	per course	VAT not applicable	New fee	Price on Application	100%
<b>Environmental Health Licensing Fees</b>							
<b>Animal Boarding Establishments(Animal Boarding Establishments Act 1963)</b>							
Re	Environmental health	New licence	Each	VAT not applicable	£488.50	£463.00	-
Re	Environmental health	Renewal licence	Each	VAT not applicable	£406.00	£433.00	6.70%
<b>Animal Boarding Establishments -Home based "sitting" services (ABE Act 1963)</b>							
Re	Environmental health	New licence	Each	VAT not applicable	£174.00	£213.00	22.40%
Re	Environmental health	Renewal licence	Each	VAT not applicable	£47.50	£59.00	24.20%
Re	Environmental health	Renewal (where inspection required)	Each	VAT not applicable	£126.00	£132.00	7.80%
<b>Breeding establishments for dogs (Breeding of Dogs Act 1973)</b>							
Re	Environmental health	New	Each	VAT not applicable	£465.00	£464.00	-
Re	Environmental health	Renewal	Each	VAT not applicable	£405.00	£445.00	9.90%
<b>Dangerous wild animals(Dangerous Wild Animals Act 1976)</b>							
Re	Environmental health	New	Each	VAT not applicable	£530.00	£469.00	-
Re	Environmental health	Renewal	Each	VAT not applicable	£411.50	£457.00	11%
<b>Performing Animals (Performing Animals (Regulations) Act 1925)</b>							
Re	Environmental health	Registration	Each	VAT not applicable	£148.50	£151.00	1.70%
Re	Environmental health	Certificate	Each	VAT not applicable	£17.50	£18.00	2.90%
<b>Pet Shops (Pet Animals Act 1951)</b>							
Re	Environmental health	New licence	Each	VAT not applicable	£501.00	£463.00	-
Re	Environmental health	Renewal licence	Each	VAT not applicable	£449.50	£451.00	-
Re	Environmental health	Reduced fee pet shop licence limiting trading to no more than 2 weeks per year (New)	Each	VAT not applicable	£166.00	£210.00	26.50%
Re	Environmental health	Reduced fee pet shop licence limiting trading to no more than 2 weeks per year (Renewal)	Each	VAT not applicable	£64.00	£198.00	209%
Re	Environmental health	Zoo (Zoo Licensing Act 1981)	Each	VAT not applicable	Costs incurred plus administrative on-cost of 30%	Costs incurred including administrative costs	Varies
<b>Riding Establishments (Riding Establishments Acts 1964-70)</b>							
Re	Environmental health	New licence	Each	VAT not applicable	£727.50	£663.00	-
Re	Environmental health	Renewal licence	Each	VAT not applicable	£592.50	£562.00	-
<b>Licence for Massage and Special Treatments (including cosmetic skin piercing)</b>							
<b>Band A - Low risk and non-invasive treatments, including manicure, pedicure, ear and nose piercing using a</b>							
Re	Environmental health	New licence	Each	VAT not applicable	£219.50	£233.00	6.20%
Re	Environmental health	Renewal licence	Each	VAT not applicable	£181.50	£187.00	3%
<b>Band B - medium risk non-invasive treatments including some beauty treatments and therapeutic treatments,</b>							
Re	Environmental health	New licence	Each	VAT not applicable	£296.00	£315.00	6.40%
Re	Environmental health	Renewal licence	Each	VAT not applicable	£267.00	£268.00	-
<b>Band C - Higher risk or invasive treatments, including body massage (other than described in Band B),</b>							



Area	Service	Description of Charge	UNIT	Subject to VAT	(a) Current charge excluding VAT	(b) Proposed charge excluding VAT	% Increase
Re	Environmental health	New licence	Each	VAT not applicable	£452.50	£418.00	-
Re	Environmental health	Renewal licence	Each	VAT not applicable	£378.50	£378.00	-
<b>Transfer and Variation Fee (where a variation takes the licence into a higher band then the full fee pro-rata will be payable)</b>							
Re	Environmental health	Band A	Each	VAT not applicable	£48.50	£59.00	21.60%
Re	Environmental health	Band B	Each	VAT not applicable	£83.50	£75.00	-
Re	Environmental health	Band C	Each	VAT not applicable	£124.50	£92.00	-
Re	Environmental health	Additional licensing fee for Laser Removal of hair and intense pulsed light treatments	Each	VAT not applicable	£65.00	£69.00	6.20%
Re	Environmental health	Administration fee on all aborted licence applications	Each	VAT not applicable	10 percent of licence fee	10 percent of licence fee	-
<b>Primary Authority Services (Environmental Health &amp; Trading Standards)</b>							
Re	Environmental health	Annual fee per subject area	Per annum	VAT not applicable	Up to £750 per area of regulation e.g. food safety, health and safety.	Up to £750 per area of regulation	-
Re	Environmental health	Primary authority work	Per hour	VAT not applicable	Up to £75 per an hour	Up to £58 per hour	-
<b>Cemetery and Crematorium</b>							
<b>A. Grave purchase for LBB Residents:</b>							
Re	Cemetery and Crematorium	Class 'A' (7'6" x 3' 6") - grave pre-purchase only - LBB Residents	Each	VAT not applicable	New	£6,690.00	100%
Re	Cemetery and Crematorium	Class 'A' grave (7'6" x 3' 6") for immediate use - LBB Residents	Each	VAT not applicable	£4,428.00	£4,780.00	8%
Re	Cemetery and Crematorium	Class 'B' (6'6" x 2' 6") grave pre-purchase only - LBB Residents	Each	VAT not applicable	New	£3,346.00	100%
Re	Cemetery and Crematorium	Class 'B' grave (6'6" x 2' 6") for immediate use - LBB Residents	Each	VAT not applicable	£2,158.00	£2,370.00	9.80%
<b>Half size grave for burial of ashes (Ash Grave)Note there are a limited number of these and no new 1/2 graves will be created.</b>							
Re	Cemetery and Crematorium	Class 'A' (3'6" x 3'6") - half grave pre-purchase only - LBB Residents	Each	VAT not applicable	New	£3,345.00	100%
Re	Cemetery and Crematorium	Class 'A' grave (3'6" x 3'6") half grave for immediate use - LBB Residents	Each	VAT not applicable	£2,029.00	£2,390.00	17.80%
Re	Cemetery and Crematorium	Class 'B' (3'0" x 2' 6") - half grave pre-purchase only - LBB Residents	Each	VAT not applicable	New	£1,660.00	100%
Re	Cemetery and Crematorium	Class 'B' grave (3'0" x 2' 6") half grave for immediate use - LBB Residents	Each	VAT not applicable	£926.00	£1,185.00	28%
<b>B. Grave purchase for Non-LBB Residents:</b>							
Re	Cemetery and Crematorium	Class 'A' (7'6" x 3' 6") grave pre-purchase only - Non LBB Residents	Each	VAT not applicable	n/a	£12,650.00	100%
Re	Cemetery and Crematorium	Class 'A' grave (7'6" x 3' 6") for immediate use - Non LBB Residents	Each	VAT not applicable	£8,477.00	£9,035.00	6.60%
Re	Cemetery and Crematorium	Class 'B' (6'6" x 2' 6") grave pre-purchase only - Non LBB Residents	Each	VAT not applicable	n/a	£6,720.00	100%
Re	Cemetery and Crematorium	Class 'B' (6'6" x 2' 6") for immediate use - Non LBB Residents	Each	VAT not applicable	£4,469.00	£4,800.00	7.40%
<b>Half size grave for burial of ashes (Ash Grave)Note there are a limited number of these and no new 1/2 graves will be created.</b>							
Re	Cemetery and Crematorium	Class 'A' (3'6" x 3'6") - half grave pre-purchase only - Non LBB Residents	Each	VAT not applicable	n/a	£5,760.00	100%
Re	Cemetery and Crematorium	Class 'A' (3'6" x 3' 6") half grave for immediate use - Non LBB Residents	Each	VAT not applicable	£3,846.00	£4,115.00	7%

Area	Service	Description of Charge	UNIT	Subject to VAT	(a) Current charge excluding VAT	(b) Proposed charge excluding VAT	% Increase
Re	Cemetery and Crematorium	Class 'B' (3'0" x 2' 6") - half grave pre-purchase only - Non LBB Residents	Each	VAT not applicable	n/a	£2,810.00	100%
Re	Cemetery and Crematorium	Class 'B' (3'0" x 2' 6") half grave for immediate use - Non LBB Residents	Each	VAT not applicable	£1,848.00	£2,005.00	8.50%
<b>C. Mausoleums (Single price for LBB residents and non-residents)</b>							
Re	Cemetery and Crematorium	Mausoleum pre-purchase	Each	Y	n/a	£20,920.00	100%
Re	Cemetery and Crematorium	Mausoleum space for immediate use	Each	Y	£2,997.00	£15,200.00	407%
Re	Cemetery and Crematorium	Construction of Mausoleum	Each	Y	£12,000.00	£12,240.00	2%
<b>D. Interments (Single price for LBB Residents and non-Residents)</b>							
<b>Interment Fees (all classes of private interments)</b>							
Re	Cemetery and Crematorium	Interment - Persons over 16 years of age (single depth)	Each	VAT not applicable	£1,101.00	£850.00	-
Re	Cemetery and Crematorium	Interment - Children under 16 years of age including those still born (single depth)	Each	VAT not applicable	£656.00	£490.00	-
Re	Cemetery and Crematorium	Interment - Additional charge for each additional coffin depth (up to maximum of 4)	Each	VAT not applicable	£332.00	£250.00	-
Re	Cemetery and Crematorium	Burial of Ashes into a private grave at minimum depth without movement of memorial/landing (see separate change for removal of memorial)	Each	VAT not applicable	£360.00	£425.00	18%
<b>Interment Fees (public interments)</b>							
Re	Cemetery and Crematorium	Public interment - Persons over 16 years of age	Each	VAT not applicable	£464.00	£490.00	5.60%
Re	Cemetery and Crematorium	Public interment - Children under 16 years of age	Each	VAT not applicable	£163.00	£170.00	4.30%
Re	Cemetery and Crematorium	Public interment - Stillborn children	Each	VAT not applicable	£99.00	£105.00	6%
<b>E. General Burial Fees</b>							
Re	Cemetery and Crematorium	Exhumation of Deceased	Each	VAT not applicable		£1,280.00	100%
Re	Cemetery and Crematorium	Removal and/or replacing of memorials (all parts of the cemetery)	Each	VAT not applicable	£255.00	Price on application	Varies
Re	Cemetery and Crematorium	Additional charge for a Weekend or Bank Holiday Burial.	Each	VAT not applicable	£204	£215.00	5.40%
Re	Cemetery and Crematorium	Additional charge for a Weekend or bank Holiday Burial for cremated remains	Each	VAT not applicable	£103.00	£110.00	6.80%
Re	Cemetery and Crematorium	Shroud Burials	Each	VAT not applicable	new	£200.00	100%
Re	Cemetery and Crematorium	Grave Lease Extension Resident 'A' class per year (minimum of 5 years)	Each	VAT not applicable	£44.00	£45.00	2.30%
Re	Cemetery and Crematorium	Grave Lease Extension Resident 'B' class per year (minimum of 5 years)	Each	VAT not applicable	£21.00	£22.00	4.80%
Re	Cemetery and Crematorium	Grave Lease Extension Non Resident 'A' Class per year (minimum of 5 years)	Each	VAT not applicable	£85.00	£87.00	2.30%
Re	Cemetery and Crematorium	Grave Lease Extension Non Resident 'B' Class per year (minimum of 5 years)	Each	VAT not applicable	£45.00	£46.00	2.20%
Re	Cemetery and Crematorium	Basic temporary wooden grave surround 'A' Class grave (7'6" x 3' 6")	Each	VAT not applicable	new	£135.00	100%
Re	Cemetery and Crematorium	Basic temporary wooden grave surround standard 'B' Class grave (6'6" x 2' 6")	Each	VAT not applicable	new	£120.00	100%
Re	Cemetery and Crematorium	Basic temporary wooden grave surround 'A' Class - Ash Grave (3'6" x 3'6")	Each	VAT not applicable	new	£70.00	100%
Re	Cemetery and Crematorium	Basic temporary wooden grave surround standard 'B' Class - Ash Grave (3'0" x 2' 6")	Each	VAT not applicable	new	£65.00	100%

Area	Service	Description of Charge	UNIT	Subject to VAT	(a) Current charge excluding VAT	(b) Proposed charge excluding VAT	% Increase
Re	Cemetery and Crematorium	Decking style temporary wooden grave surround standard 'A' Class grave (7'6" x 3' 6")	Each	VAT not applicable	new	£160.00	100%
Re	Cemetery and Crematorium	Decking style temporary wooden grave surround for 'B' Class grave (6'6" x 2' 6")	Each	VAT not applicable	new	£130.00	100%
Re	Cemetery and Crematorium	Decking style temporary wooden grave surround for 'A' Class - Ash Grave (3'6" x 3'6")	Each	VAT not applicable	new	£85.00	100%
Re	Cemetery and Crematorium	Decking style temporary wooden grave surround for 'B' Class - Ash Grave (3'0" x 2' 6")	Each	VAT not applicable	new	£75.00	100%
Re	Cemetery and Crematorium	Washing of Half size Kerb and Landing and Headstone only	Each	VAT not applicable	new	£60.00	100%
Re	Cemetery and Crematorium	Washing of Full Size Kerb and Landing Memorial including Headstone	Each	VAT not applicable	new	£100.00	100%
Re	Cemetery and Crematorium	Raise and Level of Headstone and Half Size kerb and Landing	Each	VAT not applicable	new	£75.00	100%
Re	Cemetery and Crematorium	Raise and Level of Headstone and Full size Kerb and Landing	Each	VAT not applicable	new	£100.00	100%
Re	Cemetery and Crematorium	Memorial Seat, 6ft, inclusive of plaque up to 60 letters maximum inscription, (no on-going care) for placement on a pre-owned grave subject to payment of additional permit fee.	Each	Yes	£1,039.00	£1,075.00	3.50%
<b>F. Permits</b>							
<b>Permit for erecting new monuments, memorials, grave stones and tablets for the right to erect or place on private graves (including first inscription)</b>							
Re	Cemetery and Crematorium	Permit - Headstone with kerbs	Each	Yes	£285.00	£300.00	5.30%
Re	Cemetery and Crematorium	Permit - Headstone only	Each	Yes	£221.00	£230.00	4.10%
Re	Cemetery and Crematorium	Permit - Conversion of existing Headstone to include kerbs	Each	Yes	£93.00	£98.00	5.40%
Re	Cemetery and Crematorium	Permit - Memorial in the form of a vase, tablet, seat or bench or wooden cross etc.	Each	Yes	£76.00	£80.00	5.30%
Re	Cemetery and Crematorium	Permit - Renovation or additional inscription	Each	Yes	£93.00	£98.00	5.40%
<b>G. Annual Planting etc. and General Attention of Private Graves (per single grave space)</b>							
Re	Cemetery and Crematorium	Planting Evergreen shrubs only	Each	Yes	£186.00	£195.00	4.80%
Re	Cemetery and Crematorium	Turfing only	Each	Yes	£133.00	£140.00	5.30%
Re	Cemetery and Crematorium	Planting - Seasonal Bedding	Each	Yes	£285.00	£300.00	5.30%
Re	Cemetery and Crematorium	Turfing or Moulding (No maintenance)	Each	Yes	£76.00	£80.00	5.30%
Re	Cemetery and Crematorium	Provision of a wooden cross including brass plaque	Each	Yes	£146.00	£155.00	6.20%
Re	Cemetery and Crematorium	1 Yr full grave maintenance to include seasonal bedding and 1 washing of headstone.	Each	Yes	New	£340.00	100%
Re	Cemetery and Crematorium	1 Yr full grave maintenance to include seasonal bedding and 1 washing of full size kerb and landing.	Each	Yes	New	£380.00	100%
<b>H. Transfer of Grave Ownership</b>							
Re	Cemetery and Crematorium	Transfer by Probate, Letters of Administration, or Private Statutory Declaration	Each	VAT not applicable	£64.00	£70.00	9.40%
Re	Cemetery and Crematorium	Transfer by Assignment, Assent, Hendon Statutory Declaration or Renunciation	Each	VAT not applicable	£108.00	£115.00	6.50%
Re	Cemetery and Crematorium	Transfer by combination of Probate, Letters of Administration, or Private Statutory Declaration and Assignment, Assent, Hendon Statutory Declaration or Renunciation	Each	VAT not applicable	£162.00	£170.00	4.90%



Area	Service	Description of Charge	UNIT	Subject to VAT	(a) Current charge excluding VAT	(b) Proposed charge excluding VAT	% Increase
Re	Cemetery and Crematorium	Duplicate of Deed of Ownership	Each	VAT not applicable	n/a	£25.00	100%
Re	Cemetery and Crematorium	Duplicate of Cremation Certificate	Each	VAT not applicable	n/a	£15.00	100%
<b>I. Cremation Fees</b>							
Re	Cemetery and Crematorium	Cremation - Persons over 16 years weekday (Funeral Directors Not holding an account)	Each	VAT not applicable	£588+£59.50	£650.00	-
Re	Cemetery and Crematorium	Cremation - Persons over 16 years weekend and bank Holidays (Funeral Directors Not holding an account)	Each	VAT not applicable	£693+£59.50	£755.00	-
Re	Cemetery and Crematorium	Cremation - Persons over 16 years weekday (Funeral Directors holding an account)	Each	VAT not applicable	n/a	£590.00	100%
Re	Cemetery and Crematorium	Cremation - Persons over 16 years weekends and bank Holidays (Funeral Directors holding an account)	Each	VAT not applicable	n/a	£685.00	100%
Re	Cemetery and Crematorium	Cremation - Persons over 16 years weekends and bank Holidays + 2 hours in North chapel	Each	VAT not applicable	£1,236.00	£1,236.00	-
Re	Cemetery and Crematorium	Cremation - Persons over 16 years weekday between 09:00-09:45	Each	VAT not applicable	£304+£59.50	£365.00	-
Re	Cemetery and Crematorium	Cremation - Children over 1 month to under 16 years of age	Each	VAT not applicable	£56.00	£55.00	-
Re	Cemetery and Crematorium	Cremation - Children still born - 1 month	Each	VAT not applicable	No Charge	No charge	-
Re	Cemetery and Crematorium	Public Health Cremations	Each	VAT not applicable	£133.00	£200.00	50.40%
<b>Building Control</b>							
<b>Dangerous Structures</b>							
Re	Building Control	Surveying and certification of dangerous structure (office hours)		VAT not applicable	£0.00	£250.00	100%
Re	Building Control	Surveying and certification of dangerous structure (Out of office hours)		VAT not applicable	£0.00	£350.00	100%
Re	Building Control	Cost recovery, in accordance with The London Building Acts (Amendment) Act 1939		Our costs no, contractor costs yes	Cost recovery	Cost recovery	Varies
<b>Demolition</b>							
Re	Building Control	Cost recovery, in accordance with The London Local Authority Act 2004	Up to 3 hours officer time	VAT not applicable	£250.00	£260.00	4%
Re	Building Control	Complex/large demolitions	More than 3 hours officer time	VAT not applicable	£250.00	£520 for between 3 and 6 hours officer time + £85/hour for more than 6 hours	Varies
<b>Pre application advice Offset against future application (First hour free)</b>							
Re	Building Control	A) Small, < £30k		Yes	New	£250	100%
Re	Building Control	B) Medium £30k to £60k		Yes	New	£500	100%
Re	Building Control	C) Large £60k to £250k		Yes	New	£1,000	100%
Re	Building Control	D) > £250 k		Yes	New	By negotiation	100%
<b>Cancellation Charge</b>							
Re	Building Control	Before validation		Yes	New	£50	100%
Re	Building Control	Validated but plans not reviewed		Yes	New	£100	100%
Re	Building Control	Validated and plans reviewed		Yes	New	50% of building notice charge	100%

Area	Service	Description of Charge	UNIT	Subject to VAT	(a) Current charge excluding VAT	(b) Proposed charge excluding VAT	% Increase
<b>Certificate of building regulation exemption</b>							
Re	Building Control	Certificate of building regulation exemption		Yes	New	£75	100%
<b>Reactivation charge</b>							
Re	Building Control	Reactivation charge		Building Notices and Full Plans yes, Regularisation and Reversions no	New	£100	100%
<b>Correspondence requiring research to answer</b>							
Re	Building Control	Per question per address		VAT not applicable	£70.00	£73.00	4.30%
<b>Hourly Rate</b>							
Re	Building Control	Hourly Rate			£80.67	£85.00	5.40%
<b>Table A</b>							
<b>Building Notice and Full Plans</b>							
Re	Building Control	Extensions, loft conversions and ancillary accommodation	<40m2	Yes	£580.00	£600.00	3.40%
Re	Building Control		40-60m2	Yes	£710.00	£725.00	2.10%
Re	Building Control		Each additional 40m2	Yes	£150.00	£155.00	3.30%
Re	Building Control		Basements, as above but add on	Yes	£365.00	£375.00	2.70%
Re	Building Control		Detached garage/carport/conservatory as above rates but deduct	Yes	£145.00	£150.00	3.40%
Re	Building Control		Ancillary insulated detached e.g. store/gym/playroom; as above	Yes	£580.00	£595.00	2.60%
Re	Building Control		Garage/conservatory to habitable use	Yes	£365.00	£375.00	2.70%
Re	Building Control		New bathroom or w/c compartment	Yes	£280.00	£290.00	3.60%
Re	Building Control		Reroofing; per dwelling immediately below roof	Yes	£280.00	£290.00	3.60%
Re	Building Control		Structural opening	Yes	£280.00	£290.00	3.60%
<b>Other works</b>							

Area	Service	Description of Charge	UNIT	Subject to VAT	(a) Current charge excluding VAT	(b) Proposed charge excluding VAT	% Increase
Re	Building Control	Conversion and New Build	Removal of chimney breast	Yes	£280.00	£290.00	3.60%
Re	Building Control		Electrical wiring 12 or < circuits (Typical 4 bed house)	Yes	£280.00	£290.00	3.60%
Re	Building Control		Conversion of building into one dwelling	Yes	£670.00	£690.00	3%
Re	Building Control		Conversion of flat or building into two dwellings	Yes	£670.00	£690.00	3%
Re	Building Control		Each additional dwelling	Yes	£280.00	£290.00	3.60%
Re	Building Control		New dwelling < 300m2	Yes	£880.00	£900.00	2.20%
Re	Building Control		Each additional dwelling	Yes	£280.00	£290.00	3.60%
<b>Regularisation and Reversion</b>							
Re	Building Control	Extensions, loft conversions and ancillary accommodation	<40m2	VAT not applicable	£754.00	£840.00	11.40%
Re	Building Control		40-60m2	VAT not applicable	£923.00	£1,008.00	9.20%
Re	Building Control		Each additional 40m2	VAT not applicable	£195.00	£210.00	7.70%
Re	Building Control		Basements, as above but add on	VAT not applicable	£474.50	£518.00	9.20%
Re	Building Control		Detached garage/carport/conservatory as above rates but deduct	VAT not applicable	£188.50	£210.00	11.40%
Re	Building Control		Ancillary insulated detached e.g. store/gym/playroom; as above	VAT not applicable	£754.00	£826.00	9.50%
Re	Building Control		Garage/conservatory to habitable use	VAT not applicable	£474.50	£518.00	9.20%

Area	Service	Description of Charge	UNIT	Subject to VAT	(a) Current charge excluding VAT	(b) Proposed charge excluding VAT	% Increase
Re	Building Control	Other works	New bathroom or w/c compartment	VAT not applicable	£364.00	£406.00	11.50%
Re	Building Control		Reroofing; per dwelling immediately below roof	VAT not applicable	£364.00	£406.00	11.50%
Re	Building Control		Structural opening	VAT not applicable	£364.00	£406.00	11.50%
Re	Building Control		Removal of chimney breast	VAT not applicable	£364.00	£406.00	11.50%
Re	Building Control		Electrical wiring 12 or < circuits (Typical 4 bed house)	VAT not applicable	£364.00	£406.00	11.50%
Re	Building Control	Conversion and New Build	Conversion of building into one dwelling	VAT not applicable	£871.00	£966.00	11%
Re	Building Control		Conversion of flat or building into two dwellings	VAT not applicable	£871.00	£966.00	11%
Re	Building Control		Each additional dwelling	VAT not applicable	£364.00	£406.00	11.60%
Re	Building Control		New dwelling < 300m2	VAT not applicable	£1,144.00	£1,260.00	10.10%
Re	Building Control		Each additional dwelling	VAT not applicable	£364.00	£406.00	11.60%
<b>Table B - Building Notice and Full Plans</b>							
<b>Estimated Cost of works</b>							
Re	Building Control	£0 - £500		Yes	£165.00	£170.00	3%
Re	Building Control	£500 - £5,000		Yes	£255.00	£265.00	3.90%
Re	Building Control	£5,001 - £6,000		Yes	£272.00	£280.00	2.90%
Re	Building Control	£6,001 - £7,000		Yes	£289.00	£300.00	3.80%
Re	Building Control	£7,001 - £8,000		Yes	£306.00	£320.00	4.60%
Re	Building Control	£8,001 - £9,000		Yes	£323.00	£330.00	2.20%
Re	Building Control	£9,001 - £10,000		Yes	£340.00	£350.00	2.90%
Re	Building Control	£10,001 - £11,000		Yes	£357.00	£370.00	3.60%
Re	Building Control	£11,001 - £12,000		Yes	£374.00	£385.00	2.90%
Re	Building Control	£12,001 - £13,000		Yes	£391.00	£400.00	2.30%
Re	Building Control	£13,001 - £14,000		Yes	£408.00	£420.00	2.90%

Area	Service	Description of Charge	UNIT	Subject to VAT	(a) Current charge excluding VAT	(b) Proposed charge excluding VAT	% Increase
Re	Building Control	£14,001 - £15,000		Yes	£425.00	£440.00	3.50%
Re	Building Control	£15,001 - £16,000		Yes	£442.00	£454.00	2.70%
Re	Building Control	£16,001 - £17,000		Yes	£459.00	£470.00	2.40%
Re	Building Control	£17,001 - £18,000		Yes	£476.00	£490.00	2.90%
Re	Building Control	£18,001 - £19,000		Yes	£493.00	£510.00	3.40%
Re	Building Control	£19,001 - £20,000		Yes	£510.00	£525.00	2.90%
<b>Regularisation</b>							
Re	Building Control	£0 - £500		VAT not applicable	£214.50	£238.00	10.90%
Re	Building Control	£500 - £5,000		VAT not applicable	£331.50	£364.00	9.80%
Re	Building Control	£5,001 - £6,000		VAT not applicable	£353.60	£392.00	10.90%
Re	Building Control	£6,001 - £7,000		VAT not applicable	£375.70	£420.00	11.80%
Re	Building Control	£7,001 - £8,000		VAT not applicable	£397.80	£448.00	12.60%
Re	Building Control	£8,001 - £9,000		VAT not applicable	£419.90	£462.00	10%
Re	Building Control	£9,001 - £10,000		VAT not applicable	£442.00	£490.00	10.90%
Re	Building Control	£10,001 - £11,000		VAT not applicable	£464.10	£518.00	11.60%
Re	Building Control	£11,001 - £12,000		VAT not applicable	£486.20	£532.00	9.40%
Re	Building Control	£12,001 - £13,000		VAT not applicable	£508.30	£560.00	10.10%
Re	Building Control	£13,001 - £14,000		VAT not applicable	£530.40	£588.00	10.90%
Re	Building Control	£14,001 - £15,000		VAT not applicable	£552.50	£616.00	11.50%
Re	Building Control	£15,001 - £16,000		VAT not applicable	£574.60	£630.00	9.60%
Re	Building Control	£16,001 - £17,000		VAT not applicable	£596.70	£658.00	10.30%
Re	Building Control	£17,001 - £18,000		VAT not applicable	£618.80	£686.00	10.90%
Re	Building Control	£18,001 - £19,000		VAT not applicable	£640.90	£714.00	11.40%
Re	Building Control	£19,001 - £20,000		VAT not applicable	£663.00	£728.00	9.80%
<b>Regeneration and Housing Development</b>							
Re	Strategic Planning & Regen	Director of Place Assistant Director Strategic Planning & Regeneration (Day Rates)	0 - 20 Days	VAT not applicable	New	£882.89	100%
Re	Strategic Planning & Regen	Director of Place Assistant Director Strategic Planning & Regeneration (Day Rates)	Projects 21 - 60 Days	VAT not applicable	New	£816.10	100%
Re	Strategic Planning & Regen	Director of Place Assistant Director Strategic Planning & Regeneration (Day Rates)	Projects 60 days +	VAT not applicable	New	£772.97	100%
Re	Strategic Planning & Regen	Director of Place Assistant Director Strategic Planning & Regeneration (Hourly rates)	0 - 20 Days	VAT not applicable	New	£122.62	100%
Re	Strategic Planning & Regen	Director of Place Assistant Director Strategic Planning & Regeneration (Hourly rates)	Projects 21 - 60 Days	VAT not applicable	New	£113.35	100%
Re	Strategic Planning & Regen	Director of Place Assistant Director Strategic Planning & Regeneration (Hourly rates)	Projects 60 days +	VAT not applicable	New	£107.36	100%



Area	Service	Description of Charge	UNIT	Subject to VAT	(a) Current charge excluding VAT	(b) Proposed charge excluding VAT	% Increase
Re	Strategic Planning & Regen	Head of Regeneration / Head of Strategic Planning / Head of Major Developments / Regeneration Transport Manager / Head of Economic Development / Programme Director / Senior Commercial Manager (Day Rates)	0 - 20 Days	VAT not applicable	New	£687.86	100%
Re	Strategic Planning & Regen	Head of Regeneration / Head of Strategic Planning / Head of Major Developments / Regeneration Transport Manager / Head of Economic Development / Programme Director / Senior Commercial Manager (Day Rates)	Projects 21 - 60 Days	VAT not applicable	New	£636.56	100%
Re	Strategic Planning & Regen	Head of Regeneration / Head of Strategic Planning / Head of Major Developments / Regeneration Transport Manager / Head of Economic Development / Programme Director / Senior Commercial Manager (Day Rates)	Projects 60 days +	VAT not applicable	New	£601.58	100%
Re	Strategic Planning & Regen	Head of Regeneration / Head of Strategic Planning / Head of Major Developments / Regeneration Transport Manager / Head of Economic Development / Programme Director / Senior Commercial Manager (Day Rates)	0 - 20 Days	VAT not applicable	New	£95.54	100%
Re	Strategic Planning & Regen	Head of Regeneration / Head of Strategic Planning / Head of Major Developments / Regeneration Transport Manager / Head of Economic Development / Programme Director / Senior Commercial Manager (Day Rates)	Projects 21 - 60 Days	VAT not applicable	New	£88.41	100%
Re	Strategic Planning & Regen	Head of Regeneration / Head of Strategic Planning / Head of Major Developments / Regeneration Transport Manager / Head of Economic Development / Programme Director / Senior Commercial Manager (Day Rates)	Projects 60 days +	VAT not applicable	New	£83.55	100%
Re	Strategic Planning & Regen	Housing Development Partnership Manager / Planning Policy Manager / Urban Design and Heritage Manager / Skills and Enterprise Manager / Infrastructure Planning and Delivery Manager / Major Developments Team Manager / Programme Manager / Regeneration Manager / Senior Regeneration Manager / Property Support (Day Rates)	0 - 20 Days	VAT not applicable	New	£571.27	100%
Re	Strategic Planning & Regen	Housing Development Partnership Manager / Planning Policy Manager / Urban Design and Heritage Manager / Skills and Enterprise Manager / Infrastructure Planning and Delivery Manager / Major Developments Team Manager / Programme Manager / Regeneration Manager / Senior Regeneration Manager / Property Support (Day Rates)	Projects 21 - 60 Days	VAT not applicable	New	£528.13	100%

Area	Service	Description of Charge	UNIT	Subject to VAT	(a) Current charge excluding VAT	(b) Proposed charge excluding VAT	% Increase
Re	Strategic Planning & Regen	Housing Development Partnership Manager / Planning Policy Manager / Urban Design and Heritage Manager / Skills and Enterprise Manager / Infrastructure Planning and Delivery Manager / Major Developments Team Manager / Programme Manager / Regeneration Manager / Senior Regeneration Manager / Property Support (Day Rates)	Projects 60 days +	VAT not applicable	New	£500.15	100%
Re	Strategic Planning & Regen	Housing Development Partnership Manager / Planning Policy Manager / Urban Design and Heritage Manager / Skills and Enterprise Manager / Infrastructure Planning and Delivery Manager / Major Developments Team Manager / Programme Manager / Regeneration Manager / Senior Regeneration Manager / Property Support (Day Rates)	0 - 20 Days	VAT not applicable	New	£79.34	100%
Re	Strategic Planning & Regen	Housing Development Partnership Manager / Planning Policy Manager / Urban Design and Heritage Manager / Skills and Enterprise Manager / Infrastructure Planning and Delivery Manager / Major Developments Team Manager / Programme Manager / Regeneration Manager / Senior Regeneration Manager / Property Support (Day Rates)	Projects 21 - 60 Days	VAT not applicable	New	£73.35	100%
Re	Strategic Planning & Regen	Housing Development Partnership Manager / Planning Policy Manager / Urban Design and Heritage Manager / Skills and Enterprise Manager / Infrastructure Planning and Delivery Manager / Major Developments Team Manager / Programme Manager / Regeneration Manager / Senior Regeneration Manager / Property Support (Day Rates)	Projects 60 days +	VAT not applicable	New	£69.47	100%
Re	Strategic Planning & Regen	Senior Regeneration Officer / Colindale Project Manager / Housing Strategy Manager / Principal Planner (Planning Policy) / Commercial Manager / Principal Planner (MDT) (Day Rates)	0 - 20 Days	VAT not applicable	New	£484.50	100%
Re	Strategic Planning & Regen	Senior Regeneration Officer / Colindale Project Manager / Housing Strategy Manager / Principal Planner (Planning Policy) / Commercial Manager / Principal Planner (MDT) (Day Rates)	Projects 21 - 60 Days	VAT not applicable	New	£447.69	100%
Re	Strategic Planning & Regen	Senior Regeneration Officer / Colindale Project Manager / Housing Strategy Manager / Principal Planner (Planning Policy) / Commercial Manager / Principal Planner (MDT) (Day Rates)	Projects 60 days +	VAT not applicable	New	£424.37	100%

Area	Service	Description of Charge	UNIT	Subject to VAT	(a) Current charge excluding VAT	(b) Proposed charge excluding VAT	% Increase
Re	Strategic Planning & Regen	Senior Regeneration Officer / Colindale Project Manager / Housing Strategy Manager / Principal Planner (Planning Policy) / Commercial Manager / Principal Planner (MDT) (Hourly Rates)	0 - 20 Days	VAT not applicable	New	£67.29	100%
Re	Strategic Planning & Regen	Senior Regeneration Officer / Colindale Project Manager / Housing Strategy Manager / Principal Planner (Planning Policy) / Commercial Manager / Principal Planner (MDT) (Hourly Rates)	Projects 21 - 60 Days	VAT not applicable	New	£62.18	100%
Re	Strategic Planning & Regen	Senior Regeneration Officer / Colindale Project Manager / Housing Strategy Manager / Principal Planner (Planning Policy) / Commercial Manager / Principal Planner (MDT) (Hourly Rates)	Projects 60 days +	VAT not applicable	New	£58.94	100%
Re	Strategic Planning & Regen	Regeneration Officer / Skills Development Programme Officer / Senior Planning (Planning Policy) / Senior Planner (MDT) / Senior Planning (Urban Design & Heritage (Day Rates)	0 - 20 Days	VAT not applicable	New	£397.44	100%
Re	Strategic Planning & Regen	Regeneration Officer / Skills Development Programme Officer / Senior Planning (Planning Policy) / Senior Planner (MDT) / Senior Planning (Urban Design & Heritage (Day Rates)	Projects 21 - 60 Days	VAT not applicable	New	£367.25	100%
Re	Strategic Planning & Regen	Regeneration Officer / Skills Development Programme Officer / Senior Planning (Planning Policy) / Senior Planner (MDT) / Senior Planning (Urban Design & Heritage (Day Rates)	Projects 60 days +	VAT not applicable	New	£347.43	100%
Re	Strategic Planning & Regen	Regeneration Officer / Skills Development Programme Officer / Senior Planning (Planning Policy) / Senior Planner (MDT) / Senior Planning (Urban Design & Heritage (Hourly Rates)	0 - 20 Days	VAT not applicable	New	£55.20	100%
Re	Strategic Planning & Regen	Regeneration Officer / Skills Development Programme Officer / Senior Planning (Planning Policy) / Senior Planner (MDT) / Senior Planning (Urban Design & Heritage (Hourly Rates)	Projects 21 - 60 Days	VAT not applicable	New	£51.01	100%
Re	Strategic Planning & Regen	Regeneration Officer / Skills Development Programme Officer / Senior Planning (Planning Policy) / Senior Planner (MDT) / Senior Planning (Urban Design & Heritage (Hourly Rates)	Projects 60 days +	VAT not applicable	New	£48.25	100%
Re	Strategic Planning & Regen	Business Liaison Officer / Town Centre Projects Officer / Management Accountant / Planning Officer (Planning Policy) / Planning Obligations Officer / Planning Officer (Urban Design & Heritage) (Day Rates)	0 - 20 Days	VAT not applicable	New	£381.91	100%

Area	Service	Description of Charge	UNIT	Subject to VAT	(a) Current charge excluding VAT	(b) Proposed charge excluding VAT	% Increase
Re	Strategic Planning & Regen	Business Liaison Officer / Town Centre Projects Officer / Management Accountant / Planning Officer (Planning Policy) / Planning Obligations Officer / Planning Officer (Urban Design & Heritage) (Day Rates)	Projects 21 - 60 Days	VAT not applicable	New	£353.26	100%
Re	Strategic Planning & Regen	Business Liaison Officer / Town Centre Projects Officer / Management Accountant / Planning Officer (Planning Policy) / Planning Obligations Officer / Planning Officer (Urban Design & Heritage) (Day Rates)	Projects 60 days +	VAT not applicable	New	£334.60	100%
Re	Strategic Planning & Regen	Business Liaison Officer / Town Centre Projects Officer / Management Accountant / Planning Officer (Planning Policy) / Planning Obligations Officer / Planning Officer (Urban Design & Heritage) (Hourly Rates)	0 - 20 Days	VAT not applicable	New	£53.04	100%
Re	Strategic Planning & Regen	Business Liaison Officer / Town Centre Projects Officer / Management Accountant / Planning Officer (Planning Policy) / Planning Obligations Officer / Planning Officer (Urban Design & Heritage) (Hourly Rates)	Projects 21 - 60 Days	VAT not applicable	New	£49.06	100%
Re	Strategic Planning & Regen	Business Liaison Officer / Town Centre Projects Officer / Management Accountant / Planning Officer (Planning Policy) / Planning Obligations Officer / Planning Officer (Urban Design & Heritage) (Hourly Rates)	Projects 60 days +	VAT not applicable	New	£46.47	100%
Re	Strategic Planning & Regen	Support Officer (Day Rates)	0 - 20 Days	VAT not applicable	New	£289.78	100%
Re	Strategic Planning & Regen	Support Officer (Day Rates)	Projects 21 - 60 Days	VAT not applicable	New	£268.15	100%
Re	Strategic Planning & Regen	Support Officer (Day Rates)	Projects 60 days +	VAT not applicable	New	£252.99	100%
Re	Strategic Planning & Regen	Support Officer (Hourly Rates)	0 - 20 Days	VAT not applicable	New	£40.25	100%
Re	Strategic Planning & Regen	Support Officer (Hourly Rates)	Projects 21 - 60 Days	VAT not applicable	New	£37.24	100%
Re	Strategic Planning & Regen	Support Officer (Hourly Rates)	Projects 60 days +	VAT not applicable	New	£35.14	100%
Re	Strategic Planning & Regen	Support (Day Rates)	0 - 20 Days	VAT not applicable	New	£204.27	100%
Re	Strategic Planning & Regen	Support (Day Rates)	Projects 21 - 60 Days	VAT not applicable	New	£188.87	100%
Re	Strategic Planning & Regen	Support (Day Rates)	Projects 60 days +	VAT not applicable	New	£178.38	100%
Re	Strategic Planning & Regen	Support (Hourly Rates)	0 - 20 Days	VAT not applicable	New	£28.37	100%
Re	Strategic Planning & Regen	Support (Hourly Rates)	Projects 21 - 60 Days	VAT not applicable	New	£26.23	100%
Re	Strategic Planning & Regen	Support (Hourly Rates)	Projects 60 days +	VAT not applicable	New	£24.77	100%

Area	Service	Description of Charge	Subject to VAT	(b) Proposed charge excluding VAT
<b>Planning</b>				
<b>Pre Application Services</b>				
Re	Planning	Choice of case officer	Yes	10% on category charge, £50 minimum charge
<b>Pre Application Performance Agreement - householders applications (Re reserves the right to right to refuse requests subject to resources and availability)</b>				
Re	Planning	Service 1a 1- Registration of application within 24 hours 2- Consultation of neighbouring properties within 24 hours. 3- Provision of an officer's recommendation within 5 weeks of validation	Yes	£350.00
Re	Planning	Service 1b Visit to site within 5 working days of registration	Yes	£100.00
Re	Planning	Service 1c 1- Review of the information submitted with the application within 2 working days of the site visit, if Service 1b accepted, or 5 working days from the validation (if Service 1b not accepted) 2- Provision of an email setting out any required changes to the application or confirming support/refusal of the application.	Yes	£250.00
Re	Planning	Additional and faster services	Yes	on request
<b>Pre Application Performance Agreement - conditions and certificate of lawfulness applications (Re reserves the right to right to refuse requests subject to resources and availability)</b>				
Re	Planning	Service 3a 1- Registration of valid application within 1 working day of receipt 2- Provision of an email setting out any required changes to the application or confirming support/refusal of the application within 10 working days of registration. 3- Decision issued within 1 working day of confirmation of support or within 1 working of receipt of acceptable amendments / additional information	Yes	£200.00
Re	Planning	Service 3b 1- Registration of valid application within 1 working day of receipt 2- Provision of an email setting out any required changes to the application or confirming support/refusal of the application within 5 working days of registration. 3- Decision issued within 1 working day of confirmation of support or within 1 working of receipt of acceptable amendments / additional information	Yes	£300.00
Re	Planning	Service 3c 1- Registration of valid application within 1 working day of receipt 2- Provision of an email setting out any required changes to the application or confirming support/refusal of the application within 2 working days of registration. 3- Decision issued within 1 working day of confirmation of support or within 1 working of receipt of acceptable amendments / additional information	Yes	£400.00
Re	Planning	Service 3d 1- Registration of valid application within 1 working day of receipt 2- Provision of an email setting out any required changes to the application or confirming support/refusal of the application within 1 working days of registration. 3- Decision issued within 1 working day of confirmation of support or within 1 working of receipt of acceptable amendments / additional information	Yes	£600.00
Re	Planning	Additional and faster services	Yes	on request
<b>Pre Application Performance Agreement - Office to Residential Prior Notifications (Re reserves the right to right to refuse requests subject to resources and availability)</b>				
Re	Planning	Service 4a 1- Registration of valid application within 1 working day of receipt 2- Consultation of neighbouring properties within 24 hours 3- Provision of an officer's recommendation within 4 weeks of validation	Yes	£350.00
Re	Planning	Service 4b Subject to a prior notification application is approved, provision of letter confirming compliance with relevant legislation.	Yes	£75.00
Re	Planning	Additional and faster services	Yes	on request
<b>Pre Application Performance Agreement - Larger Home Extensions Prior Notifications (Re reserves the right to right to refuse requests subject to resources and availability)</b>				
Re	Planning	Service 5a 1- Registration of valid application within 1 working day of receipt 2- Consultation of neighbouring properties within 24 hours 3- Provision of an officer's recommendation within 5 weeks of validation	Yes	£200.00



Area	Service	Description of Charge	Subject to VAT	(b) Proposed charge excluding VAT
Re	Planning	Additional and faster services	Yes	on request
<b>Pre Application Performance Agreement - Minor Applications and Variation of Conditions (Re reserves the right to right to refuse requests subject to resources and availability)</b>				
Re	Planning	Service 6a 1- Registration of valid application within 1 working day of receipt 2- Consultation of neighbouring properties within 24 hours	Yes	£250.00
Re	Planning	Service 6b 1- Review of the information submitted within 5 working days from the validation of the application 2- Provision of an email setting out any required changes to the application or confirming support/refusal of the application.	Yes	£350.00
Re	Planning	Service 6c Provision of an officer's recommendation within 5 weeks of validation.	Yes	£250.00
Re	Planning	Additional and faster services	Yes	on request
<b>Pre Application Performance Agreement - Major Applications (Re reserves the right to right to refuse requests subject to resources and availability)</b>				
Re	Planning	Tailored service - Quote provided on request	Yes	on request
<b>Pre Application Performance Agreement - Pre-Application advice Category B (Re reserves the right to right to refuse requests subject to resources and availability)</b>				
Re	Planning	Tailored service - Quote provided on request	Yes	on request
Pre Application Performance Agreements: in specific circumstances an agreement can be made during the life of an application				
<b>Pre-Application advice Categories C and D+ (Re reserves the right to right to refuse requests subject to resources and availability)</b>				
Re	Planning	Service 7a 1- Accelerated offer of meeting at our offices (or on site) within 10 working days 2- Provision of meeting notes within 3 working days of meeting	Yes	25% of standard base pre-application fee
Re	Planning	Service 7b 1- Accelerated offer of meeting at our offices (or on site) within 5 working days 2- Provision of meeting notes within 3 working days of meeting	Yes	50% of standard base pre-application fee
Re	Planning	Service 7c 1- Accelerated offer of meeting at our offices (or on site) within 2 working days 2- Provision of meeting notes within 3 working days of meeting	Yes	75% of standard base pre-application fee
Re	Planning	Additional and faster services on request	Yes	on request
<b>Pre-Application advice Categories E and F (Re reserves the right to right to refuse requests subject to resources and availability)</b>				
Re	Planning	Service 8a Accelerated offer of meeting at our offices (or on site) within 10 working days	Yes	25% of standard base pre-application fee
Re	Planning	Service 8b Accelerated offer of meeting at our offices (or on site) within 5 working days	Yes	50% of standard base pre-application fee
Re	Planning	Service 8c Accelerated offer of meeting at our offices (or on site) within 2 working days	Yes	75% of standard base pre-application fee
Re	Planning	Service 8d Provision of written notes within 6 working days of meeting	Yes	£50.00
Re	Planning	Service 8e Provision of written notes within 3 working days of meeting	Yes	£100.00
Re	Planning	Additional and faster services on request	Yes	on request
<b>Pre-Application advice Category G (Re reserves the right to right to refuse requests subject to resources and availability)</b>				
Re	Planning	Service 9a Accelerated offer of meeting at our offices (or on site) within 6 working days	Yes	£150.00
Re	Planning	Service 9b Accelerated offer of meeting at our offices (or on site) within 3 working days	Yes	£300.00

Area	Service	Description of Charge	Subject to VAT	(b) Proposed charge excluding VAT
Re	Planning	Service 9c Accelerated offer of meeting at our offices (or on site) within 1 working days	Yes	£500.00
Re	Planning	Service 9d Provision of written notes within 6 working days of meeting	Yes	£20.00
Re	Planning	Service 9e Provision of written notes within 3 working days of meeting	Yes	£75.00
Re	Planning	Service 9f Provision of written notes within 1 working days of meeting	Yes	£150.00
Re	Planning	Additional and faster services on request	Yes	on request
<b>Building Control</b>				
<b>Fast track completion certificate</b>				
Re	Building Control	Fast track completion certificate	Yes	£150

**APPENDIX B**

Permit type	Category of permit	Charge 2014/15	Proposed 2015/16
Business	Specific vehicle - weekly	£26.00	£26.00
Business	Specific vehicle - monthly	£73.50	£73.50
Business	Specific vehicle - annual	£525.00	£525.00
Business	Any vehicle - annual	£840.00	£840.00
Resident	Green annual	£15.00	Electric Vehicles - Free
Resident	Housing 1 <sup>st</sup> Vehicle annual	Free	Free
Resident	Housing 2 <sup>nd</sup> Vehicle annual	£42.00	£42.00
Resident	Housing 3 <sup>rd</sup> Vehicle annual	£73	£73
Visitor Vouchers	All controlled parking zones, except Event Day, visitor vouchers with a maximum per household of 200 in any 12 month period.	£12.00 per 12 vouchers	£12.00 per 12 vouchers
Visitor Vouchers	Event Day controlled parking zone visitor vouchers with a maximum per household or workplace of 88 in any 12 month period.	£12.00 per 12 vouchers	£12.00 per 12 vouchers
Doctors	Doctors annual	£200.00	£200.00
Builders	Specific vehicle - monthly	£38.00	£38.00
Builders	Specific vehicle - annual	£310.00	£310.00
Builders	Any vehicle - monthly	£76.00	£76.00
Builders	Any vehicle - annual	£620.00	£620.00
Carers	Annual	Free	Free
Emergency Services and Hatzola	Specific restrictions	Free	Free
Essential Service Vouchers	Full-day essential service vouchers	£2.50 per voucher	£2.50 per voucher
Members	Member annual	Free	Free
Admin Fee	Amendments to exiting permit	£21.00	£21.00
Admin Fee	Permit refunds	£21.00	£21.00
Bay Suspensions	One Bay Suspension for One Day	£60	£130 Application Fee plus £20 per day per bay for Resident Bays and £30 per day per bay for Pay and Display Bays.
Temporary Permit 3 Month	Resident Permit for 3 Months	£252	£252
Car Park Permit	Restricted Off Street Location Annual Car Park Permit	£350	£350
NEW – Temporary Permit 1 Week	Resident Permit for 1 Week	N/A	£100
NEW – Temporary Permit 1 Month	Resident Permit for 1 Month	N/A	£160
Resident Permit	Lower Band gCo2 <110	N/A	£30
Resident Permit	Middle Band gCo2 111 – 200	N/A	£40
Resident Permit	Higher Band gCo2 >200	N/A	£60
Resident Permit	2, 3 or 4th vehicle	£70	£70
On Street Parking Charges	Payment to Park	As per location, local signage and Traffic Management Order	As per location, local signage and Traffic Management Order
Off Street Parking Charges	Payment to Park	As per location, local signage and Traffic Management Order	As per location, local signage and Traffic Management Order



FEEs AND CHARGES REVIEW 2015/16

DELIVERY UNIT  
SERVICE AREA

Streetscene  
ALL

Street Scene Fees and Charges 2015/16	Fee/Charge	Description	Current Charge	Unit of Measure	Charges 2015/16	Comments
Pitches & Lettings		Cricket season adult (inc pavilion)	£1,374.00	Based On A 20 Week Season	£1,401.50	Inflation
Pitches & Lettings		Cricket season junior (inc pavilion)	£687.00	Based On A 20 Week Season	£700.75	Inflation
Pitches & Lettings		Football casual adult (inc pavilion)	£96.50	Game	£98.45	Inflation
Pitches & Lettings		Football casual junior (inc pavilion)	£48.00	Game	£48.95	Inflation
Pitches & Lettings		Football season adult (inc pavilion)	£1,306.50	Based On A 30 Week Season	£1,332.65	Inflation
Pitches & Lettings		Football season junior (inc pavilion)	£652.50	Based On A 30 Week Season	£665.55	Inflation
Pitches & Lettings		Football summer adult	£71.75	Game	£73.20	Inflation
Pitches & Lettings		Football summer junior	£36.50	Game	£37.25	Inflation
Pitches & Lettings		Gaelic season adult (inc pavilion)	£1,393.75	Based On A 34 Week Season	£1,421.65	Inflation
Pitches & Lettings		Gaelic season junior (inc pavilion)	£697.50	Based On A 34 Week Season	£711.45	Inflation
Pitches & Lettings		Rugby casual adult (inc pavilion)	£90.25	Game	£92.05	Inflation
Pitches & Lettings		Rugby casual child (inc pavilion)	£44.75	Game	£45.65	Inflation
Pitches & Lettings		Rugby season adult (inc pavilion)	£1,610.75	Based On A 34 Week Season	£1,642.95	Inflation
Pitches & Lettings		Rugby season child (inc pavilion)	£838.25	Based On A 34 Week Season	£855.00	Inflation
Pitches & Lettings		Tennis per court - Adult	£6.50	Hour	£6.65	Inflation
Pitches & Lettings		Tennis per court - Junior	£3.25	Hour	£3.30	Inflation
Pitches & Lettings		Tennis per court - Adult & Junior	£4.85	Hour	£4.95	Inflation
Pitches & Lettings		Tennis per court - Coaching	£11.00	Hour	£11.20	Inflation
Pitches & Lettings		Tennis per court - Club/group bookings - (Min. 10 bookings)				
Pitches & Lettings		OAP/Junior (Over 10 bookings VAT exempt)	£2.45	Hour	£2.50	Inflation
Pitches & Lettings		Bowls casual - per rink	£6.25	Hour	£6.40	Inflation
Pitches & Lettings		Bowls season flat rate (April - Oct)	£128.00	Each Inc. Pavilion	£130.55	Inflation
Pitches & Lettings		Bowls Pavilion - Winter use (Nov to Mar)	£31.00	Each	£31.60	Inflation
Pitches & Lettings		Cricket casual adult (inc Pavilion)	£120.00	Game	£122.40	Inflation
Pitches & Lettings		Cricket casual junior (inc Pavilion)	£61.00	Game	£62.20	Inflation
Pitches & Lettings		Cricket nets adult	£7.40	Hour	£7.55	Inflation
Pitches & Lettings		Cricket nets junior	£3.70	Hour	£3.75	Inflation
Pitches & Lettings		Netball/Multi sport court booking	£9.50	Per game	£9.70	Inflation
Pitches & Lettings		Netball/Multi sport court (Over 10 bookings VAT exempt)	£14.00	hour	£14.30	Inflation
Pitches & Lettings		Tennis per court - Club/group bookings (Over 10 bookings VAT exempt)	£4.80	Hour	£4.90	Inflation
Schools Pitches and lettings		LBB Schools Rounders (inc pavilion)	£21.00	Per Game	£21.40	Inflation
Schools Pitches and lettings		Non LBB Schools Rugby (inc pavilion)	£29.00	Per Game	£29.60	Inflation
Schools Pitches and lettings		Pavilion hire for schools or groups such as cubs and scouts	£15.25	Session (Max 2 Hours)	£15.55	Inflation
Schools Pitches and lettings		LBB Schools Cricket (inc pavilion)	£34.00	Per Game	£34.70	Inflation
Schools Pitches and lettings		LBB Schools Football (inc pavilion)	£22.00	Per Game	£22.45	Inflation
Schools Pitches and lettings		LBB Schools Rugby (inc pavilion)	£24.00	Per Game	£24.50	Inflation
Schools Pitches and lettings		Non LBB Schools Cricket (inc pavilion)	£36.50	Per Game	£37.25	Inflation
Schools Pitches and lettings		Non LBB Schools Football (inc pavilion)	£26.25	Per Game	£26.80	Inflation
Schools Pitches and lettings		Non LBB Schools Rounders (inc pavilion)	£23.00	Per Game	£23.45	Inflation
Schools Pitches and lettings		Site hire (inc pavilion) for events/sports days etc	£22.00	Per Booking	£22.45	Inflation
Schools Pitches and lettings		Netball/Multi sport court booking	£7.40	Per game	£7.55	Inflation
Other Bookings		Storage room rental small	£15.50	Per Event	£15.80	Inflation
Other Bookings		Storage room rental large	£26.00	Per Event	£26.50	Inflation
Other Bookings		Charge for bounced cheques	£52.50	Per Event	£53.55	Inflation
Other Bookings		Admin charge for changing dates etc	£10.50	Per Event	£10.70	Inflation
Other Bookings		Pavilion with event/sports booking per hour (min charge 2 hrs per day)	£15.25	Per Event	£15.55	Inflation
Other Bookings		Pavilion - without sport booking per hour (min charge 2 hrs per day)	£31.00	Per Event	£31.60	Inflation
Other Bookings		Sports markings - mini soccer pitch, rounders, soft ball or similar (25% discount on additional marking on the same site)	£94.50	Per Event	£96.40	Inflation

Street Scene Fees and Charges 2015/16		Current Charge	Unit of Measure	Charges 2015/16	Comments
Fee/Charge	Description				
Other Bookings	Sports markings - 8x100m track similar	£94.50	Per Event	£96.40	Inflation
Other Bookings	Postage - per set of keys return and or collection	£10.50	Per Event	£10.70	Inflation
Other Bookings	Sports course bookings (no pavilion) 2hrs max per day	£22.00	Per Event	£22.45	Inflation
Other Bookings	Sports course bookings (no pavilion) over 2hrs per day	£55.50	Per Event	£56.60	Inflation
Other Bookings	Fitness programmes i.e. exercise classes. Min. 20 session booking	£11.00	Per Event	£11.20	Inflation
Other Bookings	Sport markings - 200 m track	£177.75	Per Event	£181.30	Inflation
Other Bookings	Sport markings - 400 m track	£299.75	Per Event	£305.75	Inflation
Other Bookings	Additional markings (eg relay boxes, markers)	£22.00	Per Event	£22.45	Inflation
Other Bookings	Not for profit fitness programmes - ie volunteer led programmes	£50.00	One off fee, every 6 months	£51.00	Inflation
Other Bookings	Over mark for sports markings	£33.00	Per Event	£33.65	Inflation
Tree Inspection	Tree Inspection - LBB school	£65.00	Per hour - min 4 hours	£66.30	Inflation
Tree Inspection	Tree Inspection - non LBB school	£85.00	Per hour - min 4 hours	£86.70	Inflation
Tree survey	Tree survey - schools	£65.00	Per hour - min 2 hours	£66.30	Inflation
Tree survey	Tree survey - LBB department	£85.00	Per hour - min 4 hours	£86.70	Inflation
Memorial Tree	Memorial Tree (Standard 45/65 litre, 12-14cm girth)	£360.75 - £555.75	Per Tree, Species Varies	£367.95 - £566.85	Inflation
Memorial Bench	Memorial Bench (Standard wooden)	£867.00 - £1,873.00	Per Bench	£884.35 - £1910.45	Inflation
Events	Commercial event - Fun Fairs (up to 12 rides) and Private Functions	£605.00	Per Event (Per Day)	£617.10	- 25% discount is applied to non-trading e.g set and close down of the event
Events	Commercial Events - size 1-100	£270.00	Per Event (Per Day)	£275.40	- Events are priced by estimated attendance
Events	- Event size 101-1,000	£605.00	Per Event (Per Day)	£617.10	however prices may differ when spatial requirements need consideration
Events	- Event size 1,001-2,500	£810.25	Per Event (Per Day)	£826.45	
Events	- Event size 2,501-5,000	£1,080.25	Per Event (Per Day)	£1,101.85	
Events	- Event size 5,000 +	By Negotiation	Per Event (Per Day)	By Negotiation	
Events	Community Event	90% Discount	Per Event (Per Day)	90% Discount	Introduction of standard charges for different types of event inline with the events policy. 90% discount on commercial rate for community events. 75% discount on commercial rate for charity events - A discount may be applied to the daily rate for Charitable/Community events at the discretion of the Street Scene Director
Events	Charity Event	75% Discount	Per Event (Per Day)	75% Discount	
Refuse - wheeled bins	Request for initial 240 ltr bin	£53.50	Per Bin	£54.55	Inflation
Refuse - wheeled bins	Request for additional 240 ltr bin	£163.00	Per Bin	£166.25	Inflation
Refuse - wheeled bins	Request for initial 660 ltr bin per 3 flats	£167.50	Per Bin	£170.85	Inflation
Refuse - wheeled bins	Request for replacement 240 ltr green waste bin	£53.50	Per Bin	£54.55	Inflation
Refuse - wheeled bins	Request for additional 660 Litre bin per 3 flats	£286.00	Per Bin	£291.70	Inflation
Refuse - wheeled bins	Request for Initial 940 ltr bin per 4 flats	£286.00	Per Bin	£291.70	Inflation
Refuse - wheeled bins	Request for additional 940 ltr bin per 4 flats	£566.75	Per Bin	£578.10	Inflation
Refuse - wheeled bins	Lid for 940 ltr bin	£66.75	Per Bin	£68.10	Inflation
Refuse - wheeled bins	Request for initial 1100 litre bin per 5 flats	£417.00	Per Bin	£425.00	Inflation
Refuse - wheeled bins	Replacement 1100 ltr lid	£66.75	Per Bin	£68.10	Inflation
Refuse - wheeled bins	Refurbished 1100 ltr bin (only as replacement not initial purchase)	£198.50	Per Bin	£202.45	Inflation
Refuse - wheeled bins	Delivery Charge for 2nd Hand Bins	£30.75	Per Bin	£31.35	Inflation
Domestic Refuse sacks	Fete Bin	£45.00	Per Bin	£45.90	Inflation
Flats recycling bins	Grey Domestic Refuse Sack	£5.20	50 Bags	£5.30	Inflation
Clinical waste collection	Frame for flats recycling bins	£484.50	Per frame	£494.15	Inflation
Clinical waste collection	Individual user in own home (per bag, sharp or box)	Free	Per unit collected	Free	Inflation
Clinical waste collection	Residential care homes or similar (per bag, sharps or box)	£29.75	Per unit collected	£30.35	Inflation
Bulky & electrical items collection (domestic)	Prepaid charge for removal 1 non electrical item of rubbish or furniture	£55.50	Per item	£56.60	Inflation

Street Scene Fees and Charges 2015/16		Description	Current Charge	Unit of Measure	Charges 2015/16	Comments
Bulky & electrical items collection (domestic)	Prepaid charge for removal 2 non electrical items of rubbish or furniture	£71.00	Per item	£72.40	Inflation	
Bulky & electrical items collection (domestic)	Prepaid charge for removal 3 non electrical item of rubbish or furniture	£85.25	Per item	£86.95	Inflation	
Bulky & electrical items collection (domestic)	Prepaid charge for removal 4 non electrical item of rubbish or furniture	£100.75	Per item	£102.75	Inflation	
Bulky & electrical items collection (domestic)	Prepaid charge for removal 5 non electrical item of rubbish or furniture	£115.00	Per item	£117.30	Inflation	
Bulky & electrical items collection (domestic)	Prepaid charge for removal 6 non electrical item of rubbish or furniture	£130.50	Per item	£133.10	Inflation	
Bulky & electrical items collection (domestic)	Prepaid charge for removal 7 non electrical item of rubbish or furniture	£145.00	Per item	£147.90	Inflation	
Bulky & electrical items collection (domestic)	Prepaid charge for removal 8 non electrical item of rubbish or furniture	£160.50	Per item	£163.70	Inflation	
Bulky & electrical items collection (domestic)	Prepaid charge for removal 9 non electrical item of rubbish or furniture	£174.75	Per item	£178.25	Inflation	
Bulky & electrical items collection (domestic)	Prepaid charge for removal 10 non electrical item of rubbish or furniture	£189.25	Per item	£193.05	Inflation	
Bulky & electrical items collection (domestic)	Prepaid charge for removal of 1 Electrical item	£44.00	Per item	£44.85	Inflation	
Bulky & electrical items collection (domestic)	Prepaid charge for removal of 2 Electrical items	£58.50	Per item	£59.65	Inflation	
Bulky & electrical items collection (domestic)	Prepaid charge for removal of 3 Electrical items	£73.00	Per item	£74.45	Inflation	
Bulky & electrical items collection (domestic)	Prepaid charge for removal of 4 Electrical items	£88.25	Per item	£90.00	Inflation	
Bulky & electrical items collection (domestic)	Prepaid charge for removal of 5 Electrical items	£102.75	Per item	£104.80	Inflation	
Bulky & electrical items collection (domestic)	Prepaid charge for removal of 6 Electrical items	£118.25	Per item	£120.60	Inflation	
Bulky & electrical items collection (domestic)	Prepaid charge for removal of 7 Electrical items	£132.50	Per item	£135.15	Inflation	
Bulky & electrical items collection (domestic)	Prepaid charge for removal of 8 Electrical items	£148.00	Per item	£150.96	Inflation	
Bulky & electrical items collection (domestic)	Prepaid charge for removal of 9 Electrical items	£162.50	Per item	£165.75	Inflation	
Bulky & electrical items collection (domestic)	Prepaid charge for removal of 10 Electrical items	£178.00	Per item	£181.55	Inflation	
Bulky & electrical items collection (domestic)	Prepaid charge for special collection of 1 x 240 litre container	£47.25	Per item	£48.20	Inflation	
Bulky & electrical items collection (domestic)	Prepaid charge for special collection of 1 x 360 litre container	£50.25	Per item	£51.25	Inflation	
Bulky & electrical items collection (domestic)	Prepaid charge for special collection of 1 x 660 litre container	£58.50	Per item	£59.65	Inflation	
Bulky & electrical items collection (domestic)	Prepaid charge for special collection of 1 x 940 litre container	£66.75	Per item	£68.05	Inflation	
Bulky & electrical items collection (domestic)	Prepaid charge for special collection of 1 x 1100 litre container	£71.00	Per item	£72.40	Inflation	
Removal of dead animals (private dwellings)	Charge for removal	£55.50	Per animal	£56.60	Inflation	
Graffiti removal	Charge for 1st square metre	£55.50	Per area	£56.60	Inflation	
Graffiti removal	Charge for each additional square metre	£65.25	Per area	£66.55	Inflation	
Trade Waste	240 Litre Bins	£356.00	Per bin	£363.10	Inflation	
Trade Waste	360 Litre Bins	£414.50	Per bin	£422.75	Inflation	
Trade Waste	660 Litre Bins	£639.00	Per bin	£651.75	Inflation	
Trade Waste	Chamberlain Bins (940 Litre)	£772.75	Per bin	£788.20	Inflation	
Trade Waste	1100 Litre Bins	£864.25	Per bin	£881.50	Inflation	
Trade Waste	Compactor Skip: Annual charge for one collection per week	£7,865.50	Per skip	£8,022.80	Inflation	
Trade Waste	Charge for single occasion (Compactor Skip)	£196.75	Per skip	£200.65	Inflation	
Trade Waste	Non containerised Trade special collections : Initial 30 mins	£92.00	Per container	£93.80	Inflation	
Trade Waste	Non containerised Trade special collections : Subsequent 30 mins	£67.50	Per container	£68.85	Inflation	
Trade Waste	Initial 1100 Trade Special Collection	£71.00	Per container	£72.40	Inflation	
Trade Waste	Each extra 1100	£26.75	Per container	£27.25	Inflation	
Trade Waste	Initial 940 Trade Special Collection	£66.75	Per container	£68.05	Inflation	

Street Scene Fees and Charges 2015/16					
Fee/Charge	Description	Current Charge	Unit of Measure	Charges 2015/16	Comments
Trade Waste	Each extra 940	£22.50	Per container	£22.95	Inflation
Trade Waste	Initial 660 Trade Special Collection	£58.50	Per container	£59.65	Inflation
Trade Waste	Each extra 660	£16.25	Per container	£16.55	Inflation
Trade Waste	Initial 360 Trade Special Collection	£50.25	Per container	£51.25	Inflation
Trade Waste	Each extra 360	£9.25	Per container	£9.45	Inflation
Trade Waste	Initial 240 Trade Special Collection	£47.25	Per container	£48.20	Inflation
Trade Waste	Each extra 240	£6.10	Per container	£6.20	Inflation
Trade Waste - sacks	Plastic sacks (Trade) first pack of 50	£140.50	Per pack	£143.30	Inflation
Trade Waste - sacks	Plastic sacks (Trade) first pack of 100	£238.00	Per pack	£242.75	Inflation
Trade Waste - external clients	Charge for single occasion(open skip)	£246.50	Per skip	£251.40	Inflation
Trade waste - other council departments	Charge for single occasion(open skip)	£74.00	Per skip	£75.45	Inflation
Grab Lorry charges	Grab Lorry Special Collections Hourly Charge	£45.25	Per collection made	£46.15	Inflation
Grab Lorry charges	Grab Lorry Special Collections Disposal cost per tonne	£108.00	Per disposal made	£110.15	Inflation
<b>Fee/Charge</b>	<b>Description</b>	<b>Charges 2015/16</b>	<b>Unit of Measure</b>	<b>Charges 2016/17</b>	<b>Comments</b>
Allotments	Rent - Residents of the Borough per pole	£12.30	Each	£12.30	No concessionary discount for over 60's.
Allotments	Rent - Residents of the Borough per pole	£25.70	Each	£25.70	No concessionary discount for over 60's.
Allotments	Water per pole	£1.64	Each	£1.64	No concessionary discount for over 60's.

Permit type	Category of permit	Charge 2014/15	Proposed 2015/16
Business	Specific vehicle - weekly	£26.00	£26.00
Business	Specific vehicle - monthly	£73.50	£73.50
Business	Specific vehicle - annual	£525.00	£525.00
Business	Any vehicle - annual	£840.00	£840.00
Resident	Green annual	£15.00	Electric Vehicles - Free
Resident	Housing 1 <sup>st</sup> Vehicle annual	Free	Free
Resident	Housing 2 <sup>nd</sup> Vehicle annual	£42.00	£42.00
Resident	Housing 3 <sup>rd</sup> Vehicle annual	£73	£73
Visitor Vouchers	All controlled parking zones, except Event Day, visitor vouchers with a maximum per household of 200 in any 12 month period.	£12.00 per 12 vouchers	£12.00 per 12 vouchers
Visitor Vouchers	Event Day controlled parking zone visitor vouchers with a maximum per household or workplace of 88 in any 12 month period.	£12.00 per 12 vouchers	£12.00 per 12 vouchers
Doctors	Doctors annual	£200.00	£200.00
Builders	Specific vehicle - monthly	£38.00	£38.00
Builders	Specific vehicle - annual	£310.00	£310.00
Builders	Any vehicle - monthly	£76.00	£76.00
Builders	Any vehicle - annual	£620.00	£620.00
Carers	Annual	Free	Free
Emergency Services and Hatzola	Specific restrictions	Free	Free
Essential Service Vouchers	Full-day essential service vouchers	£2.50 per voucher	£2.50 per voucher
Members	Member annual	Free	Free
Admin Fee	Amendments to exiting permit	£21.00	£21.00
Admin Fee	Permit refunds	£21.00	£21.00
Bay Suspensions	One Bay Suspension for One Day	£60	£130 Application Fee plus £20 per day per bay for Resident Bays and £30 per day per bay for Pay and Display Bays.
Temporary Permit 3 Month	Resident Permit for 3 Months	£252	£252
Car Park Permit	Restricted Off Street Location Annual Car Park Permit	£350	£350
NEW – Temporary Permit 1 Week	Resident Permit for 1 Week	N/A	£100
NEW – Temporary Permit 1 Month	Resident Permit for 1 Month	N/A	£160
Resident Permit	Lower Band gCo2 <110	N/A	£30
Resident Permit	Middle Band gCo2 111 – 200	N/A	£40
Resident Permit	Higher Band gCo2 >200	N/A	£60
Resident Permit	2, 3 or 4th vehicle	£70	£70
On Street Parking Charges	Payment to Park	As per location, local signage and Traffic Management Order	As per location, local signage and Traffic Management Order
Off Street Parking Charges	Payment to Park	As per location, local signage and Traffic Management Order	As per location, local signage and Traffic Management Order