

Council Meeting

19 December 2006

Agenda Item 9.1

Administration Policy Item – Budget 2007/08

Further documentation relating to this item is attached.

2007-08 Draft Budget

£m

| | |
|--|----------------|
| 2006/07 Council Tax Requirement | 136.565 |
| Pay Awards, Inflation & Full Year Effects | 6.210 |
| Loss of Specific Grants | 0.423 |
| Budget Efficiencies | (8.725) |
| Budget Reductions | (2.423) |
| Budget Increases | 9.072 |
| Capital Programme (financing & operational costs) | 2.186 |
| | <hr/> |
| | 143.308 |
| Council Tax Base & Collection Fund | (0.355) |
| Government Grant (provisional settlement) | (1.083) |
| | <hr/> |
| 2007/08 Council Tax Requirement | 141.870 |
| | <hr/> |
| 2007/08 Council Tax Increase | 3.88% |

London Borough of Barnet

Council Meeting

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The draft budget currently assumes no contribution to balances. This will need to be reviewed once the Chief Finance Officer has finalised guidance to Council on this matter which he is required to do under the Local Government Act 2003.

All figures shown in the headlines represent year on year movements of revenue costs and income.

Development of the Budget has taken place over several months and a few items may be out of place in respect to the new corporate management structure, effective from 1 December 2006. These will be corrected before the final budget is presented to Council in March 2007.

Government grant incorporates 2004/05 & 2005/06 adjustments dropping out.

| Adult Social Services | 2007-8 | 2008-9 | 2009-10 | 2010-11 |
|---|--------------|----------------|----------------|----------------|
| | £000 | £000 | £000 | £000 |
| <u>Budget Efficiencies</u> | | | | |
| Contracting efficiencies Delivering value for money and quality through effective contracting | (580) | (1,060) | (300) | (1,155) |
| Transforming how we work - the role of in house services Making in-house services competitive in the market place. Modernising services to deliver self directed care | | | (176) | |
| Transforming how we work - rolling out Individualised budgets Changing the way social care packages are set up to give greater choice to the individual and reduce care package costs | | (725) | (919) | |
| Reducing inflation payments Reviewing the inflation uplift against planned expenditure | (15) | | | |
| Reviewing hospital discharges Adjusting packages of care to respond to improvement following hospital discharge | (20) | | | |
| | (615) | (1,785) | (1,395) | (1,155) |

| Adult Social Services | 2007-8 | 2008-9 | 2009-10 | 2010-11 |
|---|--------------|--------------|------------|------------|
| | £000 | £000 | £000 | £000 |
| <u>Budget Increases</u> | | | | |
| Learning Disability high cost placements There is an increasing and planned demand in respect of high cost quality placements for service users with profound and complex needs in the process of transition and a requirement to ensure local capacity is developed accordingly. This will include both residential care and enhanced supported living options | 876 | 695 | 330 | |
| Contractual commitments Allowance for contract negotiations to ensure appropriate control of contracts | 150 | | | |
| Savings implementation Reorganisation of business support functions to eliminate inefficiencies, reduce transaction costs and secure improved control of procurement costs | 100 | | | |
| Transforming how we work - rolling out Individualised budgets see efficiencies | 274 | 100 | | |
| Transforming how we work - the role of in house services see efficiencies | | 50 | (50) | |
| Reduction in specific grant Impact of the transfer of funding from specific grants to base funding | 323 | 290 | 290 | 290 |
| | 1,723 | 1,135 | 570 | 290 |

| Adult Social Services | 2007-8 | 2008-9 | 2009-10 | 2010-11 |
|---|--------------|--------------|--------------|----------|
| | £000 | £000 | £000 | £000 |
| <u>Budget Reductions</u> | | | | |
| Mental Health reductions | (135) | | | |
| Maximising internal income streams | | | | |
| Property disregard | (30) | | | |
| All self funding clients moving into residential care will not be offered more than 12 weeks free care (in line with other authorities) whilst deciding if they wish to stay. | | | | |
| Transforming how we work - the role of in house services | (205) | (245) | (500) | |
| see efficiencies | | | | |
| Transportation | (115) | (60) | | |
| Reviewing the current arrangements for transport | | | | |
| Training | (100) | | | |
| Reduction in training budget | | | | |
| Transforming how we work - rolling out individualised budgets | | (208) | | |
| see efficiencies | | | | |
| | (585) | (513) | (500) | 0 |

| Central Expenses | 2007-8 | 2008-9 | 2009-10 | 2010-11 |
|---|--------|--------|---------|---------|
| | £000 | £000 | £000 | £000 |
| <u>Budget Increases</u> | | | | |
| Contingency for NHS cost pressures | 2,200 | 0 | 0 | 0 |
| Grant Amending Reports | | 0 | 0 | 0 |
| Revenue Support Grant adjustments relating to 2004/05 and 2005/06 | | | | |
| PFI electricity | 286 | 75 | 75 | 0 |
| Potential additional costs arising from street lighting PFI contract | | | | |
| Capital programme | | | | |
| Full year cost of borrowing and interest of current capital programme | 1,100 | 0 | 0 | 0 |
| Cost of supported borrowing (forecast @ £4.5m pa) | 100 | 410 | 400 | 390 |
| Cost of unsupported borrowing | 295 | 1,084 | 408 | 293 |
| Revenue running costs of proposed new capital projects | 661 | (61) | (150) | (1) |
| Primary School Capital Investment Programme | 0 | 1,120 | 2,720 | (770) |
| Capital contingency | 30 | 104 | (3) | (3) |
| Pensions | 1,825 | 1,860 | 1,900 | |
| Additional employer's contributions based on actuarial revaluations | | | | |
| Levies | | | | |
| Forecast increase in North London Waste levy (see note below) | 1,720 | 877 | 620 | 0 |
| Forecast increase in Concessionary Fare levy by London Councils | 495 | 0 | 0 | 0 |

| Central Expenses | 2007-8 | 2008-9 | 2009-10 | 2010-11 |
|--|--------------|--------------|--------------|-------------|
| | £000 | £000 | £000 | £000 |
| Treasury management | 47 | 13 | 27 | 0 |
| Potential changes in interest charged on market loans | | | | |
| Whole of Government Accounts | 5 | 0 | | |
| Additional fee charged to audit fee | | | | |
| Neighbourhood Renewal Fund | | | | |
| Expenditure dropping out | 0 | (1,000) | 0 | 0 |
| Grant dropping out | 0 | 1,000 | 0 | 0 |
| | 8,764 | 5,482 | 5,997 | (91) |
| | | | | |
| <u>Budget Reductions</u> | | | | |
| LPSA Performance Reward Grant | (59) | 59 | | |
| Improvement on performance targets achieved after setting the 2006/07 budget | | | | |
| Insurance provision | | | | |
| Reduction in annual contribution to insurance provision | (750) | | | |
| Levies | | | | |
| Other levies and subscriptions | (29) | | | |
| | (838) | 59 | 0 | 0 |

The North London Waste Authority (NLWA) will be deciding on a major capital investment programme at its meeting on 20 December 2006, which if approved could double the current levy on constituent boroughs by 2014/15.

| Children & Families | 2007-8 | 2008-9 | 2009-10 | 2010-11 |
|---|--------------|-------------|--------------|--------------|
| | £000 | £000 | £000 | £000 |
| <u>Budget Efficiencies</u> | | | | |
| Completion of existing invest to save business plan Approved by Cabinet in 2003/4. Injection of £5.5m into base budget to arrest and reverse increase in numbers of looked after children, introduce a nationally acclaimed recruitment and retention strategy and enhance commissioning capacity | (850) | 0 | 0 | 0 |
| Proposals for generating income from selling services Estimated income (full year effect) from selling approved adopters to other local authorities and agencies, selling contact services to other authorities and means testing parents for contributions to services for looked after children. | (50) | (50) | | |
| Further reduction in number of looked after children (Invest to Save Mark 2) In order to both sustain and continue the reduction in the number of looked after children a small further investment is needed. This will enable enhanced "gate keeping" through targeted intervention with families in crisis (a reduction in the number of children coming into care) and a reduction in the average length of time a child is looked after through enhanced "family finding" (an increase in the number of children leaving care), and (in year 3) a reduction in unit costs as a result of increased local placement choice | | | (300) | (350) |
| | (900) | (50) | (300) | (350) |
| <u>Budget Increases</u> | | | | |

| Children & Families | 2007-8 | 2008-9 | 2009-10 | 2010-11 |
|---|----------|------------|------------|----------|
| <p>Further reduction in number of looked after children (Invest to Save Mark 2)</p> <p>In order to both sustain and continue the reduction in the number of looked after children a small further investment is needed. This will enable enhanced "gate keeping" through targeted intervention with families in crisis (a reduction in the number of children coming into care) and a reduction in the average length of time a child is looked after through enhanced "family finding" (an increase in the number of children leaving care)</p> | | 250 | 250 | |
| | 0 | 250 | 250 | 0 |
| | | | | |
| | 0 | 0 | 0 | 0 |

| Education | 2007-8 | 2008-9 | 2009-10 | 2010-11 |
|---|--------|--------|---------|---------|
| | £000 | £000 | £000 | £000 |
| <u>Budget Efficiencies</u> | | | | |
| Reconfiguration of posts in Resources & Performance | (134) | 0 | 0 | 0 |
| Deletion of 3.5fte vacant posts - Research and Management Support Officer, Performance Management post; 2 Procurement & Traded Services posts | | | | |
| Charge 1 post in Childrens Information Service to grant | (27) | | | |
| Reconfiguration of early years management team | (100) | | | |
| Delete 1 vacant post and charge 1 post to grant | | | | |
| Deferment of growth money for children centre budget | (100) | 100 | | |
| Transfer management of summer playschemes to schools | | | | |
| STEPS to Mapledown | (68) | | | |
| Playsquad to Coppetts Wood | (30) | | | |
| Discontinuation of family learning contract | (30) | | | |
| Reconfiguration of staffing in Standards & Effectiveness Division | (60) | | | |
| Delete 0.5 vacant post and charge 1 post to grant | | | | |
| Reduce administrative costs in Standards & Effectiveness Division | (60) | | | |
| Reduce administration costs for schools training | | | | |
| Removal of revenue costs for Professional Development Centre | (61) | | | |
| Reduction in schools causing concern budget | (50) | | | |
| Deletion of training budgets | (40) | | | |

| Education | 2007-8 | 2008-9 | 2009-10 | 2010-11 |
|--|----------------|-----------|----------|----------|
| Reconfiguration school's funding team Delete 1 vacant post | (35) | | | |
| Reconfiguration of educational psychology team Delete 1 vacant post and delete 1 post following retirement | (90) | | | |
| Libraries efficiency savings | | | | |
| Delete 2 x Area Information Librarian posts - potential redundancies | (60) | (8) | | |
| Delete 1 x 0.5 vacant support post | (11) | | | |
| Delete 1 x 0.5 mobile and home library service senior library and information post - potential redundancy | (10) | (2) | | |
| Delete 1 x 0.5 vacant library caretaker post | (11) | | | |
| Delete 2 x 0.5 vacant First Contact posts | (25) | | | |
| Delete 1 x Team Librarian Bibliographical Services Centre post - potential redundancy | (24) | (3) | | |
| Reconfiguration of SEN statutory function Delete 3 posts - potential redundancies | (100) | | | |
| | (1,126) | 87 | 0 | 0 |
| <u>Budget Reductions</u> | | | | |
| Transfer £400,000 overspend on SEN transport to Dedicated Schools Grant Transfer £400,000 overspend in cost of SEN transport due to more placements in borough | 0 | | | |
| 10% reduction in council's contribution to Education Business Partnership | (9) | | | |
| Freeze libraries media fund | (20) | | | |
| | (29) | 0 | 0 | 0 |

| Governance | 2007-8 | 2008-9 | 2009-10 | 2010-11 |
|---|--------|--------|---------|---------|
| | £000 | £000 | £000 | £000 |
| <u>Budget Efficiencies</u> | | | | |
| Restructuring of Mayor's Office and Civic Events | (144) | 0 | 0 | 0 |
| Restructuring of Mayor's Office combining mayoral and civic duties reducing staff to 2 posts and deletion of posts. Democratic Services are efficiency savings based on changes to the way we work. Reflects the levelling out of working connected to the licensing hearings. There is also a proposal to discontinue refreshments for members | | | | |
| Reorganisation of the Scrutiny Team and other efficiency savings | (69) | 0 | 0 | 0 |
| The reorganisation of the work of the scrutiny team and a proposal to transfer this team under the management of head of Democratic Services will negate the need for a management post, and provide other economies of scale | | | | |
| Efficiency savings for Registrars / Law & Probity | (28) | 0 | 0 | 0 |
| A reduction in the cost of NNDR and less need for building repairs (as a result of the closure of Wood Street) and changes to the way we work have resulted in proposals for efficiency savings | | | | |

| Governance | 2007-8 | 2008-9 | 2009-10 | 2010-11 |
|---|--------------|----------|----------|----------|
| | £000 | £000 | £000 | £000 |
| Reorganisation of reporting lines in Law & Probity | (99) | 0 | 0 | 0 |
| In year service developments have resulted in the management of Electoral Registration, Business Continuity and Local Land Charges teams being reviewed. Therefore, 2 management posts in these areas will no longer be required. 1 part-time post to be removed as a result of computerisation. Savings are net to take account of added responsibility allowances | | | | |
| | (340) | 0 | 0 | 0 |
| <u>Budget Increases</u> | | | | |
| Member Development | 65 | 0 | 0 | 0 |
| Growth bid for Democratic Services for the provision of member support and development | | | | |
| Members' Allowance - Panel recommendations | 114 | 0 | 0 | 0 |
| Based on Option 1 - an increase of 9.4%. Figures may change due to other options being assessed | | | | |
| | 179 | 0 | 0 | 0 |
| <u>Budget Reductions</u> | | | | |
| Deletion of staff posts | (135) | 0 | 0 | 0 |
| Full year effect - due to efficiencies arising from the implementation of a case management system, staff posts are being deleted. Savings are net to take account of added responsibility allowances | | | | |
| | (135) | 0 | 0 | 0 |

| Environment & Transport | 2007-8 | 2008-9 | 2009-10 | 2010-11 |
|---|--------|--------|---------|---------|
| | £000 | £000 | £000 | £000 |
| <u>Budget Efficiencies</u> | | | | |
| Environment & Transport efficiencies | (35) | | | |
| Environment & Transport efficiencies in Management support, HR and Performance Budgets | | | | |
| Staffing efficiencies from Highways restructure | (200) | | | |
| Highways area is being re-structured to include the requirements of the Clean Neighbourhoods & Environment Act and the Traffic Management Act. The structure will be designed to obtain best use of deployed resources out on the street and maximise external income, with accompanying systems to deliver back-office economies | | | | |
| Technical survey | (20) | | | |
| Recharge of applicable technical survey cost to TfL and capital projects | | | | |
| Street Lighting PFI | (150) | | | |
| Efficiencies obtained as a result of the PFI contract negotiation exercise | | | | |
| Street lighting energy costs | (20) | | | |
| Efficiencies from energy costs, as a result of a competitive market test via a tendering exercise | | | | |
| Abandoned vehicles | (10) | | | |
| Efficiencies from new joint contract with Enfield and Waltham Forest | | | | |

| Environment & Transport | 2007-8 | 2008-9 | 2009-10 | 2010-11 |
|---|--------|--------|---------|---------|
| Highways maintenance responsive Anticipated lower volumes of work due to improvements in road and footway condition | (100) | | | |
| Greenspaces - efficiency savings across the service Service efficiencies are being achieved by reducing senior management, inspection officers and operational activities. This action is possible by improving service planning going forward, and by removing or redesigning, underused or resource heavy green space facilities. | (488) | | | |
| Greenspaces - reduced subsidy for sports grounds Increase in income above inflation and by reducing subsidy for specific sports. | (35) | | | |
| Domestic refuse 1% efficiencies on overall budget | (65) | | | |
| Trade waste Increase fees and charges above rate of inflation | (120) | | | |
| Street cleansing Reduction in 1 management post | (57) | | | |
| Transport Delete commercial vehicle technician | (25) | | | |

| Environment & Transport | 2007-8 | 2008-9 | 2009-10 | 2010-11 |
|--|----------------|----------|----------|----------|
| Restructure of management support Restructure of support following wider service restructure and continuation of existing HR operational changes | (30) | | | |
| Admin manager review Admin manager saving | (35) | | | |
| Cross-overs Additional income from clarification of policy | (30) | | | |
| Building consultancy Cost of support to Primary School Capital Investment Programme & East Barnet Schools fully charged | (10) | | | |
| | (1,430) | 0 | 0 | 0 |
| <u>Budget Increases</u> | | | | |
| Parking Correcting base budget | 750 | | | |
| | 750 | 0 | 0 | 0 |

| Environment & Transport | 2007-8 | 2008-9 | 2009-10 | 2010-11 |
|---|--------------|--------------|----------|----------|
| <u>Budget Reductions</u> | | | | |
| Greenspaces - reductions in service A programme of planned changes to a range of parks and open space, fixed facility and arboricultural maintenance regimes, supplemented by external grant funding applications and the programmed and structured use of future planning gain | (270) | (270) | | |
| Highways structural planned Reduced programme | (280) | | | |
| Streetscene Reduction of service round, deleting vacant post, offset single status | (60) | | | |
| Street lighting Compensation from PFI contractor not meeting performance targets | (60) | | | |
| Reduced highways maintenance Budget to be reinstated if S.106 money becomes available | (100) | | | |
| | (770) | (270) | 0 | 0 |

| Housing General Fund | 2007-8 | 2008-9 | 2009-10 | 2010-11 |
|---|--------|--------|---------|---------|
| | £000 | £000 | £000 | £000 |
| <u>Budget Efficiencies</u> | | | | |
| Temporary accommodation | (500) | (200) | | |
| Reduction of £500,000 in Temporary Accommodation budget | | | | |
| General Fund costs as numbers in temporary accommodation fall | | (20) | (20) | |
| The government has set a target to half the use of temporary accommodation by 2010, and the Housing Service has developed a temporary accommodation reduction plan setting out how this will be delivered | | | | |
| Savings from value for money reviews | | (50) | | |
| The Housing Service will carry out VFM Reviews of its Housing Benefits and Housing Needs and Resources functions during 2007-8. This will include carrying out full VFM reviews following National Audit Office Guidelines and will include examining scope for developing a shared service approach with other councils, opportunities for reducing office requirements by promotion of home working, and improved use of resources across the Housing Service | | | | |
| Increase in housing benefit overpayments recovered | (10) | | | |
| Extra staffing in the Overpayment team has generated increased income. There is capacity to increase by one more to generate additional income | | | | |

| Housing General Fund | 2007-8 | 2008-9 | 2009-10 | 2010-11 |
|---|--------|--------|---------|---------|
| <p>Reduction in subsidy differential on benefits expenditure</p> <p>The DWP pays subsidy on Housing and Council Tax Benefits expenditure. That subsidy does not cover all of the expenditure, as there are certain "incentive" areas. In 2005-6 these incentive areas (excluding war pensioners) accounted for £2,205,853. A reduction of 2.25-2.3% would represent a saving of around £50,000</p> | (50) | | | |
| <p>Increased income from housing benefit administration subsidy</p> <p>The DWP fund the Council to carry out Housing Benefit administration. This payment is made on the basis that the service will absorb some of the increased work pressure that have led to the increase in subsidy payment</p> | (55) | | | |
| <p>Appointments only at Fenella public counter (pm only)</p> <p>To achieve efficiency savings it is proposed that the public counter of Fenella offer an appointments-only service in the afternoons. In the morning sessions on Monday, Tuesday, Thursday and Friday a normal drop in service would be dealt with alongside the appointments made. Depending on demand for appointments it might also be necessary to dispense with surgeries held at various sites throughout the borough. This was result in the reduction of two posts</p> | (53) | | | |

| Housing General Fund | 2007-8 | 2008-9 | 2009-10 | 2010-11 |
|---|--------------|--------------|-------------|----------|
| <p>Reduced staffing costs due to IT improvements, including online applications</p> <p>We aim to achieve a reduction in the number of clients we have to deal with directly by providing on line application and assessment facilities for these services. This will enable us to reduce the number of staff required for both dealing face to face with customers and those processing applications</p> | | | (75) | |
| | (668) | (270) | (95) | 0 |
| <u>Budget Reductions</u> | | | | |
| <p>Cut two posts in Housing Needs & Resources (GF element only)</p> <p>One Management Support Assistant and one Registrations Officer</p> | (21) | 0 | 0 | 0 |
| | (21) | 0 | 0 | 0 |

| Planning and Environmental Protection | 2007-8 | 2008-9 | 2009-10 | 2010-11 |
|---|--------|--------|---------|---------|
| | £000 | £000 | £000 | £000 |
| <u>Budget Efficiencies</u> | | | | |
| Reduction in planning supplies and services budget including postage | (11) | | | |
| Reduction in planning supplies and services budget, including postage | | | | |
| Reduction in transport budget | (15) | | | |
| Reduction in transport budget | | | | |
| Deletion of half post in planning | (9) | | | |
| Deletion of half post in planning | | | | |
| Reduction in staff salary costs | (5) | | | |
| Review conservation area advisory committee processes including reduction in meetings and officer support | | | | |
| External funding of post in Strategic Planning | (30) | | | |
| Externalisation of funding post in Strategic Planning by increased S106 monitoring income | | | | |
| Review of Trading Standards processes to deliver efficiencies | (25) | | | |
| A review of Trading Standards to ensure appropriate alignment with corporate priorities. Policies and procedures will be streamlined to increase the efficiency by which the agreed work programme is delivered | | | | |
| Hendon cemetery and crematorium income | (25) | | | |
| Review of services charged and adjustment in level of fees | | | | |

| Planning and Environmental Protection | 2007-8 | 2008-9 | 2009-10 | 2010-11 |
|--|--------------|--------|---------|---------|
| <p>Care & Repair service to become self-financing</p> <p>The Service aims to be fully self-financing as a result of additional income achieved through the services it provides to help elderly or disabled clients to carry out essential repairs and adaptations to their homes</p> | £000 (25) | £000 | £000 | £000 |
| <p>Management restructure</p> <p>The management restructure proposals contained in 7 December General Functions Committee report realise further efficiencies which are to be delivered</p> | (40) | | | |
| | (185) | 0 | 0 | 0 |
| <u>Budget Increases</u> | | | | |
| <p>Mortuary - new statutory licensing requirements</p> <p>The Coroner's Mortuary is now subject to licensing by the recently established Human Tissue Authority (HTA) and a statutory fee is now payable.</p> | 12 | | | |
| <p>Mortuary Assistant</p> <p>A Mortuary Assistant is required to fulfil statutory health and safety obligations.</p> | 28 | | | |
| Forecast loss of Planning Delivery Grant (PDG) | | 636 | | |
| | 40 | 0 | 0 | 0 |

| Planning and Environmental Protection | 2007-8 | 2008-9 | 2009-10 | 2010-11 |
|--|--------|--------|---------|---------|
| | £000 | £000 | £000 | £000 |
| <u>Budget Reductions</u> | | | | |
| Deletion of one Building Control Team Leader post | (45) | 0 | 0 | 0 |
| Reduction of Team Leader posts resulting in salary savings | | | | |
| | (45) | 0 | 0 | 0 |

| Resources | 2007-8 | 2008-9 | 2009-10 | 2010-11 |
|--|---------|--------|---------|---------|
| | £000 | £000 | £000 | £000 |
| <u>Budget Efficiencies</u> | | | | |
| New corporate mobile phone contract | (40) | | | |
| Re-tender of the council's corporate mobile communications (phone and data) contract under the Office of Government Commerce (OGC) Catalyst framework agreement. The new OGC framework offers more competitive pricing than under the previous London Consortium contract | | | | |
| Logica (non-SAP) partnership | (130) | | | |
| As part of the novation of the novation of the Mainframe Partnership contract from Hyder Business Services to LogicaCMG, a revised pricing model was developed. That model contained a reduction in managed service charges in the second year, providing that all legacy mainframe systems had become redundant and been decommissioned by then. This has been achieved and so the reduction in charges will come into effect | | | | |
| Banking contract | (150) | | | |
| The banking contract with Co-operative Bank expires on 31 March. A report has been commissioned from consultants with particular expertise in the banking arrangements of large public sector accounts. The report identified significant efficiency savings in respect of the alignment of various accounts and investment of funds | | | | |
| Savings on Giro collection | (30) | | | |
| Customers will be charged the full cost of Giro collection for payment of council tax at the Post Office | | | | |
| Treasury management | (2,170) | 250 | 250 | |

| Resources | 2007-8 | 2008-9 | 2009-10 | 2010-11 |
|--|--------|--------|---------|---------|
| <p>Various efficiency measures (e.g. restructuring of debt at lower interest rates, advance borrowing for PSCIP and other projects at low interest rates, move all payroll to end of month)</p> | £000 | £000 | £000 | £000 |
| <p>Shared Services - savings in Fenella administrative team</p> | | | | |
| <p>Relocation of Revenues team to NLBP will reduce requirements for admin support at Fenella</p> | (40) | | | |
| <p>Essential car users</p> | (80) | | | |
| <p>Savings from a review of car allowances across the Council.</p> | | | | |
| <p>Landline calls to mobiles</p> | (20) | | | |
| <p>In conjunction with the retender of the corporate mobile communications (phone and data) contract, carry out work to integrate the council's private telephone network with the mobile network. This gives cheaper calls to mobiles, the council's mobiles in particular, as the calls are not carried over the normal public network</p> | | | | |
| <p>Managed web security</p> | (20) | | | |
| <p>Re-tender the managed web security services with a view to reducing service costs</p> | | | | |

| Resources | 2007-8 | 2008-9 | 2009-10 | 2010-11 |
|---|--------|--------|---------|---------|
| | £000 | £000 | £000 | £000 |
| Information Observatory | (100) | | | |
| Revenue generation by delivering services to partners | | | | |
| Print efficiencies | (50) | | | |
| Reduction in volume print jobs printed on the multi-functional devices and reduction in the level of printing across LBB | | | | |
| Efficiencies with Leisure Partnership | (30) | | | |
| Savings from transferring leisure facilities to schools and demolition of redundant leisure assets | | | | |
| Facilities management | (50) | | | |
| Transfer of the servicing of Building 4 at NLBP from the landlords to in-house management from 31 March 2007 | | | | |
| Grants budget reduction | (40) | | | |
| Sub-inflation increase in grants budgets | | | | |
| Improved rent recovery | (20) | | | |
| Generation of additional rent income from the corporate property portfolio | | | | |
| Savings on credit card collection for Revenues | (85) | (85) | (85) | (85) |
| Customers will be charged an administrative fee for payment of council tax by credit card to reflect cost of using this method to the council | | | | |

| Resources | 2007-8 | 2008-9 | 2009-10 | 2010-11 |
|--|----------------|------------|------------|-------------|
| <p>Delete Finance Manager post in Finance Shared Services</p> <p>The management of the overall budgeting process & medium term financial strategy under this proposal will shift to the Strategic Finance Team, enabling the reduction of the Finance Manager post within Finance Support. The delivery resources will be distributed across the teams in Finance Support Service to enable the work to be undertaken</p> | £000 (40) | £000 | £000 | £000 |
| | (3,095) | 165 | 165 | (85) |
| <p style="text-align: center;"><u>Budget Increases</u></p> <p>NLBP support</p> <p>Additional cost of providing support on NLBP desktops and infrastructure, the contract centre, Exchange 2003, SAN and backup due to the doubling of the number of users</p> | 70 | | | |
| | 70 | 0 | 0 | 0 |

| Strategic Development | 2007-8 | 2008-9 | 2009-10 | 2010-11 |
|---|-----------|----------|----------|----------|
| | £000 | £000 | £000 | £000 |
| <p style="text-align: center;"><u>Budget Efficiencies</u></p> <p>Reduction of Housing Regeneration Manager</p> <p>The position of Housing Regeneration Manager has been deleted to achieve savings and identify resources to fund the two new communication posts</p> | (90) | | | |
| | (90) | 0 | 0 | 0 |
| <p style="text-align: center;"><u>Budget Increases</u></p> <p>New Communications Unit</p> <p>50% contribution to 2 additional posts within the Communications unit, with the remaining 50% to be funded from the Primary Schools Capital Investment Project</p> | 55 | | | |
| | 55 | 0 | 0 | 0 |

| Strategic Directors and Corporate Support | 2007-8 | 2008-9 | 2009-10 | 2010-11 |
|---|--------------|----------|----------|----------|
| | £000 | £000 | £000 | £000 |
| <u>Budget Efficiencies</u> | | | | |
| Senior management restructure | (200) | | | |
| Changes to senior management structure | | | | |
| Corporate Performance Office restructuring | | | | |
| Efficiency savings | (76) | | | |
| | (276) | 0 | 0 | 0 |

2007-08 DRAFT BUDGET - NEW CAPITAL PROJECTS

| Capital Scheme | CAPITAL COSTS | | | | | | REVENUE COSTS | | | | | |
|--|---------------|--------|--------|---------|---------|---------|---------------|--------|--------|---------|---------|---------|
| | 2006-7 | 2007-8 | 2008-9 | 2009-10 | 2010-11 | 2011-12 | Total | 2007-8 | 2008-9 | 2009-10 | 2010-11 | 2011-12 |
| | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 |
| <u>GENERAL FUND</u> | | | | | | | | | | | | |
| Governance | | | | | | | | | | | | |
| Emergency Response Command Centre | 164 | 0 | 0 | 0 | 0 | 0 | 164 | 30 | 0 | 0 | 0 | 0 |
| Education | | | | | | | | | | | | |
| School modernisation schemes | 1,458 | 3,146 | 3,260 | 4,340 | 5,300 | 5,300 | 22,804 | | | | | |
| Major projects - | | | | | | | | | | | | |
| The Hyde Rebuild | | 800 | 7,040 | 460 | 0 | 0 | 8,300 | | | | | |
| Parkfield Rebuild | | 800 | 5,836 | 400 | 0 | 0 | 7,036 | | | | | |
| East Barnet | | 3,000 | 23,000 | 6,600 | 0 | 0 | 32,600 | | | | | |
| Underhill Children's Centre | | 1,500 | 0 | 0 | 0 | 0 | 1,500 | | | | | |
| Children's Centres | | 1,180 | 0 | 2,100 | 1,500 | 0 | 4,780 | | | | | |
| DfES Primary pathfinder and other projects | | 220 | 7,100 | 1,100 | 100 | 100 | 8,620 | | | | | |
| Libraries | | 1,000 | 0 | 0 | 0 | 0 | 1,000 | 20 | 69 | (2) | (2) | (2) |
| Environment & Transport Services | | | | | | | | | | | | |
| Carriageways and Footways | 0 | 1,250 | 1,250 | 1,250 | 0 | 0 | 3,750 | 25 | 131 | 128 | 100 | (10) |
| Traffic Congestion Reduction | 0 | 300 | 300 | 300 | 0 | 0 | 900 | 6 | 32 | 30 | 24 | (2) |
| Arts Depot lift | 0 | 95 | 0 | 0 | 0 | 0 | 95 | 2 | 8 | (1) | 0 | 0 |
| Travel Plan Implementation | 0 | 31 | 2 | 0 | 0 | 0 | 33 | 6 | 2 | 0 | 0 | 0 |
| Housing | | | | | | | | | | | | |
| Disabled Facilities Grants and Houseproud Private Sector Loan Scheme | 0 | 1,410 | 1,410 | 1,160 | 1,160 | 1,160 | 6,300 | 0 | 0 | 0 | 0 | 0 |

•Funded by Supported Borrowing, Capital Grants and Contributions.
•See note below on Children Centres.

CAPITAL COSTS

REVENUE COSTS

| Capital Scheme | CAPITAL COSTS | | | | | | REVENUE COSTS | | | | | |
|---|---------------|---------------|---------------|---------------|---------------|--------------|----------------|------------|--------------|------------|------------|-----------|
| | 2006-7 | 2007-8 | 2008-9 | 2009-10 | 2010-11 | 2011-12 | Total | 2007-8 | 2008-9 | 2009-10 | 2010-11 | 2011-12 |
| | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 |
| Housing (continued) | | | | | | | | | | | | |
| Saffron Upgrade | 0 | 61 | 0 | 0 | 0 | 0 | 61 | (21) | 13 | (1) | (2) | 0 |
| Housing Association Capital Programme | 0 | 4,050 | 3,098 | 1,146 | 1,000 | 1,000 | 10,294 | 0 | 0 | 0 | 0 | 0 |
| Summers Lane Redevelopment | 0 | 450 | 0 | 0 | 0 | 0 | 450 | (10) | 0 | 0 | 0 | 0 |
| Resources | | | | | | | | | | | | |
| Norwell Case Management Implementation | 80 | 0 | | | | | 80 | 11 | 0 | (1) | 0 | 0 |
| Customer Relationship Management System (CRM) | | 1,600 | 1,000 | 0 | 0 | | 2,600 | 332 | 238 | (9) | (8) | (8) |
| Modernising the Way We Work | | 1,500 | 1,500 | 1,500 | 1,000 | 1,000 | 6,500 | 230 | 207 | 201 | 185 | 120 |
| Business Systems Disaster Recovery | | 100 | 70 | 70 | 70 | 70 | 380 | 2 | 13 | 9 | 9 | 9 |
| Electronic Social Care Record (ESCR) | 2,283 | 1,831 | 565 | 0 | 0 | 0 | 4,679 | 343 | 387 | 59 | (12) | (8) |
| Energy Efficiency Measures | | 474 | 0 | 0 | 0 | 0 | 474 | 9 | (64) | (1) | (1) | (1) |
| Land & Assets Programme | | 450 | 0 | 0 | 0 | 0 | 450 | 36 | 53 | (2) | (1) | (2) |
| Project & Programme Management Software | | 145 | 0 | 0 | 0 | 0 | 145 | 15 | 33 | (1) | 0 | |
| Shared Service Centre | | 750 | | | | | 750 | (80) | (99) | (151) | 0 | 0 |
| Strategic Development | | | | | | | | | | | | |
| Stone Grove and Spur Road Estates regeneration | 1,405 | 1,750 | | | | | 3,155 | | | | | |
| Hardship Acquisitions: Grahame Park, Stonegrove/Spur Road and Dollis Valley Estates | 1,800 | 3,600 | | | | | 5,400 | | | | | |
| | | | | | | | | | | | | |
| GENERAL FUND | 7,190 | 31,493 | 55,431 | 20,426 | 10,130 | 8,630 | 133,300 | 956 | 1,023 | 258 | 292 | 96 |

} Programme is self-financing

Note on Children's Centres

The operating costs of these centres are not yet incorporated in the revenue budget since the services to be provided at each centre will be determined by the needs of the locality they service and will be based on extensive local consultation. However, based on the SureStart blueprint for children's centres, the additional revenue budget required for children's centres could be between £nil and £1.7m by 2010. It is anticipated that this additional revenue will be met from SureStart grant, although there is a possibility of this grant being discontinued in 2008/09 and a risk that this will not be matched by a corresponding increase in Formula Grant. Cabinet Resources Committee on 19 October 2006 decided that if this risk materialises, the children's centre programme would have to be curtailed or cease.

CAPITAL COSTS

REVENUE COSTS

| Capital Scheme | CAPITAL COSTS | | | | | | REVENUE COSTS | | | | | |
|--|---------------|---------------|---------------|---------------|---------------|--------------|----------------|------------|------------|----------|----------|----------|
| | 2006-7 | 2007-8 | 2008-9 | 2009-10 | 2010-11 | 2011-12 | Total | 2007-8 | 2008-9 | 2009-10 | 2010-11 | 2011-12 |
| | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 |
| HOUSING REVENUE ACCOUNT | | | | | | | | | | | | |
| Barnet Homes Aids and Adaptations Works to Housing Stock | 0 | 1,300 | 1,300 | 1,004 | 1,004 | 1,004 | 5,612 | 0 | 0 | 0 | 0 | 0 |
| Barnet Homes Cash incentives for council tenants to buy on open market | 0 | 600 | 600 | 500 | | | 1,700 | 0 | 0 | 0 | 0 | 0 |
| Barnet Homes Renovation Programme | 0 | 34,369 | 26,583 | 26,834 | 22,677 | | 110,463 | 100 | 300 | 0 | 0 | 0 |
| HOUSING REVENUE ACCOUNT | | 36,269 | 28,483 | 28,338 | 23,681 | 1,004 | 117,775 | 100 | 300 | 0 | 0 | 0 |