

REVENUE BUDGET 2014/15

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

REVENUE BUDGET 2014/15

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

REVENUE BUDGET 2014/15

COUNCIL TAX SUMMARY

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

COUNCIL TAXBASE

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

2014/15 Budget Summary and Forward Plan

Adults & Communities		Budget 2013/14	2014/15	2015/16	Total % Saving of 2013/14 budget
		£	£	£	
Base Budget			96,024,741	89,669,446	
Virements			1,221,705		
			97,246,446	89,669,446	
<u>Efficiencies</u>					
	<p><u>Savings through supporting people in the community as opposed to high cost placements</u> The 'Community Offer' delivers savings through supporting people in the community and offering alternative ways to meet statutory social care needs as opposed to high cost care packages and residential placements. This will lead to increased use of universal services, enablement, telecare, equipment and direct payments instead of a traditional home care and residential care.</p> <p>The 'Community Offer' will be delivered by multi-disciplinary teams of social workers, occupational therapists, telecare and direct payments advisors. All support plans to meet social care needs will be assessed and approved by an Integrated Approval Panel whose role is to ensure that statutory duties are met whilst promoting independence.</p> <p>The net cost of supporting someone on a community alternative is cheaper than traditional care. This is an ongoing initiative which is already beginning to take effect and should be delivered in full in 2014/15.</p> <p>The achievability of this saving could be impacted by the Care and Support Bill however work is underway to assess the impact and plan for delivery.</p>	87,395,000	(1,347,000)	(858,000)	2.52%
	<p><u>Savings through supporting people in appropriate housing as opposed to high cost placements</u> Reduction in cost of residential third party placements by: (1) Innovative use of support and housing options to deliver savings whilst ensuring promoting choice and independence for customers. The savings proposals are: • Re-commissioning our Floating Support contract • Develop additional Sheltered Plus accommodation</p> <p>(2) Introduction of 'neighbourhood network support scheme. A project which enables individuals currently living in supported living schemes to move on to be more independent with low level support, to enable tenancy maintenance and support with bills. This target is based on offering a network to a minimum of nine people.</p> <p>(3) Preventing the need for residential care by an average of 3 months, through enabling people to stay well and safe at home using enablement, home care, equipment and telecare.</p> <p>The gross average cost of supporting a high cost placement in residential or nursing care is £53k per annum, existing clients in residential or nursing care in Q1 of 2013/14 were about 1,100 so to achieve this saving appropriate housing would need to be found for 3% of the existing clients. The achievability of this saving is predicated on appropriate and accessible stock being available.</p>	87,395,000	(1,000,000)	(704,000)	1.95%
	<p><u>Savings through supporting people by increasing investment in carers support to prevent/reduce the need for funded care</u> This is a 2015/16 saving and we believe there are savings to be achieved through efficiently coordinating and personalising services for carers so that there is a clear 'Carers Offer' throughout the carers journey. This will include a joint strategy with health and exploring shared resources. This will help the carer sustain their role, and reduce the need to access specialist services including hospital and residential care. Over the next 12 months work will be underway to ensure this saving is achievable through this mechanism.</p> <p>In 2012/13 2,179 carers had an assessment, of these it is assumed that 25% support individuals that would otherwise be in residential care. Increasing this by 5% would generate sufficient savings to meet this target and aid people to live more independently with more choice and control. However this will in practice mean that people will receive lower cost packages which could be perceived negatively.</p>	87,395,000		(550,000)	0.63%
	<p><u>Savings through decreasing external third party expenditure on day care costs by increased access to universal leisure services and specific renegotiations</u> This is a 2015/16 saving and we believe there are savings to be achieved through:</p> <p>(1) Partnership working with leisure services to offer more mainstream leisure activities reducing dependence on specialist day care provision, using a dedicated leisure co-ordinator.</p> <p>(2) For all people in receipt of 24 hour residential or supported living services who attend separate day care, a renegotiation of costs with the accommodation provider to reflect the time they are away from the service or a request to the provider to provide community based activities with an enhancement in payment, funded from a proportion of the monies saved by ending the day service attendance.</p> <p>The current budget for spend with external pay care providers is £6.7m and this saving is predicated on a 10% reduction. Over the next 12 months work will be underway to ensure this saving is achievable through this mechanism. Any alternative service proposed or offered will be undertaken in line with due consideration to statutory duties and with</p>	6,630,000		(660,000)	9.95%

2014/15 Budget Summary and Forward Plan

Adults & Communities	Budget 2013/14	2014/15	2015/16	Total % Saving of 2013/14 budget
	£	£	£	
<p><u>Savings through working with NHS to reduce number of people going into high cost placements</u> Development of Health and Social Care Integration: Older people integrated care model (OPIC) aims to reduce care costs and lower home care packages through increasing independence. This is a joint initiative with the NHS to support people and prevent them from hospital admissions which will reduce people going into residential care. The OPIC model facilitates multi-disciplinary working to invest more money in prevention and well-being and assessments and primary care to reduce expenditure in community and intensive support and residential and acute services.</p> <p>This work is already underway in the West of the borough and this saving will be achieved from the process being rolled out across North and South of the borough by the end of this year. This project would need to ensure that on average 10 more older people are supported in the community rather than being admitted to hospital and then accessing higher cost placements.</p> <p>New discharge planning standards with the NHS aim to prevent admissions into respite / nursing care from hospitals (including fracture service follow up) which should lead to reduction in high cost nursing placements when better alternatives are available.</p>	42,055,000	(471,000)		1.12%
<p><u>Savings through reduced staffing costs and sharing funding arrangements with MHT</u> Following the remodelling of the Primary Care Mental Health Team to improve access for individuals with mental health needs the number of social care staff required has reduced. There are currently 6 fte workers in the PCMHT and 3 of these will join other teams where roles are currently being covered by locum staff.</p> <p>Individuals who have received treatment under the mental health act on a section 3 at the point of discharge are subject to section 117 aftercare. There is an agreement currently that anyone subject to S117 will automatically be jointly funded between health and social care. The proposed changes would not impact on the Council's ability to provide these services.</p>	6,766,000	(180,000)	(401,000)	8.59%
<p><u>Savings from renegotiation of existing contracts</u> Procurement savings achieved through:</p> <ul style="list-style-type: none"> - recommissioning of floating support contracts, supporting people contracts, equipment contract (£438k in 2014/15), - working with providers to contain inflationary pressures (£600k in 2014/15, £600k in 2015/16), - negotiating lower unit costs from specialist mental health providers and (£290k in 2014/15) - smarter procurement delivered through better use of data and improved areas of scrutiny (£300k in 2014/15). <p>In 2013/14, £90.1m (excluding direct payments budget) of Adults gross budget was spent on spend with external providers. CRC have already approved revised contracts for equipment, supporting people and floating support without a reduction in service quality and work in underway to contain inflationary pressures.</p>	70,673,000	(1,628,000)	(600,000)	3.15%

2014/15 Budget Summary and Forward Plan

Adults & Communities	Budget 2013/14	2014/15	2015/16	Total % Saving of 2013/14 budget
	£	£	£	
<p><u>Savings from reduction in third part expenditure through renegotiation of individual Learning Disability packages</u> Savings achieved through:</p> <p>(1) Widespread revision of LD service including integration with health: The integrated learning disability service provides a seamless and streamlined health and social care service to users and carers. This has enabled the service through multidisciplinary working to minimise duplication and provide innovative and enabling support to individuals and deliver efficiencies, whilst continuing to meet statutory needs.</p> <p>(2) Review and/or return of 50 people back to Barnet, including those individuals who come under the Winterbourne Concordat. This project has already delivered significant service improvements for a number of individuals and enabled a number of people to return closer to their families and social networks.</p> <p>(3) Carers offer for transition individuals based on offering a direct payment as the first offer when developing support plans to meet assessed eligible needs. This forms part of on-going service delivery rather than a new initiative.</p> <p>(4) The Learning Disability service uses the (Care Funding Calculator CFC) to identify individual costs based on assessed support needs to benchmark reasonable costs and as a basis for negotiation with providers; the CFC is also used at the point of reassessment. This approach has been used over the last 18 months and has enabled greater person centred support and outcomes for individual's whilst delivering much greater value for money.</p>	39,224,000	(1,900,000)		4.84%
<p><u>Savings through reduction in staffing costs</u> Reductions in back office transactional functions through new ways of working and exploring new innovative models. This could be sharing functions with other Delivery Units or transferring functions to Capita. This will include restructuring support functions.</p> <p>This is a 2015/16 saving and over the next 12 months work will be underway to ensure this saving is achievable through this mechanism.</p>	7,701,000		(300,000)	3.90%
<p><u>Savings through HRA investment in new build which will result in reduction in high cost placements</u> This is a 2015/16 saving and we believe there are savings to be achieved through increasing independent living options for Younger Adults with physical/learning disabilities and Mental Health issues. This proposals includes a new build programme using HRA monies for wheelchair accessible housing and working with Barnet Homes and the private rented sector to source suitable accommodation for younger adults.</p> <p>Over the next 12 months work will be underway to ensure this saving is achievable through this mechanism and service impact is reviewed.</p>	45,668,000	(50,000)	(1,513,000)	3.42%
<p><u>Savings through reduction in expenditure on leisure contract</u> Savings to be achieved through:</p> <ul style="list-style-type: none"> - renegotiating contract - re-prioritisation of contract to achieve public health outcomes - drawdown on reserves <p>Ove the course of 2014/15, plans will be worked up to ensure this saving is deliverable on an on-going basis.</p>	1,360,000	(967,000)		71.10%
<p><u>Savings through reduction in expenditure by working with CSG provider</u> Stretch of demand management and efficiency saving proposals to be identified through working with CSG provider to improve efficiency and self service, targeting the following:</p> <ul style="list-style-type: none"> - Reducing demand for high cost placements by providing advice and signposting at first point of contact - Reducing costs of third party spend through procurement activity - Combining Adults Social Care first point of contact and elements of the assessment process with the customer services function in CSG <p>Work is underway to develop proposals to achieve these targets. Where new proposals are being considered, appropriate approval will be sought and consultation will be undertaken.</p>	N/A	(500,000)	(2,000,000)	N/A
<p><u>Savings through reduction in placement costs for residents permanently settled out of the borough</u> Where an individual has chosen, as they have capacity, or have moved to another authority in accordance with their families' wishes, (ascertained through a best interest decision where an individual does not have capacity), the receiving authority will be given 3 months' notice regarding transfer of responsibility, which includes any required social care funding. Currently 39 people have been identified who meet this criterion.</p> <p>In order to achieve this saving, on average the funding of 50 individuals will need to be transferred. This proposal is not expected to negatively impact service delivery.</p>	87,395,000	(307,000)	(838,000)	1.31%
		(8,350,000)	(8,424,000)	

2014/15 Budget Summary and Forward Plan

Adults & Communities		Budget 2013/14	2014/15	2015/16	Total % Saving of 2013/14 budget
		£	£	£	
<u>Service Reductions</u>					
	<u>Increase in income from fairer charging policy</u> Following implementation of the fairer charging policy which makes all community services chargeable based on ability to pay, this income budget can be increased to reflect the current position. Appropriate systems are in place to monitor impact of policy and provide reassessments and information and advice if individuals wish to change their care arrangements.	2,189,000	(27,000)		1.23%
			(27,000)	0	
<u>Income</u>					
			0	0	
<u>Pressures</u>					
	Demographics pressures due to increase in those with social care needs especially those with Learning Disabilities and Older Adults including dementia.		800,000	800,000	
			800,000	800,000	
Budget			89,669,446	82,045,446	

Adults & Communities

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

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

2014/15 Budget Summary and Forward Plan

Assurance	Budget 2013/14	2014/15	2015/16	Total % Saving of 2013/14 budget
	£	£	£	
Base Budget		3,611,123	4,004,943	
Virements		433,820		
		4,044,943	4,004,943	
Efficiencies				
<p><u>Savings from reduction in staff costs</u> Reduction of posts in the corporate anti fraud team following a restructure due to changes in welfare reform, changes in DWP policies and electronic transfer of data.</p> <p>This restructure is assessed as having a low impact on service delivery.</p>	624,000	(20,000)		3.21%
<p><u>Savings through reduced canvassing costs aided by increase in online registration</u> This is a 2015/16 saving and we believe there are savings to be achieved in electoral registration through increased online registration. Online registration will lead to a reduction in canvassing costs.</p> <p>Over the next 12 months work will be underway to ensure this saving is achievable through this mechanism.</p>	70,000		(50,000)	71.43%
<p><u>Savings through reduction in printing and courier costs</u> Efficiencies from reduction in printing of committee papers as a result of investment in members IT. This reduction will mean that papers to Members will not be distributed twice weekly by courier service. This will be enabled by Members using computers to read papers and hard copies being available in Hendon Town Hall. Officer hard copies will also not be available.</p> <p>Over the next 12 months work will be underway to ensure this saving is achievable through this mechanism.</p>	64,000		(50,000)	78.13%
		(20,000)	(100,000)	
Service Reductions				
<p><u>Savings through reduced expenditure on external specialist training</u> Reduction to Member training budget. This reduction will limit the availability of high quality specialist training obtained from external sources and may restrict development opportunities available to Members.</p> <p>This reduction will not impact the ability to induct new Members and to provide essential relevant training and briefings through alternative methods.</p>	45,000	(20,000)	(25,000)	100.00%
		(20,000)	(25,000)	
Income				
<p><u>Income from successful prosecutions of criminals with releasable assets</u> Income from proceeds of crime prosecutions. Where the Council has been successful in prosecuting criminals that have releasable assets, the court awards a Proceeds of Crime (POCA) against them.</p> <p>The team has had some success in recent years but this is dependent on the level of crime which can fluctuate year on year.</p>	N/A		(50,000)	N/A
		0	(50,000)	
Pressures				
		0	0	
Budget		4,004,943	3,829,943	

Assurance

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

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

2014/15 Budget Summary and Forward Plan

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

Central Expenses

Profit center	Original Estimate 2013/14	Current Estimate 2013/14	Original Estimate 2014/15
10015 Corporate Subscriptions	314,220	314,220	314,220
10016 Levies	28,460,050	28,460,050	31,252,050
10017 Central Contingency	13,245,161	6,524,641	13,181,341
10018 Rate Relief	3,300	3,300	3,300
10019 Capital Financing	21,469,670	21,315,670	22,815,670
10699 Early Retirement(NT)	3,243,981	3,243,981	3,243,981
10700 Corporate Fees & Charges	798,940	798,940	798,940
10718 Car Leasing	2,210	2,210	2,210
10849 Early Retirement Costs Teachers	2,183,340	2,183,340	2,183,340
11084 West London Agreement		105,000	105,000
11121 Miscellaneous Finance	16,170	466,170	423,130
* Total	69,737,042	63,417,522	74,323,182

Subjective Analysis	Original Estimate 2013/14	Current Estimate 2013/14	Original Estimate 2014/15
* Employee Related	4,163,281	4,163,281	4,163,281
* Premises Related	829,490	829,490	829,490
* Transport Related	2,210	2,210	2,210
* Supplies and Services	1,736,140	1,801,140	1,798,100
* Third Party Payments	28,625,880	29,075,880	31,867,880
* Transfer Payments	1,180	1,180	1,180
* Capital Financing Costs	33,520,071	29,089,551	37,206,251
** Expenditure Total	68,878,252	64,962,732	75,868,392
* Other Grants, Reimbursements & Contribs	(18,130)	(18,130)	(18,130)
* Customer & Client Receipts	176,040	176,040	176,040
* Interest	700,880	(1,703,120)	(1,703,120)
** Income Total	858,790	(1,545,210)	(1,545,210)
*** Total	69,737,042	63,417,522	74,323,182

2014/15 Budget Summary and Forward Plan

Children's Service	Budget 2013/14	2014/15	2015/16	Total % Saving of 2013/14 budget
	£	£	£	
Base Budget		57,756,441	55,411,211	
Virements		2,094,770		
		59,851,211	55,411,211	
<u>Efficiencies</u>				
<p><u>Savings from early intervention work</u> As a result of investment in early intervention & prevention and use of the Troubled Families grant, Family Services has been able to contain the demographic pressures associated with an increasing young population in Barnet, and in some cases reduce the dependence on high cost acute services.</p>	27,846,000	(300,000)		1.08%
<p><u>Savings through reduction in spend on transport costs</u> Achieve efficiencies within transport costs for children in care and children with Special Educational Need through improved contracting and demand management by: - targeting individual cases in which transport is no longer required - route optimisation</p> <p>From an original budget of £6m, £700k of savings have already been delivered in 2013/14 against a target of £1m. In order to deliver this saving, numbers of children requiring council support would need to be reduced by a further 10% by 2015/16.</p>	4,292,000		(500,000)	11.65%
<p><u>Savings from reduction in staff related costs</u> Workforce savings derived from: a) restructuring and reducing back office functions including communications, performance, workforce development, commissioning and administration support (£225k in 2014/15) b) reducing social care learning and development investment in trainee scheme and reducing training budget previously in place to address shortage in individuals entering the profession (£526k in 2014/15, £90k in 2015/16) c) closer working with safeguarding board through appointment of joint chair (£10k in 2014/15) d) reducing management costs across Family Services and Education & Skills (£80k in 2014/15, £125k in 2015/16) e) introducing a managed vacancy factor by delaying recruitment and holding vacancies across the service (£500k in 2014/15, £500k in 2015/16) f) regrading of posts in line with corporate policy which is still in development and is yet to be proposed, consulted on and agreed (£400k in 2015/16)</p> <p>In 2014/15 this saving is primarily through reduction in training budgets and the introduction of a vacancy factor which against the current workforce budgets are considered to be achievable.</p>	35,811,000	(1,341,000)	(1,115,000)	6.86%
<p><u>Savings from reduction in staff related costs</u> Achieve efficiencies through restructuring of the youth offending service workforce resulting in a reduction in staff costs.</p> <p>In 2014/15 this will be achieved through reconfiguration of posts and cost efficiencies in the wider youth and community service, and in 2015/16 through a restructure of the team.</p>	705,000	(50,000)	(50,000)	14.18%

2014/15 Budget Summary and Forward Plan

Children's Service	Budget 2013/14	2014/15	2015/16	Total % Saving of 2013/14 budget
	£	£	£	
<p><u>Savings from reduction in care home running costs</u> Reduction of operational running costs in Children's Homes resulting in efficiency savings.</p> <p>This is not expected to have an impact on service delivery.</p>	1487000		(100,000)	6.72%
<p><u>Savings through reduction in expenditure by renegotiating existing contracts</u> Procurement savings achieved through: - mitigating inflation associated with costs of supporting high cost, high need services by negotiating with suppliers across Family Services and Education to contain inflation</p>	20,815,000	(500,000)	(500,000)	4.80%
<p>Work is currently ongoing to negotiate with suppliers and not expected to significantly impact service quality.</p> <p><u>Savings through reduction in external third party costs</u> Efficiencies in complex needs and better value for money from care packages for disabled children. Some efficiencies have been achieved for 2014/15. Over the next 12 months work will be underway to ensure this saving is achievable for 2015/16.</p>	7,018,000	(80,000)	(100,000)	2.56%
<p><u>Savings through reduction in running costs and increased income from libraries</u> This is a 2015/16 saving and over the next 12 months work will be underway to ensure this saving is achievable through this mechanism.</p>	5,105,000		(352,000)	6.90%
<p><u>Savings through reduction in expenditure by working with CSG provider</u> This is a 2015/16 saving and it is anticipated there are savings to be achieved through working with Customer & Support Group (CSG) provider (Capita) to improve efficiency and self service.</p> <p>Over the next 12 months work will be underway to develop proposals to achieve these targets. Where new proposals are being considered, appropriate approval will be sought and consultation will be undertaken.</p>	N/A		(1,500,000)	N/A
<p><u>Savings through reduction in expenditure through alternate delivery of service</u> This is a 2015/16 saving and it is anticipated there are savings to be achieved through transformation of services through use of alternative delivery vehicles.</p> <p>Over the next 12 months work will be underway to ensure this saving is achievable through this mechanism.</p>	N/A		(450,000)	N/A
<p><u>Savings through reduction in external third party social care costs</u> This is a 2015/16 saving and it is anticipated there are savings to be achieved through reconfiguring services to deliver improvements, efficiencies and savings in children's social care, including by working with other LAs and alliances across fostering and placements and demand management through early intervention</p> <p>Over the next 12 months work will be underway to ensure this saving is achievable through this mechanism.</p>	21,846,000		(840,000)	3.85%
			(2,271,000)	(5,507,000)

2014/15 Budget Summary and Forward Plan

Children's Service	Budget 2013/14	2014/15	2015/16	Total % Saving of 2013/14 budget
	£	£	£	
<u>Service Reductions</u>				
<p><u>Savings through reduction in expenditure on Children's Centres</u> In 2014/15 this saving can be met through current underspend in children's centres budget with no impact on service delivery.</p> <p>In 2015/16 this saving will be met by considering alternative delivery models and service impact will be kept under review.</p>	3,933,000	(500,000)	(700,000)	30.51%
<p><u>Savings through reduction in external spend on preventative contracts</u> Re-commission and reconfigure services including CAMHS, early intervention and prevention services, short breaks, youth homelessness and domestic violence, and achieve efficiencies through jointly procuring, commissioning and/or delivering services with other organisations.</p> <p>These commissioning budgets fund a range of providers (including voluntary sector providers) to offer a range of services for vulnerable children, young people and families. A reduction could reduce the range of provision available in Barnet. Services will be recommissioned and reconfigured to maximise efficiencies and minimise the impact on service delivery as far as possible.</p>	8,743,000	(1,300,000)		14.87%
<p><u>Savings through reduction in staff costs in education welfare and education psychology</u> Develop traded services models for part of educational welfare and educational psychology, whereby schools either buy back these services or they are scaled back, and reduce schools causing concern budget.</p> <p>The council will continue to meet its statutory duties in relation to these service. Work is currently progressing with schools with a view to finalise proposals by December regarding the viability of this traded service.</p>	1,566,000	(333,000)		21.26%
		(2,133,000)	(700,000)	
<u>Income</u>				
<p><u>Income generation through increase in fees for traded service</u> Increase fees and charges for traded services, with a focus on making Barnet Partnership for School Improvement (BPSI) fully funded. This has already been achieved through negotiations with schools.</p>	N/A	(36,000)		N/A
		(36,000)	0	
<u>Pressures</u>				
<p>Placement costs for individual children, commissioned services to providing targeted services for vulnerable children.</p>			720,000	
		0	720,000	
Budget		55,411,211	49,924,211	

Childrens Services (Families)

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

Childrens Services (Education)

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

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

Childrens Services (DSG)

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

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

2014/15 Budget Summary and Forward Plan

Commissioning Group	Budget 2013/14	2014/15	2015/16	Total % Saving of 2013/14 budget
	£	£	£	
Base Budget		7,312,388	6,667,908	
Virements		155,520		
		7,467,908	6,667,908	
Efficiencies				
<p><u>Savings through reduction in senior management costs</u> Senior Management Restructure, full effect of the restructure that came into effect for 2013/14</p>	9,329,000	(270,000)		2.89%
<p><u>Savings through reduction in staff costs</u> This is a 2015/16 saving and we believe there are savings to be achieved through a further staffing restructure across Commissioning Group. This restructure will review teams that were moved into the commissioning group from other delivery units.</p> <p>Over the next 12 months work will be underway to ensure this saving is achievable through this mechanism.</p>	5,576,000		(251,000)	4.50%
<p><u>Savings through reduction in expenditure on grants - Discontinue Big Society Innovation Bank</u> In 2011/12, the Council committed to invest £600k over 3 years - £200k per annum – through the Big Society Innovation Bank (BSIB), aimed at providing funding for innovative projects within communities. This 3 year commitment has now ended and, after three rounds of funding, with several innovative projects supported, it has been decided to use the savings to help reduce the impact on the libraries budget. However, £25k remains in the BSIB to fund 'micro projects' within communities – up to £1,000 – and the Corporate Grants programme will continue to provide funding grant funding which will help to mitigate the impact.</p>	200,000	(200,000)		100.00%
<p><u>Savings through reduction in expenditure on fees</u> Reduction in external audit fees budgets as a result of the reduction in government regulation following the abolition of the audit commission. External audit still provide a comprehensive review of year end accounts and grants certification but the saving is generated from the reduction in the inspection regime.</p>	599,000	(200,000)		33.39%
<p><u>Savings through reduction in expenditure on fees</u> London Councils have reduced their grants programme significantly over the last 2 years. Barnet Council's contribution to the London Councils fund – by way of a levy – has also reduced. This saving can therefore be achieved within the existing agreement with London Councils.</p>	1,145,000		(249,000)	21.75%
<p><u>Savings through reduction in external spend on supplies and services</u> Reductions in supplies & services budgets (subscriptions, office supplies, training) across the Commissioning Group</p>	154,000	(50,000)		32.47%
<p><u>Savings through reduction in trade union costs</u> Integration of trade union activity into core work</p>	112,000	(80,000)		71.43%
		(800,000)	(500,000)	
Service Reductions				
		0	0	
Income				
<p><u>Income generation from charging for insight and policy work</u> This is a 2015/16 saving and we believe there are income generating opportunities to be achieved from setting charges against policy and insight work delivered to partners</p> <p>Over the next 12 months work will be underway to ensure this saving is achievable through this mechanism.</p>	N/A		(25,000)	N/A
		0	(25,000)	
Pressures				
		0	0	
Budget		6,667,908	6,142,908	

Commissioning

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

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

2014/15 Budget Summary and Forward Plan

Customer Support Group	Budget 2013/14	2014/15	2015/16	Total % Saving of 2013/14 budget
	£	£	£	
Base Budget		24,178,240	22,152,940	
Virements		367,700		
		24,545,940	22,152,940	
<u>Efficiencies</u>				
<p><u>Savings through reduction in contract costs</u> Contractual savings from CSG contract for support and customer services.</p> <p>The contract went live in September 2013 and saving will be delivered in full. The quality of service specified will be as good as, if not better, than current delivery.</p>	36,483,000	(2,393,000)	(2,100,000)	12.32%
		(2,393,000)	(2,100,000)	
<u>Service Reductions</u>				
		0	0	
<u>Income</u>				
		0	0	
<u>Pressures</u>				
		0	0	
Budget		22,152,940	20,052,940	

Customer & Support Group

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

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

2014/15 Budget Summary and Forward Plan

Housing Needs & Resources	Budget 2013/14	2014/15	2015/16	Total % Saving of 2013/14 budget
	£	£	£	
Base Budget		2,936,999	3,337,609	
Virements		455,610		
		3,392,609	3,337,609	
Efficiencies				
<p><u>Savings through reduction in staff related costs and fees</u> Rationalisation of subscription payments and withdrawal of essential car allowance.</p> <p>This is not expected to impact service delivery.</p>	8,828,000	(55,000)		0.62%
<p><u>Savings through reduction in operational costs of running hostel</u> Annual saving produced from the closure of a hostel are being used for preventative work in relation to the cost of temporary accommodation. Saving is as a result of the closure of the hostel and the associated costs.</p>	8,828,000		(300,000)	3.40%
		(55,000)	(300,000)	
Service Reductions				
		0	0	
Income				
		0	0	
Pressures				
		0	0	
Budget		3,337,609	3,037,609	

Housing Needs & Resources

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

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

2014/15 Budget Summary and Forward Plan

HB Public Law	Budget 2013/14	2014/15	2015/16	Total % Saving of 2013/14 budget
	£	£	£	
Base Budget		1,908,147	1,782,147	
Virements		24,000		
		1,932,147	1,782,147	
Efficiencies				
It is not considered that there is an equalities impact for this proposal but this will be kept under review during the consultation period.	2,515,000	(100,000)	(200,000)	11.93%
		(100,000)	(200,000)	
Service Reductions				
It is not considered that there is an equalities impact for this proposal but this will be kept under review during the consultation period.	2,515,000	(50,000)		1.99%
		(50,000)	0	
Income				
		0	0	
Pressures				
		0	0	
Budget		1,782,147	1,582,147	

HB Public Law

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

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

2014/15 Budget Summary and Forward Plan

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

Public Health

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

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

2014/15 Budget Summary and Forward Plan

Re	Budget 2013/14	2014/15	2015/16	Total % Saving of 2013/14 budget
	£	£	£	
Base Budget		820,162	766,747	
Virements		1,301,585		
		2,121,747	766,747	
<u>Efficiencies</u>				
<p><u>Savings through reduction in contract costs</u> Contractual savings resulting from the joint venture for the provision of development and regulatory services.</p> <p>The contract went live in October 2013 and saving will be delivered in full. The quality of service specified will be as good as, if not better, than current delivery.</p>	13,573,000	(1,355,000)	(300,000)	12.19%
		(1,355,000)	(300,000)	
<u>Service Reductions</u>				
		0	0	
<u>Income</u>				
		0	0	
<u>Pressures</u>				
		0	0	
Budget		766,747	466,747	

Re

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

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

2014/15 Budget Summary and Forward Plan

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

Revenue Budget 2014-2015

Special Parking Account

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

The SPA is a ringfenced statutory account covering the estimated impact of implementing On-Street Parking and Penalty Charge Notice enforcement, as required by the Council on 4 November 1997 noted that the provision of further off-street parking places was unnecessary for the time being and that there was no further demand on the The net projected surplus on the SPA is available for implementation of parking schemes and as a general support for public transport improvement projects that fall within

2014/15 Budget Summary and Forward Plan

Street Scene	Budget 2013/14	2014/15	2015/16	Total % Saving of 2013/14 budget
	£	£	£	
Base Budget		22,374,937	21,624,197	
Virements		454,260		
		22,829,197	21,624,197	
Efficiencies				
<p><u>Savings through transforming services to reduce expenditure</u> Savings resulting from alternative service provision. This involves in-sourcing the recycling service and improving efficiency through merging the workforce with the waste service. The change is anticipated to deliver greater efficiency in service delivery.</p> <p>The 2015/16 saving is a stretch target and is dependent on a restructure of the green spaces and street cleansing service, income generation and further increases in recycling rates.</p>	10,546,000	(653,000)	(1,424,000)	19.69%
		(653,000)	(1,424,000)	
Service Reductions				
<p><u>Savings through reduction in street lighting energy costs</u> A continuing programme of installing a control management system which will help manage electricity usage and enable reduced energy costs through lights being managed and dimmed at appropriate times.</p>	6,031,000	(200,000)		3.32%
		(200,000)	0	
Income				
<p><u>Income from increase in trade waste collection</u> A commercial approach to trade waste collections across the borough creating a more appropriate business model to match business demand.</p> <p>This will result in an improved service offer.</p>	N/A	(50,000)		N/A
<p><u>Income generation from private events</u> Continuation of existing policy that the Council has agreed around income from private events within the local parks in the borough.</p>	N/A	(20,000)		N/A
<p><u>Income from central government</u> Income from Central Government relating to maintaining weekly refuse collection</p>	N/A	(282,000)	(427,000)	N/A
		(352,000)	(427,000)	
Pressures				
		0	0	
Budget		21,624,197	19,773,197	

Street Scene

Profit center	Original Estimate 2013/14	Current Estimate 2013/14	Original Estimate 2014/15
** Street Scene Management	647,381	649,661	649,661
** SPA Parking		69,000	69,000
** Business Improvement	332,371	335,131	335,131
** Contract Management	6,009,964	6,340,214	6,040,214
** Parks, Street Cleaning & Grounds Mainten	9,288,522	9,326,562	9,306,562
** Waste & Recycling	6,096,699	6,208,629	5,223,629
*** Total	22,374,937	22,929,197	21,624,197

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

HOUSING REVENUE ACCOUNT		
	2013/14	2014/15
	Original Budget	Original Budget
Income	£	£
Dwelling rents	(53,879,221)	(53,164,530)
Non-dwelling rents	(1,684,077)	(1,596,622)
Tenants Charges for services and facilities	(4,610,434)	(4,088,289)
Leaseholder Charges for Services and Facilities	(2,922,773)	(2,900,779)
Total Income	(63,096,505)	(61,750,219)
Expenditure		
Repairs and Maintenance	7,800,000	7,650,000
Supervision and management		
General	14,397,510	14,207,510
Special	6,756,617	6,756,617
Rents, Rates, taxes and other charges	121,500	121,500
Depreciation and impairment of fixed assets	12,866,805	12,866,805
Contribution to Major Repairs Reserve	14,465,022	14,714,265
Impairment write off for HRA commercial properties		820,000
Debt Management Costs	7,509,956	7,424,728
Increase in bad debt provision	500,000	615,000
Total Expenditure	64,417,410	65,176,426
Net Cost of HRA Services	1,320,905	3,426,206
Interest and investment income	(80,000)	(80,000)
(Surplus) or deficit for the year on HRA services	1,240,905	3,346,206