

Richard Burbidge  
020 8489 2923  
020 8881 2660  
richard.burbidge@haringey.gov.uk

17 December 2010

To: All Members of the Cabinet  
c.c.. Other persons receiving Cabinet agenda

Dear Member,

Cabinet - Tuesday, 21st December, 2010

I attach a copy of the following reports for the above-mentioned meeting which were not available at the time of collation of the agenda:

**9. FINANCIAL PLANNING 2011/12 - 2013/14 (PAGES 1 - 48)**

(Report of the Director of Corporate Resources – To be introduced by the Cabinet Member for Finance and Sustainability): To provide an update on the financial and business planning and to propose the release of the pre business plan review (PBPR) documents for consultation and budget scrutiny; to consider the draft settlement for 2011/12 if available and any changes needed to the latest financial planning position.

**10. REVIEW OF FEES AND CHARGES (PAGES 49 - 180)**

(Report of the Director of Corporate Resources – To be introduced by the Cabinet Member for Finance and Sustainability): To report the findings of a review of all Council fees and charges and to recommend revised and new charges where applicable.

**20. INTEGRATED WASTE MANAGEMENT CONTRACT (PAGES 181 - 190)**

(Report of the Director of Urban Environment – To be introduced by the Cabinet Member for Neighbourhoods): To seek approval to the award of contract for the integrated waste management contract.

**25. EXCLUSION OF THE PRESS AND PUBLIC**

The following items are likely to be the subject of a motion to exclude the press and public as they contain exempt information which either relates to the business or financial affairs of any particular person (including the Authority holding that information) or the amount of any expenditure proposed to be incurred by the authority under any particular contract for the acquisition of property or the supply of goods and services.

Note by the Head of Local Democracy and Member Services

Items 26 and 27 allow for the consideration of exempt information in relation to items 20 and 23 which appears earlier on the agenda.

**26. INTEGRATED WASTE MANAGEMENT CONTRACT (PAGES 191 - 232)**

(Report of the Director of Urban Environment – To be introduced by the Cabinet Member for Neighbourhoods): To seek approval to the award of contract for the integrated waste management contract.

Yours sincerely,

Richard Burbidge  
Cabinet Committees Manager



Haringey Council

Agenda item:

**Cabinet****21<sup>st</sup> December 2010**

Report Title: **Medium Term Financial Planning 2011/12 to 2013/14**

Forward Plan reference number:

Report of: **Director of Corporate Resources**

Wards(s) affected: **All**

Report for: **Key decision**

### 1. Purpose

- 1.1 To provide an update on the financial and business planning process with a revised assessment in each of the next three years of the General Fund, Dedicated Schools Grant (DSG), Housing Revenue Account (HRA) and the Capital Programme including:
- The financial resources available to the Council;
  - The cost of providing existing services; and,
  - The overall level of savings that need to be identified to give a balanced, sustainable budget over the business planning period.
- 1.2 To propose the release, for consultation and budget scrutiny, of savings proposals identified to date through the Haringey Efficiency and Savings Programme (HESP) and the draft Capital Programme.
- 1.3 To consider the actions necessary to identify the further savings proposals necessary to deliver a balanced three year medium term budget.

### 2. Introduction by Cabinet Member for Resources

- 2.1 The Government cuts mean that Haringey will face the largest cuts since its inception. We stand opposed to the depth and speed of cuts, not just to ourselves but to the public sector. We reject the notion that the level of these cuts are either necessary, prudent, or without harm. Indeed these cuts will see the level of public spending as a proportion of GDP reduced to levels lower than were even witnessed during the era of Thatcher's premiership. In fact these cuts are amongst the highest of any G20 country, and higher than those demanded of Ireland and Greece, which are in a much more economically perilous situation than that of the UK.

2.2 I feel it necessary to highlight this, because we believe that the cuts are not only too fast and too deep for the Council, but we believe they will be damaging to the economy as a whole, both locally and nationally. We believe they deny the opportunity for growth and with it the opportunity to close the deficits through the increased revenues the Treasury receive as economic activity increases. The most extreme impacts of this directly impact on our financial plan with a need to ensure we meet our statutory obligations to service the increased demand on services from the most vulnerable in families. For example the IFS says that the government budgets will see the first rise in child poverty in 15 years, with the number of people entering absolute poverty in the next three years of 900,000. Given this, any claim that the Spending Review represents an agenda of fairness requires us to adopt a definition of that word that we simply don't recognise.

2.3 We had hoped that the government would phase the cuts in a manner which would enable us to transition the Council's services more smoothly and with minimum harm to services, but the front loading of cuts now means that we are required to find well over half of our savings next year alone, in addition to the unprecedented in-year cuts which have required us to deal with lost monies of £17m.

2.4 The settlement will require Haringey Council to save £46m next year alone and a total shortfall of £87m over the next three years. This essentially means that for every £10 we had, we will only have £6.50, which would be painful on any household budget, let alone the Council's. The notion that these level of savings can be found easily and without detriment to vital services and to the good people of our borough is to deny facts. Already I have been moved by some of the submissions I have received from residents across the borough during the consultation, and they stand as a testament against the notion that the public sector can do no good, that they represent poor value for money, and that they make no difference to people's lives.

2.5 Given my responsibilities on sustainability the changes to the carbon reduction commitment to a carbon reduction tax cannot pass without comment. This feels like an extremely disappointing and regressive measure. Given the need to reduce carbon emissions in the public sector it is hoped revenues derived should be ring fenced for re-investment for initiatives to deliver greener public services.

2.6 Perhaps most shocking of all is the fact that the government has decided to essentially redistribute resources from councils with high levels of deprivation to other areas. This report highlights the governments own figures on this, where the impact on Haringey's spending power is over 3000% higher than for example Dorset County Council. This creates the real double whammy of the spending review, which has ultimately created more pressure on and removed more resources from populations that serve more deprived and more vulnerable communities.

2.7 I feel that as well as the severe reductions to our services, I also feel compelled to highlight the significant reductions in capital funding which will deny us much needed investment in our borough. In particular we expect this to dramatically impact on our regeneration and housing programmes.

2.8 We stand opposed to these cuts. The speed and depth have left the Council with very little room for manoeuvre, and very few choices. The extremely late disclosure of our settlement, and the lack of information that has been forthcoming from the Department of the Communities and Local Government have been extremely unhelpful to our ability to identify all the savings at this stage of the budget process. Given the scale of cuts we wanted to ensure residents the maximum opportunity to shape the future of our borough and to ensure we identified the services and activities of most value to residents. The large bulk of the savings will force us to make a fundamental restructuring of our organisation, which will see a high level of job losses which have already been announced. We will publish a full budget in January.

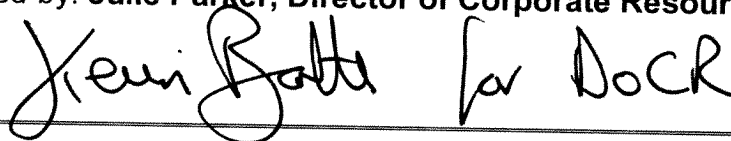
### 3. Recommendations

3.1 Cabinet is asked to note and comment on the overall draft Medium Term Financial Plan and approve:

3.2 That the HESP savings proposals as detailed in Appendix 6, totalling £28.4m over the three year planning period, be released for budget scrutiny with a report back to Cabinet in January.

3.3 That the proposals for capital projects to be funded from capital receipts detailed in Appendix 7 be released for budget scrutiny with a report back to Cabinet in January.

Report Authorised by: **Julie Parker, Director of Corporate Resources**



Contact Officer: **Kevin Bartle - Lead Finance Officer**  
Telephone 020 8489 5972

### 4. Local Government (Access to Information) Act 1985

4.1 The following background papers were used in the preparation of this report:  
Report of the Director of Corporate Resources to the Cabinet on 13 July 2010 –  
Financial Planning 2011/12 to 2013/14

### 5. Background

5.1 The Council's integrated financial and business planning process is the key mechanism by which plans and strategies are reviewed to ensure the performance and priorities are being met and that resources are allocated effectively to underpin their achievement. The process culminates in changes to the budget and medium term financial strategy that delivers a revised Council Plan. The plan reflects the Council's own priorities and contributes to the wider Sustainable Community Strategy delivered in conjunction with the Haringey Strategic Partnership.

- 5.2 The Cabinet on 13 July 2010 considered a comprehensive report on financial strategy for the period 2011-12 to 2013-14 based on a number of assumptions and national policy issues and agreed a business planning and budget-setting process. Members acknowledged the unprecedented scale of the financial challenge facing the Council and the significant levels of savings that will need to be delivered over the planning period. At that time an overall net additional savings target of £58.5m was reported which assumed the achievement of pre-agreed investment and savings proposals of £4.2m (net saving) in 2011/12.
- 5.3 However, the July report also highlighted the uncertainty surrounding the level of future financial resources which would not be clarified until the Government had concluded its Spending Review (published in October 2010) and the results of the new Formula Grant Settlement which were announced on 13<sup>th</sup> December 2010. The July report also pointed to a number of additional risks relating to both the key planning assumptions and the increasing demand for Adult Social Services, Children's Services and Temporary Accommodation.
- 5.4 It is now clear that the funding shortfall facing the Council from 2011-12 onwards is significantly greater than the £58.5m figure indicated in July 2010. The draft Medium Term Financial Plan (MTFP) is summarised in Appendix 1 and shows a current projected three year funding shortfall of £86.9m. With HESP savings proposals of £28.4m identified to date this still leaves £58.5m in savings still to be identified over the three year planning period with £34.0m of that to be found in 2011-12.
- 5.5 There is a considerable amount of work on-going to develop further savings proposals. These proposals are being considered in light of the feedback from the budget consultation process which included an on-line option. The additional proposals will involve significant policy changes and will continue to transform the way the Council operates under the significantly reduced resource base. Further savings proposals will be presented to Members for approval at the January Cabinet. It is planned that the next raft of proposals will go a significant way to filling the funding gap identified and the January Cabinet report will set out other measures to ensure a balanced budget for 2011-12 is approved at Council in February 2011.
- 5.6 The detailed assumptions that support the current draft MTFP are set out below and in the attached Appendices.

## 6 **Appendices**

Appendix 1 – summary of the draft Medium Term Financial Plan highlighting projected annual funding shortfalls

Appendix 2 – detailed analysis of the draft Medium Term Financial Plan by service area

Appendix 3 – detailed analysis of projected budget revenue investments resulting from increased service demand and higher unit costs

Appendix 4 – other changes and variations

Appendix 5 – pre-agreed revenue investments and savings schedule

Appendix 6 – detailed HESP savings proposals

Appendix 7 – draft Capital Programme funded from corporate resources

## 7 Financial Resources

7.1 The Council now has five main streams of financial resources:

1. Formula Grant
2. Core Grants
3. Council Tax
4. Fees and Charges
5. One-off use of Reserves

Fees and charges are considered separately under the savings proposals in Section 9 below.

### Formula Grant

- 7.2 The budget year 2010-11 is the last of the three years under the direction of the Comprehensive Spending Review (CSR) 2007, which was issued in October 2007 and set totals for national and local government expenditure together with Treasury-led policy directions. The budget for 2011-12 is the first one under the new Coalition Government and also the first under the new Spending Review announced on 20 October.
- 7.3 Members will be aware that in the summer the Government announced public expenditure cuts of £6.2bn for the current financial year. £1.165bn of this was in Local Government funding through the reduction in grants to local authorities. The Government also removed the ring fences around £1.2bn of grants to local authorities in 2010-11, to give them greater flexibility to re-shape their budgets and find savings in the most appropriate areas, while maintaining the quality of services to their customers.
- 7.4 As a consequence the Council's revenue grant funding has been reduced by £7.9m in 2010-11. The main reductions have been in ABG (£3.3m) and LAA Reward Grant (£3.6m). The separate report to Cabinet on Finance and Performance to Period 7 shows a projected budget overspend at the year end of £4.0million. However, the overspend has been progressively reducing and at this stage the draft MTFP assumes that there will be no budget variance by the close of financial year 2010-11.
- 7.5 The results of the Government's Spending Review announced on 20<sup>th</sup> October have provided the financial framework within which Government Departments will be expected to operate over the next four years. A Policy briefing note setting out some of the more significant changes in funding being proposed has already been posted on Harinet but in summary these were as follows:
- A reduction in local government funding of 28% by 2014-15;
  - £4.5billion of specific grants being rolled into the formula grant;
  - £1billion additional funding for adult social care (plus £1billion for the NHS);
  - The freezing of 2011-12 Council Tax with a grant for that year based on 2.5% of the Council Tax base (payable for four years);
  - Greater freedoms and flexibilities for local authorities; and,
  - The planned introduction of new funding streams from 2012-13 onwards.

- 7.6 The reduction in local government funding, although announced as the equivalent of an average of 7% per annum, masks a number of significant changes including a “front loading” of the reductions in 2011-12 and a higher reduction in London compared to other parts of the UK. Calculating the exact impact for each local authority had been further complicated by the decision to ‘roll-in’ a large number of current specific and area based grants into the formula funding pot, the abolition of other area based grants (such as Working Neighbourhood Funding) and proposed changes in the basis for allocating formula funding.
- 7.7 The actual grant allocations were announced on 13<sup>th</sup> December 2010 (subject to consultation). The detailed assessment of the implications of the announcement is ongoing, however it is important to note that Haringey suffers the 6<sup>th</sup> worst settlement in London when comparing reductions in ‘revenue spending power’. The settlement appears to disadvantage Councils with high levels of deprivation such as Haringey. Furthermore this is brought sharply into focus when using government figures to compare reductions, with Dorset County Council, for example, seeing an increase of +0.25% compared to the London average reduction of -11.3%. The government’s methodology for analysing the scale of reductions using spending power masks the real grant reductions this Council will face. The current projected reduction in the Council’s funding allocation is actually 13% in 2011/12 (excluding Council Tax Grant) and in cash terms is estimated as £42.3million over the Council’s three year planning period profiled as follows:

	2011-12 £million	2012-13 £million	2013-14 £million	Total £million
New Grant Settlement	179.9	168.0	164.5	
Reduction from 2010-11 base after adjusted for roll-in (£206.8m)	-26.9	-11.9	-3.5	-42.3
% Reduction (year-on-year)	13%	7%	2%	

This loss of formula grant funding on top of the budget pressures already facing the Council gives the total potential budget deficit of £86.9million over the next three years as detailed in Appendix 1.

- 7.8 The grant settlement announcement has not made any reference to some £3.2million of existing smaller grants and the MTFP assumes that if the funding is not received in 2011-12 then associated service reductions will be identified. A fuller assessment of the local government settlement will be included in the January report to Cabinet.

### **Core Grants**

- 7.9 The Grant Settlement also confirms the announcements in the Spending Review that the number of separate core grants is being reduced from over 90 to 10 as follows:
- Early Intervention grant
  - Public Health grant (from 2013-14)
  - Learning Disabilities
  - New Homes Bonus
  - Council Tax Freeze Grant (see Section 7.10 below)



- Housing Benefit and Council Tax Administration Grant
- PFI Grant
- Dedicated Schools Grant including the Pupils Premium (see Section 11 below)
- Preventing Homelessness
- NHS grant to support care and benefit health

None of the above grants, apart from the DSG, will continue to be ring-fenced and, as such, will be able to be used more flexibly. There is, however, a considerable lack of clarity around the NHS grant, both in terms of the allocation methodology and how the grant may be used. Further details will be provided in the next MTFP report to Cabinet.

### **Council Tax**

- 7.10 As part of the Spending Review and Grant Settlement the Government has announced that local authorities who freeze their Council Tax in 2011-12 will have the resultant loss to their Council Tax income funded at a rate of 2.5% in each year of the Spending Review period. The current draft MTFP is based on the Council electing to freeze Council Tax in 2011-12 and therefore qualify for £2.5m in grant funding in each of the next four years. For financial planning purposes only, the draft MTFP incorporates an assumed 2.5% per annum increase in Council Tax from 2012-13 onwards. The Council will make its decision on potential future Council tax rises as the medium term financial picture becomes clearer.
- 7.11 The Government has already consulted on proposals to hold local referendums to veto excessive Council Tax increases. The scheme proposed that the Secretary of State will each year determine principles regarding levels of Council Tax and any authority planning an "excessive" Council Tax increase will be required to prepare a 'shadow budget' and will be required to hold a local referendum of all registered electors by no later than the first Thursday in May.
- 7.12 The Government also announced in the Spending Review (and in a subsequent White Paper) that it will reduce subsidy on Council Tax Benefit (CTB) by 10% and localise it from 2013-14. This is potentially a significant issue for those residents who are eligible for receipt of CTB, should the Council be forced to pass on the reduction, significant hardship could result for those individuals affected. Analysis of the reductions in benefit across the country shows Haringey as one of the worst hit in terms of reduction per head of population. Whilst, on the one hand, this could give local authorities flexibility to tailor the scheme to meet local priorities the obvious concern is that unless the Council reduces the level of benefit it provides in line with subsidy levels then the overall Council Tax income will be reduced.
- 7.13 In 2010-11 a 10% reduction in CTB subsidy would have cost the Council £3.7m without a corresponding reduction in benefits. In fact even if the level of benefits is reduced the Council would need to anticipate a fall in its collection rate.
- 7.14 The draft MTFP includes a provision of £4.0m from 2013-14 based on the assumption that the Council chooses not to recover any loss in subsidy from Council Tax payers. However, the Council will need to give proper consideration to its policy in this regard and as further details of the proposals emerge the level of provision will be reassessed.

## **New Funding Sources in the Future**

7.15 The Government has recently published a White Paper that proposes to give local authorities new opportunities to raise additional funding. These include:

- The establishment of 24 government-approved Local Enterprise Partnerships (LEPs) with the GLA taking on the role of stimulating economic growth in London;
- the introduction of Tax Increment Financing (TIF) under which local authorities would retain the business rate uplift generated from development and use this funding stream to borrow for infrastructure needed to start the development;
- a New Homes Bonus to incentivise house-building locally through which the government will match fund the additional council tax for new homes and properties brought back into use for six years after being built;
- a local government Resource Review which will consider whether the government should establish a Business Increase Bonus scheme or enable Councils to retain locally raised business rates;
- local authorities will also be allowed to keep additional business rates generated from hosting renewable energy projects.

The views of local authorities are being sought during December 2010 with the Resource Review being launched in January 2011.

7.16 Over the medium term planning period it is unlikely that these opportunities will generate significant additional general fund revenue resources with the exception of the New Homes Bonus. The position will therefore be kept under close review and the results of the various consultation processes will be monitored with the potential revenue implications assessed and incorporated into our financial plans once the proposals have been finalised.

## **8 Revenue Investments (Budget Pressures)**

### **Service Demand and Unit Cost Pressures**

8.1 The Council's budget monitoring reports over the first eight months of 2010-11 have been highlighting significant cost pressures particularly in the Children and Young People's Service, Adult Social Services and Homelessness. The management action that has been necessary to contain these budget pressures, as well as dealing with the in-year reduction in Government funding, will now be largely reflected in longer term savings proposals through the HESP sub-groups which are reported in more detail in Section 9 below. However, these budget pressures will continue over the financial planning period and therefore need to be reflected in the new base budgets against which savings decisions will be considered.

8.2 A schedule detailing the budget pressures in each service area is attached as Appendix 3. Over the three year planning period the growth pressures total some £16.8m with £14.2m in 2011-12. These pressures are summarised below.

- Looked after Children and Safeguarding (£7.4m from 2011-12) – increased numbers of children in care and those with no recourse to public funds.
- Adult Social Care (£4.4m from 2011-12) – a higher demand for services, including in learning disabilities with children transitioning into adult social care. There is also a significant reduction in anticipated NHS joint funding.
- Homelessness Temporary Accommodation (£2.2m from 2011-12) – resulting from the housing benefit subsidy changes introduced on 1st April 2010 and further changes to the benefit system being introduced by the Government.
- Benefits and Local Taxation (£0.2m from 2011-12) – reflecting the additional cost of administering an increasing number of benefit claimants and maintaining existing service standards.

### **Other Changes and Variations**

8.3 In addition to the specific budget pressures there are a number of general cost pressures that the Council will face over the planning period.

- Inflation – the Government's projections for Consumer Price Index (CPI) inflation reflected in the Spending Review are 2.4% in 2011, 1.9% in 2012, and 2.0% in 2013 and 2014. The Governor of the Bank of England is already warning that the 2011 projections are optimistic, particularly given the 2.5% increase in VAT from January 2011. Whilst the Government has stated that it expects a period of wage restraint across all public services a provision will be factored into the planning assumptions. Furthermore there is a 1% increase in the employers' National Insurance rate from April 2011.
- Another area of considerable price volatility is the cost of energy. Although Corporate Procurement has successfully driven down unit costs the current wholesale prices have gradually increased over the past three months and all energy users could face significant price increases over the next twelve months. Provision has therefore been included to cover unavoidable price increases to goods and services although Corporate Procurement will be working with service managers to negotiate lower prices wherever possible.
- Equal Pay/Single Status - a new package of pay and conditions was agreed in September 2008. The pay arrangements in terms of the back-dated compensation were resolved and paid last year and an estimate of the potential on-going costs going forward will be included in the budget.
- Concessionary Fares - London Council's previously agreed to revise the allocation of the cost of the concessionary fares levy to move towards actual usage data and this is being phased in. However, further substantial increases to concessionary fares are forecast due to further reductions in grant funding from the Mayor of London as well as the continuing impact of the change in the method of distribution.
- North London Waste Authority – increases in both waste tonnages and the statutory increases in landfill tax. With the plans for the major procurement to secure new long term recycling and environmentally sound disposal facilities now in doubt following the Government's withdrawal of PFI credits the future cost implications for all of the member boroughs is unclear.

- Employer Pension Costs - the next actuarial triennial valuation will be finalised before April 2011. However, current indications are that the pension fund is 70% funded with ever increasing life expectancy giving rise to higher long term liabilities and employer contributions. Discussions are taking place with the actuary regarding the level of future employer contributions.
- The Government has commissioned a report from Lord Hutton into the future financing of public service pensions and significant changes to the scheme are anticipated. An increase in employee contributions and amendments to the existing final salary arrangements are predicted. Once the report is released it will be possible to start to consider the funding implications.
- Risk Provision – there are significant risks to the level of government funding from 2012 onwards and the Council will see further increases in the demand for Children’s Services, Adult Social Care and Housing Services as a result of the Government’s proposed changes to the Welfare Benefits System with a consequential increase in service costs.
- Alexandra Palace and Park - the long term future will be the subject of further consideration and consequently the Council’s financial support to the Charity will need to be reviewed in light of the Council’s considerable financial challenge. Work will need to commence to formulate a master plan for the Palace with the aim to secure its long term future. The underlying revenue deficit is in the order of £2m per annum and this is not likely to improve without further significant changes or investment.
- Carbon Trading – the Government has announced proposed changes to the carbon Trading Scheme which in effect turn it into a carbon tax. This is a disappointing change given that the Council has continued to give a high priority to environmental improvement and this change in direction will make it even more difficult to achieve our green agenda objectives. There is currently uncertainty as to whether the Council will become liable for the tax on schools carbon emissions and although the payments under the scheme will not be due until 2012 (based on 2011-12 consumption) provision will need to be included in the budget from next year.
- Other – there are other smaller provisions that need to be included in the MTFP to cover the increased cost of levies and potential debt financing cost changes (see paragraph 14.4 below).

8.4 The potential overall additional cost to the Council from the above budget pressures is detailed in Appendix 4.

9 **Budget Process and Savings Proposals**

9.1 The strategy for dealing with the considerable budget gaps from 2011-12 onwards is already well advanced. There are three key strands which have been developed through a Haringey Efficiency and Savings Programme (HESP):

- Significant 'back office' efficiencies will be achieved through the '**support functions review**' in order to protect front line services as much as is possible;
- Services to be reduced or discontinued will be identified in the '**strategic service reviews**'; this will involve prioritising resources to the most vulnerable in the Borough and other changes could include reconfiguration, shared services, social enterprises, reviewing policy options and discretionary areas of spend.
- We will bring together commissioning activities by developing a '**strategic commissioning**' function that will focus our resources on desired outcomes over and above delivery and process.

9.2 As part of the 2010-11 financial and business planning process the Council has already approved a number of revenue investments and savings which will impact on the draft MTFP. These show a net saving of £4.8m and are detailed in Appendices 5.1 and 5.2. To date new savings proposals totalling £28.4m have been identified which are detailed in Appendix 6.

9.3 It must be recognised that there will be costs associated with delivering an efficiency programme of this scale. The Council has an earmarked Risk Reserve of £10m to fund the associated transition costs of redundancies, decommissioning, and investment necessary to deliver longer term efficiencies and change.

9.4 Indeed, the Council has already asked staff to volunteer for redundancy with the total redundancy costs of approximately 1,000 staff likely to be between £10m and £20m.

9.5 The transition costs will be kept under constant review and reported to Members as part of the overall budget monitoring process. The Government has already recognised the strain that will be placed on local authority finances by the number of redundancies that are likely to be necessary and has invited Councils to apply for authority to capitalise the associated costs. This Council has made such an application.

9.6 The savings proposals include an estimated £2.0m from increases in fees and charges. Cabinet will have received separate reports on these proposals (one on Parking, another on Children's Centres and one covering other service areas) and therefore any changes resulting from the consideration of those reports will have a direct impact on the draft MTFP and will be taken account of.

10. **Risks and Opportunities**

10.1 When setting the draft MTFP, Service Directors have provided their best estimate of their service costs and income based on the information currently available. However

there will always be factors outside of the Council's direct control which will vary the key planning assumptions that underpin those estimates.

- 10.2 There are a number of significant risks that could affect either the level of service demand (and therefore service delivery costs) or its main sources of funding. In addition there are general economic factors, such as the level of inflation and interest rates that can impact on the net cost of services.
- 10.3 Similarly there are opportunities either to reduce costs or increase income which will not, as yet, have been fully factored into the planning assumptions. The main risks and opportunities are summarised below.

### **Risks**

- Reduction in service standards and/or performance
- Increasing service demand
- Impact of Housing Benefit and other welfare benefit changes
- Delay or non-delivery of savings proposals
- Inflation
- Shortfall in revenue due to general economic climate
- Further reduction in NHS joint funding
- Increase in bad debts

### **Opportunities**

- New freedoms and flexibilities
  - New income streams as a result of government White Paper
- 10.4 An assessment of the possible impact of these risks and opportunities will form the basis of an on-going review of Reserves and Contingencies.

## **11. Dedicated Schools Grant**

- 11.1 2010-11 is the final year of the current multi-year funding settlement for the Dedicated Schools Grant (DSG). The government has now confirmed DSG funding details for 2011-12 and that it has continued with the 'spend-plus' methodology for distributing DSG in that year; this means that the earliest point at which there could be a reversion to a formula based DSG allocation (including a more equitable Area Cost Adjustment (ACA) factor for Haringey) would be 2012-13.
- 11.2 The announcement identifies that DSG has, for 2011-12, been maintained at 2010-11 cash levels on a per pupil basis which is a real terms reduction to school funding. The grant has also been broadened to include a number of previously separate grant funded resources which have been included in DSG at the same per pupil level as for 2010-11. Those grants now included within DSG are:
- London Pay Additional Grant;
  - School Standards Grant (incl. Personalisation);
  - School Development Grant (incl. Specialist Schools);

- School Lunch Grant;
- Ethnic Minority Achievement Grant (EMAG);
- 1-2-1 tuition (making good progress);
- Extended Schools (sustainability and subsidy elements);
- National Strategies (Targeted Support for Primary and Secondary);
- Flexibility of Free entitlement (3 and 4 Year olds); and
- Diploma Delivery Grant.

- 11.3 In summary therefore the Council's 2010-11 per pupil Guaranteed Unit of Funding (GUF) of £5,364.29 taken together with the value of the above grants at 2010-11 levels on a per pupil basis (£942.51) gives a 2011-12 GUF of £6,306.81. Whilst final pupil numbers will not be known until June 2011 at the earliest, the DfE has exemplified a DSG for the Council, using 2010-11 pupil numbers of 32,084, which amounts to £202.350m. Once the annual school level census (PLASC) has been undertaken (January 2011) and validated a revised estimate of pupil numbers will be used to set school budgets.
- 11.4 No details have yet been published on the funding levels for post 16 pupils, who are funded by the Young Peoples Learning Agency (YPLA), although the government has said that they will be reduced as they seek to equalise funding between different providers.
- 11.5 There has been recent speculation that the government is considering the use of a National Funding Formula (for DSG) from 2012, with a newly created Education Funding Agency taking over finance for all schools and sixth from provision from the following year.
- 11.6 A key element of the announcement, and the subject of previous consultations in 2010, is the introduction of a Pupil Premium (PP) for disadvantaged pupils up to age 16 in schools. The PP is to be provided by way of a separate ring-fenced grant within the overall Schools Budget Settlement and which must be passed on to schools with disadvantaged pupils. The level of the Pupil Premium in 2011-12 has been set at a flat rate of £430 per disadvantaged pupil; despite indications to the contrary in the government's final consultation papers, no enhancement for differential Area Costs is to be added to the Pupil Premium meaning that its value to Council's such as Haringey which has high levels of child poverty is reduced relative to others. Children who have been looked after for more than 6 months will also attract the Pupil Premium at the same rate.
- 11.7 The government has previously indicated their expectation that schools can make efficiency savings from procurement and 'back office' functions and it appears that they have reflected this in their calculation of the pressures facing schools and therefore in the level of the Minimum Funding Guarantee (MFG) for schools. The MFG, which will take account of the transfer of grants, inflation and assumed efficiencies, has been announced at negative -1.5%.
- 11.8 In addition, and following its deferral by a year, all authorities will have to implement an Early Years Single Funding Formula (EYSFF) from April 2011; the proposed formula for Haringey is currently being consulted on and this will be used to fund all

settings providing the free entitlement (15 hours per week over at least 38 weeks) to 3 and 4 year olds.

- 11.9 A meeting of the Schools Forum has been scheduled for 17 January 2011 where their views on the Strategy for the Schools Budget will be sought and reported subsequently to the Cabinet however, the current draft plan assumes that there will be no change in the net cost to the General Fund.
- 11.10 The government has also announced the basis for calculating schools' Devolved Formula Capital (DFC) allocations which, on a like for like basis, indicate a reduction of 80% over 2010-11 levels.

## **12. Housing Revenue Account**

- 12.1 The Department for Communities and Local Government (CLG) has issued draft figures for the 2011-12 Housing Revenue Account Subsidy determination which will form the basis of the draft HRA Medium Term Strategy . Generally these consultation documents are released towards the end of October each year, but this year they have been delayed due to the Government's Spending Review.
- 12.2 The draft figures have been constructed on a similar basis to that used in previous years. CLG intends to continue with the existing HRA subsidy system until a reformed system of council housing finance is implemented. It is anticipated that these new 'Self Financing' arrangements will come into effect from April 2012 at the earliest. Indeed local authorities are still awaiting the outcome of the consultation process which closed in July 2010 with the Government announcing its intention to use the Devolution and Localism Bill to abolish the current HRA subsidy system.
- 12.3 Consultation on the 2011-12 determination ended on 16 December 2010.

### **HRA Supported Borrowing and Decent Homes Funding**

- 12.4 The Provisional Local Government Finance settlement has confirmed that the annual Supported Capital Expenditure allocations are to be abolished from 2011/12. Haringey's allocation for the current year is £6.233m and this will therefore no longer be available for 2011/12.
- 12.5 CLG have also announced that allocations of new supported borrowing for Decent Homes (ALMO SCE) in 2011-12 will be determined after a process of consultation and bidding to be managed by the Homes and Communities Agency (HCA). The Decent Homes funding will be restricted to those Councils with more than 10% of their housing stock not meeting the Decent Homes Standard (Haringey is forecast to have about 20% of dwellings below this Standard at the end of March 2011) and the outcome of the initial bidding process is unlikely to be known until January/February 2011. Set in a national context the available funding for Decent Homes is about 60% below the previous baseline figure for 2010/11.



### **Rents and Restructuring**

- 12.6 The draft determination gives a guideline rent increase of 6.4% per dwelling. This is based on the September 2010 RPI inflation of 4.6% and rental convergence with Housing Association rents by 2015-16.
- 12.7 The average weekly dwelling rents, with caps and limits applied under the government's rent restructuring policy, would increase from £82.13 to £87.49. This is a cash increase of £5.36 per week (6.5%). Consultation with tenants on this proposed increase will be held during December and early January 2011.

### **Management and Maintenance Allowances**

- 12.8 Management and Maintenance Allowances are increased by 4.3% to £2,277 per dwelling. Taking into account the reduction in dwellings, this represents an increase in the overall allowances of £1.47m.

### **Major Repairs Allowance (MRA)**

- 12.9 The MRA per dwelling has increased by 4.9%. Taking account of the reduction in dwellings this represents a cash increase of £0.63m.
- 12.10 Following the normal consultation process the recommended HRA Medium Term Strategy and associated rent increases will be presented to Cabinet in January 2011 as part of the Council's overall MTFP (subject to confirmation of future DH funding).

### **13. Capital Programme**

- 13.1 The Spending Review announcement in October indicated that capital funding from all Government Departments to Councils will fall by around 45% over the next four years and the Government will prioritise capital investment on areas of greatest economic value such as high value local transport.
- 13.2 This will have a significant impact for the Council as the capital programme has been largely financed by government grant or other external funding, (although discretionary local schemes with a high priority have been previously funded by capital receipts). The externally funded programme being proposed by Directorates for 2011-12 to 2013-14 factors in the restrictions on capital funding indicated above.
- 13.3 There are major investment programmes underway primarily financed by central government, in particular Building Schools for the Future, (£214m) and Decent Homes (£199m).
- 13.4 The Spending Review announced the abolition of the Buildings Schools for the Future (BSF) programme but set aside £15.8billion of capital funding over the Spending Review period to rebuild or refurbish over 600 schools from the BSF and Academies programme. The Government believe that the decision to end BSF will allow new capital to be refocused on meeting demographic pressures and addressing maintenance needs. The Council's Secondary Schools BSF programme is almost complete and existing projects are unlikely to be affected.

- 13.5 For Decent Homes, the risk is much greater as £99m of previous indicative resources remain unconfirmed and the CLG have announced that allocations of Decent Homes funding will be determined via a bidding process to be managed by the HCA after a period of consultation on the allocation process which ended on 6th December 2010. This is confirmed in the Provisional Local Government Finance Settlement and there is a reduction in base funding of almost 60% for 2011/12 and 44% for 2012/13. The timescales for the bidding process indicate that allocations for 2011-12 will not be announced until January/February 2011. Furthermore it has been confirmed that the annual Supported Capital Expenditure borrowing allocations are to be abolished from 2011/12. Haringey's allocation for the current year is £6.233m. Future spending and associated resources plans for the HRA will therefore need to be amended accordingly.
- 13.6 The Government have announced the Major Repairs Allocations for 2011-12 as part of the draft HRA subsidy determination. The allocation for the Council is £13.5m, an increase of 5.2% compared to 2010-11. This is currently the only confirmed capital funding stream for the HRA.
- 13.7 The proposed capital programme for the period 2011-14 to be financed from internal funding is detailed in Appendix 7. With respect to internal resources, the forecast capital receipts over the planning period 2011-12 to 2013-14 continue to reflect the prevailing uncertain and difficult property market conditions. It is estimated that approximately £19.8m of new usable capital receipts will be available over the next three years, phased as follows: £9.3m in 2011-12, £7m in 2012-2013 and £3.5m in 2013-14. The proposed schemes to be funded from these and other internal resources, (e.g. reserves), are based on the Council's investment priorities and the need to effect essential health and safety works.
- 13.8 The Spending Review also announced that Local Authorities in England will be granted new borrowing powers aimed at driving local investment and economic growth. These new borrowing powers, known as Tax Increment Financing (TIF), will allow Councils to borrow against predicted growth in their locally raised business rates (see also Section 7.15 above). Any additional borrowing opportunities are not reflected in the current draft plan.

#### 14. **Treasury**

- 14.1 The Treasury Management Strategy Statement for 2011-12 will be presented in January 2011 for approval in accordance with the CIPFA Treasury Management Code of Practice.
- 14.2 The Council's treasury management advisers' current expectation is that the Bank of England's base rate will remain at 0.5% at least until the end of 2011 and then start to rise to 3% by 2013. This forecast assumes the UK economy's growth rate continues to improve and so there is a risk that base rates remain low for even longer than this. Medium and longer term rates are expected to remain significantly higher than short term rates although the difference will start to reduce by 2013.

14.3 On 20 October 2010 the Public Works Loan Board (PWLB) increased all their interest rates by 1% in line with the change announced in the Spending Review. PWLB is the main source of borrowing for local authorities and so the Council is now reviewing with its advisers other possible sources of cost effective borrowing for the future.

14.4 This background means that the proposed treasury management strategy for the next few years will be to continue to keep cash balances low and invested short term and to borrow only when required. Over the next three years, £129m of fixed term borrowing is due to mature which currently costs on average 10.2%. It is expected that this can be refinanced at significantly lower rates and reduce debt financing costs accordingly.

## 15. **Consultation**

15.1. It is proposed that the Haringey Efficiency and Savings Programme proposals are released for consultation. Consultation will be carried out with various representatives of tenants, residents, partners, staff and unions and the Council's own Overview and Scrutiny Committee in the normal way.

15.2. The Council has undertaken a public budget consultation called 'Shaping our Future'. Using an online and paper questionnaire the consultation asked people to indicate the relative importance of services to them; to indicate their level of support for possible cost cutting measures; and to suggest other ways the council could save money. The paper questionnaire has been distributed by schools and partner organisations and was available at the Council's customer service centres, libraries and sports and leisure centres. The consultation ended on 17 December.

15.3. Cabinet Members are involved in on-going conversations with residents of the Borough and have also attended the Council's Area Assemblies to elicit views and answer questions from attendees. Discussions are also on-going with representatives of the youth community regarding our plans for Youth Service provision in the future.

15.4. The feedback from the consultation process will be considered by Members in due course and reported in the Council's final budget report in February 2011.

## 16. **Summary**

16.1 The financial climate over the next three years will be extremely challenging for local government. Central Government restrictions will mean that the breadth of services currently provided by local authorities will be greatly reduced and very much more targeted to supporting the most vulnerable in our society.

16.2 The current draft Medium Term Financial Plan reflects those risks (and to a lesser extent opportunities) that can be realistically assessed at this point in time. However, the scale of social change that will be driven by the Government's proposals from its Spending Review will mean that the Council will need to review on at least a quarterly basis the robustness of the key planning assumptions and be prepared to adjust the plan accordingly.

- 16.3 There is a considerable amount of work on-going to develop further savings proposals under the HESP. These proposals are being considered in light of the feedback from the budget consultation process which included an on-line option. The additional proposals will involve significant policy changes and will continue to transform the way the Council operates under the significantly reduced resource base. Further savings proposals will be presented to Members for approval at the January Cabinet. It is planned that the next raft of proposals will go a significant way to filling the funding gap identified and the January Cabinet report will set out other measures to ensure a balanced budget for 2011-12 is approved at Council in February 2011.
- 16.4 Whilst plans are being developed to transform services and produce greater efficiency savings these type of savings are difficult to deliver in short timescales. It is inevitable therefore that reductions in service must be considered.
- 16.5 Much work will need to be undertaken over the next three months before a clear picture emerges on the final shape of the Council, the services it will be in a position to provide and the associated allocation of financial resources. The MTFP programme to the end of March 2011 will need to be flexible to accommodate the impact of further Government announcements and clarification to existing proposals.

## 17. **Recommendations**

- 17.1 Cabinet is asked to note and comment on the overall draft Medium Term Financial Plan and to agree the following:
- 17.2 That the HESP savings proposals as detailed in Appendix 6, totalling £28.4m over the three year planning period, be released for budget scrutiny with a report back to Cabinet in January.
- 17.3 That the proposals for capital projects to be funded from capital receipts detailed in Appendix 7 be released for budget scrutiny with a report back to Cabinet in January.

## 18. **Comments of the Head of Legal Services**

- 18.1 The Council is under a statutory duty to set a balanced budget having regard to the report of its Chief Financial Officer as to the robustness of the estimates and the adequacy of proposed financial reserves. This must be preceded by a robust and comprehensive Medium Term Financial Plan. The report proposes to Members that a process of consultation be undertaken on the HESP proposals for savings which will involve relevant groups of the community and particularly service users. Members are reminded that in cases where closure of facilities affect service users with complex physical or psychological needs, Members will need to be assured before taking a final decision that the proposals for an alternative meeting of those needs are adequate.

19. **Equalities Implications**

The Council's business planning process is designed to capture all strategic issues including equalities implications. Officers will be carrying out detailed equalities impact assessments on significant items as part of the final budget process.



**SUMMARY OF DRAFT MEDIUM TERM FINANCIAL PLAN TO MARCH 2014**

**Appendix 1**

	2011-12 £'000	2012-13 £'000	2013-14 £'000	Totals £'000
Total Net Service Cost Brought-forward	307,829	283,439	274,039	
Changes and Variations	26,417	10,573	19,963	56,953
Prior-year Agreed Growth	(640)	(203)	(25)	(868)
Prior-year Agreed Savings	(3,614)	(283)	-	(3,897)
Total Funding Requirement before Savings	<u>329,992</u>	<u>293,526</u>	<u>293,977</u>	
Total Projected Available Funding	283,439	274,039	273,139	
Total Savings Requirement	<u>(46,553)</u>	<u>(19,487)</u>	<u>(20,838)</u>	<u>(86,878)</u>
HESP proposals released for consultation	(12,564)	(10,114)	(5,675)	(28,353)
Shortfall - savings to be identified	<u><u>(33,989)</u></u>	<u><u>(9,373)</u></u>	<u><u>(15,163)</u></u>	<u><u>(58,525)</u></u>

## DRAFT MEDIUM TERM FINANCIAL PLAN TO MARCH 2014

## Appendix 2

	2010-11 Revised Budget £'000	Prior Year Approved Growth £'000	Changes and Variations £'000	Prior Year Approved Savings £'000	New Savings £'000	2011-12 Projected Budget £'000	Prior Year Approved Growth £'000	Changes and Variations £'000	Prior Year Approved Savings £'000	Savings £'000	2012-13 Projected Budget £'000	Prior Year Approved Growth £'000	Changes and Variations £'000	Savings £'000	2013-14 Projected Budget £'000
<b>Funding Requirement - General Fund</b>															
<b>Service Areas (excluding Corporate Recharges and Capital Financing Costs)</b>															
Children's and Young People	73,320	-	7,362	(445)	(3,255)	76,982	-	(1,963)	-	(798)	74,201	-	(741)	(270)	73,190
Adults Culture and Community Services	95,159	1,240	4,402	(406)	(1,917)	98,478	60	2,819	-	(3,206)	98,151	(25)	2,485	(2,002)	98,609
Urban Environment	48,669	(1,308)	2,240	(1,826)	(963)	46,812	(149)	-	(221)	(217)	46,225	-	-	(216)	46,009
Sub-Total	217,148	(68)	14,004	(2,677)	(6,135)	222,272	(89)	836	(221)	(4,221)	218,577	(25)	1,744	(2,488)	217,808
<b>Corporate Services</b>															
Corporate Resources	33,526	(175)	200	(686)	(1,714)	31,151	-	-	(62)	(511)	30,578	-	-	(1,357)	29,221
People & Organisational Development	5,756	-	-	(143)	(837)	4,776	-	-	-	(125)	4,651	-	-	(130)	4,521
Policy, Performance, Partnership & Communication	6,315	-	-	(107)	(124)	6,084	-	-	-	-	6,084	-	-	-	6,084
Chief Executive	3,191	(300)	-	(1)	-	2,890	-	-	-	-	2,890	-	-	-	2,890
Non-Service Revenue	41,893	(97)	12,213	-	(3,754)	50,255	(114)	9,737	-	(5,257)	54,621	-	18,219	(1,700)	71,140
Sub-Total	90,681	(572)	12,413	(937)	(6,429)	95,156	(114)	9,737	(62)	(5,893)	98,824	-	18,219	(3,187)	113,856
<b>Total Funding Requirement</b>	<b>307,829</b>	<b>(640)</b>	<b>26,417</b>	<b>(3,614)</b>	<b>(12,564)</b>	<b>317,428</b>	<b>(203)</b>	<b>10,573</b>	<b>(283)</b>	<b>(10,114)</b>	<b>317,401</b>	<b>(25)</b>	<b>19,963</b>	<b>(5,675)</b>	<b>331,664</b>
<b>Funding Sources</b>															
Formula and Core Grants (excl DSG)	206,859	-	-	-	(26,914)	179,945	-	-	-	(11,900)	168,045	-	-	(3,500)	164,545
New Homes Grant	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Council Tax	100,970	-	-	-	-	100,970	-	-	-	2,500	103,470	-	-	2,600	106,070
Council Tax Grant	-	-	-	-	2,524	2,524	-	-	-	-	2,524	-	-	-	2,524
<b>Total Available Funding</b>	<b>307,829</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(24,390)</b>	<b>283,439</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(9,400)</b>	<b>274,039</b>	<b>-</b>	<b>-</b>	<b>(900)</b>	<b>273,139</b>
<b>Current Budget Shortfall</b>						<b>33,989</b>					<b>43,362</b>				<b>58,525</b>



New Revenue Investment Proposals

Ref	Directorate	Business Unit	Proposed Use of Investment & Justification (KPIs etc)	2011/12 over 2010/11 £'000	2012/13 over 2011/12 £'000	2013/14 over 2012/13 £'000	Total £'000	Impact on Service / Performance	Priority
1	Adults Culture & Community Services	AC02 Adult Social Care Services	Reduced contributions from NHS - Haringey regarding Learning Disabilities service users.	695			695	The NHS fund a number of NHS Continuing Care packages and placements and part fund a number of establishments.	A Healthy Caring Haringey
2	Adults Culture & Community Services	AC02 Adult Social Care Services	Reduced contributions from NHS - Haringey regarding Mental Health service users.	383			383	As above	A Healthy Caring Haringey
3	Adults Culture & Community Services	AC02 Adult Social Care Services	Demographic pressures Mental Health. Increasing client numbers year on year have resulted in an uncontrollable pressure in 2009/10 and 2010/11.	556			556	Despite using prescribed pricing tools; managing the interface between health and social care Haringey attracts a high number of mental health users from inner city boroughs, coupled with the reduction in acute beds in the MHT and acute commissioning spend.	A Healthy Caring Haringey
4	Adults Culture & Community Services	AC02 Adult Social Care Services	Demographic pressures Older People. Increasing client numbers year on year have resulted in an uncontrollable pressure in 2009/10 and 2010/11.	455			455	In line with national trends and demographic pressures Haringey is experience growth in Older Peoples Services. Again, as for all client groups, despite the vigorous application of pricing tools a funding pressure has emerged over recent years.	A Healthy Caring Haringey
5	Adults Culture & Community Services	AC02 Adult Social Care Services	Demographic pressures Physical Disabilities. Increasing client numbers year on year have resulted in an uncontrollable pressure in 2009/10 and 2010/11. Additional growth is anticipated	466	244	169	879	As above (older people)	A Healthy Caring Haringey
6	Adults Culture & Community Services	AC02 Adult Social Care Services	Transition - To fund the increased needs of young people when they leave school or reach 18 in 2011-14. All client groups. A total of 184 children over 3 years. Assumes health income of £1.4m.	1,847	2,575	2,316	6,738	Without the transition growth we will be unable to fund the new cases coming through from CYPS to Adults services. The commissioning budget will significantly overspend particularly since these new cases tend to have very high needs and high spend attached. Although everything possible is done through the transition process to achieve good value for money prior to the transfer to adult services this does not negate the financial impact of these transition cases.	A Healthy Caring Haringey
	<b>Adults Culture &amp; Community Services Total</b>			<b>4,402</b>	<b>2,819</b>	<b>2,485</b>	<b>9,706</b>		
7	Children & Young People	Children & Families	To fund the appropriate structures in Safeguarding and Support / First Response to enable the effective evaluation of children for care services.	715			715	Increase in costs necessary to accommodate the increased number of Children being referred and assessed for care services.	A Safer Haringey

## New Revenue Investment Proposals

Ref	Directorate	Business Unit	Proposed Use of Investment & Justification (KPIs etc)	2011/12 over 2010/11 £'000	2012/13 over 2011/12 £'000	2013/14 over 2012/13 £'000	Total £'000	Impact on Service / Performance	Priority
8	Children & Young People	Children & Families	Demographic pressures - Looked after Children. The number of LAC has continued to increase above the number assumed in the base budget.	4,000	(1,983)	(741)	1,276	Necessary to cope with the full year effects of the current number of children in care. Future years' reductions dependent on successful management action.	A Safer Haringey
9	Children & Young People	Children & Families	An increase in the legal costs budget which is necessary to reflect an increasing children in care population due to increase in child care cases.	500			500	Volume increase in legal case work associated with the higher number of Children-in-Care. Delays in representing cases in court leads to higher costs and potentially worse outcomes for C+I-C.	A Safer Haringey
10	Children & Young People	Children & Families	This is necessary to fund a range of costs associated with families with children who have No Recourse to Public Funds as a result of their immigration	1,000			1,000	Establishment of base budget provision for group unsupported by grant. This group has no other means of supporting their families and therefore children are potentially at risk.	A Safer Haringey
11	Children & Young People	Children & Families	To fund client related expenditure in respect of homeless 16 and 17 year olds who must, following court judgement, receive services as a LAC.	301			301	To accommodate the on-going pressure in this area caused by the Southwark Judgement, which places an obligation on authorities to recognise this client group as being entitled to care services.	A Safer Haringey
12	Children & Young People	Children & Families	To provide the appropriate allowances for those looking after children as 'Special Guardians' as an alternative to other care arrangements.	521			521	To achieve more cost effective placement of children through the SG route rather than more expensive placement alternatives.	A Safer Haringey
13	Children & Young People	Children & Families	To fund the appropriate structures in the Children-in-Care Service to provide effective services for those children placed in care and ensure the best long term care solution is achieved.	325			325	Increase in costs necessary to accommodate the higher numbers of Children-in-care and the appropriate staff infrastructure.	A Safer Haringey
	<b>Children &amp; Young People Total</b>			<b>7,362</b>	<b>(1,983)</b>	<b>(741)</b>	<b>4,638</b>		
14	Corporate Resources	BLT	On going economic downturn could continue to place pressure on workload for the division, impacting on the performance of housing and council tax benefit days to pay. As in 2010 /11 additional resources may be needed to meet the pressures in 2011/12, if performance is to be maintained or improved. If economy picks up, may not be required 2012/13+	200	0	0	200	The last 7 months have seen a reduction in the combined Days to Pay for New Claims & Changes of Circumstances (NI 181), largely brought about by improvements in staff productivity, more efficient operational processes and the steady reduction in the build up of old outstanding claims. However the on going impact on our workload from the current economic climate and the need for us to undertake other proactive measures in running an efficient service (data matching, running of control reports, subsidy control & cleansing) continue to add to our pressures. Without additional resources, maintaining current performance, and achieving further improvements, is likely to be a challenge for the Service.	Delivering High Quality Efficient Services

New Revenue Investment Proposals

Ref	Directorate	Business Unit	Proposed Use of Investment & Justification (KPIs etc)	2011/12 over 2010/11 £'000	2012/13 over 2011/12 £'000	2013/14 over 2012/13 £'000	Total £'000	Impact on Service / Performance	Priority
	Corporate Resources Total			200	0	0	200		
15	Urban Environment	Housing & Strategy	Housing Subsidy Shortfall – changes to subsidy rules from this year and further changes from next year leading to shortfall in base budget.	2,200			2,200	The Housing Benefit Subsidy changes have created an underlying shortfall in the Council's income stream. Further changes will be implemented on the 1st April 2011. This balance will meet the gap that remains after all the cost cutting measures carried out by the Service. It will allow the Council to continue to discharge its statutory Homelessness duty to vulnerable clients.	A Healthy Caring Haringey
16	Urban Environment	Planning & Regeneration	North London Strategic Alliance - sub-regional working.	40			40	NLSA is working in partnership with north london boroughs to ensure improved and cost effective shared services.	Delivering High Quality Efficient Services.
	Urban Environment Total			2,240	0	0	2,240		
	Grand Total			14,204	836	1,744	16,784		

## Changes and Variations

Item	Potential / Known Budget Pressure	2011/12 over 2010/11		2012/13 over 2011/12		2013/14 over 2012/13		Total
		£'000	£'000	£'000	£'000	£'000	£'000	
1	Inflation	6,500	7,000					21,000
2	NLWA - additional cost of new facility					1,900		1,900
3	NWLA - Increase in Landfill Tax	1,500	1,500			1,500		4,500
4	Increase in cost of concessionary fares	2,500	500			500		3,500
5	Increase in London Pension Fund levy	61						61
6	Carbon reduction commitment	500						500
7	Increase in employers pension contributions	500						500
8	Council Tax Benefit - subsidy 10% reduction					4,000		4,000
9	Risks to future government funding and changes in the Welfare Benefits system		2,500			2,600		5,100
10	Single Status- outstanding settlements	1,000						1,000
11	Debt Financing Costs (net)	(348)	(1,763)			219		(1,892)
	<b>Changes and Variations Total</b>	<b>12,213</b>	<b>9,737</b>			<b>18,219</b>		<b>40,169</b>

London Borough Of Haringey  
Pre-Agreed Investments  
2011/12 to 2013/14

## Appendix 5.1

Pre-Agreed Revenue Investments		As Agreed By Council		Revised or Restated		Total Variance (Revised/Agreed)						
Ref	Directorate	Business Unit	Area / Service	Planned Impact	Progress		Total					
				2011/12 over 2010/11	2012/13 over 2011/12	2011/12 over 2010/11	2012/13 over 2011/12	2013/14 over 2012/13	£'000	£'000	£'000	£'000
1	Adults, Culture & Community Service	AC02 Adult Social Care Services	LD Non Transition Growth	450		450			377		377	73
2	Adults, Culture & Community Service	AC02 Adult Social Care Services	LD Transition growth	939	60	999		60	939		999	0
3	Adults, Culture & Community Service	AC02 Adult Social Care Services Total		1,389	60	1,449			1,316	60	1,376	73
		AC03 Recreation Services	Sports and Leisure investment programme	(76)		(76)			(76)		(76)	0
		AC03 Recreation Services Total		(76)	0	(76)			(76)	0	(76)	0
4	Chief Executive's Service	CE Chief Executive and Electoral Services	One-off funding to cover the cost of local elections in 2010/11 for which no central govt funding is received.	(300)		(300)			(300)		(300)	0
		CE Chief Executive and Electoral Services Total		(300)	0	(300)			(300)	0	(300)	0
5	Corporate Resources	CR03 Corporate Finance / Audit	Accounting and Property Services Support for the Implementation of International Financial Reporting Standards (IFRS) to be implemented from 1 April 2010.	(50)		(50)			(25)		(25)	(25)
		CR03 Corporate Finance / Audit Total		(50)	0	(50)			(25)	0	(25)	(25)
6	Corporate Resources	CR074 Information Technology	Saving from tendering of Managed Service Provider (MSP) contracts, after one-off investment.	(150)		(150)			(150)		(150)	0
		CR074 Information Technology Total		(150)	0	(150)			(150)	0	(150)	0

London Borough Of Haringey  
Pre-Agreed Investments  
2011/12 to 2013/14

Pre-Agreed Revenue Investments		As Agreed by Council		Revised or Restated		Total Variance (Revised/Agreed)		
Ref	Directorate	Business Unit	Area / Service	Planned Impact	Progress		Total	
				2011/12 over 2010/11	2012/13 over 2011/12	2013/14 over 2012/13		
7	Policy, Performance, Partnerships & Communications	PP04 Policy & Performance	To fund a comprehensive information function, with geographical information system (GIS) capability, for the Council & HSP. Enables enhanced needs analyses to inform service provision. Essential to meet CAA requirements.	4	4	0	0	4
		<b>PP04 Policy &amp; Performance Total</b>		4	4	0	0	4
8	Urban Environment	UE08 Frontline Services	Effective procurement of Public Realm Strategic Contract	(150)	(150)	(100)	(100)	(50)
		<b>UE08 Frontline Services Total</b>		(150)	(150)	(100)	(100)	(50)
9	Urban Environment	UE06 Strategic and Community Housing Services	Additional Resources to maintain momentum in Housing Improvement Plan	(250)	(250)	(250)	(250)	0
10	Urban Environment	UE06 Strategic and Community Housing Services	Private Sector Leasing Renewals	(694)	(694)	(694)	(694)	0
11	Urban Environment	UE06 Strategic and Community Housing Services	Rent Deposit Scheme	(264)	(89)	(264)	(89)	0
		<b>UE06 Strategic and Community Housing Services Total</b>		(1,208)	(89)	(1,208)	(89)	0
12	Urban Environment	UE09 Planning, Regeneration & Economy	To support and encourage Olympic activity and increase benefit to the borough of the Olympics.	(60)	(60)	(60)	(60)	0
13	Urban Environment	UE09 Planning, Regeneration & Economy	Extension of an existing Credit Union into Haringey, base services funded by area based grant, some additional investment required for other services such as pre-paid cards.	0	0	(25)	(25)	25

London Borough Of Haringey  
Pre-Agreed Investments  
2011/12 to 2013/14

Appendix 5.1

Pre-Agreed Revenue Investments											
Ref	Directorate	Business Unit	Area / Service	As Agreed by Council			Revised or Restated			Total Variance (Revised Agreed)	
				2011/12 over 2010/11	2012/13 over 2011/12	Total	2011/12 over 2010/11	2012/13 over 2011/12	2013/14 over 2012/13		
		UE09 Planning, Regeneration & Economy Total		0	(60)	(60)	0	(60)	(25)	(85)	25
		Total		(541)	(89)	(630)	(543)	(89)	(25)	(657)	27
14	Alexandra Park & Palace	Alexandra Park & Palace	Ice Rink	-97	-114	-211	(97)	(114)		(211)	0
		Grand Total		(638)	(203)	(841)	(640)	(203)	(25)	(868)	27

London Borough of Haringey  
Pre-Agreed Savings  
2011/12 to 2013/14

Appendix 5.2

Pre-Agreed Revenue Efficiency Savings												
Ref	Directorate	Business Unit	Details of Efficiency	As Agreed by Council			Progress	Revised or Restated			Variance (Revised - Agreed) £'000	
				2011/12		2012/13		2011/12		2012/13		2013/14
				over 2010/11	£'000	over 2011/12		£'000	over 2011/12	£'000		over 2012/13
1	Adults, Culture & Community Service	AC03 Recreation Services	Price increases - 5% above inflation spread over 2 years 2010/11 & 11/12.	125	£'000	125	Fees and charges benchmarking currently being undertaken, seeking to conclude and propose new schedule of charges by end of September 10 for inclusion in corporate performance report in Nov'10.	125	£'000	125	£'000	0
2	Adults, Culture & Community Service	AC03 Recreation Services	Broadwater Farm Community Centre Refurbishment. The net saving includes cumulative additional running costs of £87k from 2010/11 to 2012/13.	18	£'000	18	linked to staffing efficiencies, through reshaping of programmed activity and staff requirements.	18	£'000	18	£'000	0
3	Adults, Culture & Community Service	AC04 Culture, Libraries & Adult Learning	Community programmes staff restructure.	40	£'000	40	FYE of 2010/11 saving. Achieved.	40	£'000	40	£'000	0
4	Adults, Culture & Community Service	AC04 Culture, Libraries & Adult Learning	Reconfiguration of Muswell Hill Library allowing extension of use of Radio Frequency Identification self issue system.	100	£'000	100	On target	100	£'000	100	£'000	0
5	Adults, Culture & Community Service	AC05 Commissioning & Strategic Services	Realignment of support services.	123	£'000	123	The Director of ACCS has agreed that this should be equally split between S&SS, Recreation and CLL. The SSS proportion is £41k and there are specific plans in place to achieve this saving.	123	£'000	123	£'000	0
	<b>Adults, Culture &amp; Community Service Total</b>			406	£'000	406		406	£'000	406	£'000	0
6	Chief Executive's Services	CE Chief Executive and Electoral Services	Deletion of a post in the secretariat.	1	£'000	1	This saving will be achieved.	1	£'000	1	£'000	0
	<b>Chief Executive's Services Total</b>			1	£'000	1		1	£'000	1	£'000	0
7	Policy, Performance, Partnerships & Communications	PP05 Communications	Eliminate Smart Talk design costs by switching to template system.	10	£'000	10	System now designed.	10	£'000	10	£'000	0
8	Policy, Performance, Partnerships & Communications	PP05 Communications	Design savings on council's overall MarComms outputs by using template system (over and above SFR savings).	40	£'000	40	Templates currently being created.	40	£'000	40	£'000	0
	<b>Policy, Performance, Partnerships &amp; Communications Total</b>			50	£'000	50		50	£'000	50	£'000	0
9	Corporate Resources	CR02 Benefits & Local Taxation	Savings in the costs of design, production & amendments to BLT documentation currently incurred through DSI or Gandlake, by using Laserserve software.	20	£'000	20	Project brief and business case being developed with revised consideration of supplier.	20	£'000	20	£'000	0



London Borough of Haringey  
Pre-Agreed Savings  
2011/12 to 2013/14

Pre-Agreed Revenue Efficiency Savings		As Agreed by Council		Revised or Restated		Variance (Revised - Agreed) £'000		
Ref	Directorate	Business Unit	Details of Efficiency	2011/12 over 2010/11	2012/13 over 2011/12		2013/14 over 2012/13	Total £'000
10	Corporate Resources	CR02 Benefits & Local Taxation	Frontloading court costs (between Summons & Liability Orders) to recover these at an earlier stage & revise Customer Services procedures to minimise the number of summonses withdrawn.	50	0	50	50	0
11	Corporate Resources	CR03 Corporate Finance / Audit	The planned reshape/restructure of the whole business unit will ensure both the pre agreed savings for 07/08 and now these further savings are achieved in 2010/11.	15		15	15	0
12	Corporate Resources	CR03 Corporate Finance / Audit	Reconfiguration of cashier and payment services to customers.	65		65	65	0
13	Corporate Resources	CR04 Corporate Procurement	Alternative savings will be made across all budgets within the Procurement Service.	20		20	20	0
14	Corporate Resources	CR05 Property	Review of Commercial Portfolio and implementation of Manhattan with improved debt management.	30		0	30	0
15	Corporate Resources	CR05 Property	Commercial income - above inflation growth on income in future years.	33	32	33	65	0
16	Corporate Resources	CR05 Property	Additional fee income (Valuation / Development) Supporting regeneration projects not relating to Council Land.	10		10	10	0
17	Corporate Resources	CR05 Property	Homsey Town Hall – Operational staff reductions.	30		30	30	0
18	Corporate Resources	CR05 Property	Additional efficiencies following the letting of the planned & reactive maintenance works contract in Sept. 2008.	25		25	25	0
19	Corporate Resources	CR05 Property	Additional fee income from Staff car parking scheme.	5		5	5	0
20	Corporate Resources	CR05 Property	Savings resulting from further structural changes and a review of Administrative process following the reshaping.	20		20	20	0

London Borough of Haringey  
Pre-Agreed Savings  
2011/12 to 2013/14

Pre-Agreed Revenue Efficiency Savings												
Ref	Directorate	Business Unit	Details of Efficiency	As Agreed by Council			Progress	Revised or Restated			Variance (Revised - Agreed) £'000	
				2011/12 over 2010/11	2012/13	2011/12 over 2011/12		Total	2011/12 over 2010/11	2012/13		2013/14
21	Corporate Resources	CR05 Property	Further savings through reduction in staffing levels supporting building related services.	88			88 Will achieve	88			88	0
22	Corporate Resources	CR05 Property	Reduced energy costs from the administrative building portfolio.	30			30 Will achieve	30			30	0
23	Corporate Resources	CR05 Property	Potential efficiency from the development of a shared helpdesk between Property & IT.	50			50 Will achieve	50			50	0
24	Corporate Resources	CR05 Property	Modernisation of the Office Cleaning Service.	20			20 Will achieve	20			20	0
25	Corporate Resources	CR06 Legal Services	2 in-house advocates in social care division. Saving to client by reducing spend on counsel.	30			30 The average cost of care cases has reduced and is reducing significantly as a consequence of efficiency measures taken by the social care team. This would ordinarily have shown the saving required or perhaps more had not demand increased significantly over the same period. Saving in cost per case has been achieved.	30			30	0
26	Corporate Resources	CR06 Legal Services	1 project lawyer in commercial division. Saving to client by reducing spend on external solicitors.	25			25 Staff is in post and has provided a saving for the council by taking on complex contract work and avoiding the usage of external solicitors. Although the level of commercial contract activity may reduce moving forward the saving should be met as part of the proposed centralisation of corporate legal services.	25			25	0
27	Corporate Resources	CR06 Legal Services	VFM review of non Corporate Legal Service (Registrars and Land Charges).	50			50 There will be a change of Head of Registrars and they will be involved in this project. Currently the two services are showing under spends projected at £20k year end each and this makes the prediction of slightly larger savings next year following a review realistic.	50			50	0
28	Corporate Resources	CR073 Customer Services	Reduction in sickness.	5			5 Results filtering through as a result of proactive management actions.	5			5	0
29	Corporate Resources	CR073 Customer Services	General efficiency (non replacement of vacancies).	50			50 Several vacancies have occurred and the posts have not been filled.	50			50	0
30	Corporate Resources	CR073 Customer Services	Right first time (process optimisation).	20			20 BPR is ongoing in high volume areas.	20			20	0
31	Corporate Resources	CR074 Information Technology	Merger of support functions.	25			25 Final tranche of pre-agreed savings - will be achieved for 2011/12.	25			25	0
32	<b>Corporate Resources Total</b>			<b>686</b>	<b>62</b>	<b>748</b>		<b>686</b>	<b>62</b>	<b>0</b>	<b>748</b>	<b>0</b>
	Children & Young People's Service	CY04 Business Support & Development	Student Support Service Mgt- Administration. Further reduction of Student Finance staff as front line services are nationalised.	83			83 Expected to be achieved.	83			83	0

London Borough of Haringey  
Pre-Agreed Savings  
2011/12 to 2013/14

Pre-Agreed Revenue Efficiency Savings		As Agreed by Council		Revised or Restated		Total £'000	Variance (Revised - Agreed) £'000
Ref	Directorate	Business Unit	Details of Efficiency	2011/12 over 2010/11	2012/13 over 2011/12		
33	Children & Young People's Service	CY02 Children & Families (including Safeguarding)	Costs allowable under revised regulations, in respect of SEN Transport have been charged against the DSG to release General Fund resources.	300		300	0
34	Children & Young People's Service	CY01 Change for Children (including Children's Networks)	Review of staffing levels & service efficiency within Children's Networks.	62	0	62	0
	<b>Children &amp; Young People's Service Total</b>			445	0	445	0
35	People & Organisational Development	PD02 Human Resources	Further review HR/OD service model for advisory & developmental delivery – work in partnership with others.	61		61	0
36	People & Organisational Development	PD02 Human Resources	Savings to be found from rationalisation of non-salary spend across the whole of the Directorate.	2		2	0
37	People & Organisational Development	PD03 Organisational Development	Service reshape and service reductions.	23		23	0
38	People & Organisational Development	PD04 Local Democracy	Deletion of 1 FTE Principal Committee Coordinator post by reduction of meetings.	40		40	0
39	People & Organisational Development	PD04 Local Democracy	Review services and staffing.	17		17	0
	<b>People &amp; Organisational Development Total</b>			143	0	143	0
40	Policy, Performance, Partnerships & Communications	PP04 Policy & Performance	Overall Policy & Performance (PP04) resources reviewed.	57		57	0
	<b>Policy, Performance, Partnerships &amp; Communications Total</b>			57	0	57	0
41	Urban Environment	UE08 Frontline Services	Integrated Waste Management & Transport Contract.	1,165		1,165	0
42	Urban Environment	UE08 Frontline Services	Additional income to be generated through the Parking Plan.	150	150	300	0
43	Urban Environment	UE08 Frontline Services	Spend to save, Replacement of illuminated bollards with solar powered bollards.	33		33	0
				33		33	0

London Borough of Haringey  
Pre-Agreed Savings  
2011/12 to 2013/14

Appendix 5.2

Pre-Agreed Revenue Efficiency Savings										
Ref	Directorate	Business Unit	Details of Efficiency	As Agreed by Council			Revised or Restated			Variance (Revised - Agreed) £'000
				2011/12 over 2010/11	2012/13 over 2011/12	Total	2011/12 over 2010/11 £'000	2012/13 over 2011/12 £'000	2013/14 over 2012/13 £'000	
44	Urban Environment	UE06 Strategic and Community Housing Services	Housing - Reduce Temporary Staff / Reduce Agency Staff / Review Number of Posts.	311		311	311			0
45	Urban Environment	UE06 Strategic and Community Housing Services	Estimated saving from release of additional staff brought in to achieve 2 star service and relocation of Housing Services from Apex Hse to RPH where post & facilities mgt functions are provided corporately.		221	221		221		0
46	Urban Environment	UE09 Planning, Regeneration & Economy	Reduced legal expenditure( both internal and External).	10		10	10			0
47	Urban Environment	UE09 Planning, Regeneration & Economy	Increased Pre application planning fees.	10		10	10			0
48	Urban Environment	UE09 Planning, Regeneration & Economy	Review physical regeneration team as part of the 2nd phase of restructuring.	30		30	30			0
<b>Urban Environment Total</b>				1,709	371	2,080	1,826	221	0	33
<b>Grand Total</b>				3,497	433	3,930	3,614	283	0	333

## Haringey Efficiency and Savings Programme

Detailed Efficiency & Saving proposal		Chief Executive				Appendix 6	
Directorate/Service Area		2011/12 £'000	2012/13 £'000	2013/14 £'000	Total £'000	Impact on Performance (Service Delivery)	Equality Impact Assessment Required
<b>People and Organisational Development Service/ Policy, Performance, Partnerships and Communication/ Chief Executive</b>							
1	HR and OD&L	259	-	-	259	HR service is critical to ensuring that the Council manages people change. The future service will be focussed on enabling this change.	EIA screening tool
2	HR and OD&L	187	60	80	327	OD service to focus on helping the Council manage change in a period of transition.	EIA screening tool
3	Human Resources	165	-	-	165	The current labour market is proving sufficient to provide staff.	Yes
4	Chief Executive's Service	17	-	-	17	Improved corporate planning of spend across the authority should reduce the need to fund one-off projects by the Chief Executive and should not impact on delivery.	No
5	Policy and Performance	47	-	-	47	Events will need to be delivered through alternative routes such as the Third Sector.	No
6	Policy and Performance	117	-	-	117	Activity around the Wow awards will cease along with the subscription to the Institute of Customer Service. An internal staff recognition scheme will be developed to recognise staff achievements.	No
7	Secretariat	45	-	-	45	This is the secretarial support for the Chief Executive's services which will be managed.	No
8	Policy and Performance		65	50	115	A review of the process for managing feedback will allow the reduction to be managed.	Yes
9	Communications and Consultation	124	-	-	124	Alternative models of delivery will ensure that a service remains available where it is required.	Yes
<b>POD/PPPC/CE Total</b>		<b>961</b>	<b>125</b>	<b>130</b>	<b>1,216</b>		
<b>Corporate Resources</b>							
10	Corporate Property	70	-	-	70	Reduction on non-urgent priority repairs and maintenance undertaken. Impact on services minimised through prioritisation.	No
11	Corporate Property	50	-	-	50	Impact on staff, Members and visitors as no free vend refreshments will be available. Pay vend will be the only facility available.	No
12	Corporate Property	120	-	-	120	Reduction in general advice and in-house level of valuation, commercial and asset management support to Members and Directorates in relation to major projects, acquisitions and disposals. Work requests will be subjected to priority and rationing as well as extended response times.	No
13	Corporate Property	150	125	125	400	Whilst every effort will be made to prioritise repairs and maintain building compliance (not necessarily fitness for purpose). Some disruption to occupying services and building closures is likely. A reduction will increase decay and reduce the opportunity for Carbon reduction measures. Increased risk of dilapidation claims for leasehold obligations. A reduction in this budget means that there will be less available for savings put forward by other Departments relating to building reductions including through the accommodation strategy.	EIA screening tool
14	Corporate Property	150	-	-	150	Reduction in service levels will impact on occupying services with more self help required. This to include room bookings/ID/stationery management and building support. This will impact negatively on the productivity of other staff.	No

Haringey Efficiency and Savings Programme							Appendix 6	
Directorate/Service Area	Detailed Efficiency & Saving proposal	2011/12 £'000	2012/13 £'000	2013/14 £'000	Total £'000	Impact on Performance (Service Delivery)	Equality Impact Assessment Required	
15	<b>Reduction in Office Accommodation</b> This proposal is to continue implementation of the accommodation plan by seeking opportunities to further intensify the use of space thereby further reduce the retained portfolio.			1,200	1,200	Options for further savings can be based on reductions in the size of the Council's workforce. Removing one of the large buildings would release circa £1.2 million subject to being able to dispose or surrender/assign the lease. It is emphasised that this is a medium term proposal based on staff reduction and the figure stated is a full year effect once all premises holding costs have been removed. Loss of space and facilities with potential impact on business efficiency, customer service and loss of flexibility. This will impact on Customers with fewer locations and service points.	No	
16	<b>Savings on Security costs at Customer Service Centre's</b>		11	32	43	Review of Security Contract	Yes	
17	<b>Haringey Payments Service -close Thursday evenings &amp; Saturdays</b>	18	-	-	18	The front line cashiers' office has now been closed on Saturday mornings and late nights on a Thursday. Both of these sessions had fewer transactions than normal working hours and has not, so far, appeared to result in any marked diminution of service provision.	No	
18	<b>Increase Staff car parking Charges</b> - This proposal is to increase the level of staff car parking charges.	15	-	-	15	Reduction in staff benefit. This will also be affected by any reduced designated essential users.	EIA screening tool	
19	<b>Open staff car parks in evening and at weekends - External Hire</b>	6	-	-	6	Impact on staff parking income minimised by hire outside of office hours.	No	
20	<b>IT Service implement Value for Money (phase 2)</b>	300	-	-	300	Aligns IT Services with the outcome of the IT Value for Money SFR and the delivery of the IT Strategy 2010-13 agreed at Cabinet; 80 staff are impacted although the number of deleted posts will be lower	EIA screening tool	
21	<b>Centralise Legal budgets and Managed demand</b>	40	105		145	Reduction of administration costs in terms of managing a trading account and reduction of legal costs through demand management	No	
22	<b>HB overpayment recovery project</b> -The Benefits and Local Taxation Service are responsible for the recovery of Housing Benefit Overpayments(HBOP). The income achieved by overpayment recovery is additional income to the Council. It is proposed by investing in additional resource to this area, that income can be multiplied.	274	-	-	274	No impact	No	
23	<b>Integration of Customer and Benefits and Local Taxation Services</b> to provide both a phase one approach to implementation of the revised customer contact operating model and a tactical solution that focuses on handling customer enquiries at the first point of contact.	521	270	-	791	Positive impact on performance, customer satisfaction and activity based cost.	Yes	
	<b>CR Total</b>	<b>1,714</b>	<b>511</b>	<b>1,357</b>	<b>3,582</b>			
	<b>CROSS COUNCIL</b>							
24	<b>Reduction in the use of Mobile Phones</b> <ul style="list-style-type: none"> <li>To achieve a reduction in total mobile call charges (percentage to be defined by further investigation)</li> <li>To establish clear eligibility criteria for mobile phone allocation and polices for mobile phone usage.</li> <li>To enable central enforcement of mobile phone usage</li> </ul>	150	-	-	150	No impact on service performance anticipated - mobile phones will still be allocated to staff where clear eligibility criteria exist to meet service needs.	No	
25	<b>ICT Efficiencies</b> The purpose of this initiative is to generate additional savings in ICT from contract negotiations over and above the pre-agreed savings already targeted in this area.			150	150	As well as continuing the current work to negotiate reductions in existing IT contract costs, this initiative also involves working with Business Units to determine whether functionality currently provided in their Business IT systems can be removed, thereby reducing further contractual costs.	No	
26	<b>Procurement and Account Payable Process</b> - To centralise the goods and supplies procurement process (including invoice processing) with the aim of achieving efficiency and cashable savings.	312	104		416	There will be no adverse impact on performance. The main risk centres around resourcing high workloads in Q4 of each financial year.	No	

## Haringey Efficiency and Savings Programme

Haringey Efficiency and Savings Programme						Appendix 6	
Directorate/Service Area	Detailed Efficiency & Saving proposal	2011/12 £'000	2012/13 £'000	2013/14 £'000	Total £'000	Impact on Performance (Service Delivery)	Equality Impact Assessment Required
27	Cross Cutting Financial management Consolidation and process efficiencies To review and re-engineer the financial management service provided by the Council's finance function and put in place a new centralised finance structure that will deliver the agreed service and savings .	1,769	603	-	2,372	The savings that are planned from this review will be achieved by reducing the number of staff employed by the Council undertaking financial management and related activities. To ensure that the Council's financial management regime is not unduly compromised, budget holders will be expected to take more responsibility for this activity, interacting directly with the Council's general ledger (SAP).	EIA screening tool
28	Customer Contact Programme to shift customers to online transactions -. The programme will establish the costs, benefits and risks involved in establishing a revised operating model for customer contact that is streamlined and targeted to produce efficiencies	500	500	-	1,000	An analysis has been carried out of staffing resources deployed on customer contact across the Council, together with an analysis of contact volumes through different channels. This work has identified a number of areas with high staff numbers and high contacts in both "back" and "front" offices, particularly in BLT and Parking. Options are being developed to take forward the redesign and streamlining of these services to implement a significant increase in self service via the web and a reduction in other more expensive channels such as face to face and telephone contact .	Yes
29	Paybill efficiencies Review contractual terms and Conditions of employment		2,500		2,500	Any review of employment terms will seek to reach consensual change via a collective agreement.	Yes
30	Human Resources Improve health & safety co-ordination	133	100	-	233	Merge corporate and schools H&S teams	No
31	Smart Working Phase 2/Flexible working Reduction in retained office accommodation - This Efficiency Programme initiative aims to further reduce the retained office space by reducing demand and increasing the density of use of the office space through more intensive use of workstations and the reduction of office based working.	-	150	250	400	Delivery of existing target on accommodation strategy and SMART working through rationalising the office space, reduction in buildings and changes in working practices	No
32	Spans of control and delayering Review seeks to identify a reduction in management posts across the organisation by providing benchmark spans of control ratios.	400	1,000	1,100	2,500	The review will ensure that management roles are clearly defined thus minimising risks associated with reductions in numbers.	Yes
33	Cross Council Subjective Expenditure Reviews A series of subjective expenditure reviews will be carried out to look at the overall activity undertaken by the council and identify the scope for delivering efficiencies by reducing expenditure, improving processes, achieving economies by bringing similar activities together across different directorates, eliminating duplication.	490	300	200	990	Reviews will be carried out under the VFM framework developed to examine cross council expenditure. The work will entail analysing financial information located in SAP, the protocol and processes in place and the current existing contracts. Initial reviews will be carried out in Learning and Training, Travel expenses and car allowances, subscriptions to other organisations, catering and project management fees. It is proposed that an ongoing programme of reviews is developed that will feed into future budget setting processes.	No
<b>Total CROSS COUNCIL Adult, Culture and Community Services</b>		<b>3,754</b>	<b>5,257</b>	<b>1,700</b>	<b>10,711</b>		
34	Recreation Services Implement in year price increase .This project seeks to increase the charges for recreation services by 5.5% in year to provide for additional income from 1st January 2011.	100	-	-	100	Potential reduction in throughput and related income. To be mitigated by varying increase across different activities/facilities and taking account of other LA/provider comparison	Yes
35	Recreation Services Reduce Parks Support - To reduce the use of consultants in Parks Service and review /reduce the operational support structure from 2011/12.	18	-	-	18	Reduced improvement capacity	No
36	Recreation Services Allotment fee increases - full cost recovery. The average size of a plot is 5 poles (12.5square meters). The proposed increase will represent an additional cost to a plot holder (who do not receive a discount) of about £9.00 per annum, and £22.75 for non residents.	22	-	-	22	User take up/use of facility	No
37	Culture and Libraries ICT efficiencies and library staffing - We have renegotiated the costs of our library management system and will also be making staffing efficiencies in libraries, at Bruce Castle museum and in the archives service.	384	-	-	384	The impact on library service users will be negligible. With particular reference to the staffing reductions at Bruce Castle and Archives these payroll efficiencies may result in some reductions in opening hours at the museum and in the archives search room but we will keep any reduction to a minimum.	No

Haringey Efficiency and Savings Programme						Appendix 6	
Directorate/Service Area	Detailed Efficiency & Saving proposal	2011/12 £'000	2012/13 £'000	2013/14 £'000	Total £'000	Impact on Performance (Service Delivery)	Equality Impact Assessment Required
38 Recreation Services	<b>Reduce Recreation Development Team:</b> This proposal is to reduce the Recreation Services development team by 2 ftes with effect from 1 April 2011 in order to produce an efficiency saving	71	-	-	71	Unit's ability to attract/secure external funding and progress both open space and leisure development projects	No
39 Recreation Services	<b>Tottenham Green Leisure Centre</b> - Reduction of Reception Cover as a result of introducing ticketing software. Following an embedding period it is anticipated that customers will make a shift in the way they access the leisure centre by using online bookings and self service kiosks. From April 2011 it will therefore be possible to reduce the cover in reception by the equivalent of 1 FTE post. This will be achieved through a reduction in cover hours no longer required.	27	-	-	27	User take up/use of facility	Yes
40 Recreation Services	<b>Review of Parks Management.</b> This project seeks to identify the future service options for the delivery of a Parks Management Service. The project will include Grounds Maintenance management of Parks. Consideration of the future Green Flag programme will be needed. Will need to take account of services/SLAs/trading with HfH and Urban Environment.	90	-	-	90	Reduced operational management capacity/cover. Will require formal process with employees and trade union representatives	EIA screening tool
41 Recreation Services	<b>Energy Consumption reduction</b>	49	50	-	99	Sports and Leisure are working with Corporate Procurement (Energy Management) to contribute to the Council's carbon management plan reduction targets. A number of schemes have been implemented and are leading to reduced utilities consumptions and costs.	No
42 Adults & Commissioning	<b>Cease ACCS trainee Social Worker scheme.</b> We ceased having any more social worker trainees over one year ago. The implementation of personalisation needs a different type of worker and not necessarily a qualified social worker. Most Boroughs stopped funding social work trainee schemes many years ago. Adult Services needs in terms of the social care assessment are different to the statutory role of the Children's social worker; we have much less statutory work. We have no recruitment issues.	37	-	-	37	Low impact	No
43 Adults & Commissioning	<b>Close Woodside Day Centre</b> -Woodside offers a specialist day centre service for approximately 45 vulnerable older people with mental health problems, Monday to Friday. All service users access the service via centre based disabled access transport. It is situated beside a children's nursery with which it has some links. It is a good service. The Woodside centre is a traditional wood framed building with relatively high maintenance costs. It has the smallest external space of all the day centres and lowest levels of independent customer satisfaction. In January 2009 the Care Quality Commission (CQC) inspection said that whilst our services for older, vulnerable people were good, they commented that they were rather traditional outlook		149		149	Medium impact as this is a specialist service with little similar provision currently within the Borough. Reprovision will be by review/reassessment with possible reprovision in other Older People's or Mental Health in-house or external day care services, or by Personal Budgets where appropriate.	Yes
44 Adults & Commissioning	<b>Cease Funding for Elderly and Disability Project</b> -The Cypriot Centre offers culturally specific day care for Greek and Turkish Cypriot older people and people with physical disabilities. The Council currently has placed 34 service users on a spot purchase basis. The service also provides care and support for people from outside the Borough, in particular second 2 members of staff to manage the service in partnership with the Cypriot Centre. The proposal is to withdraw the 2 secondees and funding for the same. The project could continue without our input but the management committee would need to consider how they wanted to replace the management function.	94			94	Low impact for service users as the service should be unaffected by this proposal	EIA screening tool



## Haringey Efficiency and Savings Programme

Detailed Efficiency & Saving proposal						Appendix 6		
Directorate/Service Area	2011/12 £'000	2012/13 £'000	2013/14 £'000	Total £'000	Impact on Performance (Service Delivery)	Equality Impact Assessment Required		
45 Adults & Commissioning	181			181	Medium-high impact as this proposal will eliminate the last of the preventative in-house provider services for older people. Low service user impact beyond withdrawal of the foot care service.	Yes		
46 Adults & Commissioning	10			10	Medium impact. The future of the service will depend on decisions made by the Jackson's Lane Board and in the wider context of Arts Council funding changes. These older people are not assessed as requiring an adult social care service.	Yes		
47 Adults & Commissioning	-	78	792	714	High impact. The risk can be mitigated by detailed consultation and adjusting the timescale for the closure to allow for psychological adjustment to the change. All residents and their family/carers would have to be fully consulted for the statutory minimum of 90 days after which a considered decision can be made by Members. Following a final decision, and if necessary, individual care reviews would take place to establish the most appropriate form of care provision for the remaining individuals going forward, for example this must be alternative residential care, nursing home care, NHS Continuing Care and Extra Care	Yes		
48 Adults & Commissioning	100	1,162		1,062	Medium impact to service users. 75% of current in house home care service users only stay in the service for 6 weeks and are then passed to an external provider for long term care. The remaining 25% will be reviewed and passed to an external service of equivalent quality, following appropriate transition arrangements.	Yes		
49 Adults & Commissioning	224	647		871	High impact. The value of the efficiency is directly linked to the numbers of people passing through the care system. Moderate risk. The model is based on national figures and, while likely to generate the levels of savings indicated, the model is national based model and may not equally apply to the Haringey demographic profile.	Yes		

Haringey Efficiency and Savings Programme							Appendix 6	
Directorate/Service Area	Detailed Efficiency & Saving proposal	2011/12 £'000	2012/13 £'000	2013/14 £'000	Total £'000	Impact on Performance (Service Delivery)	Equality Impact Assessment Required	
50 Adults & Commissioning	<p><b>Reduce Older People's Placement budget following Introduction of Extra Care</b> Extra Care is a direct alternative to residential care in the main for vulnerable older people but for very vulnerable older adults (say 55+) with a mental health, dementia or learning/physical disability or substance use problem. Extra Care schemes means that whilst people can have their own 'front-door' which affords them a greater level of dignity and respect. There is 24 hour care available and with a personal budget this means that an older vulnerable person can have intensive care, but not have to move in to an institutionalised residential care environment. People's care will be funded through a combination of adult commissioning budget, housing benefit and central government benefits: Attendance Allowance and such like. Overall, this is a positive move: good quality, Value for Money (VfM) care enhancing life opportunities and outcomes such as improved health and well-being; greater choice and control and greater dignity and respect. There are two schemes that will go live in the next two years:</p> <ul style="list-style-type: none"> <li>• The Trees – operated by Hill Homes – 40 units in total due to open February 2011. This scheme is a direct alternative to residential care in the main for vulnerable older people but for very vulnerable older adults (say 55+) with a mental health, dementia or learning/physical disability or substance use problem. Extra Care schemes means that whilst people can have their own 'front-door' which affords them a greater level of dignity and respect. There is 24 hour care available and with a personal budget this means that an older vulnerable person can have intensive care, but not have to move in to an institutionalised residential care environment. People's care will be funded through a combination of adult commissioning budget, housing benefit and central government benefits: Attendance Allowance and such like. Overall, this is a positive move: good quality, Value for Money (VfM) care enhancing life opportunities and outcomes such as improved health and well-being; greater choice and control and greater dignity and respect. There are two schemes that will go live in the next two years:</li> <li>• Roden Court – operated by One Housing – 40 units in total, due to open May 2012; and</li> <li>• The possibility of the conversion of Protheroe House to an Extra Care Scheme in the future.</li> </ul>	304	304	-	608	Low	Yes	
51 Adults & Commissioning	<p><b>Close Whitehall Residential Home for people with learning difficulties</b> - Whitehall Street residential and respite home is a fifteen bed unit which offers 11 residential beds and 4 respite beds for people with learning disabilities. The proposal is to re-provide this service to enable people through personal and individual budgets to access more ordinary living options. The move from institutionalised care to supported living arrangements offers residents; improved choice, flexibility, freedom and control, whilst offering greater value for money with the added benefit of access to housing benefits. At present the cost of an individual bed at this unit is 1,500/week. Through supporting living arrangements it is estimated to be an average cost of £850/week to adult social care.</p>	36	273	-	237	Low to Medium.	Yes	
52 Adults & Commissioning	<p><b>Close mental health day care centre</b> The proposal is to close one of our adult mental health day centres and use personal and individual budgets to offer the opportunities currently provided there such as: art, music classes etc. via adult education or training/alternative employment environment. This service is for younger adult people with mental health issues, so it is even more important to offer care and support when people need it in the most appropriate and 'normalised' environment.</p>	-	81	-	81	Medium impact. 684 Centre acts as a stabilising influence in the lives of many of its service users. Some service users may receive an alternative service at the Clarendon Centre. However, this service is approximately 25% externally funded (ABG and Health) and could not continue if these funding streams were withdrawn.	Yes	
53 Adults & Commissioning	<p><b>Remaining OP Residential Home</b> - Closure of the remaining 2 Older People's residential homes. Cranwood is a 33 bed home and Broadwater Lodge is a 45 bed home. The principles for closure are the same as the proposal to close The Red House in Phase 1 of the efficiency programme.</p>	-	100	1,200	1,100	High impact. The risk can be mitigated by detailed consultation and adjusting the timescale for the closure to allow for psychological adjustment to the change. All residents and their family/carers would have to be fully consulted for the statutory minimum of 90 days after which a considered decision can be made by Members. Following a final decision, and if necessary, individual care reviews would take place to establish the most appropriate form of care provision for the remaining individuals going forward. A new 70 bed residential care unit is due to open in the near future in Tottenham. In addition, increasing numbers of extra care housing properties will be coming on stream over the next 3 years. It is anticipated that it is possible to compensate for the loss of 112 Council beds within the independent sector.	Yes	

## Haringey Efficiency and Savings Programme

## Appendix 6

Directorate/Service Area	Detailed Efficiency & Saving proposal	2011/12 £'000	2012/13 £'000	2013/14 £'000	Total £'000	Impact on Performance (Service Delivery)	Equality Impact Assessment Required
54 Adults & Commissioning	<b>Mental Health Unit Closure Alexandra Road</b> - This is a 24/7, 365 days/year service to provide care and support to people with mental health problems who are in crisis and people usually stay there for a maximum of one week. It is an alternative to hospital care and provides a crisis service to 8 people when at full capacity.	128	10	138	Medium impact. Alexandra Road acts as a stabilising influence in the lives of many of its service users who are in crisis. Closing this service will result in a probable increase in hospital admissions. This service is jointly funded by NHS Haringey who are withdrawing funding. Council will not be able to afford to continue this service.	Yes	
55 Adults & Commissioning	<b>Remaining OP day centre closures</b> - The two Older People's day centres affected are The Haven and Grange. The Haven provides a good quality specialist support to 50 older people with physical disability/sensory impairment. The closure of this service will be replaced by implementation of personal budgets as appropriate and/or an increase in community care packages including home care and meals on wheels.  The Haynes and Grange day centres would be combined on the Haynes site, thus providing staffing efficiencies but with no reduction in service. The Grange provides a service for 40 people with dementia in the east of the borough and the Haynes centre provides a similar service to people in the west of the borough. The Haynes Centre is a brand new state of the art centre, attached to the Hornsey Health Centre. It currently operates at 62% capacity.	20	254	234	High impact. To close both the Haven and Woodside day centres will result in a complete loss of non-dementia day services for older people.	Yes	
56 Adults & Commissioning	<b>Further staffing Efficiencies</b> - This saving comprises a number of staffing restructures including deletion of the Independent Chair of Safeguarding and a number of operational posts within front line services and assessment and care management.	182	182	364	Medium impact. Reductions in frontline staffing resources will have a direct impact on performance indicators to include waiting times for an assessment and the provision of services.	Yes	
57 Adults & Commissioning	<b>Equipment and OT reductions</b> - A 10% reduction in Occupational Therapists and associated equipment expenditure.	154	154	154	Medium impact. Reduction in front line assessment capacity has a direct impact on performance in terms of waiting times for an assessment and service delivery. Reduction in the numbers of people benefiting from community equipment in line with the staffing reductions.	Yes	
58 Adults & Commissioning	<b>Increase Adult Services Fees and Charges</b> - to increase charges for internal residential care, adjust the Fairer Contribution Policy Disability Related Expenditure (DRE) Disregard, amend the treatment of Adult Care Placements and to remove the weekly maximum Fairer Charging cap	280	280	280	No impact on service performance anticipated. However, the volume of full charge payers may reduce causing a reduction in charges raised and therefore income collected.	Yes	
<b>ACCS Total</b>		<b>1,917</b>	<b>3,206</b>	<b>2,002</b>	<b>7,125</b>		
<b>Children and Young People's Service</b>							
59 School standards & improvement	<b>School Standards &amp; Inclusion Service</b> - The SSI has been a key part of the improvement to schools (and other settings) securing year on year improvement in the attainment of pupils. The White Paper 'The Importance of Teaching' makes clear that it is schools themselves who will be solely responsible for this in the future. The only role for the local authority will be to 'police' the progress of schools and trigger intervention where schools fail to make progress. Much of staffing in SSI has been paid for by grants (which cease or move to individual school budgets in 2011) or traded income with schools. Discussions with schools has not suggested wholesale buy-back of a central service and reduction is therefore appropriate. The proposal is for a small Core Group of staff to provide the monitoring required by the legislation.	299	-	299	The government has made it clear that schools will take responsibility for school improvement. The residual local authority role will be to 'police' the progress of schools and to trigger intervention where schools fail to make progress.	Yes	

## Haringey Efficiency and Savings Programme

Directorate/Service Area	Detailed Efficiency & Saving proposal	2011/12 £'000	2012/13 £'000	2013/14 £'000	Total £'000	Impact on Performance (Service Delivery)	Equality Impact Assessment Required
60	<p><b>Transport</b> - This service provides transport to predominately SEN pupils, which is a statutory service. Over £2.1m savings have been secured in the last 3 years. This further saving will come from the re-negotiation of certain terms and conditions that were agreed as part of the single status arrangements, procurement efficiencies and changing collection points and some vehicles.</p>	50	50	-	100	<p>The contracts are currently being re-commissioned for 2011/12. In addition, some specification changes and cost-saving measures are being consulted on and implemented for April 2011, most notably:</p> <ul style="list-style-type: none"> <li>- Changes to the collection points for SEN pupils;</li> <li>- Introduction of larger coaches on some routes;</li> <li>- Review of escort : pupil ratios</li> <li>- Changes to terms and conditions of escort workers.</li> </ul> <p>Careful differentiation of pupils able to make more independent journeys to school by accessing collection points will take place, supporting their development of independence skills as they grow toward school leaving age. Vulnerable children will not be asked to make any journey that compromises their safety.</p>	Yes
61	<p><b>Catering</b> - The Catering service can be run in a more cost effective way through the re-negotiation of certain terms and conditions that were agreed as part of the single status arrangements</p>	50	100	-	150	<p>As a traded service, Catering is always at risk of schools choosing alternative providers. It is also particularly vulnerable to commodity prices. This activity will not reduce the quality of service delivery to schools and pupils.</p>	Yes
62	<p><b>Children and Families Administration Review</b> - A review of administrative support functions in line with other similar activities across the Council. This will be sensitive to the need to continue support to social workers to avoid reducing time spent in casework with children and their families.</p>	100	200	270	570	<p>This leads to an overall reduction of 8 financial administration posts and 10.5 administrative posts. These are not posts in direct support of social workers doing casework with children and families and will be taken over a 3 year period. Achieving these saving will require changes in the way in which administrative services are configured and the level of expectation on administrative support</p>	Yes
63	<p><b>Children's Network Management</b> - The changes in services being provided through the Children's network business Unit allows the release of a senior manager</p>	82	11	-	93	<p>Redevelopment of management arrangements within the Networks and the prevention 7 Early Intervention Business Unit mean that we can more efficiently allocate management responsibilities and free up an existing post.</p> <p>There is no significant impact and no risk associated with this move</p>	Yes
64	<p><b>Participation</b> - This service provides for effective involvement of children &amp; young people in development, delivery and evaluation of the services that affect their lives. In the future, this will be led by a reduced team to deliver key participation work, coordinating better the work of many services across the council and its partners. Key, core components such as the Youth Council and Children in Care Council will continue together with other work commissioned in response to specific events/needs. Better joining up with partners will provide a wide range of opportunities.</p>	172	25	-	197	<p>This delivery model requires that all services working with children &amp; young people take responsibility for facilitating participation and recognise it as part of their core business. In addition, the new arrangements will better coordinate the widest range of participation activities across the partnership, including those run by the NHS, Police and VCS.</p>	Yes
65	<p><b>Connexions</b> - The proposal is for a 75% reduction in provision, protecting services for the most vulnerable young people. A re-focusing of work through schools will ensure the most vulnerable identified at the earliest opportunity.</p>	1,436	206	-	1,642	<p>The government has announced potential changes in the requirement to provide information, Advice &amp; Guidance (IAG) as a universal service in the near future. Given the reduction already made to the ABG, and the likelihood of further reductions as the ABG becomes incorporated with the Formula Grant and not ring-fenced, reduction in the Connexions Service is unavoidable.</p> <p>A reduced Connexions service may result in an increasing number of young people not in Education, Employment or Training after the age of 16+.</p>	Yes

## Haringey Efficiency and Savings Programme

Detailed Efficiency & Saving proposal						Appendix 6			
Directorate/Service Area		2011/12 £'000	2012/13 £'000	2013/14 £'000	Total £'000	Impact on Performance (Service Delivery)	Equality Impact Assessment Required		
66	Business Support & Development	129	18		147	Cuts in Business Support and Development taking account of the winding up of the business unit and of other management changes across the directorate – reducing PA posts from six to three.	Yes		
67	Business Support & Development	209	111		320	The BSD business unit is being decommissioned. Residual functions will be combined with central support services or relocated elsewhere in the directorate	Yes		
68	Business Support & Development	39	6		45	The current proposal is a one post reduction. Most staff engaged on capital schemes are funded from those schemes and the size of the team varies according to the size of the capital programme. Further efficiencies may in future result from sharing capital delivery resources across the council and with other authorities	Yes		
69	Business Support & Development	129			129	As a traded service, schools can choose to use other providers. Should the customer base change, the service will be re-engineered to fit the future income.	Yes		
70	Business Support & Development	53	4		57	This item is achievable because the childcare sufficiency assessment will not need fully updating for three years,	Yes		
71	Business Support & Development	44	-		44	Schools will need to procure support from other providers. Some residual functions will be carried out by corporate ICT and other staff in the directorate.	Yes		
72	Behaviour and Inclusion	119	17		136	This proposal will allow for a sharper focus on work with teenage parents and the children of teenage parents as part of our Public Health responsibilities.	Yes		
73	Behaviour and Inclusion	186	27		213	It is proposed that this team will cease to exist from April 2011. The intention is that schools are now in a position to maintain support to Traveller and Gypsy/Roma students without additional support. The aspect of the work undertaken with Traveller, Gypsy and Roma students with the strongest safeguarding implications is ensuring school attendance. This will continue to be the responsibility of the designated Education Welfare Officer, and also of the Education Welfare Service more broadly.	Yes		
74	Behaviour and Inclusion	158	23		181	The proposal is to reorganise these into a single cross phase support team, consisting of staff with multi-disciplinary experience that will work closely with our Pupil Support Centres and other services to maximise support to vulnerable children and young people. We will also maximise the new facilities in secondary schools to reduce exclusion and improve behaviour management. <ul style="list-style-type: none"> <li>• If there is an increase in referrals from schools, the service will need to prioritise in a different way.</li> <li>• Children that meet the threshold for support may have to wait longer for a service.</li> <li>• Failure to embed this work in schools could see a rise and the demand for PRU provision, which remains a statutory obligation on the Council.</li> </ul>	Yes		

## Haringey Efficiency and Savings Programme

Directorate/Service Area	Detailed Efficiency & Saving proposal	2011/12 £'000	2012/13 £'000	2013/14 £'000	Total £'000	Impact on Performance (Service Delivery)	Equality Impact Assessment Required
<b>CYPS Total</b>		<b>3,255</b>	<b>798</b>	<b>270</b>	<b>4,323</b>		
<b>Urban Environment</b>							
75	Review of Trading Standards - reduction in administration and management together with cessation of food sampling.	100			100	Efficiency saving with no anticipated impact on service	Yes
76	Reduction in noise complaint service provision - cessation of out of hours response service and withdrawal of police support at weekends.	80			80	Reduction in service provision with potential for increased number of complaints.	Yes
77	Noise complaints - reduction in extra patrols/extended response times	50			50	Further increase in service user dissatisfaction.	Yes
78	Noise complaints - out of hours surveillance only	50			50	Response will be limited to monitoring and witnessing rather than intervention.	Yes
79	Air quality monitoring - reduction in sampling to match grant funding.	20			20	Reduction in service if grant funding is reduced or withdrawn.	Yes
80	Trading standards inspection programme - reduce under age sales surveillance and investigation of counterfeiting.	50			50	Potential increase in under age sales and counterfeiting.	Yes
81	Street enforcement - planned operations limited to normal working hours.	50			50	Potential increased non compliance out of hours.	Yes
82	Increase FPNs smoking enforcement - to include smoking in commercial vehicles	10			10	This is contrary to government guidance although permissible in law but may result in a backlash from commercial vehicle operatives.	Yes
83	Street enforcement - ward sharing	85			85	Less on street enforcement	Yes
84	Remove support for Greenest Borough Strategy board & programme	35			35	Efficiency saving with no anticipated impact on service	Yes
85	Cross Service Restructure - Achieving reductions in the cost of management of Temporary accommodation and other staffing	433	217	216	866	At this stage the final shape of the restructure is not known but the front line impact will be minimised by focusing on management and back office functions as far as possible. This will mean a reduced ability to take on additional projects and service improvement initiatives.	Yes
<b>UE Total</b>	<b>Total for approval</b>	<b>12,564</b>	<b>10,114</b>	<b>5,675</b>	<b>28,353</b>		

Capital Bids For Corporate Resources Funding 2011/12 to 2013/14

Item	Directorate	Business Unit	Capital Project Title	Recommended For Acceptance					Net Total Revenue Implications					
				2011-12 £'000	2012-13 £'000	2013-14 £'000	Total Internal Funding £'000	Estimated Total Project Cost £'000	2011-12 £'000	2012-13 £'000	2013-14 £'000	Total £'000		
1	Adults Culture & Community Services	Adult Social Care Services	Aids & adaptations for the homes of people with disabilities. Includes £1m to replace HfH capital reduction for adaptations on council properties.	700			700	1,536						
2	Adults Culture & Community Services	Recreation Services	Lordship Recreation Ground - redesign and redevelop the ground (match funding against Heritage Lottery Fund £3.8M award).	200			200	4,873						
3	Adults Culture & Community Services	Recreation Services	Strategic Sports Pitches Improvement Programme - improve quality of sports and outdoor pitches, to be vired to Lordship project, part of revised match funding.	350			350	350						
4	Adults Culture & Community Services	Recreation Services	Tennis Court Refurbishment Programme - match funding to Lawn Tennis Association grant of £150k for Bruce Castle Park.	58			58	205						
5	Adults Culture & Community Services	Recreation Services	Tree Planting - to maintain and increase existing tree stocks in parks and housing estates	30			30	60						
	<b>Adults Culture &amp; Community Services Total</b>			1,338	0	0	1,338	7,024		0	0	0	0	0
6	Alexandra Park and Palace Charitable Trust	Alexandra Park and Palace Charitable Trust	Works to rectify dilapidations & back log maintenance on buildings	500			500	500						
	<b>Alexandra Park and Palace Charitable Trust Total</b>			500	0	0	500	500		0	0	0	0	0
7	Children & Young People's Service	Business Support & Development	Corporate Resources support for the Building Schools for the Future Programme			1,500	1,500	13,959						
8	Children & Young People's Service	Business Support & Development	Schools Capital Modernisation		2,283		2,283	2,283						
	<b>Children &amp; Young People's Service Total</b>			0	2,283	1,500	3,783	16,242		0	0	0	0	0
9	Corporate Resources	Information Technology	IT Capital Program - funding for business IT projects as agreed by the Corporate IT Board	750			750	1,750						
10	Corporate Resources	Property	Repairs & improvements for the operational and community buildings portfolio	750			750	2,250						
11	Corporate Resources	Property	Monroe Industrial Units - rebuilding works after fire, bid for additional resources to support insurance monies.	250			250	250						





## Appendix 7

Item	Directorate	Business Unit	Capital Project Title	Recommended For Acceptance					Net Total Revenue Implications			
				2011-12	2012-13	2013-14	Total Internal Funding	Estimated Total Project Cost	2011-12	2012-13	2013-14	Total
				£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000

## Schemes not competing for Capital Receipts (indicative numbers)

26	Corporate Resources	Property	Phase 2 of Accommodation Strategy which further rationalises office accommodation and supports the Transformation Programme via Smart Working. Provision is also included for essential health and safety works.	1,370	1,430	0	2,800	2,800	2,800	-100	-440	-630	-1,170
27	Corporate Resources	Property	Hornsey Town Hall refurbishment to bring back into community use (linked to sale and development of adjoining land)	7,116	4,852	0	11,968	11,968	11,968				0
	Corporate Resources Total			8,486	6,282	0	14,768	14,768	14,768	-100	-440	-630	-1,170
	Total			8,486	6,282	0	14,768	14,768	14,768	-100	-440	-630	-1,170
	Items 1 to 27	Overall Grand Total		18,474	14,215	5,650	38,339	79,984	79,984	-100	-440	-630	-1,170

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Agenda item:

**[No.]****CABINET****21 December 2010**Report Title: **Review of Fees and Charges**Report of **Julie Parker, Director of Corporate Resources**

Signed :

Contact Officer : Peter Hayday, Interim Head of Corporate Finance

Wards(s) affected: **ALL**Report for: **Key decision****1. Purpose of the Report**

- 1.1. To recommend adoption of the Council's external income policy.
- 1.2. To recommend increases to the Council's fees and charges for all services, as per the attached appendices, with effect from 4<sup>th</sup> January 2011.
- 1.3. To note the recommended increases to licence fees that will be taken to the General Purposes Committee for approval on the 21<sup>st</sup> December 2010.
- 1.4. To appraise Cabinet of the work currently being undertaken within each service area for a more in-depth review of charging strategy linked to the Strategic Commissioning Projects.

**2. Introduction by Cabinet Member**

- 2.1. The revenue from fees and charges across all service areas, including parking, currently represents less than 7% of our gross annual expenditure. Many existing charges do not cover the cost of providing the associated service, often due to legislative restrictions.

- 2.2. Whilst we hope the government will provide us with greater freedoms and flexibilities in the future, given the significant financial challenge the Council faces, it is incumbent on us to not just examine opportunities for reducing service costs but also for increasing our revenue streams. In this regard we are being asked to consider a wide range of increases to our existing fees and charges.
- 2.3. These increases reflect the cost of providing the service, current market conditions and peoples' ability to pay. It is anticipated that the increases recommended in this report will generate an additional £1million in a full year whilst also reflecting the 2.5% increase in VAT which comes into effect from 4<sup>th</sup> January 2011.

**3. Link(s) with Council Plan Priorities and actions and /or other Strategies:**

- 3.1. This report is part of the Council's Medium Term Financial Strategy (MTFS) and the Haringey Efficiency and Savings Programme (HESP)

**4. Recommendations**

That the Cabinet is asked to:

- 4.1. Approve the external income policy, as attached at Appendix 1.
- 4.2. Approve the new fees and charges as set out in Appendices 3-14.
- 4.3. To note the recommended increases to licence fees that will be taken to the General Purposes Committee for approval on the 21<sup>st</sup> December 2010.
- 4.4. Note the work currently being undertaken within each service area for a more in-depth review of charging strategy linked to the Strategic Commissioning Projects.

**5. Reason for recommendations**

- 5.1. As outlined in the financial planning report to Cabinet in July 2010, the Council is facing unprecedented financial pressures and the need to find significant budget savings. As a result a comprehensive review of all fees and charges for Council services has been undertaken. The aim has been to ensure that wherever possible charges reflect the cost of providing the service whilst at the same time taking account of peoples' ability to pay.
- 5.2. The reviews undertaken in each service area have examined a range of different options and the fees and charges being recommended, as detailed in Appendices 3 to 14, represent the most appropriate where the Council has the local discretion to determine the level of charge.

**6. Appendices**

- Appendix 1 – current external income policy  
 Appendix 2 – schedule of projected additional income by business unit  
 Appendix 3 – Adult Social Care charging proposals

- Appendix 4 – Sports and Leisure Services charging proposals
- Appendix 5 – Culture, Libraries and Learning charging proposals
- Appendix 6 – Allotments charging proposals
- Appendix 7 – Bereavements charging proposals
- Appendix 8 – Children’s Services charging proposals
- Appendix 9 – Sustainable Transport charging proposals
- Appendix 10 – Planning and Regeneration charging proposals
- Appendix 11 – Enforcement charging proposals
- Appendix 12 – Housing Services charging proposals
- Appendix 13 – Corporate Property charging proposals
- Appendix 14 – Registration and Citizenship Services charging proposals

## **7. Background**

- 7.1. The Council faces a significant shortfall in its funding requirements over the next three years as is reported separately on this agenda in the draft Medium Term Financial Plan.
- 7.2. In response to the projected funding shortfall the Council has established the Haringey Efficiency and Savings Programme (HESP) which is exploring opportunities for maximising revenue streams, reducing unit costs and prioritising service provision over the medium term (three year) business planning period. The various work programmes are overseen by an Efficiency Board chaired by the Leader. A wide range of options is being examined through seven workstreams:
- Intelligent Budgeting
  - Smart Working
  - Strategic Commissioning and Procurement
  - Smarter People Management
  - Total Haringey/Self Sufficient Communities
  - Support Functions/Customer Contact
  - Revenue Generation
- 7.3. This report is the first which falls under the remit of the Revenue Generation workstream. However, as is explained below, consideration will need to be given to how the different revenue streams support and augment the service proposals that emerge from the Strategic Commissioning projects. Indeed, this report excludes any discussion on parking charges as they have been considered separately as part of the Parking Services Strategic Commissioning Project or charges for Children’s Centres which will be part of a report due to Cabinet early in the new year.
- 7.4. Current fees and charges are either set by statute (statutory charges) or are at the discretion of the local authority (discretionary charges). This difference is obviously significant, not just in the flexibility available to the Council in linking the charge to the aims of the service, but also in the way it links to the Council’s priorities and objectives.

7.5. For this reason there has been extensive lobbying of the Government from local authorities to give more freedoms and flexibilities at a local level over charging policy. There is clear evidence in various announcements from the Spending Review that the Government is planning on giving greater autonomy to local authorities in this respect; although it may take some time before the level of local discretion over charges totally meets the aspirations of the Council.

7.6. Appendix 1 shows the current draft 'External Income Policy' which officers are using as a set of working principles in reviewing fees and charges. The principles in this document point to a number of other key factors that need to be taken into consideration when reviewing charges. These include:

- Service demand and the extent to which charges are designed to control demand as opposed to maximising income. Some services currently provided by the Council are also provided through the private sector, such as Building Control, and therefore the level of charge needs to reflect the aim to cover the cost of providing the service whilst also being cognisant of market pricing policies and the desire to maintain a level of in-house expertise necessary to deal with dangerous structures etc.
- Ability to pay and the extent to which some form of means testing is appropriate. The Council already provides various forms of discounts to residents, the elderly, the unemployed etc. However, this tends to be along very traditional lines and differential charging in a much wider sense needs to be examined; however this also is linked to the level of local discretion that is currently available and the over-arching requirement to demonstrate fairness.
- Opportunities to introduce new fees and charges: again this is linked to the level of legal discretion available to the Council. There has been much discussion in local government about tailoring services and the associated charges to customer demands – the introduction of two-tier services with a basic service with a lower charge than a service available with a higher specification. For example in Commercial Waste where some premises may only require a fortnightly collection and others a daily collection. Although any charges associated with waste collection need to be considered in the context of the risks associated with fly-tipping, anti-social behaviour, environmental health risks etc.

7.7. Whilst there are specific recommendations detailed below, to increase charges from January 2011, all charges will need to be reviewed on an on-going basis to ensure that:

- The key principle of full cost recovery is being achieved;
- Any changes in the statutory framework giving greater power to local authorities to determine their own fee levels is reflected in the charging structure;
- The charging structure reflects any significant future changes in the organisational structure.

## **8. Review of Existing Fees and Charges**

- 8.1. There are a number of service areas where existing fees and charges have either not been increased for over twelve months despite the inflationary increases in the cost of providing the services or where there are shortfalls against existing income budget targets. Furthermore, with a 2.5% increase in VAT being introduced from the beginning of January 2011, the Council will need to increase its charges which are subject to VAT to avoid further shortfalls in the fees and charges budgets.
- 8.2. Each service area has, therefore, reviewed the current level of charges with the specific aim of maximising income within the existing charging regime. At the same time service managers have had regard for what is considered affordable in the current economic climate (and therefore the level of appropriate concessions), the level of charge relative to existing charges in neighbouring authorities, opportunities for introducing differential charges (although none are currently proposed) and the pending increase in VAT (where applicable).
- 8.3. The Council currently receives some £33m pa through fees and charges, excluding income from parking services and children's centres. This represents just 4% of a gross revenue spend of some £800m.
- 8.4. The income generated from fees and charges within each business unit is shown in the table in Appendix 2. The table shows:
- 2010-11 base budget;
  - 2010-11 current projected income;
  - The additional income in 2011-12 compared to the 2010-11 base budget.
- 8.5. The total projected additional income from the charging proposals is some £1.0million. This represents an increase of 3% on the 2010-11 base budget and nearly 5% where the level of charges is discretionary.
- 8.6. All of the proposed changes to fees and charges have been discussed at the Leader's Conference and the outcomes of these discussions are reflected in the individual service proposals.

## **9. Service Recommendations**

- 9.1. Attached as Appendices 3 to 14 are schedules detailing the specific fees and charges proposals for each business unit. At the front of each schedule is a short note providing relevant background information on the charging structure, the details of any concessions, further changes that are anticipated in the future and the methods of payment (both current and planned) available to customers.

- 9.2. All of the proposals are based on existing organisational structures unless there are already changes formally agreed by Members. This point is particularly relevant in service areas such as leisure and bereavement which are both currently the subject of major reviews.
- 9.3. Similarly in Urban Environment where a review is currently underway to develop a more integrated street and premises enforcement service.
- 9.4. In other service areas such as Planning and Regeneration, where charges are currently tied into a statutory pricing structure, the scope for increasing income will continue to be limited until such time as the statutory restrictions are removed.
- 9.5. In Children and Young People's Services current discussions between schools and other council providers across a wide range of services will determine not only the level of future charges but whether certain services continue to be provided directly by the Council.
- 9.6. There are a small number of licence fees (e.g. street trading and special treatment premises) which must be formally decided by General Purposes Committee but which are also included in this report for information.

## **10. Head of Legal Services Comments**

- 10.1. Some fees for services provided by local authorities are set out in the parent legislation or regulations made under the parent legislation. In such instances the Council has no option what to charge. Section 93 Local Government Act 2003 allows local authorities to charge for discretionary services, provided there is no alternative power allowing local authorities to charge and provided there is nothing in the parent legislation preventing local authorities from charging for these discretionary services. Where the local authority provide such discretionary services the local authority has a duty to secure, that taking one financial year with another, the income from charges under the subsection does not exceed the costs of the provision. Section 93 allows local authorities to charge only some persons for providing these discretionary services and also allows local authorities to charge different persons different amounts for providing a service.
- 10.2. In reviewing charges and fees services should be able to demonstrate that they have taken into account the overarching Public Sector Equality Duty due to take effect in April 2011 and the existing statutory public sector duties concerning race, sex and disability. Services should also be able to demonstrate that they have considered whether an equalities impact assessment should be carried out regarding the changes to fees and charges and have carried out such an assessment if found to be necessary.
- 10.3. Some fees and charges may not be set by the Cabinet. Regulation 2(6) of The Local Authorities (Functions and Responsibilities) (England) Regulations 2000 provides that decisions on certain approvals, consents, permits and licences (e.g.



licensing/planning/consent under the Highways Act 1980) may not be made by the Executive (Cabinet). Likewise charges for such approvals, consents, permits and licences may not be made by the Cabinet. These fees will be set by Committees of the Council.

**11. Equalities & Community Cohesion Comments**

- 11.1. Initial equalities comments were provided to the Leader's Conference on 2<sup>nd</sup> December 2010, which considered the proposals set out in this report and in the related appendixes.
- 11.2. In addition, we have carried out an equalities impact screening exercise the purpose of which is to assess if potentially, these proposals could have disproportionate effects on different sections of the community, in which case services would need to carry out a full equalities impact assessment to comply with their equality public sector duty.
- 11.3. The result of the screening shows that there is a risk of disproportionate adverse impact on some sections of the community. Consequently, we recommend that a full equality impact assessment be carried out by services in respect of the fees and charges changes they are putting forward in this report.

**12. Local Government (Access to Information) Act 1985**

- 12.1. Existing schedules of fees and charges
- 12.2. Budget Monitoring Reports to Period 7

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## External income policy

### 1 Introduction

1.1 This paper sets out the Council's external income policy.

1.2 The policy has the following fundamental principle that:

- services should raise income wherever there is the power or duty so to do; and
- services should seek to apply s93 of the Local Government Act 2003 wherever possible to the benefit of the authority as a whole and to help achieve corporate priorities; and
- the income should (at least) cover the **full** cost, including all overheads, capital charges, recharges and cost of collection of the service.
- unless specifically prohibited by legislation, income should be collected in advance or at point of delivery to ensure that debt is not built up. Where this can not occur, invoices must be issued promptly and appropriate recovery procedures followed.

1.3 This is because if the Council is not raising income when it can it is failing to maximise resources: income forgone is expenditure foregone. If the Council is failing to raise income in areas where it has the power to, less money will be available for spending on high priority areas.

1.4 There are situations when the Council may decide not to raise income when it is empowered to or not to cover the full cost of a service. These decisions must be made explicitly by members. A decision to forego income or to subsidise a service is a policy decision about resources as significant as any decision made in the budget setting process.

1.5 The policy recognises four classes of external income. These are outlined in the table below with a description of the policy objective and points to consider when reviewing budgets. This is followed by an outline of the Council's approach to subsidy and concessions.

### 2 Classes of external income

<b>Class of Income</b>	<b>Policy Objective</b>	<b>Points to Consider</b>
Commercial	The Council is providing a good or service which is also available (or could be available) from the private sector. The Council seeks to maximize revenue within an	<ul style="list-style-type: none"> <li>▪ Are the charges high enough for the business to be profitable? If not, consider whether we should be providing this service.</li> <li>▪ Are competitors</li> </ul>

	<p>overall objective of generating as large a surplus (or minimum loss) from this service</p> <p>The Council may chose to provide concessions to some users to give them access to this service</p>	<p>charging similar prices?</p> <ul style="list-style-type: none"> <li>▪ Do we offer any premium in terms of service levels that customers would be prepared to pay more for?</li> <li>▪ How would changes in pricing structure affect demand for the service and potentially its profitability?</li> <li>▪ How does the proposed fee structure fit in with the long-term business plan for this service?</li> </ul>
Statutory	Charges are set by central Government or statute.	<ul style="list-style-type: none"> <li>▪ Are charges in line with statutory requirements?</li> <li>▪ Are they set at the maximum permitted levels?</li> <li>▪ If yes, can expenditure be reduced without impacting on service delivery? If not, this should be highlighted as an issue to Members</li> </ul>
Cost Recovery	The Council wishes or is required to make the service generally available but doesn't wish to allocate its own resources to providing the service and cannot make a surplus.	<ul style="list-style-type: none"> <li>▪ Do charges recover the full costs, including overheads, capital charges, recharges and cost of collection?</li> <li>▪ Is it possible to charge on a full commercial basis and if so has the loss of income from not charging on a full commercial basis been evaluated?</li> <li>▪ Are members aware of the effect on demand for this service from this charging policy?</li> <li>• What would be the</li> </ul>

		effect of changing the policy to a different one e.g. subsidised? (n.b. this may not be a possible option)
Discretionary	The Council has the discretion on whether to levy fees and charges. This discretion must be exercised by members and normally services will be expected not to exceed the cost of providing the service taking one financial year with another. The Council may decide to set a nominal charge to discourage frivolous usage or may chose to provide the service free.	<ul style="list-style-type: none"> <li>▪ Are Members aware of any general fund subsidy being provided for this service?</li> <li>▪ Does this approach meet current political/service policies</li> </ul>

### 3 Subsidy & Concessions

3.1 The Council offers subsidised services in a number of areas. There are two types of subsidy: a general subsidy to all users of the service and specific subsidies or concessions targeted at users deemed to be in need. The second category will generally use an income related criteria.

#### General subsidy

3.2 General subsidies occur when a policy decision is made to deliver a service at below cost to all users.

3.3 Services to businesses should not be subsidised. An explicit policy decision may be made to subsidise services to the public where there is a genuine public benefit (positive externality) to the service. The level of the subsidy should be explicitly considered annually.

3.4 An examples of a service which may fall into this category is the provision of sports facilities, as the health benefits of access to leisure facilities are worth subsidising.

#### Specific subsidy/Concessions

3.5 Fees and charges levied by the Council may, for low income residents, provide a powerful disincentive against using the service. The Council may decide that it wishes to counter this disincentive as equality of access to

services is an important principle of public sector provision. If the Council decides to subsidise certain users by providing concessions it has a clear responsibility to use fair and objective criteria in deciding who should be subsidised.

- 3.6 Furthermore, the Council will not want to set up a complex bureaucracy to assess entitlement (as this is expensive and will deter users) and will need to be aware of, in effect, exacerbating the poverty trap.
- 3.7 The Council has a number of entitlement systems imposed upon it by national rules such as:
- housing and council tax benefit;
  - student awards;
  - free school meals.
  - housing renovation grants
- 3.8 There are a limited number of areas where the interaction of legislation and other benefits may require that the Council designs a separate entitlement system. This will only be the case in a very limited number of areas. Otherwise, users should be entitled to subsidised services or concessions if they receive means tested benefits.

#### **4 Review, Collection and Recording of Fees & Charges (new section added)**

- 4.1 Business Unit managers should review the fees & charges within their Business Unit annually as a minimum. This should normally take place during the annual financial & business planning process and there is an expectation that charges should increase by the RPI as a minimum and also seek to maximize allowable income as set out in section 1.2.
- 4.2 Any new service areas being provided need to be assessed in the light of this policy to consider what, if any, income can be achieved and under what class it would fall.
- 4.3 Where a service is being provided that does not fully recover it's costs (at least taking one year with another) the level of general fund subsidy being provided should be clearly set out with recommendations of how to reduce this including the implications on service take up of doing so.
- 4.4 Each Directorate is required to present a full list of proposed charges for the coming year to Cabinet by the end of March. This should be on the corporate format and include all charges whether set but statute, cost recovery or discretionary in order for Members to understand the full interaction between income and expenditure.

- 4.5 Wherever possible charges should be collected in advance or at the point of service delivery. Where this can not occur, invoices must be issued promptly and appropriate recovery procedures followed.
- 4.6 All services should ensure that a full range of payment options are available for payment of income to the council. This will include internet payments, debit and credit cards, cheque and cash options. Services should ensure that they encourage payments via the internet with debit and credit cards as the preferred options.
- 4.7 All income from charges should be appropriately budgeted for on SAP and charges allocated to the correct profit centre and account code. It is recommended that the SAP structure is reviewed annually to ensure this is being adhered to. Any new sources of income should follow this same principle.

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## Appendix 2

Service	2010-11 Budget £'000	2010/11 Projected Outturn £'000	Additional Income 2011/12 £'000	Comments
Adult Social Care	8,169	9,906	280	
Sports and Leisure	3,599	3,552	100	
Libraries and HALS	806	605	-	The additional income generated will help bridge the current income shortfall, not provide any additional income
Allotments	66	69	22	
Bereavement	2,158	1,334	-	The additional income generated will help bridge the current income shortfall, not provide any additional income
Children's	6,993	6,993	-	
Sustainable Transport	2,361	2,361	125	
Planning & Regeneration	2,565	2,565	20	
Housing Services	196	196	348	
Enforcement	1,113	1,113	27	
Corporate Property	4,432	4,127	15	
Registrars and Land Charges	635	635	57	
	<b>33,093</b>	<b>33,456</b>	<b>994</b>	

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**Adult Services Fees & Charges****Appendix 3****1. Introduction**

- 1.1 Table 1 below summarises the full year estimated effect for 2011/2012 of implementing the proposed changes to charging policy as set out below.

**Table 1.**

<b>Item</b>	<b>£'000</b>
2. Increasing unit costs for internal residential care	143
3. Adjusting the Fairer Contribution Policy DRE disregard	43
4. Adult Care Placements	50
5. Removing the weekly maximum FC charge	44
<b>Total</b>	<b>280</b>

- 1.2 Section 2 relates to those assessed to pay the full cost for internal residential care. Those assessed as paying a contribution towards the cost will not be affected by this change.
- 1.3 Full cost recovery, for external residential care, has been applied since the introduction of community care.
- 1.4 Contributions towards the cost of both internal and external residential placements are calculated subject to statutory guidance issued by the Department of Health in the Charging for Residential Accommodation Guide (CRAG).
- 1.5 Contributions are reviewed annually in line with the uprating of Department for Work and Pensions benefits. This is not within the Council's control and can result in a loss or gain dependent on the rate applied to benefits vs. our internal inflation rate applied to budgets.
- 1.6 The same principle applies to pricing for non-residential services, where contributions are calculated under the Fairer Contributions Policy. This policy is subject to guidance issued by the Department of Health and linked to benefit rates over which the Council has no control.
- 1.7 There is however limited scope for amending the formula used to calculate non-residential charges. Proposals for amendments to the Fairer Contributions Policy are set out in Section 3, 4 and 5 below.
- 1.8 The provision of Meals on Wheels operates with a net expenditure budget of £65k for 2010/11. It is the view of the Director of Adult, Culture and Community Services that continuing to subsidise at this level is appropriate given the preventative nature of this service

1.9 The total client contribution income budget for 2010/11 is £6.4m.

## 2. Increasing unit costs for internal residential care

### 2.1 Introduction

2.1.1 Unit costs for internal residential provision were reviewed in 2006 and adjusted to reflect the actual cost of providing the service, effectively removing subsidy to those placed in Council owned accommodation.

2.1.2 There are currently 19 full cost payers in internal residential care as set out in column B of the Table 2 below. Unit costs have been inflated year on year from 2006 to give the current cost in column C. Full cost payers currently pay these amounts. A further unit costing exercise has now been undertaken to include the costs of Single Status.

2.1.3 Column D of Table 2 below sets out standard unit costs including direct costs of service provision plus direct management and full recharge of all corporate overheads for 2010/11. Applying these costs gives an indicative level of **£143k<sup>1</sup>** additional income in a full year, subject to any inflation increase for 2011/12.

**Table 2.**

A	B	C	D	E
Residential Home	No. of full cost clients	Current unit cost per week £	Standard unit cost per week £	Additional annual income £
Red House	4	550.80	690	28,954
Broadwater	7	550.80	690	50,669
Cranwood	7	550.80	690	50,669
Osborne	1	831.30	1,084	13,140
<b>Total</b>	<b>19</b>	-		<b>143,432</b>

2.1.4 These estimates are based on the assumption that the current level of self-funding residents will remain the same. There are currently no full cost payers in internal Learning Disability residential care. If this situation changes the above exercise would be undertaken to determine the full charge payable by these clients.

2.1.5 Section 1.009 of CRAG requires local authorities to set the standard rate, for local authority homes, at an amount equivalent to the full cost, to the authority, of providing the accommodation. Adopting a standard unit cost as set out in Table 2 would cohere with this statutory guidance.

### 2.3 Fees and Charges Proposals

2.3.1 It is proposed that the standard unit costs set in Table 2 be applied from January 2011 as part of the annual review of all residential care charges. Those who pay a contribution towards the cost of the service

are reviewed annually in line with increases in pension and benefit income.

## **2.4 Concessions and Discounts**

2.4.1 No concessions or discounts are proposed.

## **2.5 Methods of Payment**

2.5.1 Charges for internal residential care are collected via SAP AR invoice. Customers are currently able to pay using the standard SAP payment methods. Standing Order is offered as the automated payment method. The implementation of DD for social care charges is currently under consideration as part of the AR review.

## **3. Adjusting the Fairer Contribution Policy (Disability Related Expenditure) disregard**

### **3.1 Introduction**

3.1.1 The DRE disregard ensures that expenditure related to a service users age and disabilities is taken into account in the Fairer Contribution Policy calculation for non-residential services. If a person thinks that their disability or age-related expenditure is above this level, they can claim for extra expenses.

3.1.2 Originally, 80% of disability benefit (Attendance Allowance, Disability Living Allowance Care Component and similar benefits) income was disregarded to cover these costs. This was reduced to 70% from April 2004.

### **3.2 Analysis of Cost and Income**

3.2.1 Reducing the disregard to **65%** would affect the most common charging profile for Older People and Adults as follows. Please note that all figures relate to benefit rates effective from April 2010.

*Example 1 65%.*

*A 75 year old woman living alone receiving Pension Credit of £186.25 plus Attendance Allowance of £47.80 would pay £34.84. Reducing the disregard to 65% would increase her charge by £2.39 to £37.23.*

*A 40 year old man living alone receiving Income Support of £128.70 and DLA Care Middle Rate of £47.80 would pay £44.63. Using a disregard of 65% would increase his charge by £2.39 to £47.02.*

3.2.2 *All other service users who pay a contribution, receive disability benefits and have DRE disregarded would also pay £2.39 more.*

3.2.3 There are approximately 350 people for whom we apply DRE. Applying a reduction to the disregard would generate an additional £43k2.

### **3.3 Fees and Charges Proposals**

- 3.3.1 It is proposed a Fairer Contribution Policy DRE disregard of 65% be applied from January 2011 as part of the annual review of all non-residential care charges. This change only affects those who pay a contribution towards the cost of their service.

### **3.4 Concessions and Discounts**

- 3.4.1 No concessions or discounts are proposed.

### **3.5 Methods of Payment**

- 3.5.1 Charges for non-residential care are collected via SAP AR invoice. Customers are currently able to pay using the standard SAP payment methods. Standing Order is offered as the automated payment method. The implementation of DD for social care charges is currently under consideration as part of the AR review.

## **4. Adult Care Placements**

### **4.1 Introduction**

- 4.1.1 Changes to the Fairer Contributions Policy in April 2009 amended the treatment of Adult Care Placements from residential to non-residential care in line with the NAAPS Funding and Charging Rules for People Accommodated and Supported in Long Term Adult Placement guidance.
- 4.1.2 Substantial savings were made in the ACP budget by accessing Housing benefit for eligible service users from April 2009.
- 4.1.3 Practice has now evolved in this area in other Local Authorities, specifically in relation to segregating ineligible housing costs from the social care element of the placement cost.

### **4.2 Analysis of Cost and Income**

- 4.2.1 It has been identified that further standard costs as set by Housing Benefit regulations, namely; Heating £21.55, Hot Water £2.50, Lighting £1.75 and Cooking £2.50 can reasonably be charged to the service user, thereby reducing the ACCS contribution. These amounts in addition to the meals allowance of £23.35 give a total weekly contribution towards household expenses of £51.65 if applied in 2010/11.
- 4.2.2 Applying this change to current eligible Adult Care Placements would generate an additional **£50k<sup>3</sup>** per annum.
- 4.2.3 This contribution would be built into License Agreements for new placements and is in addition to any contribution payable under the Fairer Contributions Policy.
- 4.2.4 Further changes to the Fairer Contributions Policy are not required to implement this change as Paragraph 6.13.4 already contains provision for meal and utility costs being met by the service user.

#### **4.3 Fees and Charges Proposals**

- 4.3.1 It is proposed that the increased contribution towards household expenses of £51.65 be applied to all Adult Care Placements from January 2011, subject to any inflationary increase in the level of these expenses.

#### **4.4 Concessions and Discounts**

- 4.4.1 No concessions or discounts are proposed.

#### **4.5 Methods of Payment**

- 4.5.1 Contributions towards household expenses for Adult Care Placements are collected directly by the Adult Carer. The increased contribution would continue to be collected in this way, reducing the ACCS contribution.

### **5. Removing the weekly maximum Fairer Contributions cap**

#### **5.1 Introduction**

- 5.1.1 Changes for non-residential calculated under the Fairer Contributions Policy are capped at a £550 per week.
- 5.1.2 The level of the cap is set each year at an amount equivalent to the benchmark for residential care. This was implemented as part of the original Fairer Charging Policy to avoid a perverse financial incentive for people to enter residential care.

#### **5.2 Analysis of Cost and Income**

- 5.2.1 Removing the maximum charge would generate approximately **£50k** per annum on the assumption that the current level of self-funding residents will remain the same.

#### **5.3 Fees and Charges Proposals**

- 5.3.1 It is proposed that the maximum charge be removed from January 2011 as part of the annual review of non-residential care charges.

#### **5.4 Concessions and Discounts**

- 5.4.1 No concessions or discounts are proposed.

#### **5.5 Methods of Payment**

- 5.5.1 See 3.5.1.

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## **Sports & Leisure Fees and Charges**

## **Appendix 4**

### **Introduction**

The charges within Sport and Leisure Services cover a wide range of activity and are determined by three principles, full cost recovery; market rate and the ability to pay. In April 2008 a new pricing policy was introduced following agreement by Members that reflects these three principles.

All the charges are discretionary and relate to a service which the user can choose to buy or not. Competition for each of the activities is offered by private sector, other local authorities and the third sector and users have a choice as to where they undertake their activity.

Therefore, market forces are an important factor in the setting of charges for sport and leisure service. Whilst full cost recovery principles have always been in use for newer commercial activities such as health and fitness, historically, the public benefit of swimming has been subsidised. There is a risk with any price increase of reaching a price point that drives the customer to look elsewhere for a cheaper provider. Dependent on where you live in the Borough and your ability to travel there is alternative provision people could choose. Therefore, benchmarking local competition is crucial in the setting of the fees and charges to ensure that the service is not priced out of the market and the price increase is self defeating. The future provision of the services and the use of any ongoing subsidy is currently subject to consideration as part of a separate project within the Haringey Efficiency and Savings Programme.

The maximisation of income is key driver for the service and it seeks to achieve this through promotion of an engaging range of activities to the general public and target groups alike. More people exercising more often is at the heart of everything we do. As a consequence of this more income will be generated.

The current concessionary pricing scheme (Ability to Pay) was introduced in 2008 as part of the pricing policy review and the service offers three categories of concession targeted at encouraging regular access by vulnerable groups for whom price has been identified as a barrier to participation.

### **Analysis of Cost and Income**

Breakdown of the cost of delivering the service and the associated fees and charges income.

	<b>£'000</b>
<b><i>Expenditure</i></b>	
Employees	3,509
Premises	1,366
Transport	10
S&S	485
Third Party Payments	446
Leasing	112
Cap Financing (Prudential Borrowing)	514
<hr/>	
<b>Total Expenditure</b>	<b>6,442</b>
<hr/>	
<b><i>Income</i></b>	
Govt Grants	279
Other Grants	20
Customer and Client Receipts	3,599
Recharges	193
<hr/>	
<b>Total Income</b>	<b>4,090</b>
<hr/>	
<b>Net Cost of Service</b>	<b>2,352</b>
<hr/>	

The net cost of service comprises three elements. The first is the cost of the ability to pay concessions and accounts for an estimated £930k p.a. of the cost. The second element is the historical subsidy on public swimming (£6.09 per session full cost recovery against a casual swimming charge of £3.60 during 09/10) of £602k p.a. The third element is a general subsidy on non commercial activity. Non commercial activity costing £820k p.a. relates to casual sports usage, club bookings, non income generating spaces, non recoverable costs and also sports provision at White Hart Lane Community Sports Centre.

## Fees and Charges Proposals

The typical increase in sport and leisure fees and charges being proposed is 12% this is made up of a combination of three price increases. 4% from an in year 10/11 increase; 2.5% increase for the January 2011 Vat rise from 17.5% to 20% and a further 5% increase which is year two of the price increase agreed in 2009/10 to be 2.5% above inflation (inflation currently 2.5%). In quarter 4 it will deliver the £50k target for in year efficiencies – the £25k will be delivered via average 2.5% in year price increase for 3 months and the remaining £25k via bringing forward the 2011/12 2.5% price increase (for 3 months). Therefore, the in year price increase will translate to £150k saving in the full year for 2011/12. However, this is dependent on the public reaction to the increase and external austerity pressures which may lead to more people qualifying for concessions. Additionally, £49k of this saving will be used to offset ongoing budget pressure with the remaining £100k saving representing additional income compared to the 2010-11 budget.

All sport and leisure fees and charges have been benchmark against 9 comparator boroughs. These Boroughs are:-

1. Waltham Forest
2. Barnet
3. Enfield
4. Hackney
5. Islington
6. Camden
7. Tower Hamlets
8. Newham

Revised fees that are now proposed fall within the average of standard charge made by each of these Boroughs where we currently charge less than the average rate.

Where we currently charge more than the average across these boroughs an individual increase or no increase has been proposed.

**1. Swimming Fees and Charges** - The Standard Fee will rise from £3.80 to £4.50 and as standard swimming charge this puts us in line with other benchmark boroughs plus a 5% further increase to ensure we remain in line with their fees and charges increase for 2011/12. 25-50% increase has been applied to the casual swimming rates for advantage and advantage plus this year. This is because these charges have not increased in line with other fees and charges since the introduction of the current pricing policy.

The reason they have not increased year on year is due to the effect of rounding to the nearest 10p over the last three years. The discounted swimming charges for the two concessionary groups remain among the lowest cost activities within the leisure centres even after the realignment of the charges. In addition a further increase has been applied to reflect the movement of the standard price as set out above. These proposed rates are in line with other equivalent rates across the 9 comparator boroughs. Income

derived from casual swimming is £517k p.a. which equates to 14% of the total leisure centre income.

The Active People Survey indicates that 14.4% of the boroughs adult population swim at least once per month. This compares with a London average of 12.3%, whilst private gym operations offer smaller ancillary swimming facilities, the larger proportion of adult resident swimming participation takes place in the boroughs public pools.

**2. Car Parking Charges** – The 1 hour and 2 hour car parking charges for White Hart Lane have been brought in line with those hourly rates charged at Tottenham Green and Park Road Leisure Centres.

**3. Memberships** – Members have raised concern that the structure of the current membership and concessionary scheme is overly complicated. It was agreed at the leader's conference on Wednesday 1<sup>st</sup> December that it would remain unaltered until such time as agreement on the future leisure options has been reached. The structure of the current membership scheme which was agreed in 2008 includes the concessions outlined later in this briefing. However, all new concessionary memberships will now be limited to Haringey Residents only.

However it is felt that there is scope to increase the cost of the all inclusive Gold package from the current proposed £42 to £44 and to increase the Blue (Swimming based) Membership from the proposed £28 to £29 to reflect the further increase in the standard swimming charge. All membership packages work on the bases of it being cheaper to take out membership if you come more than 6 times a month to the leisure centre for your chosen activity.

It is proposed that the following changes be made:-

- Blue Membership - this will now be focused on wet activities only removing the inclusion of racquet sports. Blue Members will now have access to a swimming based induction to bring this inline with those that join on Gold membership for the gym.
- Silver Membership - this will now include racquet sports and still offers great value given the price increase on racquet sports.
- Gold Membership free attendance at courses will be no longer be included in this membership type to bring this inline with the competitor benchmarking conducted this year.
- An ongoing promotion will be in place for those wishing to fix their direct debit rate by signing up for a contract to cover the next 12 - 18 months.

In each case transitional arrangements will be made put in place for existing members.

A review of membership packages on offer to corporate partners will be undertaken to ensure it meets potential purchasers needs and a sales and promotion plan will be put in place to attract new customers to take up the package. We will also improve promotion to local businesses through our annual marketing programme.

**4. Park Road Café** – The franchising of the park Road Leisure Centre Café is complete and operational. A rent free period will come to an end in November 2011 and after which the council will receive an annual income from the operator. The service can and will explore mutual incentivisation opportunities with the operator(s).

**5. Swimming Lesson Prices** – The benchmark exercise has revealed that the current pricing in place means Haringey is more expensive than all the other boroughs we looked at. Therefore we are proposing to hold the pricing on children's swimming lessons. The new swim school was launched this September and is proving a success and additional income is being generated through the higher occupancy rates. Therefore, sufficient additional income can be generated through growth rather than an increase in price per lesson. Swimming lessons currently equate for 7% of total leisure centre income but current income levels will rise by 30% this year.

**6. Group Exercise Classes** – We have changed the pricing strategy to move away from the class duration being the determining factor for price per class to the type of class e.g. and aerobic class or a yoga class (specialist). This is consistent with the other benchmark comparators and also recognise the higher cost of the instructor for a specialist class. Whilst in cash terms this only relates to a small proportion of income (less than £90k p.a.) the group exercise class programme accounts for some 40% of those that have a direct debit or cash monthly membership. These changes will improve the value for money for users.

**7. Broadwater Farm** - A key addition to the fees and charges schedule this year is the introduction of charges for the Broadwater Farm Centre. A re-alignment of the fees and charges took place in November 2009. Within the current fees and charges structure an overall 10% increase has been incorporated. The existing charging policy allows management to significantly reduce or waive entirely the hire charges. It is proposed that this way of working is ceased as it places management in a untenable position where potential hires make approaches based on a expectation to reduce the fee significantly. The specific 10% discount for Broadwater Farm residents will remain.

**8. Commercial Hire rates** - At Tottenham Green the main hall commercial rates have been revised to reflect the new competition entering the market both from Enfield and the new Tottenham Town Hall. Without major investment into the facilities competing on price is and the availability of our car parking are the main key selling points in the face of increased competition within the market. Overall prices are comparable to previous years but hirers now have the option to hire the hall without use of the kitchen.

All standard / commercial hire rates for rooms and sports halls have been increase above the 10% target to ensure non club based activity pays an increased rate allowing club rates increases to be kept lower for those within the Active Club Scheme.

All these increases and changes have been discussed with the Cabinet member who is supportive of the proposals.

### **Concessions and Discounts**

Three groups are targeted with a progressive level of discount based on their status or ability to pay. The concessions are targeted at those vulnerable groups in the community who can most benefit from the long term health benefits achieved through regular exercise.

1. Advantage Plus the first level of discount applies to anyone (not limited to Haringey Residents) who has a status of under 16, over 60, fulltime student, registered disabled, registered Haringey carer or on an entry to employment scheme or job seekers scheme.
2. Advantage is the second level (highest) of discount and applies to Haringey residents only and who have already qualified for a means tested benefit such as income support, housing benefit, council tax benefit, income based job seekers allowance, working tax credit (those with NHS Health exemption charges certificate) and Education maintenance allowance.
3. Haringey over 65's is the third level of discount and offers free usage Monday – Friday between 9 am and 5pm.

This has worked well for the last three years at targeting the discount to the people based on their ability to pay regardless on where they live in or out the borough. If users do not fit either of these categories they either pay the standard price or take out a monthly package.

We have recommended this year that for new applicants we now apply the residency criteria to the Advantage Plus in order to ensure the further Council subsidy offered under the Advantage plus category is only available to residents.

In addition to the above individual concessions a club concession scheme is in operation for bookings of facilities. Booking rates are initially set a commercial full cost recovery and then discounted back on three different club rates. The club rates are based on the development of their quality systems and the highest level of discount is offered to clubs who have met national quality marks and are developing a broad range of activities in the community.

### **Methods of Payment**

Methods of payments accepted are: cash; cheque; debit and credit cards. In addition Direct Debit is offered on monthly membership packages.



## APPENDIX 4.2

ACTIVITY	10/11	11/12 Std	10/11	11/12 Act 1	10/11	11/12 Act 2	10/11	11/12 Act 3
	Standard	Proposed	Active 1	Proposed	Active 2	Proposed	Active 3	Proposed
<b>TOTTENHAM LEISURE CENTRE</b>								
<b>ROOMS / AREAS</b>								
Freedom Hall without Kitchen	£3,246.00	£2,850.00						
Late Payment Admin Charge	£105.00	£120.00						
Freedom Hall - Concerts without Kitchen	£4,195.00	£3,900.00						
Freedom Hall without Kitchen (Bank Holiday)	£4,845.00	£4,490.00						
Bleacher Seating	£540.00	£600.00						
Gold Room / Active Studio (Whole Area)	£655.00	£720.00						
Gold Room (Half Area)	£328.00	£430.00						
Gold Room / Active Studio (Whole Area Bank Holiday)	£1,146.00	£1,260.00						
Gold Room (Half Area Bank Holiday)	£573.00	£760.00						
Bronze Room	£441.00	£485.10						
Bronze Room (Bank Holiday)	£639.00	£702.90						
<b>DEPOSITS</b>								
Main Hall	£500.00	£500.00						
Gold Room	£150.00	£150.00						
Bronze Room - Deposit	£150.00	£150.00						
<b>Kitchen Hire</b>								
Main Kitchen Area	£226.00	£249.00						
Bronze Room - Kitchenette Area	£45.00	£50.00						
<b>Meetings (per hour charge)</b>								
Meetings / Small Children's Parties	£39.90	£44.00						
Meeting Room Hire (Gold, Silver & Bronze)	£52.50	£57.80	£26.20	£30.70	£25.50	£27.40	£23.10	£24.30
Room Hire (Gold, Silver & Bronze) Business Charge	£39.30	£43.20						
<b>Pool Hire &amp; Dryside Parties</b>								
Pool Parties / Baptisms	£98.30	£108.00						
Room Hire (With Pool Parties)	£10.40	£11.00						
Room Hire (Without Pool Parties)	£39.30	£43.00						
Sea Scooter / Water Walker Pool Party (up to 20 people)	£144.90	£159.00						
Inflatable Pool Party (up to 40 people)	£144.90	£159.00						
Learner Pool Party (up to 40 people)	£119.00	£131.00						
Trampoline (up to 12 children)	£64.60	£71.00						
Football (up to 12 Children)	£64.60	£71.00						
Street Dance (up to 12 children)	£64.60	£71.00						
Extra Child (maximum 20)	£5.40	£6.00						
Party Food per person	£2.80	£3.00						
Party Deposit	£31.10	£34.00						
<b>Security &amp; Cleaning Staff</b>								
Security Guards	£21.50	£23.70						
Cleaning Staff	£21.50	£23.70						
<b>Sports Bookings - Main Hall &amp; Swimming Pools / Hour</b>								
Freedom Hall (6 Courts)	£99.80	£124.80	£62.00	£71.30	na		na	
Freedom Hall ex VAT			£52.80	£60.70	£51.20	£53.80	£46.50	£47.70
Freedom Hall 4 Courts (Basketball / Netball)	£63.00	£78.80	£40.40	£46.50	na		na	
Freedom Hall 4 Courts (Basketball / Netball) ex VAT			£34.40	£39.60	£33.40	£35.10	£30.30	£31.10
Freedom Hall 3 Courts (5 - A - Side)	£47.30	£59.10	£31.20	£35.90	na		na	
Freedom Hall 3 Courts (5 - A - Side) ex VAT			£26.50	£30.50	£25.70	£27.00	£23.30	£23.90
Freedom Hall 2 Courts (Badminton)	£31.50	£39.40	£22.70	£26.10	na		na	
Freedom Hall 2 Courts (Badminton) ex VAT	N/A		£19.30	£22.20	£18.70	£19.60	£17.00	£17.40
<b>Pool Hire - School &amp; Clubs</b>								
Main Pool Hire - 6 Lanes	£64.50	£80.60	£63.50	£73.00	na		na	
Main Pool Club Hire 6 Lanes - ex VAT	N/A		£54.10	£62.20	£52.50	£55.10	£47.60	£48.80
Main Pool Club Hire 3 Lanes	N/A		£27.10	£31.20	£26.20	£27.50	£24.10	£24.70
Main Pool Club Hire 3 Lanes - ex VAT	N/A							
Main Pool Club Hire 2 Lanes	N/A		£18.00	£20.70	£17.50	£18.40	£16.10	£16.50
Main Pool Club Hire 2 Lanes - ex VAT	N/A							
Teaching Pool Hire	£52.50	£65.60	£39.10	£45.00				
Teaching Pool Hire - ex VAT	N/A		£33.30	£38.30	£32.30	£33.90	£29.30	£30.00
School Swimming Tottenham Green - Schools							£32.50	£33.30
<b>Studio Hire</b>								
Active Studio Hire	£63.00	£78.80	£36.60	£42.10	na		na	
Active Studio Hire - ex VAT	N/A		£31.20	£35.90	£30.20	£31.70	£27.40	£28.10
<b>PARK ROAD LEISURE CENTRE</b>								
Main Pool Club Hire -	£64.50	£80.60	£63.50	£73.00				
Main Pool Club Hire - ex VAT	na		£54.10	£62.20	£52.50	£55.10	£47.60	£48.80
Main Pool HSC Hire - ex VAT	na				£33.30	£35.00		
Gala - incl VAT	£315.00	£393.80	£292.90	£336.80				
Gala HSC - incl VAT	na				£98.60	£103.50		
Diving Pool Club Hire	£63.00	£78.80	£40.80	£46.90				
Diving Pool Club Hire - ex VAT	na		£34.70	£39.90	£33.60	£35.30	£30.50	£31.30
Diving Pool HSC hire - ex VAT	na				£17.00	£17.90		
Pool Parties/Baptisms	£99.80	£124.80						
Room Hire (with pool parties)	na							
Studio Hire	£52.50	£65.60	£25.00	£28.80				
Studio Hire - ex VAT	na		£21.30	£24.50	£20.70	£21.70	£18.80	£19.30
<b>WHITE HART LANE COMMUNITY SPORTS CENTRE</b>								
Grass Pitch Adult 2 hours	£81.80	£102.30	£60.00	£66.00				
Grass Pitch Adult 2 hours ex VAT	£81.80	£102.30	£51.00	£54.80	£49.50	£52.00	£44.90	£46.00
Grass Pitch Juniors 2 hours	£71.40	£89.30	£28.90	£31.80				
Grass Pitch Juniors 2 hours - ex VAT	£71.40	£89.30	£24.60	£26.40	£23.90	£25.10	£21.60	£22.10
Astroturf Adult 1 hour - full pitch	£129.40	£161.80	£133.30	£146.60				
Astroturf Adult 1 hour - full pitch - ex VAT	£129.40	£161.80	£113.40	£121.90	£110.10	£115.60	£99.80	£102.30
Astroturf Junior 1 hour - full pitch	£129.40	£161.80	£67.10	£73.80				
Astroturf Junior 1 hour - full pitch - ex VAT	£129.40	£161.80	£57.10	£61.40	£55.50	£58.30	£49.90	£51.10
Astroturf Adult 2 hours weekend	£258.80	£323.50	£111.90	£123.10				
Astroturf Adult 2 hours weekend - ex VAT	£258.80	£323.50	£95.30	£102.40	£92.50	£97.10	£66.70	£68.40
Astroturf Junior 2 hours weekend	£258.80	£323.50	£56.00	£61.60				
Astroturf Junior 2 hours weekend - ex VAT	£258.80	£323.50	£47.70	£51.30	£46.30	£48.60	£42.00	£43.10
Track Hire	£207.00	£258.80	£48.10	£52.90				
Track Hire - ex VAT	£207.00	£258.80	£40.90	£44.00	£39.70	£41.70	£36.00	£36.90
Track Hire - Primary Schools	£207.00	£258.80	£28.90	£31.80				
Track Hire - Primary Schools - ex VAT	£207.00	£258.80	£24.60	£26.40				
Track Hire Deposit	£103.50	£129.40	£103.50	£107.10	£103.50	£108.70	£103.50	£106.10
Perth Rd Mini Football	£46.60	£58.30	£9.50	£10.50				
Perth Rd Mini Football - ex VAT	£46.60	£58.30	£8.30	£8.90	£6.20	£6.50	£5.40	£5.50
Perth Rd Rugby Adult Session	£81.80	£102.30	£42.60	£46.90				
Perth Rd Rugby Adult Session - ex VAT	£81.80	£102.30	£37.40	£40.20	£35.20	£37.00	£32.90	£33.70
Perth Rd Rugby Junior Session	£46.60	£58.30	£26.70	£29.40				





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## Introduction

Culture, Libraries and Learning comprises Libraries, Archives, Museum, Arts and Adult Learning. Libraries and archives are statutory services and their core provision is legally required to be free of charge. Access to the Bruce Castle Museum, in line with other national museums, is also free. The small arts provision is generally grant funded and free of charge. Adult Learning provision is entirely grant funded, and although fees are charged for some courses, under the terms of the grant, any income derived from grant funded courses has to be reinvested in adult learning provision.

## Libraries

Library provision, including access/membership, written information and book stock for loan has to be free. However fines are charged for the late return of borrowed items and charges are made for additional services such as CD/DVD hire, printing and reservations. Fines are avoidable, and the remaining services are all elective: the level of charges can impact positively/negatively on service take up.

All fines and charges were reviewed in summer 2010 and following approval, implemented on 1<sup>st</sup> November 2010. A benchmarking exercise was undertaken to establish the fines and charges of our nearest neighbours before revision. The new fines rate has been set at the top end of our comparator group, partly with a view to facilitating self service coin payment in the future.

CD and DVD stock has long been provided on the basis that the income received will always be greater than the purchase of materials. Charges are set following assessment of our comparator group and those of our commercial competitors, as well as the changing nature of music and film provision in the form of downloading. In 09/10 income from CDs and DVD was 2.2 times greater than expenditure (a decline from 2.4 in 08/09).

Our concessionary offer has now been removed although we have retained fines exemptions and some discounts for under 16s and the over 60s. We could consider changing the fines exemption to a discounted charge, although for children especially, our goal has always been to have the fewest barriers to reading possible. Fines are likely to be a disincentive to library use for both parents/carers and children.

Use of our public PCs is also free (other than for printing and USB purchase). This is in line with other library services across the country. Free access to the Internet and other IT in libraries has long been part of a strategy to address the Digital Divide. The 09/10 Haringey Residents Survey records the fact that 18% of the sample have no access to the Internet and that the majority of these "offliners" are in social class DE. Of those with access, when asked where the Internet is accessed, 75% refer to home, 24%, to work, 7%, to

school or college. 7%, to a library and 5%, to “another place”. {Some access the Internet in different locations and so the percentage total is greater than 100%}. If charges were to be introduced there would be cost implications in developing a charging mechanism. Currently, self booking systems in all libraries facilitate access in a way that does not involve staff time.

As all the new charges have only been implemented very recently, it seems sensible to delay further increases until the new financial year in order to assess the impact of the revised charges. Do they generate more income or change people’s behaviour/patterns of use? It will also allow us to benchmark our charges again against neighbouring services and competitors.

For the future we would like to explore and take up commercial opportunities for income generation and sponsorship, as well as options for the profitable delivery of services to other authorities.

The charges for room hires have been looked at but we have recently raised these charges and feel that further increases would reduce rather than increase our overall turnover as we would become uncompetitive in what is a very competitive marketplace.

The attached schedule (appendix 5.1) provides details of all the amended charges for Libraries and the museum service.

### **Archives & Museum**

The primary charges associated with the archives are scanning/copying charges, which were increased in the recent charge review in line with other museum and archive services and reflect the need for staff to be involved in this process. The nature of archive material does not allow a self service approach.

Additionally Bruce Castle Museum and Haringey Archives possess the right to authorise and charge for the photographic reproduction of prints, drawings, maps, manuscripts and paintings. Again these charges have been revised in line with other museum and archive services.

### **Payment Methods**

Current methods of payment in Libraries, Museum and Archives are by cash or cheque only. We have been requesting card payment facilities for a number of years as we know our customers expect this and the lack of these facilities has lost us income. We are also exploring self service payment facilities to be used in conjunction with RFID technology, to reduce the need for staff to be involved in financial transactions.

## **Adult Learning**

### **Background**

HALS submitted a proposal through CEMB in the spring 2010 requesting to raise fees for adult learning courses in time for the Autumn term starting in September 2010. Fees had not been increased for three years.

The process for increasing the fees proved extremely slow and final approval was not signed off until the end of October 2010. The elements approved were:

1. An increase of fees in the range 5-15% depending on the course and learner group. Leisure courses would accrue the higher range of increase whilst Skills for Life courses (ESOL) would be at the lower end of the range.
2. The permission to begin to offer courses that were 'for profit'. These courses would offer the service opportunity to offer training, largely in IT, that is normally offered by local training agencies for profit. The intention is to use fees so generated to subsidise and develop other provision.

The delayed approval has put both these proposals considerably behind schedule.

The attached schedule (appendix 5.2) details all the amended fees for HALS.

### **HALS funding:**

The courses where fees are charged are funded by the Skills Funding Agency. It is a requirement of this funding that:

1. Fee income is maximised wherever appropriate for Personal and Community Development Learning (PCDL) and other Safeguarded funds. (Safeguard refers to £211m of funding for community education allocated nationally). This level of fees recouped had been set as a % of the total in previous years, standing at 50% fee assumption before the maximisation approach was set.
2. That fees generated are declared to the SFA in its returns and that the funds so generated are recycled into further educational opportunities.
3. No fee charges are permitted for literacy or numeracy and Family Learning courses.

### **The Key Principles**

The key principles defined in the 'general overview' were:

Full cost recovery, where 'full cost' is defined as:

- Direct costs of service provision:
- Directorate overheads recovery: Where courses are
- 'Reasonable' corporate overhead recovery:

- Recovery of the cost of any concessions
- If feasible, not to be restricted to just break even but surplus generation for the benefit of the council as a whole.

Given the reporting of fee generation outlined above it is not possible to redirect fees generated through adult education to other purposes. However there are considerable benefits that accrue from the council being able to demonstrate additional training and education being made available to residents in response to the current economic climate.

The 'reasonable' corporate recovery also presents HALS with considerable difficulty. The level of corporate recovery already stands at more than £400000, some 18% of the grants available. With additional costs accrued against the renting of space in Libraries and supporting shared management services this amount rises to more than 20% of our funding. Guidance issued by the LSC states that overheads should not be more than 10% of the grant awarded and should only be exceeded with specific permission from the funder. Additional diverting of reportable income generated through fees would raise this amount and further expose the service to funds being recouped.

### What happens when fees increase?

The evidence we have had so far does indicate that there is a limited return from the increase in fees, particularly in the current economic climate.

2009 Aug-November		2010 Aug-November	
Course instances	Enrolments	Course instances	Enrolments
175	1730	185	1860

	To end Nov 2009	To end Nov 2010	As % of total	As % of total	Comparative %
Cash	39,146.32	43,720.10	50.9	50.9	111.7
Cheque	7,190.02	5,018.30	9.3	5.8	69.8
Card	30,635.64	37,076.30	39.8	43.2	121.0
<b>Income from fees</b>	<b>76,971.98</b>	<b>85,814.70</b>	<b>2009</b>	<b>2010</b>	<b>111.5</b>

Over the equivalent period last year HALS has demonstrated a 6% in courses offered, and an 8% increase in enrolments.

During the same period fees, though increasing as a total by 11.7% are below what HALS might have expected. Given the 8% increase in enrolments the fees have generated only 3.7% ( $8 + 3.7 = 11.7$ ) more overall despite the minimum increase of 5%.

This is due to more learners enrolling who qualify for fee subsidy because they are unemployed and are seeking to be re-trained. This is demonstrated

in ECDL course shown below where fee income per enrolment has dropped by an average of £13, whilst the willingness to pay more for Media and Digital courses has shown an increase of £7.23, the later actually being the more expensive course.

	Fee Income	Fee Income	Difference 2009-2010 per enrolment
Computer Courses - ECDL Courses	3,480.00	558	-13.89
Computer Courses - Microsoft Applications for Beginners	1,030.50	2,402	-1.49
Computer Courses - Start IT	1,709.20	1,667	-0.53
Creative Courses - Art and Crafts	3,016.00	3,814	1.54
Creative Courses - Media and Digital technologies	3,025.40	4,281	7.23
Personal and professional development - Business and work skills	7,538.70	7,972	5.67
Personal and professional development - Languages	7,818.00	9,798	0.35
Personal and professional development - Well being	8,220.90	7,417	-5.48

Though the increase in fees does not appear to have radically affected the number of enrolments being made a drastic increase in fees may have the negative effect of reducing income as fewer people take up the opportunity to train.

**Action:** *HALS is proposing to undertake a focussed survey on fees to ascertain which areas would still be delivered if full-cost recovery models were adopted.*

**Action:** *HALS will consider fees charged to 'repeat' learners. HALS has targets for 'new learners'. Where a learner re-enrols for the same course there may be scope to move to full-fee recovery. Where courses have many repeat learners (such as Art) HALS will consider whether these are now learning 'clubs' and therefore should not benefit from concessions against fees.*

## Appropriate Concessions

Up to 2009-10 HALS offered the following concessions:

50% concessions to Home Learners in receipt of an income based state benefit or Senior Citizens in receipt of a State Pension.

An additional 10% was available to Registered Carers with proof of Registration, Library members with proof of membership, Haringey employees with proof of employment. Following the review Haringey employees no longer qualify for the 10% discount.

Fees are already rounded to appropriate amounts to facilitate payment.

**Action:** *A further review will now take place to evaluate the remaining concessions in particular the 50% concession and the 10% for Library card holders.*

## Facilitating payment

The figures demonstrate that whilst cash payments remain very stable at 51% of the total fees collected, cheque payments are falling and more learners are choosing to pay by credit card.

HALS has suffered from a poor connectivity through its chip and pin machines, particularly on the 2<sup>nd</sup> floor at Wood Green where most enrolments are made. The hard wired machine in this location has never worked and therefore learners have to move between the ground and first floors to complete payment.

The option of moving to a web-based payment system would be reliant on web-based enrolment. This would present HAL with considerable difficulties:

- Many courses have minimal skills levels for entry and are subject to initial assessment before enrolment. Online self-assessment may lead to learners enrolling for courses that they do not have the skills to achieve.
- SFA funding requires evidence be made available for both concessions and the issuing of the Unique Learner Number (ULN). This could not be achieved using web-based systems.

When the ULN is more universal there may be scope for online payment where learners are progressing from one course to another, but currently this would simply make the enrolment options more complex.

**Action:** *HALS will seek to move to wireless card payment from Wood Green. As Leisure Services have already implemented a card payment system this should not need a new project proposal the ICT Strategy Board.*



APPENDIX 5.1			
<b>Libraries</b>	<b>Current Charge (£)</b>	<b>Proposed Charge (£)</b>	<b>% Increase</b>
<b>Borrowing and Charges</b>			
<b>General Charges</b>			
Reservations - standard	0.80	1.00	25%
Reservations - 60+ and concessions	0.40	0.50	25%
Overdue Books - per item per day	0.15	0.20	33%
Maximum overdue charge per item (except DVDs)	5.00	6.00	20%
Overdue Charges for 60+	No charge	No charge	N/A
Lost ticket replacement	1.50	2.00	33%
Lost ticket replacement - 60+ & under 16	0.75	1.00	33%
<b>Audio Charges (per 3 week loan)</b>			
CDs - Standard Charge	0.50	0.50	0%
CDs - Concession Rates	0.25	0.25	0%
Renewals at above rates			
Spoken Word - Talking Books	No charge		
<b>DVD/Video (max 4 DVD/Videos)</b>			
Blockbuster films - per loan for 2 days	2.50	3.00	20%
Feature films & documentaries - per loan 1 week	1.00	1.00	0%
Multi-DVDs (set of 4 or more) - per loan for 1 wk	2.50	3.00	20%
Renewals at above rates			
<b>Copying/Printing/Computing Services</b>			
Black and White photocopies - A4	0.10	0.10	0%
Black and White photocopies - A3	0.20	0.20	0%
Colour photocopies - A4	0.50	0.50	0%
Colour photocopies - A3	1.00	1.00	0%
Printing from People's Network (black & white)	0.10	0.10	0%
Sale of USB (2Gb)	8.00	7.50	-6%
<b>Facsimile Services</b>			
UK & Ireland only (per sheet)	0.75	1.00	33%
Incoming Faxes (per sheet)	0.25	1.00	300%
<b>Archives Services (Bruce Castle Museum)</b>			
<b>Scans</b>			
Per image	0.75	2.00	167%
By Email	0.75	2.00	167%
On CD-ROM	1.75	2.00	14%
<b>Black and White Photocopies</b>			
A4 per copy, per copy	0.20	0.40	100%
A4 per copy, 21-30 copies	7.00	14.00	100%
A4 per copy, 31-40 copies	10.00	20.00	100%
A4 per copy, 41-50 copies	13.00	26.00	100%
A3 per copy, per copy	0.30	0.90	200%
A3 per copy, 21-30 copies	10.00	30.00	200%
A3 per copy, 31-40 copies	13.00	39.00	200%

A3 per copy, 41-50 copies	16.00	48.00	200%
By post - minimum charge	1.00	5.00	400%
<b>Laser Copies</b>			
A4 Black & White per copy	0.50	0.75	50%
A3 Black & White per copy	1.00	1.50	50%
A4 Colour per copy	1.25	1.50	20%
A3 Colour per copy	2.00	3.00	50%
<b>Microfilm Printout</b>			
A4 per copy	0.25	0.45	80%
A3 per copy	0.50	0.75	50%

## APPENDIX 5.2

Course Title	Current Charge (£)	Concession Fees (£)	Proposed Charge (£)	% Increase
START IT Internet	30	15	30	0%
START IT Internet	30	15	30	0%
START IT Internet	30	15	30	0%
Start IT Using a Computer	30	15	30	0%
Web Design Projects Part 2	75	39	80	7%
Photoshop:- Projects	75	39	80	7%
Computerised Payroll : Sage Line 50	50	25	55	10%
Introducing:- Photoshop	75	39	80	7%
Get On-line	30	15	30	0%
Get On-line	30	15	30	0%
Illustrator:- Projects	75	39	80	7%
Start IT Mouse and Keyboard	15	0	0	-100%
Get On-line	30	15	30	0%
Start IT Using a Computer	30	15	30	0%
Introducing Word (CLAiT Option)	75	40	80	7%
ECDL Extra Presentation Software	90	50	100	11%
Start IT Using a Computer	30	15	30	0%
Introducing Excel (CLAiT Option)	75	40	80	7%
ECDL Extra Word Processing	90	50	100	11%
Introducing Word (CLAiT Option)	75	40	80	7%
START IT Internet	30	15	30	0%
ECDL Extra Spreadsheet Software	90	50	100	11%
New ECDL Essentials	150	75	80	-47%
Portrait Drawing Workshop	99	50	100	1%
Book-keeping & Accounts Level 1	140	70	150	7%
Start IT Email	30	15	30	0%
Small Business Start Up	94	47	100	6%
Level 2 Award in Introduction to Counsell	152	76	175	15%
Start IT Using a Computer	30	15	30	0%
Level 2 Award in Introduction to Counsell	152	76	175	15%
Drawing and Painting with Mixed Media	80	40	90	13%
Drawing and painting techniques with Acr	99	50	100	1%
Drawing and Painting with Watercolours	65	33	75	15%

Course Title	Current Charge (£)	Concession Fees (£)	Proposed Charge (£)	% Increase
ESOL - Improve your writing skills E3	52.5	0	52.5	0%
ESOL Study Skills Support E1 - Stage 1	52.5	0	52.5	0%
Turkish Beginners (Part 1)	75	37	80	7%
Computerised Payroll : Sage Line 50	50	25	60	20%
Introducing:- Photoshop	75	39	80	7%
Introducing:- Digital Photography	75	39	80	7%
START IT Internet	30	15	30	0%
Computerised Accounts Level 1: Sage Lin	140	70	150	7%
Computerised Accounts Level 1: Sage Lin	140	70	150	7%
Art Mixed Media Workshop	99	50	100	1%
Book-keeping & Accounts Level 1	140	70	150	7%
Introducing:- Illustrator	75	39	80	7%
German Beginners (Part 1)	75	37	80	7%
Spanish Conversation	75	37	80	7%
Start IT Email	30	15	30	0%
Qi Kung	67	34	70	4%
French Beginners (Part 3)	75	37	80	7%
Spanish Improvers (Part 1)	75	37	80	7%
French Beginners (Part 1)	75	37	80	7%
Book-keeping & Accounts Level 2	153	76	160	5%
Web Design Project Part 1	75	39	80	7%
Computerised Accounts Level 2: Sage Lin	142	71	150	6%
Gentle Hatha Yoga	67	34	75	12%
Pilates	67	34	75	12%
Gentle Hatha Yoga	67	34	75	12%
Start IT Mouse and Keyboard	15	0	15	0%
Italian Conversation	75	37	80	7%
Start Singing	75	37	80	7%
Spanish Beginners (Part 1)	75	37	80	7%
French Beginners (Part 2)	75	37	80	7%
Hatha Yoga: Intermediate	67	34	70	4%
Spanish Beginners (Part 1)	75	37	80	7%
Bite size: Introducing Word	40	20	45	13%
Spanish beginners (Part 3)	75	37	80	7%
French Improvers (Part 2)	75	37	80	7%

Course Title	Current Charge (£)	Concession Fees (£)	Proposed Charge (£)	% Increase
Hatha Yoga: General	67	34	70	4%
Start IT Mouse and Keyboard	15	0	15	0%
Bite size: Introducing excel	40	20	45	13%
Hatha Yoga: General	67	34	70	4%
Spanish Beginners (Part 2)	75	37	80	7%
French Conversation	75	37	80	7%
Italian Beginners (Part 1)	75	37	80	7%
French Beginners (Part 1)	75	37	80	7%
Salsa	45	22	50	11%
ESOL Intermediate E3 - Stage 1	105	0	110	5%
ESOL Lower Intermediate E2 - Stage 1	105	0	110	5%
Bite size: Introducing Word	40	20	45	13%
Start IT Mouse and Keyboard	15	0	15	0%
ESOL Lower Intermediate E2 - Stage 1	105	0	110	5%
ESOL Lower Intermediate E2 - Stage 2	105	0	110	5%
ESOL Intermediate E3 - Stage 3	105	0	110	5%
ESOL Upper Intermediate L1 - Stage 2	105	0	110	5%
Tai Chi	67	34	75	12%
ESOL Intermediate E3 - Stage 1	105	0	110	5%
ESOL Upper Intermediate L1 - Stage 1	105	0	110	5%
ESOL Lower Intermediate E2 - Stage 1	105	0	110	5%
ESOL Beginners E1 Stage 1	105	0	110	5%
ESOL Beginners E1 Stage 1	105	0	110	5%
ESOL Beginners E1 Stage 1	105	0	110	5%
ESOL Beginners E1 Stage 1	105	0	110	5%
ESOL Intermediate E3 - Stage 3	105	0	110	5%
ESOL Lower Intermediate E2 - Stage 3	105	0	110	5%
ESOL Intermediate E3 - Stage 1	105	0	110	5%
Introduction to Belly Dancing	38	19	40	5%
Introduction to Simple Print Techniques	52	26	60	15%
Get by in Spanish	30	15	35	17%
Art sketchbook walks	52	26	55	6%
Art Projects Workshop	52	26	55	6%
	<b>Average Percentage Increase</b>			<b>4%</b>

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**Allotment Fees and Charges****Appendix 6****Introduction**

Allotments provision is a discretionary service and pricing has been set based on historical practice (format set 20 years ago). Although the Service has previously proposed significant increases (up to three times of current charges) such an increase has not supported/implemented.

The table below is an analysis of current projected income and expenditure for 2010-11.

	<b>2010-11</b>
	<b>Projected Outturn £'000</b>
<b>Income</b>	
Allotment income	40
Land	40
Water	28.9
<b>Total</b>	<b>68.9</b>
<b>Expenditure</b>	
Employee administration costs	22.9
Tree Officers	20.0
Supplies and services	13.3
General repairs & maintenance	7.0
Water charges	20.9
Capital charges	<u>6.4</u>
	90.5
<b>Net surplus/(deficit)</b>	<b>(21.6)</b>

The service is currently showing a projected deficit for the year of some £22k which is currently reflected in the Parks subsidy. A 40% increase applying to the land charges (i.e. excluding water) will yield an increase in income of approx £16k, with a further £6k coming from a proposed 100% increase from out of borough allotment holders.

The average size of a plot is 5 poles (125square meters). Thus the proposed increase will represent an additional cost to a plot holder (who do not receive a discount) of £9.35 per annum, and £22.75 for out-of-borough allotment holders.

These increases have been discussed with the Cabinet member who is supportive of the proposals.

**Summary of pricing proposal  
(including discounts and concessions)**

	<b>Current charge inc. VAT where applicable  2010-11</b>	<b>Revised charge inc. VAT where applicable  2011-12</b>	<b>%age increase</b>
<b>ALLOTMENT CHARGES</b>			
Per pole			
Full price (£)	4.55	6.35	39.56%
Pension/Disabled concession	60% Discount	50% Discount	
Activecard concession	25% Discount	0% Discount	
Out of Borough Resident	4.55	9.10	100%
Water charge per 25 sq mtr per year (£)	2.68	2.75	2.50%
<b>Total proposed charge per pole</b>	<b>7.23</b>	<b>9.10</b>	<b>25.82%</b>
<b>Average allotment charge (excluding concessions)</b>	<b>36.15</b>	<b>45.50</b>	<b>£9.35</b>

Allotment rents and water use are charged annually based on the size of the allotment plot.

Currently, pensioners and disabled users are eligible for a 60% discount whilst a smaller discount of 25% is offered to Active card holders.

It is proposed to change this to 50% for pensioners and disabled users only.

There are currently some 900 people on the waiting list for an allotment plot.

**Methods of payment**

Currently allotment bills are posted in autumn (November) to all allotment tenants, however it is proposed to seek email contacts from tenants to send out bills electronically in the future. The option for on-line payments is also being explored through the Corporate Finance e-payments project.



**Bereavement Fees and Charges****Appendix 7****Introduction**

Bereavement service is a discretionary service although the Council (under Social Services) has duty to dispose of deceased who are either homeless or have no relations. However, there is no statutory requirement for the Council to operate its own burial/cremation facilities. The Council has already agreed to externalise Bereavement Services.

Bereavement prices are set against the market (i.e. neighbouring operators) and prices have been set to deliver a surplus. The proposed charges detailed in Appendix 7.1 show an increase of 10% incl. 2.5% inflation) will generate an additional £170k p.a. compared to current projected income levels. Any increase above that level could impact on service demand and result in a reducing net benefit.

Bereavement services has been consistently implementing above inflation price increases to deliver pricing efficiency savings (since 2006) approved through the budget setting process.

To date, most of our prices are at the upper quartile of those set by neighbouring operators. The burial price differential reflects an additional premium for non residents, rather than a discount for residents.

Cremation prices	Price 09/10	Price 10/11
Harwood Park	£600	Not issued
Golders Green	£554	Not issued
New Southgate	£525	£565
Islington	£515	Not issued
Enfield Crematorium	£510	£530
Marylebone	£504	Not issued
City of London	£498	Not issued
Breakspear	£495	Not issued
Manor Park	£485	Not issued
Forest Park (new)	£470	£500
West Herts	£460	Not issued
Parndonwood	£443	Not issued
Hendon	£420	£516

Burial prices	Std grave from	Non parish from	New fee
Enfield Lawn	£2,760	£4,320	
Tottenham	£2,760	£5,300	
Southgate	£2,350	£4,595	Not announced
Chingford	£1,673	£3,346	Not announced
Enfield Cemeteries	From £980	£4,000	Not announced
Lambeth	£3,000	£3,250	Not announced
City of London	£2122 - £3300	From £6,995	Not announced
Camden	£2005 - £3605	From £3,515	Not announced
Lewisham	£1942 - 2145	£6,995	Not announced

As our traditional burial space is depleted, we now only largely offer vault burials, and as can be seen in the comparison below, our burial prices are significantly higher than the neighbouring competitors.

Name of Authority	Resident	Non resident fee	Reopen fee
Haringey	£4615	£5695	£995
Enfield	£1015	£2981	£450
Barnet	£3300	£5045	£395
Waltham Forest	£990	£1540	£776
Lambeth	£2250	£3750	£849
Brent	£2506	£3772	£886

## Analysis of costs and Income

### Full year Budget

	Bereavemen t Budget £k	2010/11 Forecas t £k
<b>Expenditure</b>		
<b>Employees</b>	784	734
<b>Premises related</b>	280	241
<b>Transport</b>	71	58

<b>S&amp;S</b>	305	302
<b>Third party payments</b>	67	65
<b>Corporate Overhead s</b>	109	109
	<hr/>	<hr/>
<b>Total Expenditure</b>	<b>1,616</b>	<b>1,509</b>
<b>Income</b>		
<b>Customer and client Receipts</b>	-2,158	-1,738
	<hr/>	<hr/>
<b>Net Surplus</b>	<b>-542</b>	<b>-229</b>

The Service has a base budget surplus in 2010/11 of over £500k. However, as shown above we are anticipating that this will be under achieved by £313k. Whilst the proposed increases, based on current activity levels, would yield additional income of £85k, this will reduce this shortfall but still fall short of the base budget.

### **Summary of pricing proposal**

2011/12 Bereavement prices are proposed to be increased on average by 5% ie 2.5% above Council inflation assumption of 2.5%. In accordance with current legislation, VAT is not chargeable on the services listed in the attached table.

These increases have been discussed with the Cabinet member who is supportive of the proposals.

### **Discounts and concessions**

We operate a 'Resident' and 'Non resident' pricing structure. Non residents are charged a "premium" over above the prices paid by residents, e.g. for vaults, a non-resident is being charged £1,080 more than the price paid by a non-resident.

Cremation prices are the same for both residents and non-residents i.e. no discounts are offered.

### **Methods of payment**

Invoices are sent to funeral directors approx twice a month. Payments are normally received either by BACS or cheques.

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**Children's Services – Fees and Charges****Appendix 8****Introduction**

Children's Services use Fees and Charges in two main areas – trading arrangements with schools through Service level Agreements and charges for childcare services in Children's Centres. These are explored further below.

**Trading with Schools.**

Trading takes place with schools through Service Level Agreements (SLA) in respect of a range of services typically where resources have been delegated to schools and where they therefore have a choice of whom to purchase services from. There is therefore a balance to be drawn between the cost and quality of services in comparison to those provided by other organisations or individuals.

The council is reviewing all its services to schools and will be ensuring that all schools trading services adopt pricing policies that ensures full cost recovery of the service.

Because of the changes to school funding there are significant uncertainties over the future of services in this area and the approach to trading fees and charges reflects this uncertainty at the present time. Schools are also uncertain about the levels of their funding and some of the discussions around services they would wish to see provided depend on their overall funding levels.

The main areas where trading takes place with schools are detailed below:

<b>Activity</b>	<b>Comments</b>
Supporting School Improvement and Curriculum	Covers advice and guidance to schools on curriculum matters and Continuing Professional Development (CPD) for school based staff

In addition to traded income this activity is supported by Standards Fund, ABG and Other grants such as EMAG, the future of which is uncertain. However, we anticipate that as a minimum the resources in respect of National Strategies is being removed and this forms a significant element of the work in this area. Because of the extent to which these grants complement the work with schools the loss of this funding will have a significant effect on the viability of these services.

As part of the Children's Services budget proposals a fundamental review of all services within the Schools Improvement area is being undertaken. This will be the subject of a separate report to Cabinet. The outcome of that review is highly dependent on the extent to which grant funding is available in the future and meetings have been held with schools already to determine their needs. Because of the effect the removal of grant funding has on all aspects of this work a decision has been taken to issue all staff providing these services with 'at risk' notices. Further discussions are scheduled for early 2011 with all schools invited, however, it is clear

that any trading model which will be adopted will be one which achieves full cost recovery, including overheads. The services may be very different to those provided now.

Activity	Comments
Services to Governing Bodies	The provision of training and support to governors and clerking services to Governing Bodies.

Service to school governing bodies generates around £140,000 of income with around 70% of schools choosing to buy some form of support or clerking service. When overheads are fully reflected, a small deficit is predicted. Discussions are taking place to reduce payments made to clerks for their services which is intended to increase the cost effectiveness of services in this area and ensuring that full costs are covered.

Activity	Comments
Services for Children and Young People	A range of services which supplement curriculum activities e.g. music, swimming, Pendarren House Outdoor Education Centre.

These services are supported in a number of ways additional to trading activities such as from grants including the Dedicated Schools Grant (DSG). These services will form part of the discussions with schools about which services they would wish the Local Authority to provide although again the intention is to achieve full cost recovery. Specific discussions are taking place around the provision of the Outdoor Education Centre at Pendarren House which is currently supported by DSG (and not General Fund) resources. There is no anticipated saving to the general fund from this action.

Activity	Comments
Staffing and Personnel	Personnel support and advice service including payroll, support with recruitment and school based staff absence schemes (maternity, paternity etc.)

Whilst there is currently some general fund support to activities in this areas, reflecting the statutory responsibilities that the Council has as an employer of staff in schools, specific reductions have been included as part of the Children's Service budget savings proposals for 2011-12, which will result in the non-statutory element of the service covering its full costs. The estimated General Fund saving from this action in 2011-12 is £125,000.

Activity	Comments
ICT	Support for curriculum and business Management ICT services

Taking into account the current level of subsidy for this service which has been identified as a 2011-12 saving proposal and the extent to which grant funding, which is not expected to be available in the future, supports this service it is clear that it cannot be made viable without a very significant increase to the fee levels charged; consequently it is proposed to cease to provide this service and instead to assist schools in identifying alternative provision through brokerage arrangements. An estimated General Fund saving of £57,000 in 2011-12 has been assumed in the Children's Services budget savings proposals.

<b>Activity</b>	<b>Comments</b>
Catering	Provides the free and paid meals service for schools

School Meal prices are reviewed on the basis of making changes from the start of the academic year. In September 2010 the price of a meal by the Council's contractor increased by around 3% with the price to parents increasing by around 5%. The difference between the price to parents and the meal cost (the paid meal subsidy) and the cost of free school meals is funded through the Schools' Funding Formula. Historically the catering service has operated with a deficit and the price increases are part of a strategy to eliminate that deficit.

Additional funding available in 2010-11 through the School Lunch Grant may be subsumed into the DSG in 2011-12 and has been used to assist with keeping the price charged to parents low. Further consideration of the trading position will be made in time for charging proposals to take effect from September 2011.

### **Children's Centres**

Children's Centres provide a range of services to children and families including childcare for under 3's and for 3 and 4 year olds receiving childcare services over and above the free entitlement (15 hours per week over at least 38 weeks).

A separate report is scheduled for the Cabinet meeting in February 2011 which will consider the sustainability of Children's Centres; consideration of both the provision and the associated fee charging structure will be made at that time.

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## Sustainable Transport Fees and Charges

## Appendix 9

## Introduction

The majority of the charges are discretionary although one is set by DfT and a few others are based on guidance from them and on London Permit Scheme issues. There is one where no legal ability to charge can be found (Abnormal Load charges), despite rates being in fees and charges previously.

<u>Item</u>	<u>Basis of Charge</u>
Hoarding licence (3 monthly)	Income maximisation
Hoarding licence deposit (3 monthly) Deposit Handling fee (non returnable)	Required deposit Full cost recovery and income maximisation
Scaffolding licence	Income maximisation
Scaffolding licence deposit Handling fee (non returnable)	Required deposit Full cost recovery and income maximisation
Container licence admin fee	Full cost recovery and income maximisation
Container weekly storage fee on the highway	Income maximisation
Crane licence	Income maximisation
Over sailing the highway - daily rate	Income maximisation
Preparation of temporary Traffic Management Order (road closures) (Section 14 or 16)	Full cost recovery and income maximisation
Special Events	Revised to ensure full cost recovery
Preparation of permanent Traffic Order (TO)	Full cost recovery and income maximisation
Production of plans, maps requiring (hr) technical input	Full cost recovery and income maximisation
Request for information of sewer location - Information provided by e-mail only	Full cost recovery and income maximisation
<u>Printing of plans</u> A0 A1 A3 A4 (Large printing can be reduced by 10% with minimum of 30 copies).	Full cost recovery and income maximisation
Highways or transport land charge queries	Full cost recovery and income maximisation
Highways or transport pre-application advice	Full cost recovery and income maximisation
Crossover applications (including staff time)	Full cost recovery and income maximisation
Crossover works	Full cost recovery and income maximisation

Access Bar up to 3.5M Access Bar over 3.5M	Full cost recovery and income maximisation
Section 74 (utilities)	Full cost recovery and income maximisation
Abnormal Load Assessment If diversion is required Traffic Management cost will be added.	Full cost recovery and income maximisation, however not currently charged as no clarity on legality to charge. (see below)
Professional and technical fees	Full cost recovery and income maximisation
Section 38 Highway Work : Technical approval of highway layout & construction details and the supervision of adoptable highway works in connection with new estate roads offered for adoption	Full cost recovery and income maximisation
Section 278 Highway Work : Technical approval of highway layout & construction details and the supervision of adoptable highway works in connection with new estate roads offered for adoption	Full cost recovery and income maximisation
Section 106 Highway Work : Technical approval of highway layout & construction details and the supervision of adoptable highway works in connection with new estate roads offered for adoption	Full cost recovery and income maximisation
Head of sustainable Transport	Full cost recovery and income maximisation
Group Manager	Full cost recovery and income maximisation
Team Leader	Full cost recovery and income maximisation
Senior Engineer	Full cost recovery and income maximisation
Street Works Licence (upto 1.5M deep) Street Works Licence (over 1.5M deep)	Full cost recovery and income maximisation Full cost recovery and income maximisation
Street Works licence deposit (3 monthly) Deposit Handling fee (non returnable)	Required deposit Full cost recovery and income maximisation
Street defect charges section 72.	Amount set by DFT (but at least gives full cost recovery and income maximisation within constraint)
Project Engineer	Full cost recovery and income maximisation
Traffic Management Officer	DFT recommendation (gives full cost recovery and some income maximisation within constraint)
Inspector	Full cost recovery and income

	maximisation
Traffic Surveys	Full cost recovery and income maximisation
Sampling Inspection (only 30% Inspection allowed)	Gives full cost recovery and is liable to challenge if higher
Street Works Coordination	DFT recommendation (gives full cost recovery and some income maximisation within constraint)
Traffic Manager	DFT recommendation (gives full cost recovery and some income maximisation within constraint)

### Analysis of Cost and Income

The cost and income have been reviewed and although a detailed analysis has not been carried out of each item they have been checked to ensure full recovery (and income generation as well wherever possible). A breakdown of costs relating to these fees is not possible as they form part of people's roles and a number of people may be involved in them. The only very broad indication of cost and income can be given through the relevant Sustainable Transport budget lines for 2010/11 (see table below). However, this level of analysis is very limited due to the linkages between Sustainable Transport schemes and Parking income and the wider remit that Sustainable Transport has beyond functions that only levy fees and charges.

<b><u>Sustainable Transport</u></b>	<b><u>2010/11</u></b> <b><u>£'000</u></b>
Employee costs	2,900
Service Overheads (premises, transport, supplies and services and third party)	5,100
Corporate Overheads	400
<b>Total Costs</b>	<b>8,400</b>
Fees & Charges	(2,300)
<b>Net Cost of Service</b>	<b>6,100</b>

The main exception is one not charged for (although rate is in fees and charges). This is Abnormal Load notices for which we cannot find any Authority currently charging. Charges are possible for exceptional circumstances and were related to a large increase in abnormal loads for the Olympics construction, which is now largely completed. We believe this may be for legal reasons and there is a view from several Boroughs that this should be chargeable. We have negotiated a reduced SLA with Homes for Haringey for doing them but the costs are still £80 per notice plus on-costs. (Reducing further next year to £40 plus on-costs)

## **Fees and Charges Proposals**

A review has been carried out based on charges from Islington and then compared with Enfield and Barnet where available. However, it was felt that as Islington had only just made a significant increase on their rates any increase should still be seen to be reasonable and maximised at 100% increase except where new charges were introduced.

Deposits have been kept the same unless out of line with other deposits, but a new handling charge has been introduced to ensure recovery of full costs of taking deposits.

Where seen to be reasonable other rates have been increased up to 100% to maximise income except those that are based on or set by others (e.g. DfT).

The land charge query is one that we are not clear whether we have to set this with others, until known this has been left at nil increase.

The majority of these are charged to the business community but there are items (such as vehicle crossovers) where the public will use them. However, these generally add value on properties and are therefore a discretionary expenditure.

The Special Events item has been artificially reduced in the past as it has been seen as of public value to have such events (such as street parties). However they generally require the same amount of work as a Temporary Traffic order and so have been increased to the same price as those. This is an increase of 3750% (from £60 to £2250). This could be seen to be badly timed with the announcement of the Royal Wedding being in 2011 where street parties would be subject to this charge. For information Islington make these free for charity and community events (non commercial).

## **Concessions and Discounts**

None proposed.

## **Methods of Payment**

On line payment is not currently available. Discussions are being held with Corporate Finance as to when on-line payment for these services can be brought in as part of the Council's e-payments project.

**Sustainable Transport Fees and Charges Proposal 2011/12**

<u>Item</u>	<u>Current Fee or Charge</u>	<u>Proposed Fee or Charge 2011/12</u>	<u>Comment</u>	<u>% increase</u>
Hoarding licence (3 monthly)	£120/Licence	£265/Licence	Islington £265-£700 Depending on value of deposit Enfield £222	120%
Hoarding licence deposit (3 monthly) Deposit Handling fee (non returnable)	£60/m <sup>2</sup>	£60/m <sup>2</sup>  £60	Islington £60	New charge
Scaffolding licence	£120/Licence	£265/licence	Islington £265-£700 Depending on value of deposit Enfield £222	120%
Scaffolding licence deposit Deposit Handling fee (non returnable)	£30/m <sup>2</sup>	£60/m <sup>2</sup>  £60	To standardise with Hoarding Islington £60	100%  New charge
Container licence admin fee	£120	£150	Islington £150	25%
Container weekly storage fee on the highway	£0	£80	Islington £165	New
Crane licence Application fee Licence Oversailing the highway - daily rate	£50 - £240  £0	£60 £300  £250	Islington £500 overall	20% 25%  New
Preparation of temporary Traffic Management Order (road closures) (Section 14 or 16)	£1500	£3000	Islington: - Section 14 £3000 Section 16 £3200	100%
Special Events (but Traffic Management is <b>NOT</b> provided.)	£60 per order	£3000	Same work involved as TMO (see above)	4400%
Preparation of Permanent Traffic Management Order (TMO)	£450 - £1200 Per Notice	£2000 per notice	Islington £2000 per article, capped at £7000.	66% increase on top of range
Production of plans, maps requiring (hr) technical input	£25/Hr			

Request for information of sewer location - Information provided by e-mail only	£60 per street	£120 for a 25m radius	Thames Water Charge £52.17 to £120 per property	100% but for smaller area
<u>Printing of plans</u> A0 A1 A3 A4 (Large printing can be reduced by 10% with minimum of 30 copies).	£9/sheet £7/sheet £5/sheet £3/sheet	No change	£6.50 Barnet £6.50 Barnet	
Highways or transport land charge queries	£15/application			
Highways or transport pre-application advice				
Crossover applications (including staff time)	£110/application	£250/application	Islington £250 Enfield £154	220%
Crossover works staff fees	40 % on the Cost			
Access Bar -	£60	£170	Enfield £170	287%
Access Bar -	£125	£170	Enfield £170	165%
Section 74 (utilities)	£100 - £2000/day		The amount set by DFT	
Abnormal Load Assessment  If diversion is required Traffic Management cost will be added.	£140/application  Rechargeable			
Professional and technical fees	15% on the Cost			
Section 38 Highway Work : Technical approval of highway layout & construction details and the supervision of adoptable highway works in connection with new estate roads offered for adoption	8% on the Cost	16% on the Cost over £400k 20% on Cost for Project up to £400K 16% on the Cost over £400k	Barnet 20.5% on cost for up to £400,000 and 15.5% over.	100%-

Section 278 Highway Work : Technical approval of highway layout & construction details and the supervision of adoptable highway works in connection with new estate roads offered for adoption	15% on the Cost		Barnet 20.5% on cost for up to £400,000 and 15.5% over.	
Section 106 Highway Work : Technical approval of highway layout & construction details and the supervision of adoptable highway works in connection with new estate roads offered for adoption	15% on the Cost		Barnet 20.5% on cost for up to £400,000 and 15.5% over.	
Head of sustainable Transport			Barnet £156 / hr	
Group Manager	£96 / hr			
Team Leader	£82 / hr			
Senior Engineer	£68 / hr		Barnet £104 / hr	
Street Works Licence (up to 1.5M deep) Street Works Licence (over 1.5M deep)	£522.50/ap plication		Islington £575  Islington £1625	
Street Works licence deposit (3 monthly) Deposit Handling fee (non returnable)	£60/m <sup>2</sup>		Islington £200/m <sup>2</sup>  As for hoardings and scaffolding	
Street defect charges section 72.	Up to £150 per defect		Amount set by DFT	
Project Engineer	£45/hr			
Traffic Management Officer	£68 /hr		DFT recommendatio n	

Inspector	£30/hr			
Traffic Surveys	15% on the cost			
Sampling Inspection (only 30% Inspection allowed)	£50/Inspection			
Street Works Coordination	£82/hr		DFT recommendation	
Traffic Manager	£96/hr		DFT recommendation	



## Planning, Regeneration and Economy Fees and Charges Proposals

## Appendix 10

### Introduction

Planning fees are nationally set by Government. There is a proposal through DCLG, currently being consulted on, for councils to be able to set their own fees. This is currently out to consultation. Our current set of Planning fees can be viewed in Appendix 10.1.

Since 2008, we have charged for formal Pre-application Planning Advice services (PAPA's). We are now proposing to include two further categories of charges. We need formal agreement to introduce these charges as per S.93 of the Local Government Act 2003 which states that only cost recovery of service is permitted. These can be viewed in Appendix 10.2. In the 2009/10 financial year, 19 meetings took place and £23,800 was received for our PAPA services. For 2010/11, 23 meetings have taken place to date (October 2010) and we have received an income of £20,000, so we have a projected income of around £34,000 for the 2010/11 financial year. This is a 43% increase. With the new services and fees in 2011/12 and taking into account the steady growth in take up of PAPA services it is projected that the income will be around £50k.

Fees are also incurred for Planning Performance Agreements (PPA's). These were introduced at the same time as the PAPA's. Unlike PAPA's, the PPA's do not attract a fixed charge. PPAs are designed to enable the two parties, developer and Local Authority (LA), to work in partnership throughout the entire planning process creating greater certainty with regard to the speed and quality of large planning application assessments and decisions.

A basic PPA would consist of one screening meeting, the LA scoping of the PPA, an inception day and one meeting per month thereafter. The cost takes into account resource implications such as support and administrative work, overheads, record keeping and other officer time. To date, the Council has entered into 1 PPA with Tottenham Hotspur Football Club for the redevelopment of their football stadium. The details of PPAs are commercially sensitive and are only eligible for large scale major planning applications and fees are set in partnership with the client.

Planning also charge for copies of application decision notices. In 2009/10 around £6,000 was accrued through this service. With the proposed increase in 2011/12 to £20 per copy (See Appendix 1) it is projected that the income may be increased to around £10,000. However it is prudent to note that all of our planning documents are available to view and download for free on our website.

The Building Control fees are set via benchmarking exercises with neighbouring boroughs as well as taking into consideration the competition from the private sector. These are set so as to be commercially competitive. These can be viewed in Appendix 10.3.

<u>Item</u>	<u>Basis of Charge</u>
Planning Application Fees	Nationally set fees
PAPA's	Full cost recovery as per legislation.
PPA's	Full cost recovery as per legislation.
Building Control Application Fees	Full cost recovery and income maximisation in a commercially sensitive market.
Planning & BC misc charges	Full cost recovery

**Analysis of Cost and Income**

<b><u>Development Management – Based on proposed restructure in time for 2011/12</u></b>	<b><u>2011-12 £'000</u></b>
Direct Costs	920
Service Overheads	270
Corporate Overheads	<u>400</u>
Total Service Cost	1590
Fees & Charges	(650)
Net Cost of Service	940

The proposed decentralisation of the setting of Planning Fees from Whitehall to Local Authorities could enable all or more cost recovery of this function. Acting on the legislation will however need to take into account the possible drag on development of high fees and the issue of fairness and equality and diversity

<b><u>Building Control – Based on proposed restructure in time for 2011/12</u></b>	<b><u>2011-12 £'000</u></b>
Direct Costs	660
Service Overheads	70
Corporate Overheads	<u>200</u>
	930
Fees & Charges	(650)
Net Cost of Service	280

As previously stated, the fees for Building Control are commercially sensitive and have been benchmarked against other London Boroughs.

**Fees and Charges Proposals**

- A review of PAPA services is currently taking place and the proposed charges have been set in light of this and legislation.
- With regard to Planning Fees, these are set nationally and depending on the outcome of the DCLG current consultation we may need to revisit this in the future.
- Building Control fees as mentioned are benchmarked due to the commercially sensitive nature of the business. London Borough Services seek to provide cost competitive comparable fees across London
- Haringey Building Control fees do not cover some critical services for which BC fees cannot be charged – Dangerous Structure Service; Sports Stadium Safety Assessments; Licensing Premises Safety Assessments. These services account for the net service cost of £280k. In assessing BC for value for money a recent review found Haringey BC to be high value for money – both in London and North London, (GP Committee November 2010 Service Data for proposed restructure).

**Concessions and Discounts**

None proposed.

**Methods of Payment**

Planning applications can be paid for:

- On-line via the planning portal
- Cheque or cash

Building Control applications can be paid for:

- On-line
- Cheque or cash

PAPA's & misc charges

- Cheque or cash only

## APPENDIX 10.1

## PLANNING FEES FROM 6 April 2008 (inc. Oct 09 amendment)

N.B. All these fees are statutorily set

TYPE OF DEVELOPMENT	FEE
1. Outline applications for erection of dwelling houses	a) The site area does not exceed 2.5 hectares, £335 for each 0.1 hectare of the site  b) The site area exceeds 2.5 hectares, £8,285 and an additional £100 for each 0.1 hectare in excess of 2.5 hectares, subject to a maximum in total of £125,000
2. Outline applications for buildings (other than dwellings, agricultural buildings, plant etc)	a) The site area does not exceed 2.5 hectares, £335 for each 0.1 hectare of the site area  b) The site area exceeds 2.5 hectares, £8,285 and an additional £100 for each 0.1 hectare in excess of 2.5 hectares, subject to a maximum in total of £125,000
3. Reserved Matters	The first submission of details following outline approval will be charged at the appropriate rate for full planning permission  Subsequent applications for approval of reserved matters will be £335 for each submission
4. Erection of dwelling-house (Full)	a) £335 for each dwelling house to be created for <b>50 or fewer units</b>  b) Where the number of dwelling houses to be created exceeds 50, £16,565 and an additional £100 for each dwelling house in excess of 50 subject to a maximum in total of £250,000
5. Operations within residential curtilage for domestic purposes including erection gates, fences, walls etc)	£150
6. Enlargement, improvement or other alteration of existing dwellings for domestic purposes	a) Where the application relates to one dwelling house, £150  b) Where the application relates to 2 or more dwelling houses, £295
7. Change of use of a building to one or more dwellings – from existing building to one or more	(a) Where the change of use is from a previous use as a single dwelling house to use as two or more single dwelling houses-

TYPE OF DEVELOPMENT	FEE
dwellings and from other building to one or more dwellings	<p>(i) where the change of use is to use as 50 or fewer dwelling houses, £335 for each additional dwelling house;</p> <p>(ii) where the change of use is to use as more than 50 dwelling houses £16,565, and an additional £100 for each dwelling house in excess of 50 dwelling houses, subject to a maximum in total of £250,000;</p> <p>(b) in all other cases-</p> <p>(i) where the change of use is to use as 50 or fewer dwelling houses, £335 for each dwelling house;</p> <p>(ii) where the change of use is to use as more than 50 dwelling houses £16,565, and an additional £100 for each dwelling house in excess of 50 dwelling houses, subject to a maximum in total of £250,000</p>
8. The use of land for the disposal of refuse or waste materials	<p>a) Where the site does not exceed 15 hectares, £170 for each 0.1 hectare of the site area</p> <p>b) Where the site area exceeds 15 hectares £23,315, and an additional £100 for each 0.1 hectare in excess of 15 hectares, subject to a maximum in total of £65,000</p>
9. Erection of buildings - gross floorspace (other than dwellings, agricultural buildings, plant or glasshouses etc). Creating floorspace: 40 square metres or less 40 - 75 square metres Over 75 square metres  Over 3,750 sq. m. gross	<p>£170 £335 £335 for each 75 square metres not exceeding 3,750 sq. metres £16,565 and an additional £100 for each 75 sq. m. subject to a maximum of £250,000</p>
10. Change of use	£335
11. Variation or removal of a Condition of planning permission	£170
12. Application for new shopfront	£170
13. Erection, alteration or replacement of plant or machinery	a) Where the site area does not exceed 5 hectares, £335 for each 0.1 hectare of the site area

TYPE OF DEVELOPMENT	FEE
	b) Where the site area exceeds 5 hectares, £16,565, and an additional £100 for each 0.1 hectare in excess of 5 hectares, subject to a maximum in total of £250,000
14. Construction of car parks, service roads and other means of access on land used for the purposes of a single undertaking, where the development is required for a purpose incidental to the existing use of the land	£170
15. Erection, on land used for agriculture of buildings required for purposes incidental to that use (other than glass-houses)	Development creating up to: 465 square metres £70 465 - 540 square metres £335 Above 540 square metres £335 for the first 540 square metres and £335 for each 75 square metres in excess of that figure subject to a threshold of £16,565 (4,215 sq. m.). Floor area over 4,215 sq. m. £100 per 75 sq. m. maximum £250,000
16. Renewal of a time limited permission	£170
17. <b>Certificate of Lawfulness</b> for an application for an <b>existing use</b> of buildings or other land, or whether operations carried out, or failure to comply with condition or limitation	The same fee as for an equivalent planning application
18. <b>Certificate of Lawfulness</b> for an application for a <b>proposed use</b> of buildings or other land or any operations proposed to be carried out in, on over or under land (or an application to do both as the case may be)	50% of the fee payable in respect of an application for an equivalent planning application
19. The carrying out of any operations not coming within any of the above categories within L. B. Haringey	£170 for each 0.1 hectare of the site area, subject to a maximum of £250,000
20. Playing fields (for sports clubs etc.)	£335

TYPE OF DEVELOPMENT	FEE
21. Development crossing planning authority boundaries requiring several applications	Only one fee to be paid to authority having the larger site but calculated for the whole scheme fee 1.5 times the normal fee
22. Duplicate applications	Standard fee rates apply
23. Applications for development requiring planning permission but carried out or begun without consent	Standard fee rates apply
24. Renewal of un-implemented permissions	Standard fee rates apply
25. Prior determination (Permitted Development) applications	£335 for application under Part 24 (radio mast, radio equipment housing over 2 cubic metres, public call box)
26. Written confirmation of compliance with a condition or conditions attached to a grant of planning permission	a) Where the request relates to a permission for householder application, £25 for each request b) Where the request is relates to a permission for any other development, £85 for each request
<p>27. Advertisements</p> <p><b>A) Displayed on business premises, on the forecourt of business premises or on other land within the curtilage of business premises, wholly with reference to all or any of the following matters:</b></p> <ul style="list-style-type: none"> <li>i) the nature of the business or other activity carried on the premises;</li> <li>ii) the goods sold or the services provided on the premises; or</li> <li>iii) the name and qualifications of the person carrying on such business or activity or supplying such goods or services</li> </ul> <p>Advertisements for the purpose of directing members of the public to, or otherwise drawing attention to the existence of, business premises which are in the same locality as the site on which the advertisement is to be displayed but which are not visible from</p>	<p>£95</p> <p>£95</p>

TYPE OF DEVELOPMENT	FEE
that site  All other advertisements	£335
28. Application for a New Planning Permission to replace an Extant Planning Permission  <ul style="list-style-type: none"> <li>- Applications in respect of <b>major</b> applications</li> <li>- Applications in respect of <b>householder</b> developments</li> <li>- Applications in respect of <b>other</b> developments</li> </ul>	<ul style="list-style-type: none"> <li>- As per full application *</li> <li>- As per full application *</li> <li>- As per full application *</li> </ul> * TBC
29. Applications for a non material amendment following a grant of planning permission	No fee *  * TBC

Note: 0.1 hectare = 1,000 square metres (10,764 square feet) (0.25 acre)

#### Planning misc. charges

	Revised Charge inc. VAT where applicable 2010-11	Revised Charge inc. VAT where applicable 2011-12	% Change
<b>1. PUBLICATIONS Planning Development (UDP details on application)</b> Single Page Copy of Public Registers ( <b>Statutory amount</b> )	2	2	
<b>2. DEVELOPMENT CONTROL</b> Decision Notice per decision Copying of Documents	18 £0.25	20 £0.25	11.11

#### APPENDIX 10.2



**Current PAPA Charges**

Description	Main Charge(s)	Extra Charges
<b>Category 5 Proposals</b> <ul style="list-style-type: none"> <li>• 100 or more residential units</li> <li>• 10,000m<sup>2</sup> or more commercial floor space</li> </ul>	£4,000 (inc. VAT)	£2,000 (inc. VAT) for any subsequent meetings
<b>Category 4 Proposals</b> <ul style="list-style-type: none"> <li>• 25-99 residential units</li> <li>• 2000m<sup>2</sup> – 9,999m<sup>2</sup> of commercial floor space</li> </ul>	£2,000 (inc. VAT)	£1,000 (inc. VAT) for any subsequent meetings
<b>Category 3 Proposals</b> <ul style="list-style-type: none"> <li>• Provision of 10-24 dwelling units</li> <li>• Provision of 1000m<sup>2</sup> – 2000m<sup>2</sup> of commercial floor space</li> <li>• Development of a site of 0.5ha and over</li> <li>• Mixed use developments</li> </ul>	£1,200 (inc. VAT)	£600 (inc. VAT) for any subsequent meetings
<b>Category 2 Proposals</b> <ul style="list-style-type: none"> <li>• Provision of commercial development of 500-999m<sup>2</sup></li> <li>• Creation of 5-9 residential units.</li> </ul>	£600 (inc. VAT)	£300 (inc. VAT) for any subsequent meetings
<b>Category 1 Proposals</b> <ul style="list-style-type: none"> <li>• Provision of commercial development of 100-499m<sup>2</sup></li> <li>• Creation of 2-4 residential units</li> <li>• Change of use of 100m<sup>2</sup>-999m<sup>2</sup></li> <li>• Advertisement application for hoardings</li> <li>• Individual proposals for telecommunications equipment &amp; masts</li> </ul>	£300 (inc. VAT)	£150 (inc. VAT) for any subsequent meetings

**Proposed PAPA Charging Regime**

N.B. Please note that the Category descriptions have changed (parentheses below)

Description	Charge(s)	Extras	Notes
<b>Category 7 Proposals</b> <i>(formally Cat 5)</i> • 100 or more residential units • 10,000m <sup>2</sup> or more commercial floor space	£5,000 (inc. VAT)	+ max 2 follow up meetings	Increase of 25%
<b>Category 6 Proposals</b> <i>(formally Cat 4)</i> • 25-99 residential units • 2000m <sup>2</sup> – 9,999m <sup>2</sup> of commercial floor space	£2,500 (inc. VAT)	+ max 2 follow up meetings	Increase of 25%
<b>Category 5 Proposals</b> <i>(formally Cat 3)</i> • Provision of 10-24 dwelling units • Provision of 1000m <sup>2</sup> – 2000m <sup>2</sup> of commercial floor space • Development of a site of 0.5ha and over • Mixed use developments	£1,500 (inc. VAT)	+ max 2 follow up meetings	Increase of 25%
<b>Category 4 Proposals</b> <i>(formally Cat 2)</i> • Provision of commercial development of 500-999m <sup>2</sup> • Creation of 5-9 residential units.	£750 (inc. VAT)	+ max 2 follow up meetings	Increase of 25%
<b>Category 3 Proposals</b> <i>(formally Cat 1)</i> • Provision of commercial development of 100-499m <sup>2</sup> • Creation of 2-4 residential units • Change of use of 100m <sup>2</sup> -999m <sup>2</sup> • Advertisement application for hoardings • Individual proposals for telecommunications equipment & masts	£375 (inc. VAT)	+ max 2 follow up meetings	Increase of 25%
<b>Category 2 Proposals</b> • Provision of commercial development of up to 100m <sup>2</sup> • Creation of 1 residential unit	£300		N/A
<b>Category 1 Proposal</b> <b>Householder</b> Works to a single dwellinghouse	£100		N/A

## APPENDIX 10.3

## CURRENT CHARGES

**BUILDING CONTROL FEES FROM 1st April 2009**

N.B. These are set to be commercially competitive with the private sector

Building (Local Authority Charges  
Regulations 1998  
Building Regulations Charge Scheme No.  
4. 2009

**SCHEDULE 1 (TABLE 1) CHARGES FOR SMALL DOMESTIC BUILDINGS  
UNDER 300m<sup>2</sup>**

Number of dwellings	PLAN CHARGE			INSPECTION CHARGE			BUILDING NOTICE CHARGE		
	CHARGE	VAT	TOTAL	CHARGE	VAT	TOTAL	CHARGE	VAT	TOTAL
1	£180.00	£27.00	£207.00	£320.00	£48.00	£368.00	£500.00	£75.00	£575.00
2	£250.00	£37.50	£287.50	£400.00	£60.00	£460.00	£650.00	£97.50	£747.50
3	£320.00	£48.00	£368.00	£500.00	£75.00	£575.00	£820.00	£123.00	£943.00
4	£377.72	£56.66	£434.38	£648.32	£97.25	£745.57	£1,026.04	£153.91	£1,179.94
5	£456.64	£68.50	£525.14	£800.53	£120.08	£920.60	£1,257.17	£188.58	£1,445.74
6	£535.57	£80.34	£615.90	£885.09	£132.76	£1,017.86	£1,420.66	£213.10	£1,633.76
7	£558.12	£83.72	£641.84	£1,065.49	£159.82	£1,225.32	£1,623.61	£243.54	£1,867.15
8	£580.67	£87.10	£667.77	£1,245.89	£186.88	£1,432.78	£1,826.56	£273.98	£2,100.55
9	£603.22	£90.48	£693.70	£1,426.29	£213.94	£1,640.24	£2,029.51	£304.43	£2,333.94
10	£608.85	£91.33	£700.18	£1,623.60	£243.54	£1,867.14	£2,232.45	£334.87	£2,567.32
11	£614.49	£92.17	£706.67	£1,781.45	£267.22	£2,048.67	£2,395.94	£359.39	£2,755.33
12	£620.13	£93.02	£713.14	£1,939.30	£290.90	£2,230.20	£2,559.43	£383.91	£2,943.34
13	£625.77	£93.87	£719.63	£2,097.15	£314.57	£2,411.72	£2,722.92	£408.44	£3,131.36
14	£631.40	£94.71	£726.11	£2,255.00	£338.25	£2,593.25	£2,886.40	£432.96	£3,319.36
15	£637.04	£95.56	£732.60	£2,412.85	£361.93	£2,774.78	£3,049.89	£457.48	£3,507.38
16	£642.68	£96.40	£739.08	£2,570.70	£385.61	£2,956.31	£3,213.38	£482.01	£3,695.38
17	£648.32	£97.25	£745.57	£2,728.55	£409.28	£3,137.83	£3,376.87	£506.53	£3,883.40
18	£653.95	£98.09	£752.04	£2,886.40	£432.96	£3,319.36	£3,540.35	£531.05	£4,071.40
19	£659.5	£98.9	£758.5	£3,044.	£456.6	£3,500.8	£3,703.	£555.	£4,259.4

	9	4	3	25	4	9	84	58	2
20	£665.2 3	£99.7 8	£765.0 1	£3,202. 10	£480.3 2	£3,682.4 2	£3,867. 33	£580. 10	£4,447.4 2
21 and over	Please contact Haringey Building Control for quote. Tel: 0208 489 5502; Fax: 0208 489 5229; e-mail: <a href="mailto:building.control@haringey.gov.uk">building.control@haringey.gov.uk</a>								

**SCHEDULE 2 (TABLE 2) - CHARGES FOR CERTAIN SMALL BUILDINGS AND EXTENSIONS**

Type of work	PLANS			INSPECTIONS			BUILDING NOTICE			REGULARIS ATION
	CHA RGE	VAT	TOT AL	CHA RGE	VAT	TOTA L	CHA RGE	VAT	TOT AL	CHARGE
Erection or extension of a detached or attached building which consists of a garage or carport or both having a floor area not exceeding 40m <sup>2</sup> in total and intended to be used in common with an existing building, and which is not an exempt building.	£40.0 0	£6.0 0	£46.0 0	£120. 00	£18. 00	£138. 00	£160. 00	£24. 00	£184. 00	£192.00
Any extension of a dwelling the total floor area of which does not exceed 10m <sup>2</sup> , including means of access and work in connection with that extension.	£300. 00	£45. 00	£345. 00	£0.00	£0.0 0	£0.00	£300. 00	£45. 00	£345. 00	£360.00
Any extension of a dwelling the total floor area of which exceeds 10m <sup>2</sup> , but does not exceed 40m <sup>2</sup> , including means of access and work in connection with that extension.	£108. 75	£16. 31	£125. 06	£326. 25	£48. 94	£375. 19	£435. 00	£65. 25	£500. 25	£522.00

Any extension of a dwelling the total floor area of which exceeds 40m <sup>2</sup> , but does not exceed 60m <sup>2</sup> , including means of access and work in connection with that extension.	£137.50	£20.63	£158.13	£412.50	£61.87	£474.38	£550.00	£82.50	£632.50	£660.00
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## GENERAL NOTES RELATING TO ALL SCHEDULES

A "Reversion Charge" (see Regulation 4(d)) is equal to the Building Notice Charge.

A "Regularisation Charge" (see Regulation 4(e)) is equal to 120% of the Building Notice Charge. VAT is not payable on Regularisation Applications.

Estimated cost of work	FULL PLANS APPLICATION						BUILDING NOTICE			REGULARISATION
	PLAN CHARGE			INSPECTION CHARGE			BUILDING NOTICE CHARGE			REGULARISATION
	CHARGE	VAT	TOTAL	CHARGE	VAT	TOTAL	CHARGE	VAT	TOTAL	CHARGE
0 - 2000	£124.74	£18.71	<b>£143.45</b>				£124.74	£18.71	<b>£143.45</b>	<b>£149.69</b>
2001 - 5000	£205.82	£30.87	<b>£236.69</b>				£205.82	£30.87	<b>£236.69</b>	<b>£246.99</b>
5001 - 6000	£54.26	£8.14	<b>£62.40</b>	£162.78	£24.42	<b>£187.20</b>	£217.05	£32.56	<b>£249.60</b>	<b>£260.45</b>
6001 - 7000	£57.07	£8.56	<b>£65.63</b>	£171.20	£25.68	<b>£196.88</b>	£228.27	£34.24	<b>£262.51</b>	<b>£273.92</b>
7001 - 8000	£59.87	£8.98	<b>£68.85</b>	£179.62	£26.94	<b>£206.57</b>	£239.49	£35.92	<b>£275.42</b>	<b>£287.39</b>
8001 - 9000	£62.67	£9.40	<b>£72.08</b>	£188.04	£28.21	<b>£216.25</b>	£250.72	£37.61	<b>£288.33</b>	<b>£300.86</b>
9001 - 10000	£65.48	£9.82	<b>£75.30</b>	£196.47	£29.47	<b>£225.94</b>	£261.94	£39.29	<b>£301.24</b>	<b>£314.33</b>
10001 - 11000	£68.28	£10.24	<b>£78.52</b>	£204.89	£30.73	<b>£235.62</b>	£273.17	£40.98	<b>£314.14</b>	<b>£327.80</b>
11001 - 12000	£71.09	£10.66	<b>£81.75</b>	£213.31	£32.00	<b>£245.30</b>	£284.39	£42.66	<b>£327.05</b>	<b>£341.27</b>
12001 - 13000	£73.89	£11.08	<b>£84.97</b>	£221.73	£33.26	<b>£254.99</b>	£295.62	£44.34	<b>£339.96</b>	<b>£354.74</b>
13001 - 14000	£76.69	£11.50	<b>£88.20</b>	£230.15	£34.52	<b>£264.67</b>	£306.84	£46.03	<b>£352.87</b>	<b>£368.21</b>
14001 - 15000	£79.50	£11.92	<b>£91.42</b>	£238.57	£35.79	<b>£274.36</b>	£318.07	£47.71	<b>£365.78</b>	<b>£381.68</b>
15001 - 16000	£82.30	£12.34	<b>£94.64</b>	£246.99	£37.05	<b>£284.04</b>	£329.29	£49.39	<b>£378.68</b>	<b>£395.15</b>
16001 -	£85.10	£12.	<b>£97.8</b>	£255.4	£38.	<b>£293.</b>	£340.5	£51.	<b>£391.</b>	<b>£408.62</b>

17000		77	7	1	31	72	2	08	59	
17001 - 18000	£87.91	£13.19	<b>£101.09</b>	£263.83	£39.58	<b>£303.41</b>	£351.74	£52.76	<b>£404.50</b>	<b>£422.09</b>
18001 - 19000	£90.71	£13.61	<b>£104.32</b>	£272.25	£40.84	<b>£313.09</b>	£362.96	£54.44	<b>£417.41</b>	<b>£435.56</b>
19001 - 20000	£93.51	£14.03	<b>£107.54</b>	£280.68	£42.10	<b>£322.78</b>	£374.19	£56.13	<b>£430.32</b>	<b>£449.03</b>
20001 - 21000	£96.05	£14.41	<b>£110.46</b>	£288.15	£43.22	<b>£331.37</b>	£384.21	£57.63	<b>£441.84</b>	<b>£461.05</b>
21001 - 22000	£98.55	£14.78	<b>£113.34</b>	£295.64	£44.35	<b>£339.98</b>	£394.19	£59.13	<b>£453.32</b>	<b>£473.03</b>
22001 - 23000	£101.05	£15.16	<b>£116.21</b>	£303.12	£45.47	<b>£348.59</b>	£404.18	£60.63	<b>£464.80</b>	<b>£485.01</b>
23001 - 24000	£103.55	£15.53	<b>£119.08</b>	£310.61	£46.59	<b>£357.20</b>	£414.16	£62.12	<b>£476.29</b>	<b>£496.99</b>
24001 - 25000	£106.05	£15.91	<b>£121.96</b>	£318.10	£47.71	<b>£365.81</b>	£424.15	£63.62	<b>£487.77</b>	<b>£508.98</b>
25001 - 26000	£108.55	£16.28	<b>£124.83</b>	£325.58	£48.84	<b>£374.42</b>	£434.13	£65.12	<b>£499.25</b>	<b>£520.96</b>
26001 - 27000	£111.05	£16.66	<b>£127.71</b>	£333.07	£49.96	<b>£383.03</b>	£444.12	£66.62	<b>£510.74</b>	<b>£532.94</b>
27001 - 28000	£113.55	£17.03	<b>£130.58</b>	£340.56	£51.08	<b>£391.64</b>	£454.10	£68.12	<b>£522.22</b>	<b>£544.92</b>
28001 - 29000	£116.05	£17.41	<b>£133.45</b>	£348.04	£52.21	<b>£400.25</b>	£464.09	£69.61	<b>£533.70</b>	<b>£556.91</b>
29001 - 30000	£118.55	£17.78	<b>£136.33</b>	£355.53	£53.33	<b>£408.86</b>	£474.08	£71.11	<b>£545.19</b>	<b>£568.89</b>
30001 - 31000	£121.04	£18.16	<b>£139.20</b>	£363.02	£54.45	<b>£417.47</b>	£484.06	£72.61	<b>£556.67</b>	<b>£580.87</b>
31001 - 32000	£123.54	£18.53	<b>£142.07</b>	£370.50	£55.58	<b>£426.08</b>	£494.05	£74.11	<b>£568.15</b>	<b>£592.86</b>
32001 - 33000	£126.04	£18.91	<b>£144.95</b>	£377.99	£56.70	<b>£434.69</b>	£504.03	£75.60	<b>£579.64</b>	<b>£604.84</b>
33001 - 34000	£128.54	£19.28	<b>£147.82</b>	£385.48	£57.82	<b>£443.30</b>	£514.02	£77.10	<b>£591.12</b>	<b>£616.82</b>
34001 - 35000	£131.04	£19.66	<b>£150.70</b>	£392.96	£58.94	<b>£451.91</b>	£524.00	£78.60	<b>£602.60</b>	<b>£628.80</b>
35001 - 36000	£133.54	£20.03	<b>£153.57</b>	£400.45	£60.07	<b>£460.52</b>	£533.99	£80.10	<b>£614.09</b>	<b>£640.79</b>
36001 - 37000	£136.04	£20.41	<b>£156.44</b>	£407.94	£61.19	<b>£469.13</b>	£543.97	£81.60	<b>£625.57</b>	<b>£652.77</b>
37001 - 38000	£138.54	£20.78	<b>£159.32</b>	£415.42	£62.31	<b>£477.74</b>	£553.96	£83.09	<b>£637.05</b>	<b>£664.75</b>
38001 - 39000	£141.04	£21.16	<b>£162.19</b>	£422.91	£63.44	<b>£486.34</b>	£563.94	£84.59	<b>£648.54</b>	<b>£676.73</b>
39001 - 40000	£143.54	£21.53	<b>£165.07</b>	£430.40	£64.56	<b>£494.95</b>	£573.93	£86.09	<b>£660.02</b>	<b>£688.72</b>
40001 - 100,000	£143.54 plus £2.50 for each £1000 (or part thereof) over £40,000 up to £100,000			£430.40 plus £7.49 for each £1000 (or part thereof) over £40,000 up to £100,000			£573.93 plus £9.99 for each £1000 (or part thereof) over £40,000 up to £100,000			
100,000 - 1,000,000	£293.48 plus £0.96 for each £1000 (or part			£879.59 plus £2.89 for each £1000 (or part			£1173.07 plus £3.85 for each £1000 (or part thereof) over			

	thereof) over £100,000 up to £1,000,000	thereof) over £100,000 up to £1,000,000	£100,000 up to £1,000,000
over 1,000,000	Please contact Haringey Building Control for quote. Tel: 0208 489 5502; Fax: 0208 489 5229; e-mail: <a href="mailto:building.control@haringey.gov.uk">building.control@haringey.gov.uk</a>		

## GENERAL NOTES RELATING TO ALL SCHEDULES

A "Reversion Charge" (see Regulation 4(d)) is equal to the Building Notice Charge.

A "Regularisation Charge" (see Regulation 4(e)) is equal to 120% of the Building Notice Charge. VAT is not payable on Regularisation Applications.

Where VAT is applicable, this is charged at 15%

**PROPOSED BUILDING CONTROL CHARGES**

**Building Control Miscellaneous fees excluding VAT**  
**With effect from 1 January 2011**

VAT  
20%

Completion certificate (Building Notices over £5000)	-	<b>£40.00</b>	(£48.00)
Copy documents	-	<b>£15.00</b>	(£18.00)
Copy plans A3 (where permissible)	-	<b>£18.00</b>	(£21.60)
Research fee including drainage (non-refundable)	-	<b>£30.00</b>	(£36.00)
Copy calculations (where permissible) every 10 sheets	-	<b>£18.00</b>	(£21.60)
Surveyor hourly charge (08:00 – 18:00)	-	<b>£83.00</b>	(£99.60)
Surveyor hourly charge (18:00 – 08:00)	-	<b>£120.00</b>	(£144.00)
Technical Support hourly charge	-	<b>£41.50</b>	(£49.80)

### Building Control – Standard Charges

SCHEDULE A	Full Plans				Building Notice	
	Plan Charge	inc VAT	Inspection Charge	inc VAT	BN Charge	inc VAT
	<b>Extension &lt;10m<sup>2</sup></b>	£166.00	<b>£195.05</b>	£249.00	<b>£292.58</b>	£415.00
<b>Extension 10m<sup>2</sup> - 40m<sup>2</sup></b>	£200.00	<b>£235.00</b>	£300.00	<b>£352.50</b>	£500.00	<b>£587.50</b>
<b>Extension 40m<sup>2</sup> - 60m<sup>2</sup></b>	£232.00	<b>£272.60</b>	£348.00	<b>£408.90</b>	£580.00	<b>£681.50</b>
<b>Over 60m<sup>2</sup></b>	Building Control Charge based on estimated cost of works					
<b>Basements as extension area above plus</b>	£84.00	<b>£98.70</b>	£126.00	<b>£148.05</b>	£210.00	<b>£246.75</b>
<b>Loft Conversion without dormer(s)</b>	£166.00	<b>£195.05</b>	£249.00	<b>£292.58</b>	£415.00	<b>£487.63</b>
<b>Loft Conversion with dormer(s)</b>	£232.00	<b>£272.60</b>	£348.00	<b>£408.90</b>	£580.00	<b>£681.50</b>
<b>Detached garage 30m<sup>2</sup> - 60m<sup>2</sup></b>	£166.00	<b>£195.05</b>	£249.00	<b>£292.58</b>	£415.00	<b>£487.63</b>
<b>Removal of chimney breasts</b>	£200.00	<b>£235.00</b>	n/a	<b>n/a</b>	£200.00	<b>£235.00</b>
<b>Recovering roof (per dwelling)</b>	£250.00	<b>£293.75</b>	n/a	<b>n/a</b>	£250.00	<b>£293.75</b>
<b>Underpinning for every 5m run or part thereof</b>	£100.00	<b>£117.50</b>	£150.00	<b>£176.25</b>	£250.00	<b>£293.75</b>
<b>Replacement of windows/doors for every five windows or part thereof</b>	£175.00	<b>£205.63</b>	n/a	<b>n/a</b>	£175.00	<b>£205.63</b>
<b>Electrical works (non competent person)</b>	£250.00	<b>£293.75</b>	n/a	<b>n/a</b>	£250.00	<b>£293.75</b>
<b>Conversion to form one dwelling</b>	£100.00	<b>£117.50</b>	£150.00	<b>£176.25</b>	£250.00	<b>£293.75</b>
<b>Conversion to form two dwellings</b>	£200.00	<b>£235.00</b>	£300.00	<b>£352.50</b>	n/a	<b>n/a</b>
<b>Each additional dwelling within a building</b>	£70.00	<b>£82.25</b>	£105.00	<b>£123.38</b>	n/a	<b>n/a</b>



<b>NEW BUILD DWELLINGS (houses and flats)</b>						
<b>1 new dwelling</b>	£232.00	<b>£272.60</b>	£348.00	<b>£408.90</b>	£580.00	<b>£681.50</b>
<b>2 - 5 dwellings per dwelling</b>	£84.00	<b>£98.70</b>	£126.00	<b>£148.05</b>	£210.00	<b>£246.75</b>
<b>6 - 20 new dwellings per dwelling over 5</b>	£70.00	<b>£82.25</b>	£105.00	<b>£123.38</b>	£175.00	<b>£205.63</b>
<b>Over 20 dwellings</b>	Estimate required, individually assessed charges to be determined see Annex B					
<b>All other domestic works Estimated cost of works</b>	<b>Plan Charge</b>	<b>inc VAT</b>	<b>Inspection Charge</b>	<b>inc VAT</b>	<b>BN Charge</b>	<b>inc VAT</b>
<b>up to £5000</b>	£84.00	<b>£98.70</b>	£126.00	<b>£148.05</b>	£210.00	<b>£246.75</b>
<b>£5001 - £10,000</b>	£104.00	<b>£122.20</b>	£156.00	<b>£183.30</b>	£260.00	<b>£305.50</b>
<b>£10,001 - £20,000</b>	£144.00	<b>£169.20</b>	£216.00	<b>£253.80</b>	£360.00	<b>£423.00</b>
<b>£20,001 - £30,000</b>	£184.00	<b>£216.20</b>	£276.00	<b>£324.30</b>	£460.00	<b>£540.50</b>
<b>£30,001 - £40,000</b>	£224.00	<b>£263.20</b>	£336.00	<b>£394.80</b>	£560.00	<b>£658.00</b>
<b>£40,001 - £50,000</b>	£264.00	<b>£310.20</b>	£396.00	<b>£465.30</b>	£660.00	<b>£775.50</b>
<b>£50,001 - £60,000</b>	£304.00	<b>£357.20</b>	£456.00	<b>£535.80</b>	£760.00	<b>£893.00</b>
<b>£60,001 - £70,000</b>	£344.00	<b>£404.20</b>	£516.00	<b>£606.30</b>	£860.00	<b>£1,010.50</b>
<b>£70,001 - £80,000</b>	£384.00	<b>£451.20</b>	£576.00	<b>£676.80</b>	£960.00	<b>£1,128.00</b>
<b>£80,001 - £90,000</b>	£424.00	<b>£498.20</b>	£636.00	<b>£747.30</b>	£1,060.00	<b>£1,245.50</b>
<b>£90,001 - £100,000</b>	£464.00	<b>£545.20</b>	£696.00	<b>£817.80</b>	£1,160.00	<b>£1,363.00</b>
<b>£100,001 - £120,000</b>	£504.00	<b>£592.20</b>	£756.00	<b>£888.30</b>	£1,260.00	<b>£1,480.50</b>
<b>£120,001 - £140,000</b>	£544.00	<b>£639.20</b>	£816.00	<b>£958.80</b>	£1,360.00	<b>£1,598.00</b>
<b>£140,001 - £160,000</b>	£564.00	<b>£662.70</b>	£846.00	<b>£994.05</b>	£1,410.00	<b>£1,656.75</b>

<b>SCHEDULE B</b>									
<b>Non Domestic New Build &amp; Extensions up to 100m<sup>2</sup></b>									
	<b>Other Residential/ Institutional/ Assembly/Recreational</b>			<b>Industrial and storage</b>			<b>Offices/shops - All other classes</b>		
	<b>Plan charge</b>	<b>Inspection charge</b>	<b>Total</b>	<b>Plan charge</b>	<b>Inspection charge</b>	<b>Total</b>	<b>Plan charge</b>	<b>Inspection charge</b>	<b>Total</b>
<b>&lt; 10m<sup>2</sup></b>	£166.00	£249.00	£415.00	£166.00	£249.00	£415.00	£166.00	£249.00	£415.00
<b>inc VAT</b>	<b>£195.05</b>	<b>£292.58</b>	<b>£487.63</b>	<b>£195.05</b>	<b>£292.58</b>	<b>£487.63</b>	<b>£195.05</b>	<b>£292.58</b>	<b>£487.63</b>
<b>10m<sup>2</sup> - 40m<sup>2</sup></b>	£232.00	£348.00	£580.00	£200.00	£300.00	£500.00	£216.00	£324.00	£540.00
<b>inc VAT</b>	<b>£272.60</b>	<b>£408.90</b>	<b>£681.50</b>	<b>£235.00</b>	<b>£352.50</b>	<b>£587.50</b>	<b>£253.80</b>	<b>£380.70</b>	<b>£634.50</b>
<b>40m<sup>2</sup> - 100m<sup>2</sup></b>	£300.00	£450.00	£750.00	£248.00	£372.00	£620.00	£264.00	£396.00	£660.00
<b>inc VAT</b>	<b>£352.50</b>	<b>£528.75</b>	<b>£881.25</b>	<b>£291.40</b>	<b>£437.10</b>	<b>£728.50</b>	<b>£310.20</b>	<b>£465.30</b>	<b>£775.50</b>

	Plan charge	inc VAT	Inspection Charge	inc VAT	Total charge	inc VAT
Shop Fit out each 100m <sup>2</sup> or part there of	£96.00	<b>£112.80</b>	£144.00	<b>£169.20</b>	£240.00	<b>£282.00</b>
New Shop front (up to 10m)	£80.00	<b>£94.00</b>	£120.00	<b>£141.00</b>	£200.00	<b>£235.00</b>
Office partitioning per 50m run or part there of	£80.00	<b>£94.00</b>	£120.00	<b>£141.00</b>	£200.00	<b>£235.00</b>
Underpinning for every 5m run or part thereof	£100.00	<b>£117.50</b>	£150.00	<b>£176.25</b>	£250.00	<b>£293.75</b>
Replacement of windows/doors for every 10 or part thereof	£80.00	<b>£94.00</b>	£120.00	<b>£141.00</b>	£200.00	<b>£235.00</b>
Mezzanine floor per 200m <sup>2</sup> or part	£150.00	<b>£176.25</b>	£225.00	<b>£264.38</b>	£375.00	<b>£440.63</b>
<b>Other works - Estimate of cost</b>						
<£5000	£210.00	<b>£246.75</b>	n/a	n/a	£210.00	<b>£246.75</b>
£5001 - £10,000	£104.00	<b>£122.20</b>	£156.00	<b>£183.30</b>	£260.00	<b>£305.50</b>
£10,001 - £20,000	£144.00	<b>£169.20</b>	£216.00	<b>£253.80</b>	£360.00	<b>£423.00</b>
£20,001 - £30,000	£184.00	<b>£216.20</b>	£276.00	<b>£324.30</b>	£460.00	<b>£540.50</b>
£30,001 - £40,000	£224.00	<b>£263.20</b>	£336.00	<b>£394.80</b>	£560.00	<b>£658.00</b>
£40,001 - £50,000	£264.00	<b>£310.20</b>	£396.00	<b>£465.30</b>	£660.00	<b>£775.50</b>
£50,001 - £60,000	£304.00	<b>£357.20</b>	£456.00	<b>£535.80</b>	£760.00	<b>£893.00</b>
£60,001 - £70,000	£344.00	<b>£404.20</b>	£516.00	<b>£606.30</b>	£860.00	<b>£1,010.50</b>
£70,001 - £80,000	£384.00	<b>£451.20</b>	£576.00	<b>£676.80</b>	£960.00	<b>£1,128.00</b>
£80,001 - £90,000	£424.00	<b>£498.20</b>	£636.00	<b>£747.30</b>	£1,060.00	<b>£1,245.50</b>
£90,001 - £100,000	£464.00	<b>£545.20</b>	£696.00	<b>£817.80</b>	£1,160.00	<b>£1,363.00</b>
£100,001 - £120,000	£504.00	<b>£592.20</b>	£756.00	<b>£888.30</b>	£1,260.00	<b>£1,480.50</b>
£120,001 - £140,000	£544.00	<b>£639.20</b>	£816.00	<b>£958.80</b>	£1,360.00	<b>£1,598.00</b>
£140,001 - £160,000	£564.00	<b>£662.70</b>	£846.00	<b>£994.05</b>	£1,410.00	<b>£1,656.75</b>

## Enforcement Fees and Charges

## Appendix 11

## Analysis of Cost and Income

The table below provides an estimation of the costs and income for enforcement charges over 2010/11 and 2011/12.

Charge type	2010/11					2011/12	Projected Additional Income £'000
	Direct Costs £'000	Operational Costs £'000	Gross Cost £'000	Projected Income Fees and Charges £'000	Projected (-) surplus /deficit £'000	Projected Income Fees and Charges £'000	
Licensing	258	92	350	-342	7	-346	4
Pest Control	208	109	317	-319	-2	328	9
Mortuary	70	91	161	-161	0	-169	8
Street Trading	0	130	130	-130	0	-136	6
Stray Dogs	30	32	62	-2	60	-2	0

Notes

Direct Costs are salary related

Operational costs include all non salary related costs and recharges.

- Licensing – Most fees are prescribed and not set locally. The service operates to deliver a balanced budget by controlling expenditure on enforcement activity. Vacancy savings this year have significantly lowered expenditure. On the assumption that this years activity continues next year, and that vacancy savings effectively continue, there will be a minor net improvement as a result of the changes made to fees proposed.
- Pest Control – the expectation here will be that the service will recover full costs plus an additional 4%
- Mortuary – the costs here reflect 55% of total costs which is the estimated proportion of work undertaken for Enfield. Increased costs of the repairs and maintenance of the mortuary are a cost pressure for next year and the projected deficit next year reflects this.
- Street Trading – the trading account here is legally required to operated as a balanced budget. Any surplus would have to be returned to licensed traders. Administration and enforcement is delivered by Street Enforcement and operational costs here reflect an estimated cost for the work undertaken as a charge to the account.
- Stray Dogs – the income from stray dogs is a minimal contribution to the overall costs of receiving and kennelling etc stray dogs. Costs of kennelling are expected to rise next year.

## Fees and Charges Proposals

The Enforcement fees and charges cover:-

- Licensing fees – these are substantially set by statute or have an upper limit restricted by statute. Where an upper limit exists all fees have been set at the upper limit.

Haringey is part of a London benchmarking group and where fees have been locally set these have been assessed as consistent with the London average and as delivering full cost recovery.

The only area where full costs are not being met by the licence fee is for our four pet shops. This is because when we deleted our Animal Warden role to save costs, we retained a contracted veterinary service with the Corporation of London for a number of residual animal welfare functions. We are looking at options to reduce these costs further.

- Pest Control – this is a discretionary service that has been configured to provide affordable treatments for residents on means test benefits. Proposed increases are projected to deliver full cost recovery whilst retaining concession charges. We have benchmarked our costs against the average for surrounding London Authorities and private operators.

Results of benchmarking are summarised in appendix below.

- Mortuary – we provide a mortuary service to Enfield and fees here reflect an agreement made when the new mortuary was recently built. Costs reflect full cost recovery of services to Enfield including an agreed contribution to prudential borrowing from Enfield for an increased handling capacity.
- Weights and Measures – Haringey operates within a consortium of three north London Authorities. Fees are set to recover full costs; however, deregulation of the market means that very limited business is now generated.
- Street Trading – The service operates a balanced trading account and is required by law to consult all licence holders on charges. Haringey fees are locally set and reflect an average of similar London Local Authorities.
- Miscellaneous charges – these reflect a range of locally set charges including officer time, training, health certificates, body movement, and contaminated land searches. All fees have been set to recover full costs.

New charges for our stray dog service are proposed. These will recover the cost of a returned dog whilst escalating the charge for recurring strays. The requirement to accept and collect stray dogs is a statutory responsibility but fees are locally set. Because a number of dogs are not

returned to their owners, it is estimated that the average cost of a stray dog to Haringey is £400.

### **Concessions and Discounts**

The only concession arrangements in place are for pest control. This is provided to ensure that clients on means tested benefits have access to affordable pest control.

Our concession rates will provide a standard charge of £30 for all pests. The cost of this concession is £67k. However, the overall projected income will recover full costs plus 4%.

Stray dog collection is not discounted but charges are set to encourage recovery of dogs by owners. Costs do cover the direct costs of collecting and short stay kennelling. Costs of dogs recovered once they are taken to Battersea Cats and Dogs Home are not recoverable.

### **Methods of Payment**

All licence applications and variations etc can be paid for on line. The service will also accept payment by cheque and cash.

Most other transactions are by cheque or cash collected at the time of service, at Techno Park or by post. The service would benefit from increasing the ability for customers to pay for services on line or by debit card etc and is actively pursuing this option for payment of fees and fines.

Charge Description	Current charge Inc	Proposed Charge Inc	% Increase	WEF Date (if date other than 1.4.11)	Incl/Exc I VAT	Comments
<b>PEST CONTROL</b>						
<b>Rodent control</b>						
Domestic Per treatment for rats (Per dwelling or equivalent)	101	110	9%	3.1.11	Incl	
Commercial Per treatment for rats Prices from those shown and by quotation	149	164	10%	3.1.11	Incl	
Concession Per treatment for rats	15	30	100%	3.1.11	Incl	
Domestic Per treatment for mice (Per dwelling or equivalent)	101	110	9%	3.1.11	Incl	
Commercial Per treatment for mice Prices from those shown and by quotation	149	162	9%	3.1.11	Incl	
Concession Per treatment for mice	15	30	100%	3.1.11	Incl	
<b>Wasps</b>						
Domestic						
One nest	79	87	10%	3.1.11	Incl	
Per additional nest	34	37	10%	3.1.11	Incl	
Commercial	170	187	10%	3.1.11	Incl	

Charge Description	Current charge Inc	Proposed Charge Inc	% Increase	WEF Date (if date other than 1.4.11)	Incl/Exc I VAT	Comments
Ladders not required One nest	170	187	10%	3.1.11	Incl	
ladders required one nest	216	238	10%	3.1.11	Incl	
Per additional nest	34	37	10%	3.1.11	Incl	
Concession	15	30	100%	3.1.11	Incl	
<b>Cockroaches</b>						
Domestic (Course of 3 Treatments)	149	164	10%	3.1.11	Incl	
Commercial Cockroaches (Quotes Available)	212	233	10%	3.1.11	Incl	
Concession Cockroaches	15	30	100%	3.1.11	Incl	
<b>Fleas</b>						
Domestic	101	110	9%	3.1.11	Incl	
Commercial Fleas (Quotes Available)	216	238	10%	3.1.11	Incl	
Concession	15	30	100%	3.1.11	Incl	
<b>Pharaoh's Ants</b>						
Domestic Single dwelling	107	118	10%	3.1.11	Incl	
Commercial	P.O.A	POA	10%	3.1.11	Incl	
Concession	15	30	100%	3.1.11	Incl	
<b>Bed Bugs</b>						
Domestic	196	215	10%	3.1.11	Incl	

Charge Description	Current charge Inc	Proposed Charge Inc	% Increase	WEF Date (if date other than 1.4.11)	Incl/Exc I VAT	Comments
Commercial Bed Bugs (Quotes Available)	216	235	9%	3.1.11	Incl	
Concession Bed Bugs	15	30	100%	3.1.11	Incl	
<b>Stored Product Pests</b>						
Domestic	107	118	10%	3.1.11	Incl	
Commercial Stored Product Pests	P.O.A	POA	POA	3.1.11	Incl	
Concession Stored Product Pests	15	30	100%	3.1.11	Incl	
<b>Pigeons</b>						
All clients Treatment and/or proofing	P.O.A	P.O.A	10%	3.1.11	Incl	
<b>Squirrels</b>						
Domestic	107	118	10%	3.1.11	Incl	
Commercial Squirrels	P.O.A	P.O.A	10%	3.1.11		
Concession Squirrels	15	30	100%	3.1.11	Incl	
<b>Other Pests</b>						
Domestic	107	118	10%	3.1.11	Incl	
Commercial	P.O.A	P.O.A	10%	3.1.11	Incl	
Concession	15	30	100%	3.1.11	Incl	
<b>Missed visit and additional visit charge</b>						



Charge Description	Current charge Inc	Proposed Charge Inc	% Increase	WEF Date (if date other than 1.4.11)	Incl/Excl VAT	Comments
Domestic	27	30	10%	3.1.11	Incl	
Commercial	27	30	10%	3.1.11	Incl	
Concession	15	17	10%	3.1.11	Incl	
<b>Drain Examinations.</b>						
Domestic	149	164	10%	3.1.11	Incl	
Commercial	216	238	10%	3.1.11	Incl	
<b>Homes for Haringey, etc</b>						
Rodent control. Per treatment for rats and mice Prices from those shown and by quotation	107	115	7.5%	1.4.11	Excl	Prices are agreed through service level agreement
Wasps One nest	124	133	7.5%	1.4.12	Excl	Prices are agreed through service level agreement
Per additional nest	33	35	7.5%	1.4.13	Excl	Prices are agreed through service level agreement
Cockroaches	154	166	7.5%	1.4.14	Excl	Prices are agreed through service level agreement
Fleas	132	142	7.5%	1.4.15	Excl	Prices are agreed through service level agreement
Pharaoh's Ants	121	130	7.5%	1.4.16	Excl	Prices are agreed through service level agreement

Charge Description	Current charge Inc	Proposed Charge Inc	% Increase	WEF Date (if date other than 1.4.11)	Incl/Excl VAT	Comments
Bed Bugs	173	186	7.5%	1.4.17	Excl	Prices are agreed through service level agreement
Stored Product Pests	P.O.A	P.O.A	P.O.A	1.4.18	Excl	Prices are agreed through service level agreement
Pigeons	P.O.A	P.O.A	P.O.A	1.4.19	Excl	Prices are agreed through service level agreement
Squirrels	P.O.A	P.O.A	P.O.A	1.4.20	Excl	Prices are agreed through service level agreement
Other Pests	P.O.A	P.O.A	P.O.A	1.4.21	Excl	Prices are agreed through service level agreement
Missed visit and additional visit charge	26	28	7.5%	1.4.22	Excl	Prices are agreed through service level agreement
Drain Examinations Per examination (unless cases of formal action or involving rodent infestation) excluding use of closed circuit TV inspection	155	167	7.5%	1.4.23	Excl	Prices are agreed through service level agreement
<b>MORTUARY</b>						
Reception of Bodies from Other Authorities						

Charge Description	Current charge Inc	Proposed Charge Inc	% Increase	WEF Date (if date other than 1.4.11)	Incl/Excl VAT	Comments
(A) For Post Mortem Examination (PME) assistance and retention						
(a) Reception between 08:00 and 16:00 Mon to Fri	227	238	5.0		Excl	Locally Set
(b) Reception outside times in (a) above	313	329	5.0		Excl	Locally Set
(c) Additional charge to (a) or (b) Special Post Mortem Examination	520	546	5.0		Excl	Locally Set
(d) Additional Charges for 2 <sup>nd</sup> or subsequent Post Mortem	424	445	5.0		Excl	Locally Set
(B) For retention of bodies with no PME assistance						
(a) Reception between 08:00 and 16:00 Mon to Fri	71	75	5.0		Excl	Locally Set
(b) Reception outside times in (a) above	106	111	5.0		Excl	Locally Set
For retention of bodies for National Assistance Burials beyond date of referral to Authority concerned (per week or part thereof).	81	85	5.0		Excl	Locally Set

Charge Description	Current charge Inc	Proposed Charge Inc	% Increase	WEF Date (if date other than 1.4.11)	Incl/Excl VAT	Comments
Charge for visit of Police Officers for Street Duty Awareness Training (including necessary protective clothing)	15	16	5.0		Excl	Locally Set
<b>MISCELLANEOUS COSTS</b>						
For works undertaken by agreement or in default of owner following failure to comply with legislative requirements	Actual cost plus 30%			3.1.11	Excl	Locally Set. Officer time is inflated by 2.5%
For arrangement of burials or cremations	161	173	5.0	3.1.11	Incl	Locally Set
5. Application for consent to the operation of a loudspeaker in contravention of Section 62 (1) of the Control of Pollution Act 1974	51	54	5.0	3.1.11	Excl	Locally Set
Officer Time - for investigations, enforcement and other commissioned activity (excluding consortia metrology)	62	65	5.0	3.1.11	Excl	Enhanced rates of 20% extra will apply for weekend, out of hours and bank holidays working
<b>Health Education Training</b>						

Charge Description	Current charge Inc	Proposed Charge Inc	% Increase	WEF Date (if date other than 1.4.11)	Incl/Excl VAT	Comments
Level 2 Award in Food Safety in Catering ( per person per course) Hygiene, Safety etc.	54	57	5.0	3.1.11	Excl	National scheme
Food Safety Management Systems	32	34	5.0	3.1.11	Excl	National scheme
<b>Stray Dogs – cost for return</b>						
First Offence	57.5	40	New	3.1.11	Excl	Locally Set
Second Offence	N/A	60	New	3.1.11	Excl	Locally Set
Third Offence	N/A	90	New	3.1.11	Excl	Locally Set
Kenneling per dog per day	24	25	5.0	3.1.11	Excl	Locally Set
Veterinary Costs	Actual	Actual	NA	3.1.11	Excl	Locally Set
Micro chipping	N/A	15	New	3.1.11	Excl	Locally Set
<b>Health Certificates</b>						
Per copy	110	116	5.0	3.1.11	Excl	Locally Set
Sampling requiring analysis	N/A	P.O.A.	NA	3.1.11	Excl	30% of certificate fee plus analytical charges
<b>Movements of bodies</b>						
Certification for sealing of coffins for dispatch overseas - first two hours	119	125	5.0	3.1.11	Excl	Locally Set

Charge Description	Current charge Inc	Proposed Charge Inc	% Increase	WEF Date (if date other than 1.4.11)	Incl/Excl VAT	Comments
Freedom from Infection Certificate for movement of bodies outside UKPlus - (per hours thereafter)	73	77	5.0	3.1.11	Excl	Locally Set
<b>Contaminated land</b>						
Application for information in respect of potentially contaminated sites.	58	61	5.0	3.1.11	Excl	Locally Set
<b>STREET TRADING</b>						
<b>Application fees.</b>						
Traditional Stalls, Tottenham Hotspur Matchday	104	109	5.0		Excl	These will be subject to consultation
Trading and Displays Outside Shop Premises	104	109	5.0		Excl	These will be subject to consultation
Application/renewal for 2 years or less	70	74	5.0		Excl	These will be subject to consultation
Application for temporary licence for six months or less	42	44	5.0		Excl	These will be subject to consultation
Application for temporary licence for six month or less on private land	196	206	5.0		Excl	These will be subject to consultation

Charge Description	Current charge Inc	Proposed Charge Inc	% Increase	WEF Date (if date other than 1.4.11)	Incl/Excl VAT	Comments
Temporary licence for 1 day	18	19	5.0		Excl	These will be subject to consultation
Tables and chairs outside catering establishments						
Application/renewal for 1 year	54	57	5.0		Excl	These will be subject to consultation
Temporary Licence for six months or less	34	36	5.0		Excl	These will be subject to consultation
<b>Weekly charges payable in addition to above fees</b>						
Tottenham Hotspur Match day stalls selling refreshments	43	45	5.0		Excl	These will be subject to consultation
Tottenham Hotspur Match day non-food stalls	17	18	5.0		Excl	These will be subject to consultation
Small stalls trading 6 days or more	29	30	5.0		Excl	These will be subject to consultation
Temporary small stalls trading two fixed days	19	20	5.0		Excl	These will be subject to consultation
Refreshment and all other large stalls	55	58	5.0		Excl	These will be subject to consultation

Charge Description	Current charge Inc	Proposed Charge Inc	% Increase	WEF Date (if date other than 1.4.11)	Incl/Excl VAT	Comments
Approved extensions to large stalls	14	15	5.0		Excl	These will be subject to consultation
Tables and chairs outside catering establishments	12	13	5.0		Excl	These will be subject to consultation
Temporary licence for 6 months or less on private land	17	18	5.0		Excl	These will be subject to consultation
<b>Other Additional Charges</b>						
Removal by council of goods, stalls, tables, chairs left in street outside trading hours	210	221	5.0		Excl	These will be subject to consultation
<b>Refunds by Council</b>						
Refusal to renew or grant licence	Pro-rata	Pro- rata	Pro- rata		Excl	These will be subject to consultation
<b>Enforcement</b>						
Release fee for the removal and one day storage of a vehicle seized In lieu of legal proceedings	232	244	5.0		Excl	These will be subject to consultation
Additional daily charge (excluding Saturdays, Sundays and Public Holidays)	27	28	5.0		Excl	These will be subject to consultation



Charge Description	Current charge Inc	Proposed Charge Inc	% Increase	WEF Date (if date other than 1.4.11)	Incl/Excl VAT	Comments
<b>First Application with one days distribution</b>						
Main distributors licence	47	49	5.0		Excl	These will be subject to consultation
Associate distributor	21	22	5.0		Excl	These will be subject to consultation
Renewals						
Main distributor	34	36	5.0		Excl	These will be subject to consultation
Associate distributor	17	18	5.0		Excl	These will be subject to consultation
Extra days distribution (Maximum Six)						
Main distributor per day	10	11	5.0		Excl	These will be subject to consultation
Associate distributor per day	10	11	5.0		Excl	These will be subject to consultation
<b>LICENSING</b>						
<b>Exhibition Licenses</b>						

Charge Description	Current charge Inc	Proposed Charge Inc	% Increase	WEF Date (if date other than 1.4.11)	Incl/Excl VAT	Comments
Fees payable are on the following scales capacity (Maximum permitted number of persons)						
Up to100	856	899	5.0	3.1.11	Excl	Locally Set
101-200	1703	1,788	5.0	3.1.11	Excl	Locally Set
201-300	2559	2,687	5.0	3.1.11	Excl	Locally Set
301-400	3378	3,547	5.0	3.1.11	Excl	Locally Set
401-500	4236	4,448	5.0	3.1.11	Excl	Locally Set
501-1000	5783	6,072	5.0	3.1.11	Excl	Locally Set
1001-1500	7867	8,260	5.0	3.1.11	Excl	Locally Set
1501-2000	11019	11,570	5.0	3.1.11	Excl	Locally Set
2001-2500	13630	14,312	5.0	3.1.11	Excl	Locally Set
2501-5000	28796	30,236	5.0	3.1.11	Excl	Locally Set
5001 plus	46845	49,187	5.0	3.1.11	Excl	Locally Set
Additional charge for each extension of hours beyond 11.00 p.m. per day	168.8	177	5.0	3.1.11	Excl	Locally Set
Additional charge for each extension of hours beyond 2.00 a.m. per day	674.4	708	5.0	3.1.11	Excl	Locally Set

Charge Description	Current charge Inc	Proposed Charge Inc	% Increase	WEF Date (if date other than 1.4.11)	Incl/Excl VAT	Comments
Transfer Fee	575	604	5.0	3.1.11	Excl	Locally Set
Duplicate Licence	69	72	5.0	3.1.11	Excl	Locally Set
Booking Office Licence	768	806	5.0	3.1.11	Excl	Locally Set
Transfer of above	563	591	5.0	3.1.11	Excl	Locally Set
Variation of Annual Licence	575	604	5.0	3.1.11	Excl	Locally Set
<b>Bingo Club</b>						
New Application	3150	3,150	0.0	3.1.11	Excl	Statutory Maximum
Annual Fee	900	900	0.0	3.1.11	Excl	Statutory Maximum
Application to Vary	1575	1,575	0.0	3.1.11	Excl	Statutory Maximum
Application to transfer	1080	1,080	0.0	3.1.11	Excl	Statutory Maximum
Application for re-Instatement	1080	1,080	0.0	3.1.11	Excl	Statutory Maximum
Application for Provisional Statement	3150	3,150	0.0	3.1.11	Excl	Statutory Maximum
Licence Application (provisional statement holder)	1080	1,080	0.0	3.1.11	Excl	Statutory Maximum
Copy Licence	15	15	0.0	3.1.11	Excl	Statutory Maximum
Notification of change	23	23	0.0	3.1.11	Excl	Statutory Maximum
<b>Betting Premises (excluding Tracks)</b>						

Charge Description	Current charge Inc	Proposed Charge Inc	% Increase	WEF Date (if date other than 1.4.11)	Incl/Excl VAT	Comments
Fees set are within the Statutory Maximums given by secretary of state						
New Application	2700	2,700	0.0	3.1.11	Excl	Statutory Maximum
Annual Fee	580	580	0.0	3.1.11	Excl	Statutory Maximum
Application to Vary	1350	1,350	0.0	3.1.11	Excl	Statutory Maximum
Application to transfer	1080	1,080	0.0	3.1.11	Excl	Statutory Maximum
Application for re-Instatement	1080	1,080	0.0	3.1.11	Excl	Statutory Maximum
Application for Provisional Statement	2700	2,700	0.0	3.1.11	Excl	Statutory Maximum
Licence Application (provisional Statement Holder)	1080	1,080	0.0	3.1.11	Excl	Statutory Maximum
Copy Licence	15	15	0.0	3.1.11	Excl	Statutory Maximum
Notification of change	23	23	0.0	3.1.11	Excl	Statutory Maximum
<b>Tracks</b>						
Fees set are within the Statutory Maximums given by secretary of state						
New Application	2250	2,250	0.0	3.1.11	Excl	Statutory Maximum
Annual Fee	900	900	0.0	3.1.11	Excl	Statutory Maximum

Charge Description	Current charge Inc	Proposed Charge Inc	% Increase	WEF Date (if date other than 1.4.11)	Incl/Excl VAT	Comments
Application to Vary	1125	1,125	0.0	3.1.11	Excl	Statutory Maximum
Application to transfer	855	855	0.0	3.1.11	Excl	Statutory Maximum
Application for re-Instatement	855	855	0.0	3.1.11	Excl	Statutory Maximum
Application for Provisional Statement	2250	2,250	0.0	3.1.11	Excl	Statutory Maximum
Licence Application (provisional Statement Holder)	855	855	0.0	3.1.11	Excl	Statutory Maximum
Copy Licence	15	15	0.0	3.1.11	Excl	Statutory Maximum
Notification of change	23	23	0.0	3.1.11	Excl	Statutory Maximum
<b>Family Entertainment Centres</b>						
New Application	1800	1,800	0.0	3.1.11	Excl	Statutory Maximum
Annual Fee	675	675	0.0	3.1.11	Excl	Statutory Maximum
Application to Vary	900	900	0.0	3.1.11	Excl	Statutory Maximum
Application to transfer	855	855	0.0	3.1.11	Excl	Statutory Maximum
Application for re-Instatement	855	855	0.0	3.1.11	Excl	Statutory Maximum
Application for Provisional Statement	1800	1,800	0.0	3.1.11	Excl	Statutory Maximum
Licence Application (provisional Statement Holder)	855	855	0.0	3.1.11	Excl	Statutory Maximum

Charge Description	Current charge Inc	Proposed Charge Inc	% Increase	WEF Date (if date other than 1.4.11)	Incl/Excl VAT	Comments
Copy Licence	15	15	0.0	3.1.11	Excl	Statutory Maximum
Notification of change	23	23	0.0	3.1.11	Excl	Statutory Maximum
<b>Adult Gaming Centres</b>						
Fees set are within the Statutory Maximums given by secretary of state						
New Application	1800	1,800	0.0	3.1.11	Excl	Statutory Maximum
Annual Fee	900	900	0.0	3.1.11	Excl	Statutory Maximum
Application to Vary	900	900	0.0	3.1.11	Excl	Statutory Maximum
Application to transfer	1080	1,080	0.0	3.1.11	Excl	Statutory Maximum
Application for re-Instatement	1080	1,080	0.0	3.1.11	Excl	Statutory Maximum
Application for Provisional Statement	1800	1,800	0.0	3.1.11	Excl	Statutory Maximum
Licence Application (provisional Statement Holder)	1080	1,080	0.0	3.1.11	Excl	Statutory Maximum
Copy Licence	15	15	0.0	3.1.11	Excl	Statutory Maximum
Notification of change	23	23	0.0	3.1.11	Excl	Statutory Maximum
Temporary Use Notices	500	500	0.0	3.1.11	Excl	Statutory Maximum

Charge Description	Current charge Inc	Proposed Charge Inc	% Increase	WEF Date (if date other than 1.4.11)	Incl/Excl VAT	Comments
<b>Licensed Premises Gaming Machine Permit ( more than two machines )</b> Occasion on which fee may be payable						
Grant	150	150	0.0	3.1.11	Excl	Statutory Maximum
Existing operator Grant	100	100	0.0	3.1.11	Excl	Statutory Maximum
Variation	100	100	0.0	3.1.11	Excl	Statutory Maximum
Transfer	25	25	0.0	3.1.11	Excl	Statutory Maximum
Annual Fee	50	50	0.0	3.1.11	Excl	Statutory Maximum
Change of name	25	25	0.0	3.1.11	Excl	Statutory Maximum
Copy of Permit	15	15	0.0	3.1.11	Excl	Statutory Maximum
<b>Licensed Premises Automatic Notification Process ( Up to two machines )</b> Occasion on which fee may be payable						
On notification- up to 2 category C or D machines only	50	50	0.0	3.1.11	Excl	Statutory Maximum
<b>Club Gaming Permits</b> Occasion on which fee may be payable						
Grant	200	200	0.0	3.1.11	Excl	Statutory Maximum

Charge Description	Current charge Inc	Proposed Charge Inc	% Increase	WEF Date (if date other than 1.4.11)	Incl/Excl VAT	Comments
Grant (Club Premises Certificate holder)	100	100	0.0	3.1.11	Excl	Statutory Maximum
Existing operator Grant	100	100	0.0	3.1.11	Excl	Statutory Maximum
Variation	100	100	0.0	3.1.11	Excl	Statutory Maximum
Renewal	200	200	0.0	3.1.11	Excl	Statutory Maximum
Renewal (Club Premises Certificate holder)	100	100	0.0	3.1.11	Excl	Statutory Maximum
Annual Fee	50	50	0.0	3.1.11	Excl	Statutory Maximum
Copy of Permit	15	15	0.0	3.1.11	Excl	Statutory Maximum
<b>Club Machine Permits</b> Occasion on which fee may be payable						
Grant	200	200	0.0	3.1.11	Excl	Statutory Maximum
Grant (Club Premises Certificate holder)	100	100	0.0	3.1.11	Excl	Statutory Maximum
Existing operator Grant	100	100	0.0	3.1.11	Excl	Statutory Maximum
Variation	100	100	0.0	3.1.11	Excl	Statutory Maximum
Renewal	200	200	0.0	3.1.11	Excl	Statutory Maximum
Renewal (Club Premises Certificate holder)	100	100	0.0	3.1.11	Excl	Statutory Maximum
Annual Fee	50	50	0.0	3.1.11	Excl	Statutory Maximum



Charge Description	Current charge Inc	Proposed Charge Inc	% Increase	WEF Date (if date other than 1.4.11)	Incl/Excl VAT	Comments
Copy of Permit	15	15	0.0	3.1.11	Excl	Statutory Maximum
<b>Family Entertainment Centre Gaming Machine Permits</b> Occasion on which fee may be payable						
Grant	300	300	0.0	3.1.11	Excl	Statutory Maximum
Renewal	300	300	0.0	3.1.11	Excl	Statutory Maximum
Existing operator Grant	100	100	0.0	3.1.11	Excl	Statutory Maximum
Change of name	25	25	0.0	3.1.11	Excl	Statutory Maximum
Copy of Permit	15	15	0.0	3.1.11	Excl	Statutory Maximum
<b>Prize Gaming Permits</b> Occasion on which fee may be payable						
Grant	300	300	0.0	3.1.11	Excl	Statutory Maximum
Renewal	300	300	0.0	3.1.11	Excl	Statutory Maximum
Existing operator Grant	100	100	0.0	3.1.11	Excl	Statutory Maximum
Change of name	25	25	0.0	3.1.11	Excl	Statutory Maximum
Copy of Permit	15	15	0.0	3.1.11	Excl	Statutory Maximum
<b>Registration of small Lotteries</b>						
Fee for initial registration:	40	40	0.0	3.1.11	Excl	Statutory Maximum
Fee for annual renewal:	20	20	0.0	3.1.11	Excl	Statutory Maximum

Charge Description	Current charge Inc	Proposed Charge Inc	% Increase	WEF Date (if date other than 1.4.11)	Incl/Excl VAT	Comments
<b>Registration of premises for competitive bidding</b>						
Fee for Registration	320	320	0.0	3.1.11	Excl	Statutory Maximum
<b>Registration of premises for the storage of explosives</b>						
New Registration fee:	103	103	0.0	3.1.11	Excl	Statutory Maximum
Annual Renewal fee	51	51	0.0	3.1.11	Excl	Statutory Maximum
<b>Licence to sell fireworks all year round</b>						
Application / Renewal Fee	500	500	0.0	3.1.11	Excl	Statutory Maximum
<b>Film Classification</b>		0			Excl	
Classification of films for local viewing per hour	42	44	5.0	3.1.11	Excl	Locally Set
<b>Motor Salvage</b>						
Motor Salvage Operators Regulations 2002 and Vehicles (Crime ) Act 2001Motor Salvage Operators Regs	100	100	0.0	3.1.11	Excl	Statutory Maximum
Each Partner or Director pays and additional fee	35	35	0.0	3.1.11	Excl	Statutory Maximum

Charge Description	Current charge Inc	Proposed Charge Inc	% Increase	WEF Date (if date other than 1.4.11)	Incl/Excl VAT	Comments
<b>Poisons Act 1972</b>						
Fee for registration	61.2	64	5.0	3.1.11	Excl	Locally Set
Fee for renewal	61.2	64	5.0	3.1.11	Excl	Locally Set
Fee for change in particular	15.3	16	5.0	3.1.11	Excl	Locally Set
<b>Pet Shops per Selling Point</b>						
1 to 19 selling points (+ £25 for each category of animal sold)	197	207	5.0	3.1.11	Excl	Locally Set
20 to 29 selling points ((+ £25 for each category of animal sold)	157	165	5.0	3.1.11	Excl	Locally Set
30 or more selling points (+ £25 for each category of animal sold)	310	326	5.0	3.1.11	Excl	Locally Set
Animal Boarding Establishments	286	300	5.0	3.1.11	Excl	Locally Set
Riding Establishments	351	369	5.0	3.1.11	Excl	Locally Set
Guard Dog Kennels	183	192	5.0	3.1.11	Excl	Locally Set
Dog Breeding Establishments	183	192	5.0	3.1.11	Excl	Locally Set
Dangerous/Wild Animals	517	543	5.0	3.1.11	Excl	Locally Set
Zoo License	750	788	5.0	3.1.11	Excl	Locally Set
Performing Animals	100	105	5.0	3.1.11	Excl	Locally Set
<b>Sex Entertainment Venue</b>						
New Registration fee:	2500	2,625	5.0	3.1.11	Excl	Locally Set

Charge Description	Current charge Inc	Proposed Charge Inc	% Increase	WEF Date (if date other than 1.4.11)	Incl/Excl VAT	Comments
Annual Renewal fee	1800	1,890	5.0	3.1.11	Excl	Locally Set
Hypnosis	100	105	5.0	3.1.11	Excl	Locally Set
<b>Special Treatment Premises</b>						
<u>Class 1:</u>						
Applicants fee	462	485	5.0	3.1.11	Excl	Locally Set
Per additional person authorised to give treatment	331	348	5.0	3.1.11	Excl	Locally Set
<u>Class 2:</u>						
Applicants fee	462	485	5.0	3.1.11	Excl	Locally Set
Per additional person authorised to give treatment	88	92	5.0	3.1.11	Excl	Locally Set
<u>Class 3:</u>						
Applicants fee	197	207	5.0	3.1.11	Excl	Locally Set
Per additional person authorised to give treatment	82	86	5.0	3.1.11	Excl	Locally Set
<u>Class 4:</u>						
Applicants fee	118	124	5.0	3.1.11	Excl	Locally Set
Per additional person authorised to give treatment	67	70	5.0	3.1.11	Excl	Locally Set

Charge Description	Current charge Inc	Proposed Charge Inc	% Increase	WEF Date (if date other than 1.4.11)	Incl/Excl VAT	Comments
Occasional Licences and Transfer of Licence fees				3.1.11	Excl	50% of the Applicant's fee for the Class concerned
Duplicate Licence fee				3.1.11	Excl	Same as the additional payment per person for the Class concerned
Refunds /cancellations/withdrawal				3.1.11	Excl	Pro rata less true costs
<b>Premises Licence or Club Premises Certificate</b>						
Non-Domestic rateable value						The fees for a new or to vary either of the licences are based on the non-domestic rateable value (NDR) of the premises
NDR - A						
Main Application Fee	100	100	0.0	3.1.11	Excl	Statutory Maximum
Main Annual Charge	70	70	0.0	3.1.11	Excl	Statutory Maximum
NDR – B						
Main Application Fee	190	190	0.0	3.1.11	Excl	Statutory Maximum
Main Annual Charge	180	180	0.0	3.1.11	Excl	Statutory Maximum
NDR – C						
Main Application Fee	315	315	0.0	3.1.11	Excl	Statutory Maximum

Charge Description	Current charge Inc	Proposed Charge Inc	% Increase	WEF Date (if date other than 1.4.11)	Incl/Excl VAT	Comments
Main Annual Charge	295	295	0.0	3.1.11	Excl	Statutory Maximum
NDR – D		0			Excl	
Main Application Fee	450	450	0.0	3.1.11	Excl	Statutory Maximum
Main Annual Charge	320	320	0.0	3.1.11	Excl	Statutory Maximum
Multiplier for exclusively or primarily selling alcohol	X2					
NDR - E						
Main Application Fee	635	635	0.0	3.1.11	Excl	Statutory Maximum
Main Annual Charge	350	350	0.0	3.1.11	Excl	Statutory Maximum
Multiplier for exclusively or primarily selling alcohol	X2					
Variation						
Personal Licence Application	37	37	0.0	3.1.11	Excl	Statutory Maximum
Application for copy of licence or summary on theft, loss etc of premises licence or summary	10.5	11	0.0	3.1.11	Excl	Statutory Maximum
Notification of change of name or address (holder of premises licence)	10.5	11	0.0	3.1.11	Excl	Statutory Maximum

Charge Description	Current charge Inc	Proposed Charge Inc	% Increase	WEF Date (if date other than 1.4.11)	Incl/Excl VAT	Comments
Application to vary to specify individual as premises supervisor	23	23	0.0	3.1.11	Excl	Statutory Maximum
Interim Authority Notice	23	23	0.0	3.1.11	Excl	Statutory Maximum
Application to transfer premises licence	23	23	0.0	3.1.11	Excl	Statutory Maximum
Application for provisional statement: where premise is being built etc	315	315	0.0	3.1.11	Excl	Statutory Maximum
Application for copy of certificate or summary on theft, loss etc of certificate summary	10.5	11	0.0	3.1.11	Excl	Statutory Maximum
Notification of change of name or alteration of club rules	10.5	11	0.0	3.1.11	Excl	Statutory Maximum
Change of relevant registered address of club	10.5	11	0.0	3.1.11	Excl	Statutory Maximum
Temporary Event Notices	21	21	0.0	3.1.11	Excl	Statutory Maximum
Application for copy of notice on theft, loss etc of temporary event notice	10.5	11	0.0	3.1.11	Excl	Statutory Maximum

Charge Description	Current charge Inc	Proposed Charge Inc	% Increase	WEF Date (if date other than 1.4.11)	Incl/Excl VAT	Comments
Application for copy of licence on theft, loss etc of personal licence	10.5	11	0.0	3.1.11	Excl	Statutory Maximum
Notification of change of name or address (personal licence)	10.5	11	0.0	3.1.11	Excl	Statutory Maximum
Notice of interest in any premises	21	21	0.0	3.1.11	Excl	Statutory Maximum
<b>Temporary large events (over 5,000 attending)</b>						
5,000 – 9,999	1,000	1,000	0.0	3.1.11	Excl	Statutory Maximum
10,000 - 14,999	2,000	2,000	0.0	3.1.11	Excl	Statutory Maximum
15,000 – 19,999	4,000	4,000	0.0	3.1.11	Excl	Statutory Maximum
20,000 – 29,999	8,000	8,000	0.0	3.1.11	Excl	Statutory Maximum
30,000 – 39,999	16,000	16,000	0.0	3.1.11	Excl	Statutory Maximum
40,000 – 49,999	24,000	24,000	0.0	3.1.11	Excl	Statutory Maximum
50,000 - 59,999	32,000	32,000	0.0	3.1.11	Excl	Statutory Maximum
60,000 – 69,999	40,000	40,000	0.0	3.1.11	Excl	Statutory Maximum
70,000 – 79,999	48,000	48,000	0.0	3.1.11	Excl	Statutory Maximum
80,000 – 89,999	56,000	56,000	0.0	3.1.11	Excl	Statutory Maximum
90,000 and over	64,000	64,000	0.0	3.1.11	Excl	Statutory Maximum
<b>WEIGHTS AND MEASURES TESTING</b>						



<b>Charge Description</b>	<b>Current charge Inc</b>	<b>Proposed Charge Inc</b>	<b>% Increase</b>	<b>WEF Date (if date other than 1.4.11)</b>	<b>Incl/Excl I VAT</b>	<b>Comments</b>
Hourly rate	76.2	80	5.0		Excl	Set by consortia
Weights not exceeding 25 kg.	10.8	11	5.0		Excl	Set by consortia
Weights above 25 kg charged for at hourly rates	76.2	80	5.0		Excl	Set by consortia
Linear measures not exceeding 3m or 10 ft for each scale any exceeding 3m will be charged for at hourly rates as above	10.8	11	5.0		Excl	Set by consortia
Capacity measures without divisions not exceeding 1 litre or 1 quart	10.8	11	5.0		Excl	Set by consortia
Other capacity measures will be charged for at hourly rates as above)	76.2	80	5.0		Excl	Set by consortia
Cubic ballast measures (other than brim measures)	167.6	176	5.0		Excl	Set by consortia
Liquid capacity measures for making up and checking average quantity packages	26.75	28	5.0		Excl	Set by consortia
<b>Templates</b>						

Charge Description	Current charge Inc	Proposed Charge Inc	% Increase	WEF Date (if date other than 1.4.11)	Incl/Excl   VAT	Comments
Per scale - first item	46.1	48	5.0		Excl	Set by consortia
Second and subsequent items	26.75	28	5.0		Excl	Set by consortia
<b>Measuring Instrument - liquor</b>		0	5.0		Excl	
Not exceeding 150 ml	18.5	19	5.0		Excl	Set by consortia
Other	32.1	34	5.0		Excl	Set by consortia
<b>Measuring Instrument – fuel and lubricants</b>						
Container type (un-subdivided)	72	76	5.0		Excl	Set by consortia
Other types - single outlet	105.1	110	5.0		Excl	Set by consortia
Other types - multi-outlets						
1 meter tested	119	125	5.0		Excl	Set by consortia
2 meter tested	183	192	5.0		Excl	Set by consortia
3 meter tested	247	259	5.0		Excl	Set by consortia
4 meter tested	312	328	5.0		Excl	Set by consortia
5 meter tested	375	394	5.0		Excl	Set by consortia
6 meter tested	440	462	5.0		Excl	Set by consortia
7 meter tested	491	516	5.0		Excl	Set by consortia
8 meter tested	567	595	5.0		Excl	Set by consortia
Additional meters tested on the same day will be charged	10.64	11	5.0		Excl	Set by consortia

Charge Description	Current charge Inc	Proposed Charge Inc	% Increase	WEF Date (if date other than 1.4.11)	Incl/Excl VAT	Comments
Work done a second or subsequent day will be charged for the first meter, and then continuing at the rates shown above.	119	125	5.0		Excl	Set by consortia
A charge to cover any additional costs involved	76.2	80	5.0		Excl	Set by consortia
<b>Weights denomination</b>						
up to 500g						
Accurate to within tolerance (M1/M2)	5.25	6	5.0		Excl	Set by consortia
with statement of error	10.5	11	5.0		Excl	Set by consortia
1kg to 5kg						
Accurate to within tolerance (M1/M2)	5.25	6	5.0		Excl	Set by consortia
with statement of error	10.5	11	5.0		Excl	Set by consortia
10kg to 25kg						
Accurate to within tolerance (M1/M2)	8.9	9	5.0		Excl	Set by consortia
with statement of error	14.1	15	5.0		Excl	Set by consortia
100kg and above						

Charge Description	Current charge Inc	Proposed Charge Inc	% Increase	WEF Date (if date other than 1.4.11)	Incl/Excl VAT	Comments
Accurate to within tolerance (M1/M2)	21	22	5.0		Excl	Set by consortia
with statement of error	31.5	33	5.0		Excl	Set by consortia
<b>Calibration and certification</b>						
Linear measures not exceeding 1m	26	27	5.0		Excl	Set by consortia
Capacity measures not exceeding 2L without subdivisions	13.4	14	5.0		Excl	Set by consortia
For each additional graduation	26	27	5.0		Excl	Set by consortia
For each additional graduation	13.4	14	5.0		Excl	Set by consortia
All other measurements and tests will be charged for at hourly rates	89.5	94	5.0		Excl	Set by consortia

Pest Control  
Benchmarking

	Waltham Forest		Camden		Enfield		Barnet		Hackney		Islington	
	Domestic	Concession	Domestic	Concession	Domestic	Concession	Domestic	Reduced charge (-35%)	Domestic	Reduced charge (OAP's only)	Domestic	Concession
Mice	77	44	101	20	90	N/A	120	78	127	20	NA	NA
Cockr.	99	56	85	20	90	N/A	110	72	114	20	NA	NA
Rats	Free	Free	101	20	90	N/A	120	78	Free	Free	NA	NA
Ants	99	56	100	N/A	125	N/A	120	78	114	20	NA	NA
Bed Bugs	99	56	165	20	125	N/A	108	70	127	20	NA	NA
Wasps	45	45	65	N/A	52	N/A	57	37	70	20	NA	NA
Fleas	77	44	76	N/A	90	N/A	110	72	114	20	NA	NA

	Company 1	Company 2	Company 3	Company 4	Haringey Concession - D	Haringey Domestic	Commercial Average
Mice	129	95	129	119	30	110	118
Rats	129	95	89		30	110	104
Cockr	99	120	89		30	162	103
Squirrels	179	175	89		30	116	148
Wasps	65	55	39	70	30	87	57
Bed bugs	179	205	89		30	214	158
Flea	99	105			30	110	102
Ants		205			30	116	205

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**Housing Services Fees and Charges Proposals****Appendix 12****Introduction**

The Housing Improvement Team currently sets charges in relation to HMO Licensing and carrying out Works in Default.

**Mandatory HMO Licensing**

The Housing Act 2004 (The 'Act') introduced a mandatory requirement for certain specified types of Houses in Multiple Occupation (HMOs) to be licensed by the Council. An HMO must have a licence if it consists of three or more storeys and is let to five or more persons who consist of two or more households. Certain properties are exempt from the licensing regime, including certain blocks of self contained flats and properties owned or managed by prescribed public sector landlords. The Act enables each Local Authority to set an appropriate level of fee to administer HMO licensing. The current licensing fee is £164 for each household within the dwelling and this is renewable every five years. The re-licensing at the new fee will bring in a minimum of £250K over a two year period which will cover the staffing costs to administer as re-licensing should be a much quicker process as all details are already on the file and all works required would have been completed

**Works in Default**

The Council currently charge a 30% fee on top of the cost of works which is a figure recommended by the audit commission. The amount of work in default was reduced last year to avoid an increasing number of irrecoverable debts.

**Analysis of cost and income**

The current cost of the HMO enforcement team is some £3,170k per annum. This compares to the annual income over the past four years of:

2006/07 - £192,664

2007/08 - £38,656

2008/09 - £34,192

2009/10 - £20,367

The reason for the large variance in the figures is that mandatory licensing was introduced in 2006/07 which resulted in a significant number of HMOs being licensed in that year. Subsequent annual income has therefore been restricted to the discovery of new, unlicensed properties. As Mandatory licenses have to be renewed every five years the Council can anticipate another increase in income in 2011/12 (see below).

**Fees and Charges Proposals****Mandatory HMO Licensing**

Increase in charges from £164 to £208 per unit within the dwelling. This fee structure will be presented to Cabinet in April/May in conjunction with an HMO licensing report. Re-licensing starts in September 2011 which will bring in an income of an estimated £250,000. The increased fee represents a more accurate assessment of officer time based on the experience gained to date.

#### Additional HMO Licensing, Harringay Ward

This is likely to start September 2011 (further to the Cabinet report referenced above) and there are likely to be 300 properties that fall in to these criteria, as a minimum. Likely income is in the region of £300,000. This scheme will be suitable to be moved to other wards. Re-licensing of this scheme is likely to be 3 yearly. The mandatory scheme is every 5 years, Consideration will be given to reducing this to 3 years or less for landlords with a poor track record.

#### Works in Default

No changes in charges but there may be an increase in overall income through a more effective approach to the way work is undertaken and the associated costs are recovered. It would be reasonable to assume an additional £20,000 each year through such changes.

#### Service of Notices (Housing Act 2004)

Current charge £nil, the proposed charge is £50 per hour (of officer time). The service of Improvement and Prohibition Notices under the 2004 Act and assessed under the Housing Health and Safety Rating System is extremely time consuming and complex and they are subject to challenge. The preparation time of these notices are between 15/20 hours and in some cases more. There is the potential that 50 of this type of notice could be served each year. This could result in an income of up to £50,000 per annum.

#### Entry clearance inspections

Current charge £nil, the proposed charge is £50 per hour (of officer time). This relates to inspections required by Embassies and High Commissions regarding the suitability of the accommodation the person is going to live in. Each inspection / documentation takes 3-4 hours and we have between 15/20 applications each year. This could potentially produce an income of £3,000 per annum.



### Concessions and Discounts

There are some concessions. The Council charges 20% instead of 30% on the cost of works in default when the owner agrees for the Council to undertake the work on their behalf. There are likely to be some concessions for accredited landlords in respect of licensing fees.

### Methods of Payment

Current method for licensing is a cheque for fee with application form. In some cases, related to work in default, the owner is allowed to pay by instalments.

### Schedule of Charges

The following table shows existing charges, proposed charges and associated increases in income (£/%)

Item	Current	Proposed	Increase %	Comment
Mandatory HMO Licensing	£164 for each household within the dwelling	£208	25%	There are presently 255 licensed HMO's. This fee structure will be presented to cabinet in April/May in association with an Additional HMO licensing report. Re-licensing starts September 2011 which will bring in an income of £250K minimum.
Additional HMO licensing, Harringay Ward		£208	100%	This is likely to start September 2011 and there are likely to be 300 properties that fall in to these criteria, as a minimum. Likely income is in region of £300K. This scheme will be suitable to be moved to other wards. Re-licensing of this scheme is likely to be 3 yearly.
Work in Default of Owners/Landlords	30% + cost of works	Same	n/a	We need to get smarter in the way we undertake the works and recover the costs. We should be using our internal works organisation to deliver the necessary works and to keep business in

				house and look to efficient ways of recovery. We may need to look for debt recovery agencies or sell the debt for small debt amounts. We can increase this amount of activity if the recovery method is reviewed.
Service of Notices Housing Act 2004		£50 per hour officer time	100%	The service of Improvement and Prohibition Notices under the 2004 Act and assessed under the Housing Health and Safety Rating System is extremely time consuming and complex. It is subject to challenge. The preparation time of these notices are between 15/20 hours and in some cases more. Potential that 50 of this type of notice could be served each year.
Entry Clearance Inspections		£50 per hour	100%	Inspections required by Embassies and High Commissions regarding the suitability of the accommodation the person is going to live in. Each inspection/documentation takes 3-4 hours and we have between 15/20 applications each year.

**Introduction**

Corporate Property Services has few opportunities to charge for services and these essentially fall into two areas of work:

- (A) professional fees as part of property transactions and
- (B) minor services provided within the Facilities Management activity.

None of these charges are statutory. The professional fee charges are limited by the commercial market and the discretionary charge in relation to car parking is essentially guided by what the market will bear. All other ad hoc charges are set to ensure full recovery of costs incurred. The total fee income achieved in 2009/10 was £225k, £154k of which was from professional fees with a further £47k from staff car parking and £24k from other miscellaneous income.

The fees now proposed and set out in the attached Appendix 13.1 follow the principles set out above and where relevant take account of the increase in VAT from January 2011. The increases in staff car parking income are forecast to achieve £20k additional income in 2011/12 (VAT is not charged) of which £5k had already been reflected in 'Pre-Agreed Savings'. The other fee income is unpredictable and market driven and no significant on-going increase has been assumed. Of this additional income, £5k is already in the budget as a pre-agreed saving.

Property services are reviewing the potential to increase income from charging the public to use council owned car parking outside normal operational hours. A cost benefit analysis is being undertaken to identify whether this is feasible.

**A Charging of Professional Fees**Disposals

For all property disposals a professional fee of 2.5% is charged on the sale price with a 'tapering' where the price is significant. This is considered the limit that is reasonable and is the upper limit the market would charge. Anything higher would be counter productive and this charge is in any case reflected in the price, buyers offer to pay. The income from this is managed with the receipt from the sale and is the most efficient means of handling the transaction.

New leases and assigned leases

A relatively small additional administration fee is charged but discretion is used as to the rate. If a rent is say £2000 per annum it would be unreasonable to also charge £1000 fee. Whatever the value, a minimum of £500 is charged. The fee rate we are proposing is considered to be realistic and fair. Fees above this level, it is considered, would be counter productive and deter new tenancies. The income from this is managed as part of the lease arrangements and is the most efficient means of handling the transaction.

Ad hoc fees and charges

Occasionally the Service does do work for partner organisations. On these occasions the full cost of the work done is recouped from the organisation. Where work is undertaken for the benefit of a private company, even more competitive rates are charged, which are assessed on a case by case basis.

Commercial Portfolio

The table below shows the direct cost of managing the total Council commercial portfolio and the income from commercial rents budgeted to be achieved.

	2010/11 Revised Budget £'000
<b>Cost of Managing the Property Portfolio</b>	
Employees	373
Corporate Overheads	527
<b>Total Cost</b>	<b>900</b>
<b>Commercial Rental Income</b>	
Property Services	(4,289)
Adults Culture & Community Services	(432)
Children & Young People's Services	(40)
Urban Environment	(241)
HRA	(2,009)
<b>Total Income</b>	<b>(7,011)</b>

Appendix 13.2 attached shows the current number of properties in the Corporate Property portfolio, the related occupancy levels and projected annual income.

Properties within the commercial portfolio are let on the basis of legal agreements and arrangements. It is not possible to vary these arrangements other than as part of the normal rent review or lease renewal process.

Current arrangements for marketing and letting void properties are subject to review and new lettings are being offered at competitive market rental levels. However, it is always possible to offer more attractive terms and more flexible arrangements but this must be managed carefully to ensure that the long-term interests of the Council are protected. Overall it should be remember that we are, to a great extent, governed by market forces.

**B Facilities Management fees**Staff Car Parking

Parking is provided at many office car park locations in the borough. For the last year or so, fees have been charged for all users at £200 p.a.. It is proposed to increase this charge to £300 p.a. There are currently a few spaces rented within the Morrisons supermarket car park and spaces at Bury Road car park , for which CPS are charged £200. The rest are available with no additional cost so overall the cost of providing these is more than covered by the proposed charge. To increase the fees beyond this is likely to be counter productive, as staff find alternative means and overall income reduces. The charge for these spaces is administered through the payroll system which is the most efficient way of managing this.

#### Room Hire – Civic Centre and Woodside House

Charges are based upon circumstance. E.g. if a small community group needs a space for an hour during normal office hours we charge differently to a commercial company needing say the Council chamber at a weekend. Costs are competitive and more than cover the cost of the space provided. These bookings are infrequent and do not generate significant income for the Council largely because of the high level of Council related meetings that take place in the Civic Centre particularly during the weekdays; furthermore, for small groups wishing to hire a room for a meeting, the costs of the porter required to open the building outside normal hours on top of the room hire do not make these facilities that attractive.

#### Commercial filming in council buildings

This activity is controlled and managed by Economic Regeneration who negotiate the fees and charges. The charges more than cover the marginal costs in CPS. They retain 40% of the fee negotiated and we receive 60% as the owner of the asset. There is no fixed fee and is negotiated with the 'client' according their needs, facilities required, duration etc.

### **Fees and Charges Proposals**

The fees and charges proposed have been based upon real cost including administration or based upon the 'market rate' for the transaction.

### **Concessions and Discounts**

As referred to above, rates are modified according to the circumstance for some activities, e.g. room bookings. Overall our policy is to charge the market rate.

### **Methods of Payment**

Wherever possible we use existing administrative systems to manage these fees and charges. Cash and cheques are only accepted as a last option; they are processed through the payments office.

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## **Registration and Citizenship Service Fees and Charges      Appendix 14**

### **Introduction**

The Registration and Citizenship Service offers a range of services from marriages and civil partnerships, nationality and citizenship through to the registration of births and deaths. The service also maintains historical records from which members of the public can request copies.

A range of fees both statutory and non statutory are charged and overall the proposed new fees and increased marketing of the service will ensure that the costs of the non-statutory services are fully recovered.

The current and proposed charges and fees are attached as Appendix 14.1

The Registration and Citizenship Service has a perishability factor. Once a Ceremony Room slot has past it cannot be resold. Whilst the service is not operated to make a profit there is an emphasis on maximising demand. This emphasis will grow going forward as the department is marketed more proactively which is anticipated to result in more ceremonies taking place and increased revenue. Revenue generated will be reinvested to enhance the customer experience to boost The Civic Suites profile. A deposit scheme is being looked into to ensure that 'no shows' are minimised both in financial terms and also ensuring that the facilities are maximised.

The statutory £43.50 wedding / CP service ensures that the service is accessible to all residents. The non statutory wedding / CP service combined with approved premises services enable an enhanced service to be offered to those that desire it.

### **Analysis of Cost and Income**

A full review of current costs has been undertaken based on estimated staff time spent on the statutory and non statutory functions provided by the service. This has been used along with benchmarking data from neighbouring boroughs to set the proposed charges from January as set out in Appendix 14.1.

These revised charges along with plans to better market and develop services thus increasing volumes should enable an increase in income of circa £57k without increasing resources. Assuming forecast volumes are achieved, the non-statutory services should break even and the net cost of the service overall should be reduced to circa £50k.

## **Fees and Charges Proposals**

The service is proposing to raise fees for marriages and civil partnerships by an average of 20% and to keep fees for the Nationality Checking Service at current levels. This will generate an additional £20k in revenue in 2011-12 based on existing volumes. If services are marketed more proactively as outlined above, demand should increase which should lead to further income generation which is estimated to achieve a further £37k.

Raising the fees for ceremonies by around 20% allows the service to continue to be competitive but will allow it to move closer towards full cost recovery overall. Full cost recovery for each service is not felt realistic at this time as this would require a substantial increase in fees, which would in all probability, be counter productive, reduce demand and make Haringey uncompetitive.

The Council's current fees for the Nationality Checking Service are already higher than many of the neighbouring boroughs. The impact of the VAT increase coupled with a rise in fees would only serve to reduce demand for the NCS service in Haringey; this is a service the business hopes to grow.

## **Concessions and Discounts**

Many of the Registration and Citizenship Services fees are statutory and cannot be raised or reduced by the Council. Statutory fees are set at modest levels that are affordable to all sections of the community.

## **Methods of Payment**

Customers can pay by credit or debit card, cash or personal cheque. Payment by card (credit or debit) incurs a £3.00 administration fee.

## **B – Local Land Charges Service**

### **Introduction**

The service currently charges for access to property records and is now proposing a new charge for the naming and numbering of buildings, a function also carried out by this service.

### **Access to Property Records**

Charges for this service are subject to the Local Authorities (England) (Charges for Property Searches) Regulations 2008. These state that the charge for access to property records made during a financial year must be calculated by dividing a reasonable estimate of the likely total costs to the local authority in granting access to property records (and performing internal transactions) during the financial year; by a reasonable estimate of the number of requests for access to property records likely to be received (from another person or different departments of the authority) over that same financial year.



A local authority must take all reasonable steps to ensure that over the course of any period of three consecutive financial years, the total income (including notional income from internal transactions) from such charges and recharges does not exceed the total costs of granting access to property records.

Where under paragraph a local authority makes an overestimate or underestimate of the unit charge for a financial year, it must take this into account in determining the unit charge for the following financial year.

The current charges are shown in Appendix 14.1 and any revisions to charges for 2011/12 will not be calculated until year end to allow for any over or under recovery to be factored in.

The budgeted income for 2010/11 is £362k.

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**Central Directorates Fees & Charges at October 2010 and proposed  
from 1 January 2011.**

**Appendix 14.1**

Charge Description	Current charge (10/11) (£)	Proposed Charge (£)	% Increase	WEF Date (if date other than 1.1.2011)	VAT	Class of Income
(Z/E/S/ other)						
<b>Births, Marriages &amp; Deaths</b>						
1 Statutory marriage & civil partnership services held in the register office	43.50	43.50	0%		Z	S
2 Designation of a private premises as an approved premise	1375.00	999.00	-27%		Z	CR
<b>Approved marriage &amp; civil partnership services held in the Civic Suite:</b>						
Ceremony Room:						
Monday, Tuesday, Wednesday, Thursday	73.50	90.00	22%		Z	CR
Friday	103.50	125.00	21%		Z	CR
Saturday	133.50	160.00	20%		Z	CR
Council Chamber (except Saturday)	250.00	250.00	0%		Z	CR
Council Chamber (Saturday)	250.00	300.00	20%		Z	CR
Committee Rooms 1&2 (all times)	150.00	150.00	0%		Z	CR
5 Notices for marriage & civil partnership	33.5	33.50	0%		Z	S
Admin fee for notices for marriage & civil partnership on Saturday	0	10.00	100%		Z	S
6 Birth, death, marriage & civil partnership certificates	3.50 (current); 7.00 (archived)	3.50 (current); 7 if still in Register 9.00 (archived)			Z	S
7 Issue of Birth, Marriage or Death certificate on day of request (admin fee)	3.00	10.00	233%		Z	CR

Charge Description	Current charge (10/11) (£)	Proposed Charge (£)	% Increase	WEF Date (if date other than 1.1.2011)	VAT	Class of Income
					(Z/E/S/ other)	(C/S/CR/D) *
8 Attending approved premises for weddings & civil partnership ceremonies	303.50 (weekday) 353.50 (Sun/BH)	365.00 (weekday) 425.00 (Saturday) 490.00 (Sunday) 500.00 (BH)	20% average increase		Z	CR
Attending approved premises for weddings & civil partnership ceremonies (CHURCH)	83.50	83.50	0%		Z	S
9 Religious building certification	28 (worship) 120 (marriage)	28 (worship) 120 (marriage)	0%		Z	S
10 Public search of records	18	18.00	0%		Z	S
11 Renewal of marriage vows / naming ceremonies	150	150.00	0%		S	CR
12 Nationality Checking Service:					S	
Single Applicant (Saturday)	47.00	58.00	23%		S	CR
Couple (Saturday)	70.50	86.50	23%		S	CR
Single Applicant (Monday - Friday)	47.00	48.00	2%		S	CR
Couple (Monday - Friday)	70.50	72.00	2%		S	CR
Child	23.50	24.00	2%		S	CR
Private Citizenship Ceremony	100	100	0%		Z	CR
<b>Local Land Charges</b>						
Search of the Register of Local Land Charges (LLC1)	45	45	0%		Z	CR
Additional parcel of land (each) *	9	9	0%		Z	CR
CON29R	97	97	0%		Z	CR
Additional parcel of land (each) *	19	19	0%		Z	CR
Local Search and Enquiries (CON29R)	142	142	0%		Z	CR
Additional parcel of land	28	28	0%		Z	CR
Individual Enquiries CON290 (each)	5	5	0%		Z	CR

Charge Description	Current charge (10/11) (£)	Proposed Charge (£)	% Increase	WEF Date (if date other than 1.1.2011)	VAT	Class of Income
					(Z/E/S/ other)	(C/S/ CR/D) *

\* Class of Income Definitions:

**C = Commercial arrangements (a service that is or could be available from the private sector)**

**S = Statutory (the charge is set by central government / statute)**

**CR = Cost Recovery (charge is set by statute or council policy to recover full costs no more, no less)**

**D = Discretionary (discretion on whether to levy a charge and also on what the policy on cost recovery should be)**

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Agenda item:

**[No.]****CABINET****On 21 DECEMBER 2010**

Report Title: Award of Contract for the Council's Waste Management Services

Report of Niall Bolger, Director of Urban Environment

Signed :


 13<sup>th</sup> Dec 2010

Contact Officer : Stephen McDonnell (Ext 2485)

Wards(s) affected: All

Report for: Key Decision

**1. Purpose of the report (That is, the decision required)**

- 1.1. To seek approval to award the contract for Waste Management Services for a period of 14 years with the option to extend for a further 7 years in accordance with Contract Standing Order (CSO) 11.03.

**2. Introduction by Cabinet Member (if necessary)**

- 2.1. I believe this contract will give Haringey the ability to redefine its Waste Management and Cleansing Services delivering a more sustainable solution by reducing the service's carbon impact and increasing recycling rates, in line with our Greenest Borough Strategy. The new contract will also ensure the Council aims to achieve top quartile performance for London.
- 2.2. The tendering process has been thorough and has been externally tested to ensure overall procurement objectives were met, which includes improvements in performance and customer perception.
- 2.3. The Contractor's commitment to work in partnership with the Council will ensure that the contract continually evolves, thus meeting the future challenges that we

may face as a Council.

**3. State link(s) with Council Plan Priorities and actions and /or other Strategies:**

3.1. The proposed Waste Management Services contract addresses the following Council Plan Priorities; Cleaner Greener Haringey, Delivering High Quality Efficient Services and A Thriving Haringey. In turn the new contract will support the delivery of the following Greenest Borough Strategy Priorities:

- Priority 1 – Improving the Urban Environment
- Priority 3 – Managing Environmental Resources Efficiently
- Priority 6 – Promoting Sustainable Transport
- Priority 7 – Raising Awareness and Involvement

3.2 Details on how the recommended bidder has addressed these priorities is set out in the Part B (exempt) section of this report.

**4. Recommendations**

4.1 It is recommended that approval be given under Contract Standing Order 11.03 to award the Waste Services contract to the Contractor identified in Part B (exempt) paragraph 2.1 of this report for a period of 14 years with the provision to extend for a further period of 7 years.

**5. Reason for recommendation(s)**

5.1. The Procurement has been undertaken using a formal OJEU Competitive Dialogue procedure. The winning bidder has scored highest against the evaluation criteria set for the procurement.

**6. Other options considered**

6.1. The nature of a formal Competitive Dialogue allows the number of bidders to be gradually reduced as the dialogue progresses, which means that a number of potential solutions have been considered during the dialogue process. 16 companies expressed interest in this procurement, with 10 submitting a formal Pre-Qualification Questionnaire, which has subsequently been reduced to the final two, from which the preferred bidder has been recommended.

**7. Summary**

Introduction

7.1 The selection of the contractor to provide Haringey's Waste Management Services, including waste collection, street cleansing and other environmental



services, is being procured through a Competitive Dialogue procedure. Competitive Dialogue allows the Council to gradually reduce the number of bidders engaged as the process develops, until ultimately a preferred bidder is selected. This report has been prepared to present to Cabinet the outcome of the final stage of the dialogue and the process of receiving and evaluating the Final Bids, which has resulted in a recommendation of the Preferred Supplier.

#### Commissioning Strategy

7.2 Cabinet approved on 15 July 2008 the Public Realm Commissioning Strategy, which included:

- Agreement to procure specialised contracts, one of which was to engage a single supplier to provide Collection of Waste and Recycling, Street Cleansing Services, Winter Maintenance and other Environmental Services including Graffiti and Fly posting Removal.
- Agreement to undertake the procurement of this service using a Competitive Dialogue procedure, which allows the Council to gradually reduce the number of suppliers and bids as the process develops.
- Agreement to extend the existing Integrated Waste Management & Transport contract with Haringey Enterprise Ltd. by 16 months to allow time for a thorough procurement process to be undertaken through Competitive Dialogue. This will mean that the new contract start date would be April 2011.
- Agreement to review through the procurement process the benefits of various delivery models, including the development of a Strategic Partnership.
- Agreement to establish a Cross Party Member Steering Group to review the programme as it develops.

#### Procurement Objectives

7.3 The agreed overall objectives that the Council is seeking to achieve in re-letting this contract are:

- Improved Performance and value for money.
- Improved Public Perception of the Service being provided.
- Efficiencies and cost savings through economies of scale.
- Flexibility and Innovation in the way the services are delivered.
- That Haringey becomes a top-quartile performer in London.

### Timescales

7.4 The intention of the procurement is to select a new supplier before the end of December 2010, allowing a sufficient mobilisation period before the service start date of April 2011.

### Procurement Process

7.5 A notice was published in the Official Journal of the European Union (OJEU) on 1<sup>st</sup> May 2009, inviting suppliers to express interest in competing for this contract. Suppliers who expressed interest were invited to complete a Pre-Qualification Questionnaire (PQQ), which resulted in a Long-List of 6 suppliers being selected who were invited into the first phase of dialogue (Invitation to Participate in Dialogue – ITPD). Five of these bidders subsequently submitted formal responses, from which following evaluation, three suppliers were invited to continue in the dialogue process and develop and submit detailed solutions (Invitation to Submit Detailed Solutions – ISDS). The various stages of the procurement process together with the associated number of bidders are set out in Table 1 below.

Table 1 – Procurement Stages/Number of Bidders

Expression of Interest Received	16 Suppliers
Completed PQQ's	10 Suppliers
Invited into first phase of dialogue (IPD)	6 Suppliers
Completed Written Responses to IPD	5 Suppliers
Presentation and Interview	5 Suppliers
Invited to Submit Detailed solutions (ISDS)	3 Suppliers
Suppliers Invited into Final Dialogue Phase	2 Suppliers
Final Bids Received	2 Suppliers

### ISDS Process

7.6 The Council's Invitation to Submit Detailed Solutions (ISDS) and Output Specification was issued to the three remaining bidders in October 2009. The ISDS invited Initial Detailed (and Costed) Bids to be developed and submitted in February 2010, allowing a period of 4 months of dialogue with the Council before bids needed to be submitted. During this dialogue period, the Council allocated up to one day per week for each bidder to use as they wished. The objective of this period was to assist bidders in developing their proposals.

7.7 During this dialogue period, the Council were keen to ensure that:

- Bidders were not constrained in developing solutions to meet the outputs in the specification.
- That there was no cross-contamination of ideas or supplier solutions.

7.8 Initial Bids were received from the three bidders on 26<sup>th</sup> February 2010.

7.9 Following detailed evaluation of the three remaining bids, on the 10 May 2010, Project Board approved the decision to deselect the 3<sup>rd</sup> placed bidder, and invite the final two suppliers, Enterprise and Veolia into the final phase of dialogue.

#### Final Stage of Dialogue

7.10 This involved a series of meetings to refine all aspects of the solutions presented by the two final bidders at the Initial Bid stage. The process allowed each of the evaluators the opportunity to clarify and feedback the strengths and weaknesses of the proposals with the bidders, providing them with a clear understanding of where improvements could be made which would improve their overall scoring. Bidders were given the opportunity to refine and re-submit aspects of their proposals during the dialogue and receive further feedback on their re-submitted proposals. This process gradually refined the bids and provided the Council with the confidence that the bids were being designed such that they would achieve the objectives set for the procurement.

7.11 In parallel, full agreement was reached on the contractual position offered by each supplier.

7.12 This Dialogue phase continued until the evaluation team were confident that Final Bids, when presented would:

- Achieve the Strategic and Operational outputs required from the Service.
- Provide an acceptable contractual and commercial position.
- Be within the Council's budget for the Service.

7.13 Once this position was reached, on 10 November 2010, Dialogue was formally closed and bidders were invited to submit their Final Bids, reflecting the positions agreed during the dialogue.

7.14 Final Bids were received from the two remaining bidders, Enterprise and Veolia on 12 November 2010.

### **8. Chief Financial Officer Comments**

8.1 The recommended bid is within the specified 'affordability envelope' for the contract and hence delivers significant levels of savings to the Council.

8.2 The pre-agreed element of the savings – agreed as part of the 2010-11 budget process amount to £1.165m and an additional £700,000 of savings have been identified during the procurement process.

8.3 Further details are contained within the exempt section of the report.

## **9. Head of Legal Services Comments**

- 9.1. The procurement has being undertaken in compliance with the Council's standing orders and the EU Directive on public procurement (the Consolidated Directive), as implemented in the UK by the Public Contracts Regulations 2006, and in accordance with Council's Financial Regulations.
- 9.2. As this process is using the competitive dialogue procedure in accordance with CSO 8.02 (d), the process must adhere to the Public Contracts Regulations 2006 and in particular regulation 18 throughout the process.
- 9.3. The value of the of the contract is above the Council's Key Decision threshold and or affects all wards, the Council's Waste Management Team have confirmed that, in accordance with CSO 11.04, details of this contract have been included on the Forward Plan.
- 9.4. Where there is a disposal of assets reasonable endeavours must be used to realise their residual values in accordance with CSO 16.01 and where the value of these is over £150,000 the Cabinet Procurement Committee is the appropriate body that must approve this under CSO 16.05.
- 9.5. The Contract is being awarded based on the basis that the preferred bidder submitted the most economically advantageous tender in accordance with CSO 11.1 (b).
- 9.6. The value of the Agreed Maximum Price for the contract exceeds £250,000, under CSO 11.03, the Procurement Committee is the appropriate body to approve the award, provided that to do so is consistent with the provisions of the Council's Financial Regulations.
- 9.7. The Council has to obtain best consideration as any leases granted for a period in excess of 7 years is deemed to be a disposal. Where the Council proposes to dispose undervalue it must obtain the consent of the Secretary of State even where such a disposal would be financially advantageous to the Council.
- 9.8. Subject to the comments contained in the exempt information, the Head of Legal Services confirms that the recommendations contained in this report may be accepted.

## **10. Head of Procurement Comments**

- 10.1. The procurement process has been robustly applied throughout to ensure compliance with relevant tendering directives and regulations.
- 10.2. An early gateway review was undertaken to ensure the project was properly

resourced and planned; in order to ensure a successful outcome.

10.3. Bidders have been suitably briefed at each key stage of the process and as bidder numbers were reduced.

10.4. Final evaluation scores demonstrate a clear winning bid.

10.5. The Head of Procurement supports the report and recommendations hereby put to Members for consideration.

## 11. Equalities & Community Cohesion Comments

11.1 An Equalities Impact Assessment (EIA) was completed to inform the procurement process and ensure that the contracts developed as part of the Competitive Dialogue process included the necessary considerations. The EIA was informed by the residents' consultation exercise which took place in July 2009, which resulted in over 6,800 responses. The results of the consultation were made available to the bidders to ensure the bids considered the identified barriers to accessing waste management services.

11.2 Some of the key equalities outcomes of the consultation were:

- Access to Reuse & Recycling Centres for residents who do not own a car.
- Assisted collections for residents who are physically unable to present their recycling and waste containers at the boundary of their property.
- Effective communication with and meeting the needs of a wide range of communities.

11.3 The new contract addresses many equalities considerations including the above through the provision of new and enhanced services. Furthermore, the new contract has a requirement to perform equalities monitoring and to adhere to the Council's policies on Equalities.

## 12. Consultation

12.1 Throughout the procurement process the Council has consulted with a number of stakeholders, including;

- Residents – A Council questionnaire was distributed in the July 2009 issue of Haringey People, allowing all residents to make their views known. During the fieldwork period over 6,800 completed forms were returned via freepost and email, this being the largest ever response to a public consultation that Haringey has received. The consultation focused on a number of areas,

including; recycling, dog fouling, contact methods and local priorities.

- Traders - A consultation was distributed to all businesses in the borough in September 2010. During the fieldwork period over 180 completed forms were returned. The consultation focused on a number of areas, including; contact methods, current service provision, street cleansing and recycling.
- Trades Unions – Unions representing the staff providing the service were consulted once a month. They were kept up to date with the process and timescales and any key developments which would affect their members.
- Staff – Meetings with depot staff, where the Environmental Resources procurement team and Personnel explained the procurement process and impact on staff took place in December 2009. Additional briefings are planned post contract award.
- London Mayor’s Office – The GLA have approved the process to date and are being regularly updated on progress.
- Homes for Haringey – as an end user and a contributor to the service costs, Homes for Haringey have been consulted on a regular basis and are represented at Project Board. They were also involved in the dialogue meetings with bidders to discuss future service provision on estates.
- Member Advisory Group – As agreed in the Commissioning Strategy, this group was established to ensure that Members from all Parties are aware of the process and progress of the procurement.

### **13. Service Financial Comments**

- 13.1. Both bids received were within the Council’s Affordability Envelope.
- 13.2. Full details on the financial considerations in determining the recommendation are set out in Part B (exempt) section 4.0.

### **14. Use of appendices /Tables and photographs**

- 14.1. Part B- Exempt Information
- 14.2. Part B Appendix A – Environmental Resources Baseline Budget Position
- 14.3. Part B Appendix B – Eversheds Legal Executive Summary

### **15. Local Government (Access to Information) Act 1985**

- 15.1. This report contains exempt and non-exempt information. Exempt information is contained in Part B and is NOT FOR PUBLICATION. The

exempt information is under the following category (identified in the amended schedule 12A of the Local Government Act 1972):

- Information relating to the financial or business affairs of any particular person.





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