

Appendix B1: Revenue Budget 2016/17

	2015/2016		2016/2017
	Original Estimate	Current Estimate	Original Estimate
	£	£	£
Council Services			
Adults and Communities	81,816,126	86,378,114	85,566,270
Assurance	4,110,443	4,198,773	3,792,773
Births Deaths & Marriages	(160,530)	(159,890)	(159,890)
Central Expenses	72,619,227	51,277,047	51,381,147
Children's Education & Skills	6,152,047	7,263,013	7,068,213
Children's Family Services	47,717,064	48,476,193	46,480,663
Commissioning	9,805,873	20,248,990	19,158,990
Customer Support Group	20,821,765	22,119,555	22,119,555
HB LAW	1,752,397	2,011,397	2,011,397
Housing Needs Resources	3,953,609	4,975,749	4,975,749
Parking & Infrastructure	6,219,169	6,319,479	6,119,479
Public Health	14,335,000	15,835,000	18,544,000
Regional Enterprise	730,197	1,133,957	1,133,957
Streetscene	14,013,753	15,010,433	13,895,663
Special Parking Account	(7,420,775)	(7,122,445)	(8,052,445)
Additional Income from Council Tax			(2,253,000)
Total Service Expenditure	276,465,365	277,965,365	271,782,521

REVENUE BUDGET 2016/17

BUDGET	2015/2016 Original	2015/2016 Current	2016/2017 Original
	£	£	£
Total Service Expenditure	276,465,365	277,965,365	271,782,521
Contribution to / (from) Specific Reserves	6,461,288	6,461,288	10,735,156
NET EXPENDITURE	282,926,653	284,426,653	282,517,677
Other Grants	(32,038,000)	(33,538,000)	(38,829,000)
BUDGET REQUIREMENT	250,888,653	250,888,653	243,688,677
Business Rates Retention	(35,191,000)	(35,191,000)	(35,484,000)
Business rates top-up	(18,114,000)	(18,114,000)	(18,265,000)
BUSINESS RATES INCOME	(53,305,000)	(53,305,000)	(53,749,000)
RSG	(50,444,000)	(50,444,000)	(36,849,000)
Collection Fund Adjustments	(1,500,000)	(1,500,000)	(3,636,000)
Additional income from Council Tax			2,253,000
BARNET'S ELEMENT OF COUNCIL TAX REQUIREMENT	145,639,653	145,639,653	151,707,677
Greater London Authority - Precept	38,984,545	38,984,545	37,349,424
COUNCIL TAX REQUIREMENT	184,624,198	184,624,198	189,057,101

Components of the Council Tax (Band D)	2015/2016	2016/17	Increase
	£	£	
Mayors Office for Policing and Crime	211.19	192.19	(9.00%)
London Fire & Emergency Planning Authority	48.55	48.55	0.00%
Mayor, Administration, Transport for London, Olympic Games and Boroughs' Collection Fund balances.	35.25	35.25	0.00%
Greater London Authority	295.00	276.00	(6.44%)
London Borough of Barnet	1,102.07	1,121.07	1.72%
Total	1,397.07	1,397.07	(0.00%)

REVENUE BUDGET 2016/17

COUNCIL TAX SUMMARY

Council Tax Bands (based on property values @ 1 April 1991)	2015/16	2016/17	Tax Yield
	£	£	£
[Up to £40,000] Band A	931.38	931.38	1,835,741
[Over £40,000 & up to £52,000] Band B	1,086.61	1,086.61	6,215,301
[Over £52,000 & up to £68,000] Band C	1,241.84	1,241.84	24,093,621
[Over £68,000 & up to £88,000] <u>Band D</u>	<u>1,397.07</u>	<u>1,397.07</u>	36,330,591
[Over £88,000 & up to £120,000] Band E	1,707.53	1,707.53	42,666,872
[Over £120,000 & up to £160,000] Band F	2,017.99	2,017.99	33,946,285
[Over £160,000 & up to £320,000] Band G	2,328.45	2,328.45	33,320,306
[Over £320,000] Band H	2,794.14	2,794.14	10,648,384
			189,057,101

COUNCIL TAXBASE

Council Taxbase	2015/2016	2016/2017	
	Band D Equivalents	Band D Equivalents	Income
Total properties (per Valuation List)	166,725	168,206	234,995,558
Exemptions	(2,648)	(2,454)	(3,428,410)
Disabled reductions	(115)	(112)	(156,472)
Discounts (10%, 25% & 50%)	(31,571)	(28,938)	(40,428,412)
Adjustments	1,677	605	845,227
Aggregate Relevant Amounts	134,068	137,307	191,827,491
Non-Collection (1.5% both years)	(1,998)	(2,060)	(2,877,964)
Contributions in lieu from MoD	81	77	107,574
	132,151	135,324	189,057,101

Budget Summary and Forward Plan

Adults & Communities	2016/17 £	2017/18 £	2018/19 £	2019/20 £
Base Budget	81,816,126	85,566,270	82,081,470	79,640,670
Virements	4,561,988			
	86,378,114	85,566,270	82,081,470	79,640,670
Efficiencies				
<p>Budget proposals for 2016-20 include efficiency savings on third party contracts by approximately 2% per annum.</p> <p>The bulk of the adult social care budget (75%) is spent on external contracts for care services with external providers. Of this, the majority is spent on individual support plans for people with eligible social care need which is being addressed through other savings lines below. The remainder of contracts, i.e those not spent on people with eligible needs, £5.5m in total and are being considered under this saving. Proposals are being developed in relation to individual contracts and the changes include commissioning different models of service delivery, terminating contracts, improved contract management and negotiation of better rates for 15/16 contracts.</p> <p>Last year's budget proposals for 2016-20 included workforce savings spread equally over four years. These have now been brought forward to deliver an earlier saving. An element of the saving can be mitigated through improved productivity and efficiency, in particular through the implementation of an improved case management IT system and changes to the assessment process. The proposals will include reviewing management roles, skills mix (i.e. reducing qualified social workers and having more unqualified social workers) and back office efficiencies.</p>	(400,000)	(431,500)	(395,500)	(280,500)
	(1,088,000)	(400,000)		(213,000)
	(1,488,000)	(831,500)	(395,500)	(493,500)

Adults & Communities	2016/17 £	2017/18 £	2018/19 £	2019/20 £
<u>Service Reductions</u>				
	0	0	0	0
<p data-bbox="159 397 389 427"><u>Service Redesign</u></p> <p data-bbox="327 437 1211 671">Integrated Care for frail elderly/over 50 years with long-term conditions The proposal to develop a 5 tier model to support the development of an integrated health and social care system for older frail people was agreed at the Health and Wellbeing Board in March 2014 and has formed the key element of the Council and CCG's national Better Care Fund plan. Saving is modelled on the impact of reducing demand on acute and residential care by working to reduce unplanned care.</p> <p data-bbox="327 743 1211 943">Increased use of assistive technology (e.g. sensors, alarms, monitoring systems) both in individuals homes and in residential and nursing care providers, is expected to lead to a reduction in care package costs (e.g. reduction in requirement for waking/sleeping nights). This could be delivered through partnering with a telecare provider to provide large scale telecare services.</p> <p data-bbox="327 986 1211 1220">Following full implementation of the new mental health social work model to provide better services for users, the intention is to deliver further savings to high cost placements, workforce reconfiguration and longer term demand management for latter half of 4 year MTFs. The Saving is modelled on projections for demand of mental health care, the intended impact of demand management and reduction in crisis care admissions to hospital.</p>		(192,500)	(150,000)	(175,000)
	0	(692,500)	(900,000)	(425,000)

Adults & Communities	2016/17 £	2017/18 £	2018/19 £	2019/20 £
<p><u>Reducing Demand, Promoting Independence</u></p> <p>Continuation and further development of work to deliver savings through supporting older people in alternative ways, such as care in the community, instead of high cost care packages and residential placements. This will be applied to existing and new service users and will lead to increased use of universal services, enablement, telecare, equipment and direct payments which cost less than traditional home care and residential care. Eligible needs will therefore be met by a lower personal budget. The savings will be delivered by social workers incorporating elements in care and support plans which cost less than traditional care or that do not require Council funding. This might include support from volunteers, local clubs or local libraries, for example.</p> <p>Implement a 0-25 disabilities service that better brings together health, care and education to ensure that growth is enabled for young people with disabilities.</p> <p>This should reduce the cost to adult social care arising from lower care package costs for those transitioning at the age of 18 over this period than has been the case for past transitions cases. Thorough review of all young people currently placed in residential care and activity is underway to enable young people to move into more independent accommodation options, improving outcomes and reducing cost to the Adult Social Care Budget. Savings from the new ways of working, designed to increase service user independence, are also expected.</p> <p>Increasing choice in retirement and for younger disabled adults - investment in an increased advice and support service promoting adaptations and moving to a more suitable home. Savings are based on incremental impact of adaptation/move avoiding costs of enablement, increased homecare and residential care admission for c.20 adults.</p>	(350,000)	(350,000)	(350,000)	
	(300,000)			
	(100,000)	(90,000)	(85,000)	(85,000)

Adults & Communities	2016/17 £	2017/18 £	2018/19 £	2019/20 £
<p>Develop methods of increasing numbers of personal assistants in Barnet, as an alternative to home care agencies. Service users directly employ the personal assistant and therefore are able to personalise and control their care and support to a very high level. Savings are based on lower unit costs than home care agencies but assume all PAs are paid the LLW. Saving is modelled on 78,000 hours of home care being provided by PAs instead of home care agencies.</p> <p>Review support packages and develop support plans to meet needs at a lower cost. This is likely to include the following:- Increase the supply and take-up of supported living and independent housing opportunities - Supporting transitions to the above for people currently in residential care- Ensure that the review and support planning process is more creative and cost effective- Ensure that this considers how technology can enable people with disabilities to live more independently.</p> <p>Work has taken place to identify and review service users in placements who are suitable to step down from residential to supported living. Eligible needs will still be met. These savings are based on an audit of mental health service users currently in high cost residential placements who have been identified as suitable for more independent living (20 users).</p> <p>Remove the Council subsidy for the home meals service on expiry of the current contract and put in place alternative arrangements which actively enable service users to self arrange meals provision which meets individual and cultural needs in a safe way.</p>	(60,000)	(200,000)		
	(700,000)	(450,000)	(350,000)	(200,000)
		(500,000)		
	(280,000)			

Adults & Communities	2016/17 £	2017/18 £	2018/19 £	2019/20 £
<p>Use of existing wheelchair accessible housing stock of 21 units to enable people currently in high cost residential, nursing or supported living placements to become more independent ('step down'), through improved working between adult social care and Barnet Homes. The saving is also modelled on a small number of new build wheelchair housing units funded from HRA headroom. The saving is expected from a reduction in the cost of care package following review, preparation and transfer of individuals to more suitable placements, based on an average saving of £25K per year for high cost residential placements, and £10K per year for lower cost placements. Wheelchair accessible housing will be best suited to individuals with physical disabilities, or multiple disabilities and these are the primary cohort. Saving is modelled on people placed, saving the difference between care in one's own home and high cost residential placements.</p> <p>Encourage use of Older people home share schemes (where older people make space in their properties available at no/reduced rent to younger people/ students in return for support with domestic tasks such as cooking, cleaning, shopping etc). This will reduce reliance and requirement for home care and the cost of some care packages and is expected to have a positive impact on loneliness. Saving is based on a reducing the uptake of homecare hours for older people and stepping some users down. The saving will be £2k per year for each additional homesharing arrangement (120 homes). Saving will be delivered if home share scheme is targeted at those who would otherwise have those needs met by the Council. However, home share will also be developed as a preventative service in addition.</p>	(83,000)	(69,500)	(48,500)	(55,000)

Adults & Communities	2016/17 £	2017/18 £	2018/19 £	2019/20 £
<p>An intensive evidence-based model of support for Barnet carers of people with dementia, in order to increase carer sustainability, delay residential care and manage adult social care demand. The saving is modelled on 10 couples and was developed and consulted on as part of the priorities and spending review process in 2013/14 and the adults and safeguarding commissioning plan.</p> <p>The programme to deliver support to sustain carers of people with dementia to stay in their own homes will be developed internally.</p> <p>Support to help people remain caring and in work by increasing support to carers and employers in the borough enabling carers to remain in work and caring by achieving a 0.5% retention rate (c.14 carers). Savings are from cost avoidance of increased homecare support. This is a continuation of previous carers offer savings.</p>		(160,000)	(160,000)	(180,000)
	(1,895,000)	(1,960,800)	(1,145,300)	(520,000)
<u>Income</u>				
	0	0	0	0
<u>Pressures</u>				
Adults social care pressures (Precept)	2,571,156			
	2,571,156	0	0	0
Budget	85,566,270	82,081,470	79,640,670	78,202,170

Adults and Communities

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Care Quality	1,061,943	1,074,603	1,074,603
Customer Care	748,382	348,725	234,275
Integrated care - LD & MH	38,533,652	40,527,390	40,587,214
Integrated care - OP & DP	35,610,181	35,665,124	35,609,356
Safeguarding	731,111	733,091	603,751
Social Care Management	595,910	411,845	411,845
Adults Social Care	77,281,179	78,760,778	78,521,044
Community Well-being	(1,063,790)	391,460	549,070
Customer Finance	785,999	827,189	719,079
Performance & Improvement	1,024,365	767,135	575,755
Prevention & Well Being	3,603,173	5,445,112	5,014,882
Community Well-being	4,349,747	7,430,896	6,858,786
Dir Adult Soc Serv & Health	185,200	186,440	186,440
Dir Adult Soc Serv & Health	185,200	186,440	186,440
Adults and Communities	81,816,126	86,378,114	85,566,270

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Employee Related	12,708,555	14,807,949	13,723,719
Premises Related	20,755	33,228	33,228
Secondary Recharges	0	25,623	25,623
Supplies/Services	6,844,892	10,133,691	9,733,691
Third Party Payments	75,764,082	73,795,341	74,284,417
Transfer Payments	6,862,732	14,372,999	14,372,999
Transport Related	1,228,197	1,279,389	1,279,389
Expenditure	103,429,213	114,448,220	113,453,066
Customer & Client Receipts	(12,213,347)	(11,056,075)	(10,872,765)
Government Grants	0	(2,199,643)	(2,199,643)
Other Grants, Reimbursements &	(9,399,740)	(14,814,388)	(14,814,388)
Income	(21,613,087)	(28,070,106)	(27,886,796)
Adults and Communities	81,816,126	86,378,114	85,566,270

Budget Summary and Forward Plan

Assurance	2016/17 £	2017/18 £	2018/19 £	2019/20 £
Base Budget	4,110,443	3,792,773	3,712,773	3,712,773
Virements	38,330			
	4,148,773	3,792,773	3,712,773	3,712,773
<u>Efficiencies</u>				
<p>Budget proposals for 2016-20 include efficiency savings of approximately 2% per annum on third party contracts. This saving comes from Commissioning Group and Assurance contract spending, which include communications and engagement contracts, internal audit and insurance. The overall budget includes provision for price increases of 2.5% per annum, so this saving could be made either from keeping the costs of contracts stable, or through improved contract management and negotiation of better rates.</p>	(16,000)			
<p>Budget proposals for 2016-20 include workforce efficiency savings of approximately 10% of the relevant staff budgets. As Government funding for council services continues to reduce, delivery units will need to review their workforce budgets to ensure that they can make the required savings. At this stage, it is expected that the 10% saving can be made without impacting on service delivery, but this assumption will need to be tested in the years to 2020. Corporate initiatives such as the review of terms and conditions and the unified pay project will support delivery units to achieve this saving. Delivery units will also need to review performance management, use of agency staff, management layers and productivity to ensure that this saving can be achieved.</p>	(200,000)			

Assurance	2016/17 £	2017/18 £	2018/19 £	2019/20 £
The bulk of this saving has already been achieved through a revised Scheme of Members Allowances that was agreed by Council on 15 July 2014. The new scheme of Allowances- reflecting the replacement of Cabinet and Scrutiny with eight theme committees- produced a saving of £90,358. In addition, a further £29,541 was saved as no Member may receive more than one Special Responsibility Allowance and some of the SRA paying posts were held by members already in receipt of an SRA. There are underspends in the budget that will fund the remaining savings of £100k.	(140,000)	(80,000)		
	(356,000)	(80,000)	0	0
<u>Service Reductions</u>				
	0	0	0	0
<u>Service Redesign</u>				
	0	0	0	0
<u>Reducing Demand, Promoting Independence</u>				
	0	0	0	0
<u>Income</u>				
	0	0	0	0
<u>Pressures</u>				
	0	0	0	0
Budget	3,792,773	3,712,773	3,712,773	3,712,773

Assurance

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Assurance Management	526,790	564,745	565,008
Assurance Management	526,790	564,745	565,008
Elections	423,055	391,880	348,195
Elections	423,055	391,880	348,195
Governance	2,310,780	2,375,490	2,143,500
Governance	2,310,780	2,375,490	2,143,500
Internal Audit & CAFT	849,818	866,658	736,070
Internal Audit & CAFT	849,818	866,658	736,070
Assurance	4,110,443	4,198,773	3,792,773

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Employee Related	3,748,746	3,749,736	3,488,303
Premises Related	9,200	0	520
Secondary Recharges	(10,680)	(4,660)	120,607
Supplies/Services	437,477	527,997	391,890
Third Party Payments	250	250	0
Transport Related	34,610	34,610	28,230
Expenditure	4,219,603	4,307,933	4,029,550
Customer & Client Receipts	(109,160)	(109,160)	(59,530)
Other Grants, Reimbursements & Contributions	0	0	(177,247)
Income	(109,160)	(109,160)	(236,777)
Assurance	4,110,443	4,198,773	3,792,773

Budget Summary and Forward Plan

Births, Deaths & Marriages	2016/17 £	2017/18 £	2018/19 £	2019/20 £
Base Budget	(160,530)	(159,890)	(159,890)	(159,890)
Virements	640			
	(159,890)	(159,890)	(159,890)	(159,890)
<u>Efficiencies</u>				
	0	0	0	0
<u>Service Reductions</u>				
	0	0	0	0
<u>Service Redesign</u>				
	0	0	0	0
<u>Reducing Demand, Promoting Independence</u>				
	0	0	0	0
<u>Income</u>				
	0	0	0	0
<u>Pressures</u>				
	0	0	0	0
Budget	(159,890)	(159,890)	(159,890)	(159,890)

Births, Deaths and Marriages

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Births Deaths & Marriages	(160,530)	(159,890)	(159,890)
Births Deaths & Marriages	(160,530)	(159,890)	(159,890)
Births Deaths & Marriages	(160,530)	(159,890)	(159,890)

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Employee Related	275,120	274,950	274,950
Premises Related	36,550	36,520	36,520
Secondary Recharges	0	840	840
Supplies/Services	28,190	28,190	28,190
Transport Related	1,000	1,000	1,000
Expenditure	340,860	341,500	341,500
Customer & Client Receipts	(501,390)	(501,390)	(501,390)
Income	(501,390)	(501,390)	(501,390)
Births Deaths & Marriages	(160,530)	(159,890)	(159,890)

Budget Summary and Forward Plan

Central Expenses	2016/17 £	2017/18 £	2018/19 £	2019/20 £
Base Budget Virements	72,619,227 (20,968,080)	51,381,147	57,820,599	66,493,562
	51,651,147	51,381,147	57,820,599	66,493,562
<p><u>Efficiencies</u></p> <p>The Council is required to budget each year for costs associated with repaying the principle on borrowing costs. This is known as "minimum revenue provision", and is prescribed as part of CIPFA accounting guidance. A review has been undertaken of the Council's MRP calculation, and it concludes that the annual charge is £1m more prudent than is necessary. This dates back to the original calculation made when the current capital financing regime came into place in 2004. This approach has been agreed with the Council's external auditors and is still considered to be a prudent approach.</p> <p>Barnet Council revised its redundancy terms and conditions back in 2011 which led to a reduction in individual redundancy payments. This approach was consistent with many other councils at the time. This, along with a lower level of redundancies per annum (partly arising from the outsourcing of services to CSG and Re) means that the annual budget that the Council sets aside for redundancy can be reduced by £1.875m per annum.</p>	(1,000,000)			
	(1,850,000)			

Central Expenses	2016/17 £	2017/18 £	2018/19 £	2019/20 £
<p>The Council sets aside a budget each year to fund future borrowing costs for additional capital expenditure. This budget is approximately 4.5% of additional capital costs. Over recent years, the Council has not borrowed to fund additional capital expenditure and used cash balances instead. In addition, the interest rate on loans is currently less than 4%, leading to an annual saving. If future borrowing costs remain below 4%, then a saving of £5m over the period to 2020 is achievable. If interest rates increase, then the Council will be able to generate additional interest income on deposits, so this saving would also be achievable.</p>	(2,500,000)	(2,500,000)	(1,500,000)	(500,000)
<p>Reduction in Audit fees budget to reflect changes in current costs</p>	(135,000)			
<p>Insurance reduction as part of re-procurement in October 2015</p>	(25,000)			
<p>Reduction in spending on annual subscriptions and membership fees to organisations which the Council is currently a member of. A review of spending on annual subscriptions and membership fees is to take place in 2015. This will include recommendations on where to make savings.</p>	(400,000)			
	(5,910,000)	(2,500,000)	(1,500,000)	(500,000)
<u>Service Reductions</u>				
	0	0	0	0
<u>Service Redesign</u>				
	0	0	0	0
<u>Reducing Demand, Promoting Independence</u>				
<p>Reduction in grants budget for London Councils Grants Scheme</p>	(59,000)	(59,000)		
	(59,000)	(59,000)	0	0

Central Expenses	2016/17 £	2017/18 £	2018/19 £	2019/20 £
<u>Income</u>				
Increasing Council Tax Support payments to 20%	(1,026,000)	(456,000)		
	(1,026,000)	(456,000)	0	0
<u>Pressures</u>				
General Provision for inflation	4,406,000	4,484,000	4,562,000	4642000
Reduction / increase in Contingency budget for risks in service areas	(1,880,000)	(238,000)	703,000	3843000
Capital Financing		1,000,000	1,000,000	2500000
Increase in Concessionary Fares	227,000	255,000	292,000	346000
Demographics pressures due to general trends and price as well as transitions of children joining adult service areas	2,083,000	2,340,000	2,158,000	2,330,000
Due to increases in complex cases the demand for services is increasing. Social Care placement costs are being driven by an increase in external	950,000	600,000	400,000	200,000
Demographic pressures on 0 to 17 age group based on current placement costs and trends	939,000	1,013,452	907,964	1,195,912
Major developments in the western part of the borough mean higher waste support needs			150,000	210,000
	6,725,000	9,454,452	10,172,964	15,266,912
Budget	51,381,147	57,820,599	66,493,562	81,260,474

Central Expenses

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Capital Financing	22,815,670	22,759,670	19,259,670
Car Leasing	2,210	2,210	2,210
Central Contingency	12,412,386	2,430,406	7,876,506
Corporate Fees & Charges	398,940	398,940	263,940
Corporate Subscriptions	314,220	314,220	314,220
Early Retirement	5,427,321	5,427,321	3,577,321
Levies	30,717,050	19,074,250	19,242,250
Local Area Agreement	105,000	105,000	105,000
Miscellaneous Finance	426,430	765,030	740,030
Central Expenses	72,619,227	51,277,047	51,381,147
Central Expenses	72,619,227	51,277,047	51,381,147

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Capital Financing	36,437,296	26,455,316	28,401,416
Employee Related	4,163,281	4,721,491	2,871,491
Premises Related	829,490	740,400	740,400
Secondary Recharges	0	(191,230)	(191,230)
Supplies/Services	1,398,100	1,025,420	890,420
Third Party Payments	31,332,880	20,067,470	20,210,470
Transfer Payments	1,180	1,180	1,180
Transport Related	2,210	2,210	2,210
Expenditure	74,164,437	52,822,257	52,926,357
Customer & Client Receipts	176,040	176,040	176,040
Interest	(1,703,120)	(1,703,120)	(1,703,120)
Other Grants, Reimbursements &	(18,130)	(18,130)	(18,130)
Income	(1,545,210)	(1,545,210)	(1,545,210)
Central Expenses	72,619,227	51,277,047	51,381,147

Central Expenses (Levies)

Levies	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016-17
	£	£	£
<u>Other Establishments - Third part Payments</u>			
Environment Agency	320,730	320,730	320,730
Lea Valley Regional Park	428,350	428,350	428,350
London Pension Funds	707,000	707,000	707,000
Traffic Control Signals Unit	519,400	519,400	519,400
Concessionary Fares	15,918,280	15,918,280	16,145,280
	17,893,760	17,893,760	18,120,760
<u>Joint Authorities - Third Party Payments</u>			
North London Waste Authority	11,642,800	11,642,800	0
Coroners Court	284,000	284,000	284,000
	11,926,800	11,926,800	284,000
<u>Other Local Authorities - Third Party</u>			
London Boroughs Grants	896,490	896,490	837,490
Total Levies	30,717,050	30,717,050	19,242,250

Budget Summary and Forward Plan

Children's Education & Skills	2016/17 £	2017/18 £	2018/19 £	2019/20 £
Base Budget	6,152,047	7,068,213	6,908,213	6,653,213
Virements	1,001,166			
	7,153,213	7,068,213	6,908,213	6,653,213
<u>Efficiencies</u>				
	0	0	0	0
<u>Service Reductions</u>				
Create an alternative way to deliver the Education and Skills service that currently provides school improvement support, school admissions, support for children with special educational needs, post-16 support and school catering. By developing a new service delivery model in partnership with schools, there is an opportunity to grow and develop services rather than reduce them.	(85,000)	(160,000)	(255,000)	(350,000)
	(85,000)	(160,000)	(255,000)	(350,000)
<u>Service Redesign</u>				
	0	0	0	0
<u>Reducing Demand, Promoting Independence</u>				
	0	0	0	0

Children's Education & Skills	2016/17 £	2017/18 £	2018/19 £	2019/20 £
<p><u>Income</u></p> <p>Through the development of a proposed new Delivery model for Education and Skills services in Barnet there will be a contractual requirement for a gainshare of profits from the trading of services externally. The council's share of any surplus that is available through Gainshare will be allocated as savings achieved as a result of the growth in services. This is over and above the agreed contractual savings.</p>				(300,000)
	0	0	0	(300,000)
<p><u>Pressures</u></p>				
	0	0	0	0
<p>Budget</p>	7,068,213	6,908,213	6,653,213	6,003,213

Children's Education and Skills

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Education & Skills Management	(499,986)	(529,556)	6,939,683
ES Deactivated Codes	320,020	0	0
Education Management Team	(179,966)	(529,556)	6,939,683
14-19 Learning Partnership	353,740	305,690	0
Catering	(190,470)	(131,970)	0
Education Partner & Comm Mgt	481,259	621,339	0
Education Psychology	452,580	591,570	0
Placement & Transport Mgt	3,867,064	4,426,510	0
School Monitoring Management	813,380	817,192	128,530
School Traded Services	5,530	16,780	0
SEN Monitoring & Review	574,330	1,164,548	0
Traded services	(25,400)	(19,090)	0
Inclusion & Skills	6,332,013	7,792,569	128,530
Children's Education & Skills	6,152,047	7,263,013	7,068,213

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Capital Financing	(112,486)	(225,575)	0
Employee Related	8,581,467	10,635,105	64,610
Premises Related	81,750	144,540	0
Secondary Recharges	303,190	316,980	0
Supplies/Services	4,225,887	5,259,861	16,258,686
Third Party Payments	648,670	754,370	80,550
Transfer Payments	0	11,150	0
Transport Related	2,415,849	2,986,729	0
Expenditure	16,144,327	19,883,160	16,403,846
Customer & Client Receipts	(9,523,830)	(11,796,860)	(9,059,903)
Government Grants	(107,090)	(525,207)	(107,090)
Other Grants, Reimbursements & Contributions	(361,360)	(298,080)	(168,640)
Income	(9,992,280)	(12,620,147)	(9,335,633)
Children's Education & Skills	6,152,047	7,263,013	7,068,213

Children's Service DSG

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
DSG Deactivated Codes	230,166	16,756	10,780
Edu Partnership&Commercial DSG	282,490	282,490	282,490
School Improvement DSG	733,171	730,510	731,950
Schools Funding	0	(475,000)	0
SEND & Inclusion DSG	(7,290,407)	(7,030,113)	(7,647,700)
Education (DSG)	(6,044,580)	(6,475,357)	(6,622,480)
Early Years DSG	5,269,850	5,700,627	5,847,750
Family Support DSG	336,040	336,040	336,040
Intake and Assessment DSG	285,540	285,540	285,540
Perm,Transit & Corp Parent DSG	153,150	153,150	153,150
Family Services DSG	6,044,580	6,475,357	6,622,480
Children's Service DSG	0	0	0

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Capital Financing	0	0	(1,802,500)
Employee Related	3,772,533	4,012,512	3,801,250
Premises Related	2,630	2,630	2,630
Secondary Recharges	200	2,108	0
Supplies/Services	8,608,909	1,082,900	5,707,260
Third Party Payments	25,674,544	26,203,294	29,069,210
Transfer Payments	174,612,454	179,330,710	178,755,800
Transport Related	457,320	461,633	456,780
Expenditure	213,128,590	211,095,787	215,990,430
Customer & Client Receipts	(33,000)	(83,000)	(83,000)
Government Grants	(213,095,590)	(211,012,787)	(215,907,430)
Income	(213,128,590)	(211,095,787)	(215,990,430)
Children's Service DSG	0	0	0

Budget Summary and Forward Plan

Children's Family Service	2016/17 £	2017/18 £	2018/19 £	2019/20 £
Base Budget	47,717,064	46,480,663	42,578,663	40,237,663
Virements	749,599			
	48,466,663	46,480,663	42,578,663	40,237,663
Efficiencies				
<p>Budget proposals for 2016-20 include efficiency savings on third party contracts. The overall budget has extra built in to allow for increases in the prices charged by suppliers. This savings would be achieved by improving contract management and negotiating better rates across a range of services.</p> <p>Proposal to save money by commissioning different models of service delivery and ceasing contracts, improved contract management and negotiating better rates.</p> <p>The contracts include Independent Reviewing Officers, early intervention commissioned services and recently concluded procurements.</p> <p>Proposal to reduce spending on work related travel and on agency staff. This includes a small reconfiguration of some back office functions. The recruitment and retention approach being implemented in Family Services will support the reduction in agency spend; there are opportunities to save money on travel through purchasing arrangements and better planning of required travel. The savings are in the context of significant reductions in the workforce in the past year.</p>	(381,000)	(135,000)	(134,000)	(188,000)
	(285,000)			
		(180,000)	(231,000)	(146,000)
	(666,000)	(315,000)	(365,000)	(334,000)

Children's Family Service	2016/17 £	2017/18 £	2018/19 £	2019/20 £
<p><u>Shared Service Models</u></p> <p>The Council will look at emerging best practice across the country to ensure the highest quality of purposeful social work and wider children's service, with a focus on targeted early intervention and prevention. Professionally lead by children's workers, the approach may include established practice models such as a not for profit charitable trust or a Community Interest Company. Early evidence suggests that these models, by focussing on effective practice, have achieved greater productivity and delivered efficiencies. The integration of the delivery of services with other local London Boroughs will also be considered.</p> <p>Government is proposing for all adoption agencies to move to a regional model of provision. Savings would come from regionalisation of adoption and integrating services across London.</p>			(150,000)	(800,000)
	0	0	(150,000)	(800,000)
<p><u>Service Redesign</u></p> <p>Savings through implementing an Early Years Review aimed at ensuring early years services function effectively in the face of limited resources. Use of public health grant to fund service levels above the statutory minimum (£1.5m), intervening early before needs escalate.</p> <p>Proposal to reconfigure Early Years, building on the locality model and further integrating services. The integration of services will include looking at different ways of delivering some elements of the Healthy Child Programme through Children's Centres.</p> <p>Following the implementation of the libraries review the implementation will be monitored to see if additional income over and above the present model is being delivered. If not alternative savings will need to be found</p>	(550,000)	(506,000)	(535,000)	(74,000) (850,000) (573,000)

Children's Family Service	2016/17 £	2017/18 £	2018/19 £	2019/20 £
Developing joined up Child and Adolescent Mental Health provision with neighbouring boroughs enabling a saving through re-commissioning the externally commissioned service.		(200,000)		
Developing an alternative approach to providing library services by maintaining the size of the libraries network and increasing opening hours through the use of technology. £546k of this is income generated for Family Services through Estates Services.	(194,000)	(1,907,000)	(25,000)	(151,000)
Proposal to remodel the Council's existing youth service, alongside the development of a youth zone, to secure economies of scale and to realise opportunities to generate income.				(800,000)
	(744,000)	(2,613,000)	(560,000)	(2,448,000)
<u>Reducing Demand, Promoting Independence</u>				
Reduce cost of placements for children in care by growing and strengthening the in-house foster care service; intervening early to prevent placement breakdown, transitioning placements from residential to foster care, and ensuring provision of high quality, competitively priced residential placements in appropriate locations. By 2019 Barnet will have one of the largest proportions of children in care placed with in-house foster carers in the country.	(131,000)	(144,000)	(149,000)	(69,000)
Additional social care demand management. This will focus on considering new models for social care practice. These approaches include a focus on preventing periods of accommodation for children and preventing escalation of needs.			(440,000)	(1,267,000)
	(131,000)	(144,000)	(589,000)	(1,336,000)

Children's Family Service	2016/17 £	2017/18 £	2018/19 £	2019/20 £
Income				
Through the development of the 0-25 integrated service savings through appropriate allocation of education costs for joint placements for children under the age of 18.	(250,000)	(250,000)	(250,000)	(250,000)
At present the council funds support for Child and Adolescent Mental Health provision in Primary and Secondary schools. It is proposed to remove that investment and develop a more bespoke traded service enabling schools to access required support where necessary.		(430,000)		
It is proposed to fund children's substance misuse services with the public health grant to support joined up delivery with wider public health services.	(45,000)			
Government is, at present, consulting on a range of proposals to change the approach for people with No Recourse to Public funds. In light of these proposals there will be an opportunity to reduce spending in this area. Proposals to reduce spending on No Recourse to Public Funds will not affect any new asylum seeking families who are likely to receive support from the Government.			(227,000)	
As part of the on-going work to develop an integrated 0-25 year service, the council will ensure that all eligible children with disabilities and other limiting conditions are receiving continuing care funding from the NHS to better meet their health and care needs.	(150,000)	(150,000)	(200,000)	
	(445,000)	(830,000)	(677,000)	(250,000)
Pressures				
	0	0	0	0
Budget	46,480,663	42,578,663	40,237,663	35,069,663

Children's Family Services

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Adoption	1,173,370	1,447,010	1,447,010
Children in Care Teams	733,470	903,375	905,605
Children's Homes	1,469,520	1,492,600	1,491,970
CSC Specialist Service	308,410	138,730	138,730
Disabled Children	1,978,630	2,212,120	2,212,140
Duty and Assessment	1,682,850	1,895,460	1,897,950
Family Resources Centre	652,580	642,557	642,557
Fostering	3,336,148	3,437,935	3,437,935
Intake and Assessment	272,050	304,090	304,090
Intervention and Planning	1,937,880	3,057,480	3,060,220
Kinship	1,872,062	1,754,690	1,754,690
Onwards & Upwards	1,651,140	1,496,820	1,496,820
Placements	10,740,060	9,869,530	9,338,530
Safeguarding & Quality	1,087,175	1,306,675	1,306,675
Social Care Management	960,310	1,174,958	1,174,958
Children Social Care	29,855,655	31,134,030	30,609,880
Business & Finance Support	1,378,319	1,652,324	1,571,254
Childcare	0	16,270	16,270
Children's Centres	1,216,760	1,643,870	1,533,830
Children's Centres Devolved	1,832,374	1,633,244	1,282,374
Commissioning Management	96,640	112,100	112,100
Communication & Complaints	513,318	739,890	739,890
Community Engagement	62,560	124,995	124,995
Early Years	680,580	464,400	385,940
Early Years Devolved	70,030	71,340	71,340
Early Years Management	86,920	36,400	4,730
Family Focus	609,245	747,960	747,960
Libraries	4,513,630	4,639,820	4,437,940
Performance & Data Management	692,180	757,582	757,582
Positive Activities	258,560	269,170	269,170
Skills, Sports & Play	151,210	152,600	152,440
StrategyInsight & Commissioning	750,345	834,842	625,842
Targeted Youth Support	1,362,745	1,183,580	1,143,580
WF & Community Engagement Mgt	0	123,000	123,000
Workforce Development	497,090	483,585	483,585
YOS	703,470	681,850	681,850
Youth & FS Mgt	0	81,470	81,470
Youth Centres & Equipment	148,810	146,664	146,444
Early Intervention & Preventio	15,624,786	16,596,956	15,493,586
Family Services Management	524,410	745,207	383,757
FS Deactivated Codes	1,712,213	0	(6,560)
Family Services Management	2,236,623	745,207	377,197
Children's Family Services	47,717,064	48,476,193	46,480,663

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Capital Financing	(1,332,905)	(1,340,415)	(343,490)
Employee Related	24,471,166	24,669,944	24,158,154
Premises Related	1,119,874	1,109,224	1,108,514
Secondary Recharges	0	267,160	66,960
Supplies/Services	6,894,294	6,106,700	4,349,435
Third Party Payments	14,526,765	15,448,990	13,905,190
Transfer Payments	4,898,290	5,579,830	5,578,290
Transport Related	565,910	501,180	501,380
Expenditure	51,143,394	52,342,613	49,324,433
Customer & Client Receipts	(1,419,910)	(1,458,250)	(1,284,600)
Government Grants	(760,860)	(1,360,660)	(511,660)
Other Grants, Reimbursements &	(1,245,560)	(1,047,510)	(1,047,510)
Income	(3,426,330)	(3,866,420)	(2,843,770)
Children's Family Services	47,717,064	48,476,193	46,480,663

Budget Summary and Forward Plan

Commissioning	2016/17 £	2017/18 £	2018/19 £	2019/20 £
Base Budget	9,805,873	19,158,990	17,044,490	13,093,909
Virements	10,393,117			
	20,198,990	19,158,990	17,044,490	13,093,909
Efficiencies				
<p>This proposal is to reduce the remaining Council IT spending that does not form part of the Customer & Support Group contract (approximately £1m per annum). This proposal would reduce this by approximately 10% in 2016/17.</p>	(140,000)			
<p>Budget proposals for 2016-20 include efficiency savings of approximately 2% per annum on third party contracts. This saving comes from Commissioning Group and Assurance contract spending, which include communications and engagement contracts, internal audit and insurance. The overall budget includes provision for price increases of 2.5% per annum, so this saving could be made either from keeping the costs of contracts stable, or through improved contract management and negotiation of better rates.</p>	(46,000)	(46,000)	(45,000)	(44,000)
<p>Budget proposals for 2016-20 include workforce efficiency savings of approximately 10% of the relevant staff budgets. As Government funding for council services continues to reduce, delivery units will need to review their workforce budgets to ensure that they can make the required savings. At this stage, it is expected that the 10% saving can be made without impacting on service delivery, but this assumption will need to be tested in the years to 2020. Corporate initiatives such as the review of terms and conditions and the unified pay project will support delivery units to achieve this saving. Delivery units will also need to review performance management, use of agency staff, management layers and productivity to ensure that this saving can be achieved.</p>	(280,000)	(579,000)	(100,000)	

Commissioning	2016/17 £	2017/18 £	2018/19 £	2019/20 £
<p>Savings from redesign of Day services and other community support projects which enable people to participate in social and recreational activities outside of the home. This will include a substantial remodelling of day services to promote greater access to community activities and the development of pathways into employment and volunteering. Eligible needs of service users and carers will continue to be met but in different ways.</p> <p>The Customer Access Strategy will use insight about customers and their experiences to design improvements to the council's existing customer services model. It is expected that the strategy will identify a number of opportunities to make savings by directing customers away from face to face, increasing use of the Coventry contact centre, changing service standards and exploring possibilities for income generation.</p> <p>There are a number of opportunities to share services with other local authorities. These services include health and safety, emergency planning, insurance, internal audit and governance. In practice, this saving would involve shared management of these functions between Barnet and another local authority. Similar arrangements are already in place with Harrow Council, Brent Council and other bodies in respect of legal services and public health. No firm proposals are currently in place to deliver this saving, but options are being considered to ensure that this is deliverable before 2018.</p> <p>Senior Management Costs Saving</p>			<p>(500,000)</p> <p>(500,000)</p> <p>(1,243,581)</p>	<p>(500,000)</p> <p>(1,000,000)</p>

Commissioning	2016/17 £	2017/18 £	2018/19 £	2019/20 £
Identification of alternative delivery model(s) and / or shared service options, e.g. mutual or trusts, that can reduce the cost of the adult social care system (staffing costs) and then better utilise the demand management levers (e.g. self-management, early intervention, tele care, enablement, creative support planning) to reduce care costs. Savings will be delivered through implementation of an asset based approach to meeting care needs, using local resources to prevent the need for council funded care.		(654,000)	(654,000)	(654,000)
	(475,000)	(1,710,500)	(3,438,081)	(3,205,500)
<u>Service Reductions</u>				
	0	0	0	0

Commissioning	2016/17 £	2017/18 £	2018/19 £	2019/20 £
<p><u>Service Redesign</u></p> <p>Integrated Care for frail elderly/over 50 years with long-term conditions The proposal to develop a 5 tier model to support the development of an integrated health and social care system for older frail people was agreed at the Health and Wellbeing Board in March 2014 and has formed the key element of the Council and CCG's national Better Care Fund plan. Saving is modelled on the impact of reducing demand on acute and residential care by working to reduce unplanned care.</p> <p>Increase income from CCTV service and reduce expenditure so that the service is self funding by the end of the decade</p>		(192,500)	(150,000)	(175,000)
				(243,000)
	0	(192,500)	(150,000)	(418,000)
<p><u>Reducing Demand, Promoting Independence</u></p> <p>Movement to menu pricing within the North London Waste Authority and waste disposal diversion projects: The current cost of waste disposal is based on a long-standing system where each Council pays an average price per tonne in proportion to its relative size. This payment is made two years in arrears. The introduction of menu pricing will see the Council pay a price per tonne specifically for the type and volume of waste sent for disposal within the year that the disposals occurs. This will incentivise Councils to minimise waste and will generate a saving based on Barnet sending less waste for disposal compared with other members of the North London Waste Authority. Future waste diversion savings are reliant on demand management projects, changes to collection services and the success of communications campaigns.</p>	(1,900,000)	(500,000)	(100,000)	(100,000)

Commissioning	2016/17 £	2017/18 £	2018/19 £	2019/20 £
<p>Revised waste offer to increase recycling: The planned ending of central Government support for weekly refuse collection will necessitate a revised waste collection offer to residents that will need to focus on the delivery of challenging recycling targets. The Council collects residual waste, recyclables, and food waste from all households. The proposal is for a comprehensive and targeted communications and engagement campaign which aims to change resident behaviours and drive up recycling rates in order to reduce collection and disposal costs. This includes making it easier to recycle food waste and compulsory recycling of dry and food waste; increasing recycling in flats by working with managing agents to identify the most suitable mix of containers and limiting the capacity for residual waste. The proposals will be supported by small scale pilot projects, incentive schemes and targeted communications projects. However it may become necessary to go to alternate weekly collection if recycling rates continue to plateau and/or the savings identified are not realised.</p> <p>Implement a 0-25 disabilities service that better brings together health, care and education to ensure that growth is enabled for young people with disabilities.</p> <p>This should reduce the cost to adult social care arising from lower care package costs for those transitioning at the age of 18 over this period than has been the case for past transitions cases. Thorough review of all young people currently placed in residential care and activity is underway to enable young people to move into more independent accommodation options, improving outcomes and reducing cost to the Adult Social Care Budget. Savings from the new ways of working, designed to increase service user independence, are also expected.</p>	(31,000)			
		(350,000)	(150,000)	(100,000)

Commissioning	2016/17 £	2017/18 £	2018/19 £	2019/20 £
<p>Increasing choice in retirement and for younger disabled adults - investment in an increased advice and support service promoting adaptations and moving to a more suitable home. Savings are based on incremental impact of adaptation/move avoiding costs of enablement, increased homecare and residential care admission for c.20 adults.</p>		(90,000)	(85,000)	(85,000)
<p>Use of existing wheelchair accessible housing stock of 21 units to enable people currently in high cost residential, nursing or supported living placements to become more independent ('step down'), through improved working between adult social care and Barnet Homes. The saving is also modelled on a small number of new build wheelchair housing units funded from HRA headroom. The saving is expected from a reduction in the cost of care package following review, preparation and transfer of individuals to more suitable placements, based on an average saving of £25K per year for high cost residential placements, and £10K per year for lower cost placements. Wheelchair accessible housing will be best suited to individuals with physical disabilities, or multiple disabilities and these are the primary cohort. Saving is modelled on people placed, saving the difference between care in one's own home and high cost residential placements.</p>		(69,500)	(48,500)	(55,000)
<p>Encourage use of Older people home share schemes (where older people make space in their properties available at no/reduced rent to younger people/ students in return for support with domestic tasks such as cooking, cleaning, shopping etc). This will reduce reliance and requirement for home care and the cost of some care packages and is expected to have a positive impact on loneliness. Saving is based on a reducing the uptake of homecare hours for older people and stepping some users down. The saving will be £2k per year for each additional homesharing arrangement (120 homes). Saving will be delivered if home share scheme is targeted at those who would otherwise have those needs met by the Council. However, home share will also be developed as a preventative service in addition.</p>		(44,000)	(72,000)	(102,000)

Commissioning	2016/17 £	2017/18 £	2018/19 £	2019/20 £
<p>Brent Cross -Extra Care development of fully integrated service for older people to rent, offering a wide range of services as an alternative to more expensive residential care. 51 units. Saving is modelled on a 10k saving per person per year, based on the difference between the costs of residential care and extra-care. Saving will be achieved if the scheme is targeted at those who would otherwise have their needs met by the council.</p> <p>Colindale - Extra Care development of fully integrated service for older people to rent, offering a wide range of services as an alternative to more expensive residential care. 51 Units. Saving is modelled on a 10k saving per person per year, based on the difference between the costs of residential care and extra-care. Saving will be achieved if the scheme is targeted at those who would otherwise have their needs met by the council.</p> <p>Generating general fund savings from providing specialist integrated housing for older people based on the provision of 52 flats with 50% high needs, 25% medium needs and 25% low needs. Saving is modelled on the difference between unit cost of residential care and extra care for 51 people.</p>			(380,000)	(380,000)
		(95,000)	(285,000)	
	(1,931,000)	(1,148,500)	(1,120,500)	(822,000)
Income				
	0	0	0	0
Pressures				
North London Waste Authority (NLWA) levy increased pressure	1,366,000	937,000	758,000	1,035,000
	1,366,000	937,000	758,000	1,035,000
Budget	19,158,990	17,044,490	13,093,909	9,683,409

Commissioning

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Commercial	1,224,210	1,162,566	1,049,180
Commercial & Customer	1,224,210	1,162,566	1,049,180
Commissioning Group	635,974	0	0
Commissioning Group	635,974	0	0
Finance	1,708,801	1,120,331	648,481
Information Management	796,853	879,623	879,623
Programme & Resources	691,013	781,853	918,103
Deputy Chief Operating Officer	3,196,667	2,781,807	2,446,207
Adults and Health	1,000,681	1,258,234	1,258,234
Children & Young people	76,130	365,245	298,231
Environment	1,923,314	12,689,959	12,048,945
Growth & Development	0	308,984	174,956
Strategic Commissioning	3,000,125	14,622,422	13,780,366
Strategic Commissioning Board	705,070	767,950	767,950
Strategic Commissioning Board	705,070	767,950	767,950
Blocked Costcentres CSC	60	0	60
Commissioning Strategy	405,430	240,358	441,340
Communications	638,337	673,887	673,887
Strategy & Communications	1,043,827	914,245	1,115,287
Commissioning	9,805,873	20,248,990	19,158,990

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Asset Capital Accg Charges	1,000	1,000	1,000
Capital Financing	(15,000)	(428,517)	(42,514)
Employee Related	7,559,578	9,572,679	8,569,024
Premises Related	49,170	17,970	17,970
Secondary Recharges	(459,800)	(1,903,437)	(1,666,409)
Supplies/Services	1,841,982	13,508,563	12,597,577
Third Party Payments	2,402,128	2,699,138	2,699,138
Transfer Payments	214,252,660	258,000,000	258,000,000
Transport Related	16,190	18,190	18,190
Expenditure	225,647,908	281,485,586	280,193,976
Customer & Client Receipts	(534,890)	(1,218,020)	(1,249,020)
Government Grants	(211,590,694)	(256,099,206)	(256,099,206)
Interest	45,430	45,430	45,430
Other Grants, Reimbursements & Contributions	(3,761,881)	(3,964,800)	(3,732,190)
Income	(215,842,035)	(261,236,596)	(261,034,986)
Commissioning	9,805,873	20,248,990	19,158,990

Budget Summary and Forward Plan

Customer Support Group	2016/17 £	2017/18 £	2018/19 £	2019/20 £
Base Budget	20,821,765	22,119,555	20,119,555	19,119,555
Virements	1,297,790			
	22,119,555	22,119,555	20,119,555	19,119,555
Efficiencies				
<p>The current Medium Term Financial Strategy for 2014-16 already includes approximately £3m per annum of savings on the cost of office accommodation arising from the exit of North London Business Park Building 4 and the transfer of staff into vacant space in Barnet House and North London Business Park Building 2. Current plans suggest that the total saving from the exit of Building 4 could be more than £3m per annum subject to confirmation of costs of moving and wear and tear. This, along with further savings that could arise as part of a move to Colindale, would generate further savings of approximately £1m per annum by 2017. In addition, changes to the Council's wider estate and opportunities to generate greater income on the commercial portfolio are expected to generate income and savings totalling £1m by 2017.</p> <p>The Council entered into the Customer & Support Group contract for customer and back office services in the autumn of 2013. This contract will deliver a total £125m saving over a 10 year period. This includes a reduction in the cost of back office services of £70m, or £7m per annum (average across the contract). The contract price has already reduced by £6m per annum and forms part of the Council's existing budget and Medium Term Financial Strategy. A further reduction of £2m is anticipated (£1.5m guaranteed in the contract and £0.5m is an expectation of greater savings from the contract review at year 3) meaning that an additional saving can be included in the Council's budget for 2018/19 and 2019/20.</p>		(2,000,000)		
			(1,000,000)	(1,000,000)
	0	(2,000,000)	(1,000,000)	(1,000,000)

Customer Support Group	2016/17 £	2017/18 £	2018/19 £	2019/20 £
<u>Service Reductions</u>				
	0	0	0	0
<u>Service Redesign</u>				
	0	0	0	0
<u>Reducing Demand, Promoting Independence</u>				
	0	0	0	0
<u>Income</u>				
	0	0	0	0
<u>Pressures</u>				
	0	0	0	0
Budget	22,119,555	20,119,555	19,119,555	18,119,555

Customer Support Group

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Building Services	(268,835)	(67,110)	(268,835)
CSG Management Fee	16,836,019	18,463,691	18,001,959
Estates	4,254,581	3,539,234	4,386,431
Other Managed	0	183,740	0
Customer Support Group	20,821,765	22,119,555	22,119,555
Customer Support Group	20,821,765	22,119,555	22,119,555

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Premises Related	6,957,210	6,806,025	7,057,410
Secondary Recharges	0	(400,519)	197,140
Supplies/Services	21,659,273	26,704,217	22,285,513
Expenditure	28,616,483	33,109,723	29,540,063
Customer & Client Receipts	(6,500,698)	(9,696,148)	(6,126,488)
Government Grants	(422,830)	0	(422,830)
Other Grants, Reimbursements & Contributions	(871,190)	(1,294,020)	(871,190)
Income	(7,794,718)	(10,990,168)	(7,420,508)
Customer Support Group	20,821,765	22,119,555	22,119,555

Budget Summary and Forward Plan

HB Law	2016/17 £	2017/18 £	2018/19 £	2019/20 £
Base Budget	1,752,397	2,011,397	2,011,397	2,011,397
Virements	259,000			
	2,011,397	2,011,397	2,011,397	2,011,397
<u>Efficiencies</u>				
	0	0	0	0
<u>Service Reductions</u>				
	0	0	0	0
<u>Service Redesign</u>				
	0	0	0	0
<u>Reducing Demand, Promoting Independence</u>				
	0	0	0	0
<u>Income</u>				
	0	0	0	0
<u>Pressures</u>				
	0	0	0	0
Budget	2,011,397	2,011,397	2,011,397	2,011,397

HB LAW

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
HB Law	1,752,397	2,011,397	2,011,397
HB Law	1,752,397	2,011,397	2,011,397
HB LAW	1,752,397	2,011,397	2,011,397

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Secondary Recharges	(173,432)	0	0
Supplies/Services	2,532,229	2,791,229	2,791,229
Expenditure	2,358,797	2,791,229	2,791,229
Customer & Client Receipts	(606,400)	(779,832)	(779,832)
Income	(606,400)	(779,832)	(779,832)
HB LAW	1,752,397	2,011,397	2,011,397

Budget Summary and Forward Plan

Housing Needs Resources	2016/17 £	2017/18 £	2018/19 £	2019/20 £
Base Budget	3,953,609	4,975,749	4,975,749	4,975,749
Virements	1,022,140			
	4,975,749	4,975,749	4,975,749	4,975,749
<u>Efficiencies</u>				
	0	0	0	0
<u>Service Reductions</u>				
	0	0	0	0
<u>Service Redesign</u>				
	0	0	0	0
<u>Reducing Demand, Promoting Independence</u>				
	0	0	0	0
<u>Income</u>				
	0	0	0	0
<u>Pressures</u>				
	0	0	0	0
Budget	4,975,749	4,975,749	4,975,749	4,975,749

Housing Needs Resources

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Housing Needs Resources	3,953,609	4,975,749	4,975,749
Housing Needs Resources	3,953,609	4,975,749	4,975,749
Housing Needs Resources	3,953,609	4,975,749	4,975,749
Housing Needs Resources	3,953,609	4,975,749	4,975,749
	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Employee Related	89,400	84,670	84,670
Premises Related	170	0	0
Secondary Recharges	0	140	140
Supplies/Services	3,485,097	3,485,097	3,485,097
Third Party Payments	16,609,000	17,635,900	17,635,900
Expenditure	20,183,667	21,205,807	21,205,807
Customer & Client Receipts	(15,741,808)	(15,741,808)	(15,741,808)
Other Grants, Reimbursements & Contributions	(488,250)	(488,250)	(488,250)
Income	(16,230,058)	(16,230,058)	(16,230,058)
Housing Needs Resources	3,953,609	4,975,749	4,975,749

Budget Summary and Forward Plan

Parking & Infrastructure	2016/17 £	2017/18 £	2018/19 £	2019/20 £
Base Budget	6,219,169	6,119,479	6,119,479	5,969,479
Virements	100,310			
	6,319,479	6,119,479	6,119,479	5,969,479
<u>Efficiencies</u>				
<p>Street lighting Savings: The current street lighting contract requires the contractor to maintain quality standards relating to lighting levels. Officers will look to reduce management costs by sharing client and back office functions with the London Borough of Enfield and work with the contractor to reduce maintenance costs. Officers will also look at opportunities to reduce energy costs and mitigate the impact of future energy price increases.</p>	(200,000)			
<p>Re-procure the Parking Contract: The current contract for parking and enforcement services is due to expire in 2017. A decision to re-procure the service will allow further cost savings to be identified through sharing services with partnering authorities, making contract management savings using varied specifications or through investing in modern IT systems.</p>			(150,000)	
	(200,000)	0	(150,000)	0
<u>Service Reductions</u>				
	0	0	0	0

Parking & Infrastructure	2016/17 £	2017/18 £	2018/19 £	2019/20 £
<u>Service Redesign</u>				
	0	0	0	0
<u>Reducing Demand, Promoting Independence</u>				
	0	0	0	0
<u>Income</u>				
	0	0	0	0
<u>Pressures</u>				
	0	0	0	0
Budget	6,119,479	6,119,479	5,969,479	5,969,479

Parking & Infrastructure

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Highway Inspection/Maintenance	382,007	353,727	353,727
Parking	(457,750)	(457,750)	(457,750)
Parking & Infrastructure	(75,743)	(104,023)	(104,023)
Special Parking Account	0	0	0
Special Parking Account	0	0	0
Street Lighting	6,294,912	6,423,502	6,223,502
Street Lighting	6,294,912	6,423,502	6,223,502
Parking & Infrastructure	6,219,169	6,319,479	6,119,479

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Asset Capital Accg Charges	1,880	1,880	1,880
Capital Accounting Charges	7,420,775	7,122,445	8,052,445
Employee Related	1,328,339	1,291,169	1,291,169
Premises Related	192,260	192,260	192,260
Secondary Recharges	(143,507)	(141,977)	(141,977)
Supplies/Services	11,209,820	11,644,100	11,444,100
Transport Related	67,790	67,790	67,790
Expenditure	20,077,357	20,177,667	20,907,667
Customer & Client Receipts	(13,858,188)	(13,858,188)	(14,788,188)
Income	(13,858,188)	(13,858,188)	(14,788,188)
Parking & Infrastructure	6,219,169	6,319,479	6,119,479

Budget Summary and Forward Plan

Public Health	2016/17 £	2017/18 £	2018/19 £	2019/20 £
Base Budget	14,335,000	18,544,000	18,544,000	18,544,000
Virements	4,209,000			
	18,544,000	18,544,000	18,544,000	18,544,000
<u>Efficiencies</u>				
	0	0	0	0
<u>Service Reductions</u>				
	0	0	0	0
<u>Service Redesign</u>				
	0	0	0	0
<u>Reducing Demand, Promoting Independence</u>				
	0	0	0	0
<u>Income</u>				
	0	0	0	0
<u>Pressures</u>				
	0	0	0	0
Budget	18,544,000	18,544,000	18,544,000	18,544,000

Public Health

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Public Health	14,335,000	15,835,000	18,544,000
Public Health	14,335,000	15,835,000	18,544,000
Public Health	14,335,000	15,835,000	18,544,000

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Third Party Payments	14,335,000	15,835,000	18,544,000
Expenditure	14,335,000	15,835,000	18,544,000
Public Health	14,335,000	15,835,000	18,544,000

Budget Summary and Forward Plan

Regional Enterprise	2016/17 £	2017/18 £	2018/19 £	2019/20 £
Base Budget	730,197	(1,119,043)	(5,481,043)	(11,113,043)
Virements	403,760			
	1,133,957	(1,119,043)	(5,481,043)	(11,113,043)
<u>Efficiencies</u>				
Contract Negotiations: There is a potential opportunity for additional savings from the Re contract, or for additional income to be generated from these contracts over and above the contractual guarantee. £500k represents about 5% of the gross spend on Re services, and it is considered that this is a realistic target for additional savings for 2018/19 as part of the mid term contract review.			(500,000)	
Reduction in highways reactive maintenance costs: The Council has invested £50 million in planned maintenance for a five year period from 2015/16. It is anticipated that the investment will reduce on-going reactive maintenance costs. The proposal will be supported by increased enforcement action against builders and developers who damage the highway by enforcing the Council's policy on footway parking.				(550,000)
	0	0	(500,000)	(550,000)
<u>Service Reductions</u>				
	0	0	0	0
<u>Service Redesign</u>				
	0	0	0	0

Regional Enterprise	2016/17 £	2017/18 £	2018/19 £	2019/20 £
<u>Reducing Demand, Promoting Independence</u>				
	0	0	0	0
<u>Growth & Income</u>				
The Council's regeneration schemes are projecting an increase in Council Tax and Business Rates over the period 2016- 2020. This increase is above current baseline predictions, so can be used to support the Council's budget. A number of development opportunities are being considered that are not included in the current regeneration programme, which could create additional capital receipts that would reduce the Council's future borrowing requirements. They could also generate additional Council Tax revenues. Finally, they could generate rents or dividends through the Council taking a development role, either directly or via a Joint Venture. These proposals will come forward through the Assets, Regeneration and Growth Committee.	(2,253,000)	(3,362,000)	(5,132,000)	(48,000)
		(1,000,000)		
	(2,253,000)	(4,362,000)	(5,132,000)	(48,000)
<u>Pressures</u>				
	0	0	0	0
Budget	(1,119,043)	(5,481,043)	(11,113,043)	(11,711,043)

Regional Enterprise

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
RE Guaranteed Income	0	(14,749,463)	(14,661,463)
RE Managed Budgets	1,095,332	1,144,852	1,056,852
RE Projects	49,520	0	0
Re Managed Budgets	1,144,852	(13,604,611)	(13,604,611)
RE Management Fee	(414,655)	14,738,568	14,738,568
Re Management Fee	(414,655)	14,738,568	14,738,568
Regional Enterprise	730,197	1,133,957	1,133,957
Additional income from Council Tax			(2,253,000)
Regional Enterprise Total			(1,119,043)

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Capital Financing	0	(150,000)	(150,000)
Employee Related	0	910	910
Premises Related	0	5,810	5,810
Secondary Recharges	(2,339,000)	(2,336,960)	(2,336,960)
Supplies/Services	14,224,676	23,106,418	23,106,418
Third Party Payments	0	0	0
Expenditure	11,885,676	20,626,178	20,626,178
Customer & Client Receipts	(9,029,164)	(14,749,463)	(14,749,463)
Government Grants	(4,000)	0	0
Interim Budgets	(1,285,325)	(1,285,325)	(1,285,325)
Other Grants, Reimbursements & Contributions	(836,990)	(3,457,433)	(3,457,433)
Income	(11,155,479)	(19,492,221)	(19,492,221)
Regional Enterprise	730,197	1,133,957	1,133,957
Additional income from Council Tax			(2,253,000)
Regional Enterprise Total			(1,119,043)

Budget Summary and Forward Plan

Streetscene	2016/17 £	2017/18 £	2018/19 £	2019/20 £
Base Budget	14,013,753	13,895,663	12,350,663	11,175,663
Virements	841,910			
	14,855,663	13,895,663	12,350,663	11,175,663
<u>Efficiencies</u>				
<p>Improving fleet efficiency: The service will continue to reduce the unit cost of maintenance by making procurement processes more competitive and increasing the effectiveness and efficiency of the fleet e.g. through increased preventative maintenance resulting in fewer unplanned repairs. The savings are based on the complete London Borough of Barnet fleet.</p>	(125,000)			
<p>Service changes and Community Engagement Regarding Parks Services: Under this proposal the management of bowling greens would transfer from the council's responsibility to a range of locally-based community organisations, the delivery of annual bedding planting would either cease or transfer to "adopt a place" schemes. In addition, officers will look to return areas of parks and open spaces to "natural" areas and so reduce the level of maintenance as well as revising highway grass cutting frequencies and improving scheduling</p>	(50,000)	(345,000)		
<p>Household Waste Recycling Centre to transfer to NLWA: Under this proposal the ownership on a lease and management of the Summers Lane Recycling Centre has been transferred to the North London Waste Authority.</p>	(80,000)			
<p>Creation of a shared mortuary service: The council has developed a shared service arrangement with neighbouring boroughs to deliver operational efficiencies, raise revenue by disposing of the Finchley Mortuary at a competitive price and continue to maintain a high standard of service.</p>	(45,000)			

Streetscene	2016/17 £	2017/18 £	2018/19 £	2019/20 £
<p>Review of Street Cleansing Services: Reduction in Street Cleansing frequencies by reducing overall number of operational teams. Detailed proposals will determine areas that might be suitable for reductions including :- Fly-tip frequencies, frequency of Deep Cleanse, extension of litter picking and monitoring intervals and Town Centre servicing. There will be a corresponding change to levels of supervision including utilising the latest technology to design better routes and monitor them more effectively. Officers will introduce an increased level of enforcement activity to reduce the need for street cleansing in areas of littering and fly tipping and greater use will be made of people serving community sentences.</p> <p>Increased Productivity and Reduction of Overheads: Restructure of the Street Scene business model - options may include a social enterprise, mutual, shared service or outsourcing for Waste, Recycling, Street Cleansing and Grounds Maintenance services. A decision about a future alternative model will be subject to a full detailed business case and options appraisals, including a comparison with the costs and quality of the in-house service.</p>	(150,000)	(600,000)		
	(450,000)	(1,195,000)	(450,000)	0
<u>Service Reductions</u>				
	0	0	0	0
<u>Service Redesign</u>				
	0	0	0	0

Streetscene	2016/17 £	2017/18 £	2018/19 £	2019/20 £
<p><u>Reducing Demand, Promoting Independence</u></p> <p>Revised waste offer to increase recycling: The planned ending of central Government support for weekly refuse collection will necessitate a revised waste collection offer to residents that will need to focus on the delivery of challenging recycling targets. The Council collects residual waste, recyclables, and food waste from all households. The proposal is for a comprehensive and targeted communications and engagement campaign which aims to change resident behaviours and drive up recycling rates in order to reduce collection and disposal costs. This includes making it easier to recycle food waste and compulsory recycling of dry and food waste; increasing recycling in flats by working with managing agents to identify the most suitable mix of containers and limiting the capacity for residual waste. The proposals will be supported by small scale pilot projects, incentive schemes and targeted communications projects. However it may become necessary to go to alternate weekly collection if recycling rates continue to plateau and/or the savings identified are not realised.</p> <p>Reduce Demand for Services through targeted enforcement and Education - increase the investment in enforcement and public communication activities to reduce the amount of fly tipping, littering and ASB - provides a reduction in overall operating costs and a small revenue stream above investment costs.</p>		(50,000)	(200,000)	(200,000)
	0	(75,000)	(225,000)	(200,000)

Streetscene	2016/17 £	2017/18 £	2018/19 £	2019/20 £
<u>Income</u>				
Invest in 3G Pitches (x3): This proposal will see the Council secure additional investment (in partnership with funding bodies such as The Football Foundation) in modern 3G sports pitches across the borough. The Council will benefit from a mechanism for sharing the additional income generated from new pitches with any delivery partner.			(100,000)	
Income generation from Non-Statutory Waste Services: A challenging income generation target across a range of chargeable services including but not limited to: bulky waste collection, special collections, additional collections, and the identification of new services where charging the user more in order to offset the impact of wider budget reductions is appropriate. To be delivered through a fundamental review of all transactional services e.g. development of the trade and commercial waste services including recycling and a review of commercial activity to identify new or improved income opportunities. Further work to be done with commercial waste to both obtain contracts and offer recycling services.	(50,000)	(200,000)	(300,000)	(1,000,000)
Improve service Efficiencies to Reduce Growth Demand: Current budget forecasts include growth related to the new developments to waste collection and recycling service. Service efficiencies will be introduced to absorb additional work within the current workforce	(360,000)	(75,000)		
Increased Productivity and Reduction of Overheads: Develop a range of alternative management models for parks and open spaces including trusts, management by friends groups and volunteers. Ensure that all costs are recovered from External Agencies such as Barnet Homes and ensure that suitable specifications are in place.	(100,000)		(100,000)	(100,000)
	(510,000)	(275,000)	(500,000)	(1,100,000)
<u>Pressures</u>				
	0	0	0	0
Budget	13,895,663	12,350,663	11,175,663	9,875,663

Streetscene

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Business Improvement	335,131	264,227	264,227
Business Improvement	335,131	264,227	264,227
Mortuary	141,010	144,070	99,070
Transport	(178,820)	(199,030)	(327,530)
Contract Management	(37,810)	(54,960)	(228,460)
Green Spaces	4,711,982	4,631,022	4,329,682
Green Spaces	4,711,982	4,631,022	4,329,682
Street Cleansing	3,750,550	3,597,450	3,526,540
Parks, Street Cleaning & Groun	3,750,550	3,597,450	3,526,540
Street Scene Management	649,661	652,091	652,091
Street Scene Management	649,661	652,091	652,091
Recycling	69,810	1,117,858	1,021,398
Trade Waste	(1,622,851)	(1,921,985)	(1,929,805)
Waste	6,157,280	6,724,730	6,259,990
Waste & Recycling	4,604,239	5,920,603	5,351,583
Streetscene	14,013,753	15,010,433	13,895,663

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Asset Capital Accg Charges	26,820	16,820	16,820
Employee Related	13,389,110	13,688,316	13,015,546
Premises Related	1,497,995	1,448,345	1,448,345
Secondary Recharges	(6,550,471)	(6,778,413)	(6,778,413)
Supplies/Services	2,743,535	2,989,652	2,889,652
Third Party Payments	383,260	4,945	4,945
Transport Related	9,760,938	9,767,438	9,625,438
Expenditure	21,251,187	21,137,103	20,222,333
Customer & Client Receipts	(5,409,434)	(4,364,670)	(4,564,670)
Government Grants	(1,828,000)	(1,762,000)	(1,762,000)
Income	(7,237,434)	(6,126,670)	(6,326,670)
Streetscene	14,013,753	15,010,433	13,895,663

Budget Summary and Forward Plan

Special Parking Account	2016/17 £	2017/18 £	2018/19 £	2019/20 £
Base Budget	(7,420,775)	(8,052,445)	(8,322,445)	(8,562,445)
Virements	298,330			
	(7,122,445)	(8,052,445)	(8,322,445)	(8,562,445)
<u>Efficiencies</u>				
	0	0	0	0
<u>Service Reductions</u>				
	0	0	0	0
<u>Service Redesign</u>				
	0	0	0	0
<u>Reducing Demand, Promoting Independence</u>				
	0	0	0	0
<u>Income</u>				
Income generation from a full review of fees and charges across all Environmental Committee business areas. This will include making sure that all fees are collected.	(930,000)	(270,000)	(240,000)	(130,000)
	(930,000)	(270,000)	(240,000)	(130,000)
<u>Pressures</u>				
	0	0	0	0
Budget	(8,052,445)	(8,322,445)	(8,562,445)	(8,692,445)

Revenue Budget 2016-2017

Special Parking Account

	2015-2016	2015-2016	2016-2017
	Original Estimate	Current Estimate	Original Estimate
	£	£	£
Income			
Penalty Charge Notices	(6,635,010)	(6,615,010)	(6,615,010)
Permits	(2,220,000)	(2,220,000)	(2,550,000)
Pay & Display	(3,060,000)	(3,080,000)	(3,080,000)
CCTV Bus lanes	(870,000)	(870,000)	(1,470,000)
Total Income	(12,785,010)	(12,785,010)	(13,715,010)
Operating Expenditure	5,364,235	5,662,565	5,662,565
Net Operating Surplus	(7,420,775)	(7,122,445)	(8,052,445)
Add Capital Expenditure / Debt Charge			
Net Expenditure in Year	(7,420,775)	(7,122,445)	(8,052,445)
Balance brought forward	0	0	0
Appropriation to General Fund	7,420,775	7,122,445	8,052,445
Balance Carried Forward	0	0	0

The SPA is a ringfenced statutory account covering the estimated impact of implementing On-Street Parking and Council on 4 November 1997 noted that the provision of further off-street parking places was unnecessary for the time. The net projected surplus on the SPA is available for implementation of parking schemes and as a general support for

HOUSING REVENUE ACCOUNT		
	2015/16	2016/17
	Original Budget	Original Budget
Income	£	£
Dwelling rents	(53,758,196)	(50,604,854)
Non-dwelling rents	(1,744,813)	(1,613,781)
Tenants Charges for services and facilities	(3,800,417)	(3,927,160)
Leaseholder Charges for Services and Facilities	(2,951,326)	(3,049,752)
Grants and other income	0	(1,274,486)
Total Income	(62,254,752)	(60,470,033)
Expenditure		
Repairs and Maintenance	7,550,000	7,701,000
Supervision and management		
General	13,962,664	14,503,736
Special	6,756,617	6,834,476
Rents, Rates, taxes and other charges	121,500	430,535
Depreciation and impairment of fixed assets	12,866,805	12,837,638
Contribution to Major Repairs Reserve	19,185,195	8,313,362
Impairment write off for HRA commercial properties	820,000	820,000
Debt Management Costs	6,688,827	7,413,628
Increase in bad debt provision	615,000	516,376
Total Expenditure	68,566,608	59,370,752
Net Cost of HRA Services	6,311,857	(1,099,281)
Interest and investment income	(80,360)	(147,197)
(Surplus) or deficit for the year on HRA services	6,231,497	(1,246,477)