

Appendix B1: Revenue Budget 2017/18

	2016/2017		2017/2018
	Original Estimate	Current Estimate	Original Estimate
	£	£	£
<u>Council Services</u>			
Adults and Communities	85,566,270	86,801,533	87,140,941
Assurance	3,792,773	3,855,193	3,847,673
Births Deaths & Marriages	(60,820)	(60,820)	(60,820)
Central Expenses	51,381,147	41,963,237	52,723,188
Children's Education & Skills	6,939,683	7,081,553	6,524,813
Children's Family Services	46,480,663	54,880,765	52,444,980
Commissioning	19,287,520	20,185,641	20,562,941
Customer Support Group	22,119,555	22,090,555	21,160,935
HB LAW	2,011,397	2,011,397	2,011,397
Housing Needs Resources	4,975,749	5,559,749	5,559,749
Parking & Infrastructure	6,119,479	6,106,494	5,935,749
Public Health	18,544,000	18,055,000	17,610,000
Regional Enterprise	1,133,957	1,133,957	(824,393)
Streetscene	13,796,593	13,346,437	12,881,092
Special Parking Account	(8,052,445)	(8,042,170)	(10,321,365)
Additional Income from Council Tax	(2,253,000)	(2,253,000)	(6,863,000)
Total Service Expenditure	271,782,521	272,715,521	270,333,880

REVENUE BUDGET 2017/18

BUDGET	2016/2017 Original	2016/2017 Current	2017/2018 Original
	£	£	£
Total Service Expenditure	271,782,521	272,715,521	270,333,880
Contribution to / (from) Specific Reserves	10,735,156	10,735,136	1,234,000
NET EXPENDITURE	282,517,677	283,450,657	271,567,880
Other Grants	(38,829,000)	(39,761,980)	(36,612,000)
BUDGET REQUIREMENT	243,688,677	243,688,677	234,955,880
Business Rates Retention	(35,484,000)	(35,484,000)	(36,484,000)
Business rates top-up	(18,265,000)	(18,265,000)	(18,362,000)
BUSINESS RATES INCOME	(53,749,000)	(53,749,000)	(54,846,000)
RSG	(36,849,000)	(36,849,000)	(23,413,000)
Collection Fund Adjustments	(3,636,000)	(3,636,000)	(3,000,000)
Additional income from Council Tax	2,253,000	2,253,000	6,863,000
BARNET'S ELEMENT OF COUNCIL TAX REQUIREMENT	151,707,677	151,707,677	160,559,880
Greater London Authority - Precept	37,349,424	37,349,424	38,936,501
COUNCIL TAX REQUIREMENT	189,057,101	189,057,101	199,496,381

Components of the Council Tax (Band D)	2016/2017	2017/18	Increase
	£	£	
Mayors Office for Policing and Crime	202.11	206.13	1.99%
London Fire & Emergency Planning Authority	47.04	47.04	0.00%
Mayor, Administration, Transport for London, Olympic Games and Boroughs' Collection Fund balances.	26.85	26.85	0.00%
Greater London Authority	276.00	280.02	1.46%
London Borough of Barnet	1,121.07	1,154.70	3.00%
Total	1,397.07	1,434.72	2.69%

REVENUE BUDGET 2017/18

COUNCIL TAX SUMMARY

Council Tax Bands (based on property values @ 1 April 1991)		2016/17	2017/18	Tax Yield
		£	£	£
[Up to £40,000]	Band A	931.38	956.48	2,109,440
[Over £40,000 & up to £52,000]	Band B	1,086.61	1,115.89	6,398,167
[Over £52,000 & up to £68,000]	Band C	1,241.84	1,275.31	25,518,048
[Over £68,000 & up to £88,000]	Band D	1,397.07	1,434.72	40,437,515
[Over £88,000 & up to £120,000]	Band E	1,707.53	1,753.55	44,429,724
[Over £120,000 & up to £160,000]	Band F	2,017.99	2,072.37	35,130,505
[Over £160,000 & up to £320,000]	Band G	2,328.45	2,391.20	34,444,375
[Over £320,000]	Band H	2,794.14	2,869.44	11,028,607
				199,496,381

COUNCIL TAXBASE

Council Taxbase	2016/17	2017/18	
	Band D Equivalents	Band D Equivalents	Income
Total properties (per Valuation List)	168,206	169,714	243,492,069
Exemptions	(2,454)	(2,513)	(3,605,451)
Disabled reductions	(112)	(111)	(159,254)
Discounts (10%, 25% & 50%)	(28,938)	(28,258)	(40,542,318)
Adjustments	605	2,319	3,327,116
Aggregate Relevant Amounts	137,307	141,151	202,512,162
Non-Collection (1.5% both years)	(2,060)	(2,118)	(3,038,737)
Contributions in lieu from MoD	77	16	22,956
	135,324	139,049	199,496,381

Budget Summary and Forward Plan

Adults and Communities	2017/18 £	2018/19 £	2019/20 £
Base Budget Virements	85,566,270 1,295,593	87,140,941	82,286,941
	86,861,863	87,140,941	82,286,941
<p>Efficiencies</p> <p>A review of contracts was undertaken and those contracts that duplicated service provision, that were poor value for money due to low levels of activity or could be provided more efficiently have been identified.</p> <p>Proposals are being developed in relation to individual contracts (including contracts held with the voluntary and community sector, please see the separate paper titled 'Prevention and Early Support Services' from Adults and Safeguarding Committee 10 November https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=698&MIId=8674&Ver=4). The changes include commissioning different models of service delivery, choosing not to renew historic contracts, terminating contracts, improved contract management and negotiation of better rates for 2017/18.</p> <p>Further savings will be secured from our expenditure on supported living services for those with complex needs by putting in place an early intervention service that will stop people needing very high levels of care and by reducing the number of spot purchases outside of the contract rates.</p>	(762,000)	(791,000)	(681,000)

Adults and Communities	2017/18 £	2018/19 £	2019/20 £
<p>The Better Care Fund will continue into future years and evidence from other parts of the UK indicates that efficiencies can be delivered across health and social care by using social and community care instead of hospital care. This saving is assumed on the following basis: increased joint commissioning and budget pooling with the NHS on a larger scale to deliver savings across the system, with the local authority receiving a proportionate share of the efficiencies achieved.</p> <p>A workforce restructure was implemented in 2016/17. The proposals included reviewing management roles, skills mix (i.e. reducing qualified social workers and having more unqualified social workers) and back office efficiencies. The saving in 2017/18 is the full year impact of the saving.</p> <p>The saving in 2019/20 is anticipated from the implementation of a new IT case management system.</p>	(400,000)		<p>(727,000)</p> <p>(213,000)</p>

Adults and Communities	2017/18 £	2018/19 £	2019/20 £
<p>A revised business case for an alternative delivery vehicle (ADV) was agreed by the Adults and Safeguarding Committee on 19th September. It was agreed by Committee that further work be undertaken to establish a revised business case including detailed proposals for a shared service with the NHS (Option B). The vision for the shared service option is based on creating an integrated, single health and social care pathway providing a seamless care journey for service users and patients. The potential for savings from the shared service option are based on aligning commissioning plans between the local authority and the NHS, as well as generating efficiencies through economies of scale / removing duplicate management capacity for a shared organisation (e.g. reduced senior management costs or A&C, as well as reduced management overheads for functions such as Finance, Performance and Communications).</p> <p>The savings will be secured through a four year programme of changes to the range of services individuals are offered and help them progress towards independence, more efficient use of building and some reductions in the price of care. None of the current services will close and any changes to individual packages will be agreed with individuals, families and carers. The Adults and Safeguarding Board took a report on the proposed savings in June (https://barnet.moderngov.co.uk/documents/s32576/Your%20Choice%20Barnet%20Agreement%20-%20FINAL.pdf). Paragraphs 3.1 – 3.20 detail the areas the savings will come from over the next four years and paragraphs 9.4 to 9.9 provide further details on the methods being used.</p>		(654,000)	(654,000)
	(283,000)	(343,000)	(596,000)
	(1,445,000)	(1,788,000)	(2,871,000)

Adults and Communities	2017/18 £	2018/19 £	2019/20 £
<u>Service Reductions</u>			
	0	0	0
<u>Service Redesign</u> <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>Increased use of assistive technology (e.g. sensors, alarms, monitoring systems) both in individuals' homes and in residential and nursing care, is expected to lead to a reduction in care package costs (e.g. reduction in requirement for waking/sleeping nights). The Council is currently procuring a partner to co-develop and implement this approach from April 2017.</p>	<p>(385,000)</p> <p>(500,000)</p> <p>(885,000)</p>	<p>(300,000)</p> <p>(500,000)</p> <p>(800,000)</p>	<p>(470,000)</p> <p>0</p> <p>(470,000)</p>

Adults and Communities	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 community support, 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 and ,local clubs, for example.</p> <p>An intensive evidence-based model of support for 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. The programme to deliver support to sustain carers of people with dementia to stay in their own homes has been developed internally.</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>	<p>(350,000)</p> <p>(160,000)</p>	<p>(350,000)</p> <p>(160,000)</p> <p>(465,000)</p>	<p>(91,000)</p> <p>(180,000)</p>

Adults and Communities	2017/18 £	2018/19 £	2019/20 £
<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>	(350,000)	(150,000)	(100,000)
<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>	(80,000)	(170,000)	(170,000)
<p>Increase the number of personal assistants in Barnet to provide a larger scale alternative to the use of 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 national Living Wage.</p>	(200,000)	(140,000)	

Adults and Communities	2017/18 £	2018/19 £	2019/20 £
<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>	(450,000)	(350,000)	(300,000)
<p>Work has taken place to identify and review service users currently in high cost residential placements who have been identified as suitable for more independent living. Social Workers will continue to work with these individuals to ensure they continue to have all their eligible needs met but can become more integrated into their local community and enjoy greater independence. The saving is modelled on lower cost support plans as community alternatives are used instead of high cost care.</p>	(500,000)	(250,000)	(250,000)
<p>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>	(54,000)	(54,000)	(54,000)

Adults and Communities		2017/18 £	2018/19 £	2019/20 £
<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 home sharing 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> <p>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>			(72,000)	(102,000)
				(760,000)
	Income	(2,144,000)	(2,161,000)	(2,007,000)
	<p>As part of the BCF pooled budget the council is expected to receive a minimum uplift, it is anticipated that at a minimum the council will receive an uplift of 130k in 17/18.</p> <p>Uplifting the current rates used to assess contributions to reflect the current cost of care. Remove a partial disregard on disability benefits. Changing the approach to personal allowances.</p>	(103,000)	(105,000)	
		(290,000)		
		(393,000)	(105,000)	0

Adults and Communities		2017/18 £	2018/19 £	2019/20 £
<u>Pressures</u>				
	Social care Precept	4,676,218		
	Adults Social Care grant expenditure	1,453,000		
<u>Transfers</u>				
	Tranch 2 0-25 transfer to Children's	(983,140)		
		5,146,078	0	0
Budget		87,140,941	82,286,941	76,938,941

Adults and Communities

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Care Quality	4,736,000	4,437,771	3,675,231
Customer Care	334,275	253,687	253,637
Integrated care - LD & MH	40,587,214	37,892,951	35,971,933
Integrated care - OP & DP	35,609,356	38,672,026	41,945,537
Safeguarding	603,751	674,458	682,218
Social Care Management	411,845	735,588	741,233
Adults Social Care	82,282,441	82,666,481	83,269,789
Community Well-being	733,370	537,828	540,998
Customer Finance	719,079	842,271	839,611
Performance & Improvement	992,187	1,412,222	1,411,272
Prevention & Well Being	652,753	561,127	561,127
Community Well-being	3,097,389	3,353,448	3,353,008
Dir Adult Soc Serv & Health	186,440	781,604	518,144
Dir Adult Soc Serv & Health	186,440	781,604	518,144
Adults and Communities	85,566,270	86,801,533	87,140,941

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Employee Related	13,723,719	13,571,758	13,232,088
Premises Related	33,228	54,943	54,943
Secondary Recharges	25,623	37,813	37,813
Supplies/Services	8,785,509	5,730,304	5,950,424
Third Party Payments	75,232,599	93,665,565	94,810,073
Transfer Payments	14,372,999	945,996	515,196
Transport Related	1,279,389	1,144,591	1,144,591
Expenditure	113,453,066	115,150,970	115,745,128
Customer & Client Receipts	(10,872,765)	(11,650,365)	(11,940,355)
Government Grants	(2,199,643)	(1,658,474)	(1,658,474)
Other Grants, Reimbursements & Contributions	(14,814,388)	(15,040,598)	(15,005,358)
Income	(27,886,796)	(28,349,437)	(28,604,187)
Adults and Communities	85,566,270	86,801,533	87,140,941

Budget Summary and Forward Plan

Assurance	2017/18 £	2018/19 £	2019/20 £
Base Budget	3,792,773	3,847,673	3,847,673
Virements	54,900		
	3,847,673	3,847,673	3,847,673
<u>Efficiencies</u>			
	0	0	0
<u>Service Reductions</u>			
	0	0	0
<u>Service Redesign</u>			
	0	0	0
<u>Reducing Demand, Promoting Independence</u>			
	0	0	0
<u>Income</u>			
	0	0	0
<u>Pressures</u>			
	0	0	0
Budget	3,847,673	3,847,673	3,847,673

Assurance

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Assurance Management	565,008	579,268	579,358
Assurance Management	565,008	579,268	579,358
Elections	348,195	356,820	357,505
Elections	348,195	356,820	357,505
Governance	2,143,500	2,164,730	2,158,330
Governance Total	2,143,500	2,164,730	2,158,330
Internal Audit & CAFT	736,070	754,375	752,480
Internal Audit & CAFT	736,070	754,375	752,480
Assurance	3,792,773	3,855,193	3,847,673

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Employee Related	3,488,303	3,510,843	3,503,323
Premises Related	520	1,520	1,520
Secondary Recharges	120,607	99,017	100,907
Supplies/Services	391,890	452,550	450,660
Transport Related	28,230	28,040	28,040
Expenditure	4,029,550	4,091,970	4,084,450
Customer & Client Receipts	(59,530)	(59,530)	(59,530)
Other Grants, Reimbursements & Contributions	(177,247)	(177,247)	(177,247)
Income	(236,777)	(236,777)	(236,777)
Assurance	3,792,773	3,855,193	3,847,673

Budget Summary and Forward Plan

Births Deaths & Marriages	2017/18 £	2018/19 £	2019/20 £
Base Budget Virements	(60,820)	(60,820)	(60,820)
	(60,820)	(60,820)	(60,820)
<u>Efficiencies</u>			
	0	0	0
<u>Service Reductions</u>			
	0	0	0
<u>Service Redesign</u>			
	0	0	0
<u>Reducing Demand, Promoting Independence</u>			
	0	0	0
<u>Income</u>			
	0	0	0
<u>Pressures</u>			
	0	0	0
Budget	(60,820)	(60,820)	(60,820)

Births Deaths & Marriages

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Births Deaths & Marriages	(60,820)	(60,820)	(60,820)
Births Deaths & Marriages	(60,820)	(60,820)	(60,820)
Births Deaths & Marriages	(60,820)	(60,820)	(60,820)

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Employee Related	344,020	344,020	344,020
Premises Related	55,075	55,075	55,075
Secondary Recharges	1,590	1,590	1,590
Supplies/Services	37,865	37,865	37,865
Third Party Payments	1,020	1,020	1,020
Transport Related	1,000	1,000	1,000
Expenditure	440,570	440,570	440,570
Customer & Client Receipts	(501,390)	(501,390)	(501,390)
Income	(501,390)	(501,390)	(501,390)
Births Deaths & Marriages	(60,820)	(60,820)	(60,820)

Budget Summary and Forward Plan

Central Expenses	2017/18 £	2018/19 £	2019/20 £
Base Budget	51,381,147	52,723,188	52,223,188
Virements	(9,300,100)		
	42,081,047	52,723,188	52,223,188
<u>Efficiencies</u>			
<p>The Council sets aside a budget each year to fund future borrowing costs for additional capital expenditure. The council has an ambitious investment programme, however 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 this saving should be deliverable.</p> <p>If interest rates increase, then the Council will be able to generate additional interest income on deposits, so this saving should still be achievable.</p>			
Reduction in Levies	(500,000)	(500,000)	(1,000,000)
Reduction in Corporate Subscriptions	(120,000)		
Reduction in External Audit fees	(30,000)		
	(1,155,000)	(500,000)	(1,000,000)

Central Expenses		2017/18 £	2018/19 £	2019/20 £
<u>Service Reductions</u>				
		0	0	0
<u>Service Redesign</u>				
		0	0	0
<u>Reducing Demand, Promoting Independence</u>				
Reduction in grants budget for London Councils Grants Scheme		(304,000)		
		(304,000)	0	0
<u>Income</u>				
Increasing Council Tax Support payments to 20%		(456,000)		
		(456,000)	0	0
<u>Pressures</u>				
General Provision for Inflation		4,484,000		
Contingency		(746,000)		
Service / Demographic Pressures		8,564,141		
Increase in Concessionary fare		255,000		
		12,557,141	0	0
Budget		52,723,188	52,223,188	51,223,188

Central Expenses

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Capital Financing	19,259,670	17,279,670	16,779,670
Car Leasing	2,210	0	2,210
Central Contingency	7,876,506	438,596	12,402,547
Corporate Fees & Charges	263,940	263,940	233,940
Corporate Subscriptions	314,220	314,220	194,220
Early Retirement	3,577,321	3,577,321	3,577,321
Levies	19,242,250	19,242,250	18,688,250
Local Area Agreement	105,000	105,000	105,000
Miscellaneous Finance	740,030	742,240	740,030
Central Expenses Total	51,381,147	41,963,237	52,723,188
Central Expenses Total	51,381,147	41,963,237	52,723,188

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Capital Financing	28,401,416	18,983,506	30,447,457
Employee Related	2,871,491	2,871,491	2,871,491
Premises Related	740,400	740,400	740,400
Secondary Recharges	(191,230)	(191,230)	(191,230)
Supplies/Services	890,420	886,790	740,420
Third Party Payments	20,210,470	20,210,470	19,656,470
Transfer Payments	1,180	0	1,180
Transport Related	2,210	0	2,210
Expenditure Total	52,926,357	43,501,427	54,268,398
Customer & Client Receipts	176,040	183,060	176,040
Interest	(1,703,120)	(1,703,120)	(1,703,120)
Other Grants, Reimbursements & Contributions	(18,130)	(18,130)	(18,130)
Income Total	(1,545,210)	(1,538,190)	(1,545,210)
Central Expenses Total	51,381,147	41,963,237	52,723,188

Central Expenses (Levies)

Levies	Original Estimate 2016-17	Current Estimate 2016-17	Original Budget 2017-18
	£	£	£
<u>Other Establishments - Third part Payments</u>			
Environment Agency	320,730	320,730	320,730
Lea Valley Regional Park	428,350	428,350	378,350
London Pension Funds	707,000	707,000	607,000
Traffic Control Signals Unit	519,400	519,400	469,400
Concessionary Fares	16,145,280	16,145,280	16,095,280
	18,120,760	18,120,760	17,870,760
<u>Joint Authorities - Third Party Payments</u>			
Coroners Court	284,000	284,000	284,000
	284,000	284,000	284,000
<u>Other Local Authorities - Third Party</u>			
London Boroughs Grants	837,490	837,490	533,490
Total Levies	19,242,250	19,242,250	18,688,250

Budget Summary and Forward Plan

Children's Education & Skills	2017/18 £	2018/19 £	2019/20 £
Base Budget Virements	6,939,683 141,870	6,524,813	6,269,813
	7,081,553	6,524,813	6,269,813
<u>Efficiencies</u>			
	0	0	0
<u>Shared Service's Model</u> Contractual savings to be delivered as part of the strategic partnership with Cambridge Education to provide Education and Skills services.	(160,000)	(255,000)	(350,000)
	(160,000)	(255,000)	(350,000)
<u>Service Redesign</u>			
	0	0	0
<u>Reducing Demand, Promoting Independence</u>			
	0	0	0

Children's Education & Skills		2017/18 £	2018/19 £	2019/20 £
Income The strategic partnership with Cambridge Education for Education and Skills services in Barnet includes a contractual requirement for 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 saving target is over and above the agreed contractual savings.				
				(300,000)
		0	0	(300,000)
	Pressures			
	CS DSG sub - SF de-delegation	(396,740)		
		(396,740)	0	0
Budget		6,524,813	6,269,813	5,619,813

Children's Education & Skills

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Education & Skills Management	6,939,683	7,081,553	6,524,813
Education Management Team	6,939,683	7,081,553	6,524,813
Edu Partnership & Commercial		0	0
School Improvement		0	0
SEND & Inclusion		0	0
Inclusion & Skills	0	0	0
Children's Education & Skills	6,939,683	7,081,553	6,524,813

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Employee Related		41,870	41,870
Supplies/Services	16,258,686	7,039,683	(396,740)
Third Party Payments		0	6,879,683
Expenditure	16,258,686	7,081,553	6,524,813
Customer & Client Receipts	(9,043,273)	0	
Government Grants	(107,090)	0	
Other Grants, Reimbursements & Contributions	(168,640)	0	
Income	(9,319,003)	0	0
Children's Education & Skills	6,939,683	7,081,553	6,524,813

Budget Summary and Forward Plan

Children's Families	2017/18 £	2018/19 £	2019/20 £
Base Budget Virements	46,480,663 8,477,177	52,444,980	50,075,980
	54,957,840	52,444,980	50,075,980
<u>Efficiencies</u> 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.	(315,000)	(365,000)	(334,000)
	(315,000)	(365,000)	(334,000)
<u>Shared Service's Model</u> 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. 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.	0	(150,000)	(800,000)
	0	(150,000)	(800,000)

Children's Families	2017/18 £	2018/19 £	2019/20 £
Service Redesign			
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.	(375,000)	(375,000)	(375,000)
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. A review is being undertaken and papers will go to CELS in 2017.	(131,000)	(160,000)	(549,000)
Implementing 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.	(1,501,000)	(53,000)	(12,000)
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.			(573,000)
This saving was delivered in 16/17 through a contract negotiation.	(200,000)		
Proposal to remodel the Council's existing youth service, focusing resources on a more targeted service, and exploring opportunities to generate income. A Strategic Outline Case is going to CELS in November 16.			(800,000)
	(2,207,000)	(588,000)	(2,309,000)

Children's Families	2017/18 £	2018/19 £	2019/20 £
<p><u>Reducing Demand, Promoting Independence</u></p> <p>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.</p> <p>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.</p>	(144,000)	(589,000)	(1,336,000)
	(144,000)	(589,000)	(1,336,000)
<p><u>Income</u></p> <p>Savings through appropriate allocation of education costs for joint placements for children under the age of 18.</p> <p>As a result of Government consultation 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.</p> <p>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.</p>	(250,000)	(250,000)	(250,000)
	(227,000)	(227,000)	
	(580,000)	(200,000)	
	(830,000)	(677,000)	(250,000)

Children's Families	2017/18 £	2018/19 £	2019/20 £
<u>Pressures</u>			
<u>Transfers</u>			
Tranch 2 0-25 transfer to Children's	983,140		
	983,140	0	0
Budget	52,444,980	50,075,980	45,046,980

Children's Family Services

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
CSC 0-25	2,212,140	6,103,902	7,092,757
Intake and Assessment	2,531,985	3,067,635	3,076,025
Intervention and Planning	2,584,945	3,264,750	3,286,965
Permanence Trns & CorParenting	3,183,712	3,430,387	3,419,202
Placements	17,467,895	17,728,995	16,768,445
Safeguarding & Quality	1,787,250	2,125,215	2,125,920
Social Care Management	1,174,958	1,744,218	1,751,698
Children Social Care	30,942,885	37,465,102	37,521,012
Commissioning & Business Imp.	3,024,568	3,698,328	3,520,054
Early Years	2,764,784	3,841,000	3,352,134
Libraries & Comm.Engagemnt	5,425,825	5,648,685	4,142,175
Youth & Family Support	3,222,914	3,561,709	3,564,904
Early Intervention & Prevention	14,438,091	16,749,722	14,579,267
Family Services Management	1,099,687	665,941	344,701
Family Services Management	1,099,687	665,941	344,701
Children's Family Services	46,480,663	54,880,765	52,444,980

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Capital Financing	(343,490)	(248,900)	(248,900)
Employee Related	24,158,154	28,344,236	26,988,191
Premises Related	1,108,514	1,175,119	1,175,119
Secondary Recharges	66,960	67,220	67,220
Supplies/Services	4,348,115	4,582,661	4,417,341
Third Party Payments	13,906,510	17,527,332	17,581,152
Transfer Payments	5,578,290	6,078,290	6,078,290
Transport Related	501,380	480,269	480,269
Expenditure	49,324,433	58,006,227	56,538,682
Customer & Client Receipts	(1,284,600)	(1,448,686)	(1,448,686)
Government Grants	(511,660)	(511,660)	(511,660)
Other Grants, Reimbursements & Contributions	(1,047,510)	(1,165,116)	(2,133,356)
Income	(2,843,770)	(3,125,462)	(4,093,702)
Children's Family Services	46,480,663	54,880,765	52,444,980

Budget Summary and Forward Plan

Commissioning Group	2017/18 £	2018/19 £	2019/20 £
Base Budget	19,287,520	20,562,941	19,773,941
Virements	1,609,061		
	20,896,581	20,562,941	19,773,941
Efficiencies			
<p>This saving comes from Commissioning Group and Assurance contract spending, which include communications and engagement contracts, internal audit and insurance. 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)	(45,000)	(44,000)
<p>A review of the current staffing structure in Commissioning Group and Assurance is expected to be undertaken in 2018. The aim of the review will be to ensure that the staffing structure is still fit for purpose to deliver the outcomes and corporate priorities expected. One of the aims of the review will also be to review if efficiencies can be found.</p>			(679,000)
<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. Options will be considered to ensure that this is deliverable before 2018.</p>		(644,000)	(600,000)
	(46,000)	(689,000)	(1,323,000)

Budget Summary and Forward Plan

Commissioning Group	2017/18 £	2018/19 £	2019/20 £
<u>Service Reductions</u>			
	0	0	0
<u>Service Redesign</u>			
	0	0	0
<u>Reducing Demand, Promoting Independence</u>			
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.	(50,000)	(100,000)	(300,000)
	0	0	0

Budget Summary and Forward Plan

Commissioning Group	2017/18 £	2018/19 £	2019/20 £
<u>Service Reform</u>			
Reduce expenditure associated with CCTV once the capital contribution towards investment has been paid off			(243,000)
	0	0	(243,000)
<u>Shared Services Model</u>			
<u>Income</u>	(50,000)	(100,000)	(786,000)
	0	0	0
<u>Pressures</u>			
CS DSG sub - SF de-delegation	(237,640)		
	(237,640)	0	0
Budget	20,562,941	19,773,941	17,664,941

Commissioning

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Commercial	1,049,180	902,045	901,430
Commercial & Customer	1,049,180	902,045	901,430
Finance	739,684	959,424	929,909
Information Management	879,623	920,623	878,453
Programme & Resources	810,270	816,585	819,535
Deputy Chief Operating Officer	2,429,577	2,696,632	2,627,897
Adults and Health	1,258,234	1,283,859	1,275,534
Children & Young people	443,391	560,625	255,971
Environment	12,048,945	12,842,985	13,429,748
Growth & Development	174,956	195,126	217,604
Strategic Commissioning	13,925,526	14,882,595	15,178,857
Strategic Commissioning Board	767,950	560,430	560,430
Strategic Commissioning Board	767,950	560,430	560,430
Commissioning Strategy	441,400	505,097	655,440
Communications	673,887	638,842	638,887
Strategy & Communications	1,115,287	1,143,939	1,294,327
TP-Adults		0	0
TP-Child's Family Services		0	0
Transformation Programme	0	0	0
Commissioning	19,287,520	20,185,641	20,562,941

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Expenditure			
Capital Financing	(42,514)	(57,514)	(57,514)
Employee Related	8,633,634	9,326,759	9,266,179
Premises Related	17,970	17,970	17,970
Secondary Recharges	(1,665,409)	(1,514,091)	(2,221,851)
Supplies/Services	12,597,577	12,819,848	13,186,828
Third Party Payments	2,779,688	1,244,678	2,764,298
Transfer Payments	258,000,000	258,000,000	258,000,000
Transport Related	18,190	15,260	15,260
Expenditure	280,339,136	279,852,910	280,971,170
Customer & Client Receipts	(1,265,650)	(1,285,293)	(544,223)
Government Grants	(256,099,206)	(257,862,595)	(256,099,206)
Interest	45,430	45,430	0
Other Grants, Reimbursements & Contributions	(3,732,190)	(564,811)	(3,764,800)
Income	(261,051,616)	(259,667,269)	(260,408,229)
Commissioning	19,287,520	20,185,641	20,562,941

Budget Summary and Forward Plan

Customer Support Group	2017/18 £	2018/19 £	2019/20 £
Base Budget Virements	22,119,555 (29,000)	21,160,935	19,560,935
	22,090,555	21,160,935	19,560,935
<u>Efficiencies</u>			
Moving from rented accommodation to new offices in Colindale will generate further savings from the civic buildings budget. There are plans to implement locality strategy which will result in further consolidation of council assets.		(500,000)	(1,500,000)
The Customer Transformation Programme uses insight about customers and their experiences to design improvements to the council's existing customer services model. The strategy identifies 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.		(500,000)	

Customer Support Group	2017/18 £	2018/19 £	2019/20 £
<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 been reduced and forms part of the Council's existing budget and Medium Term Financial Strategy. A further reduction as a result of the year 3 review of the contract is anticipated in 2017/18.</p> <p>The scope of the contract will then be kept under review to identify any further savings.</p>	(400,000)	(600,000)	(1,000,000)
	(400,000)	(1,600,000)	(2,500,000)
<u>Service Reductions</u>			
	0	0	0
<u>Service Redesign</u>			
	0	0	0
<u>Reducing Demand, Promoting Independence</u>			
	0	0	0

Customer Support Group		2017/18 £	2018/19 £	2019/20 £
<u>Income</u>	Income to be generated through surplus space available in libraries.	(366,000)	0	(151,000)
		(366,000)	0	(151,000)
<u>Pressures</u>	CS DSG sub - SF de-delegation	(163,620)		
		(163,620)	0	0
Budget		21,160,935	19,560,935	16,909,935

Customer Support Group

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
CSG Managed Budget	4,117,596	1,195,070	867,611
CSG Management Fee	18,001,959	20,895,485	20,293,324
Customer Support Group	22,119,555	22,090,555	21,160,935
Customer Support Group	22,119,555	22,090,555	21,160,935

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Premises Related	7,057,410	4,505,360	4,505,360
Secondary Recharges	197,140	(1,025,270)	(1,188,890)
Supplies/Services	22,285,513	29,120,195	28,681,654
Expenditure	29,540,063	32,600,285	31,998,124
Customer & Client Receipts	(6,126,488)	(9,215,710)	(9,543,169)
Government Grants	(422,830)	(422,830)	(422,830)
Other Grants, Reimbursements & Contributions	(871,190)	(871,190)	(871,190)
Income	(7,420,508)	(10,509,730)	(10,837,189)
Customer Support Group	22,119,555	22,090,555	21,160,935

Budget Summary and Forward Plan

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

HB LAW

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
HB Law	2,011,397	2,011,397	2,011,397
HB Law Total	2,011,397	2,011,397	2,011,397
HB LAW	2,011,397	2,011,397	2,011,397

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Supplies/Services	2,791,229	2,791,229	2,791,229
Expenditure	2,791,229	2,791,229	2,791,229
Customer & Client Receipts	(779,832)	(779,832)	(779,832)
Income	(779,832)	(779,832)	(779,832)
HB LAW	2,011,397	2,011,397	2,011,397

Budget Summary and Forward Plan

Housing Needs Resources	2017/18 £	2018/19 £	2019/20 £
Base Budget	4,975,749	5,559,749	5,559,749
Virements	584,000		
	5,559,749	5,559,749	5,559,749
<u>Efficiencies</u>			
	0	0	0
<u>Service Reductions</u>			
	0	0	0
<u>Service Redesign</u>			
	0	0	0
<u>Reducing Demand, Promoting Independence</u>			
	0	0	0
<u>Income</u>			
	0	0	0
<u>Pressures</u>			
	0	0	0
Budget	5,559,749	5,559,749	5,559,749

Housing Needs Resources

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Housing Needs Resources	4,975,749	5,559,749	5,559,749
Housing Needs Resources	4,975,749	5,559,749	5,559,749
Housing Needs Resources	4,975,749	5,559,749	5,559,749

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Employee Related	84,670	84,670	84,670
Secondary Recharges	140	140	140
Supplies/Services	3,485,097	3,485,097	3,485,097
Third Party Payments	17,635,900	25,659,072	18,219,900
Expenditure	21,205,807	29,228,979	21,789,807
Customer & Client Receipts	(15,741,808)	(23,180,980)	(15,741,808)
Other Grants, Reimbursements & Contributions	(488,250)	(488,250)	(488,250)
Income	(16,230,058)	(23,669,230)	(16,230,058)
Housing Needs Resources	4,975,749	5,559,749	5,559,749

Budget Summary and Forward Plan

Parking & Infrastructure	2017/18 £	2018/19 £	2019/20 £
Base Budget	6,119,479	5,935,749	5,785,749
Virements	(42,080)		
	6,077,399	5,935,749	5,785,749
<u>Efficiencies</u>			
Re-procure the Parking Contract: The current contract for parking and enforcement services is due to expire in 2017. The decision to re-procure the service allows 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.		(150,000)	
Review historic and current highways asset maintenance regime, categorise it between “emergency repair” (which would remain a revenue cost and not form part of this saving) and “investment in our asset”. Investment in our asset spending would be that which increases the life and /or enhances the usability of the asset. As such this money can be capitalised. Additionally further capital investment will be focused on permanent highway repair and repair of the highways infrastructure asset base that both prolongs the life of the asset and enhances the overall use of the public realm. This will reduce revenue expenditure	(141,650)		141,650
	(141,650)	(150,000)	141,650

Parking & Infrastructure	2017/18 £	2018/19 £	2019/20 £
<u>Service Reductions</u>			
	0	0	0
<u>Service Redesign</u>			
	0	0	0
<u>Reducing Demand, Promoting Independence</u>			
	0	0	0
<u>Income</u>			
	0	0	0
<u>Pressures</u>			
	0	0	0
Budget	5,935,749	5,785,749	5,927,399

Parking & Infrastructure

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Highway Inspection/Maintenance	353,727	421,317	255,397
Parking	(457,750)	(537,750)	(537,750)
Parking & Infrastructure	(104,023)	(116,433)	(282,353)
Special Parking Account	0	0	0
Special Parking Account	0	0	0
Street Lighting	6,223,502	6,222,927	6,218,102
Street Lighting	6,223,502	6,222,927	6,218,102
Parking & Infrastructure	6,119,479	6,106,494	5,935,749

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Capital Accounting Charges	8,052,445	8,042,170	10,321,365
Employee Related	1,291,169	1,768,459	1,730,169
Premises Related	192,260	192,260	192,260
Secondary Recharges	(140,097)	(140,097)	(203,667)
Supplies/Services	11,444,100	12,264,100	12,191,020
Transport Related	67,790	67,790	62,790
Expenditure	20,907,667	22,194,682	24,293,937
Customer & Client Receipts	(14,788,188)	(16,088,188)	(18,358,188)
Income	(14,788,188)	(16,088,188)	(18,358,188)
Parking & Infrastructure	6,119,479	6,106,494	5,935,749

Budget Summary and Forward Plan

Public Health		2017/18 £	2018/19 £	2019/20 £
Base Budget Virements		18,544,000 (489,000)	17,610,000	17,610,000
		18,055,000	17,610,000	17,610,000
<u>Efficiencies</u>				
		0	0	0
<u>Service Reductions</u>				
		0	0	0
<u>Service Redesign</u>				
		0	0	0
<u>Reducing Demand, Promoting Independence</u>				
		0	0	0
<u>Income</u>				
		0	0	0
<u>Pressures</u>				
	Reduction in PH grant	(445,000)		
		(445,000)	0	0
Budget		17,610,000	17,610,000	17,610,000

Public Health

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Public Health	18,544,000	18,055,000	17,610,000
Public Health	18,544,000	18,055,000	17,610,000
Public Health	18,544,000	18,055,000	17,610,000

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Third Party Payments	18,544,000	18,055,000	17,610,000
Expenditure	18,544,000	18,055,000	17,610,000
Public Health	18,544,000	18,055,000	17,610,000

Budget Summary and Forward Plan

Regional Enterprise	2017/18 £	2018/19 £	2019/20 £
Base Budget Virements <u>Efficiencies</u> <u>Service Reductions</u> <u>Service Redesign</u> Review historic and current highways asset maintenance regime, categorise it between “emergency repair” (which would remain a revenue cost and not form part of this saving) and “investment in our asset”. Investment in our asset spending would be that which increases the life and /or enhances the usability of the asset. As such this money can be capitalised. Additionally further capital investment will be focused on permanent highway repair and repair of the highways infrastructure asset base that both prolongs the life of the asset and enhances the overall use of the public realm. This will reduce revenue expenditure	1,133,957	(5,434,393)	(10,129,393)
	1,133,957	(5,434,393)	(10,129,393)
	0	0	0
	0	0	0
	(1,958,350)		1,958,350
	(1,958,350)	0	1,958,350

Regional Enterprise	2017/18 £	2018/19 £	2019/20 £
<u>Reducing Demand, Promoting Independence</u>			
<u>Income</u>	0	0	0
Regeneration and development schemes across the borough are projecting an increase in Council Tax over the MTFS. This increase is above current baseline projections and can therefore be used to reduce savings targets for other theme committees.	(4,610,000)	(4,495,000)	(437,000)
Possible introduction of a permit charges to reduce damage to footways. Permit would be issued when development is planned to allow skips and building material to cross the footway		(200,000)	
	(4,610,000)	(4,695,000)	(437,000)
<u>Pressures</u>			
	0	0	0
Budget	(5,434,393)	(10,129,393)	(8,608,043)

Regional Enterprise

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Guaranteed Income	(14,661,463)	(15,581,075)	(14,661,463)
Re Managed Budgets	1,056,852	1,144,852	(901,498)
RE Projects	0	0	0
Re Managed Budgets	(13,604,611)	(14,436,223)	(15,562,961)
Management Fee	14,738,568	15,570,180	14,738,568
Re Management Fee	14,738,568	15,570,180	14,738,568
Regional Enterprise	1,133,957	1,133,957	(824,393)
Additional Income from Council Tax			(4,610,000)
Regional Enterprise Total			(5,434,393)
	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Capital Financing	(150,000)	(150,000)	(150,000)
Employee Related	910	910	910
Premises Related	5,810	5,810	5,810
Secondary Recharges	(2,336,960)	(2,336,960)	(2,336,960)
Supplies/Services	23,106,418	23,938,030	21,148,068
Expenditure	20,626,178	21,457,790	18,667,828
Customer & Client Receipts	(14,749,463)	(15,581,075)	(14,749,463)
Interim Budgets	(1,285,325)	(1,285,325)	(1,285,325)
Other Grants, Reimbursements & Contributions	(3,457,433)	(3,457,433)	(3,457,433)
Income	(19,492,221)	(20,323,833)	(19,492,221)
Regional Enterprise	1,133,957	1,133,957	(824,393)
Additional Income from Council Tax			(4,610,000)
Regional Enterprise Total			(5,434,393)

Budget Summary and Forward Plan

Streetscene	2017/18 £	2018/19 £	2019/20 £
Base Budget Virements	13,796,593 629,499	12,881,092	11,756,092
	14,426,092	12,881,092	11,756,092
<p><u>Efficiencies</u></p> <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> <p>Increased Productivity and Reduction of Overheads: Restructure of the Street Scene business model - options may include a social enterprise, mutual, LATCO 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.</p>	(345,000)		
	(250,000)	(450,000)	

Streetscene	2017/18 £	2018/19 £	2019/20 £
<p>Review of Street Cleansing Services: Reduction in Street Cleansing 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>	(600,000)		
	(1,195,000)	(450,000)	0
<u>Service Reductions</u>			
	0	0	0
<u>Service Redesign</u>			
<p>Following the specific site surveys for all green spaces in the Parks and Open spaces strategy 2016, we will review and look at changes to how we maintain all our greenspace and who maintains our greenspaces, espially those that are "low quality / low value". This could be as whole greenspaces or parts there within, and could included offering the spaces to local groups, planting as urban forests (mayor's air quality strategy), change to allotments (positive health benefits) etc.</p>		(50,000)	(150,000)
	0	(50,000)	(150,000)

Streetscene	2017/18 £	2018/19 £	2019/20 £
<u>Reducing Demand, Promoting Independence</u>			
<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>	(50,000)		(900,000)
<p>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.</p>		(100,000)	(100,000)
	(50,000)	(100,000)	(1,000,000)

Streetscene		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 and Green Waste: A challenging income generation target across a range of chargeable services including but not limited to: 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.	(200,000)	(300,000)	(1,000,000)

Streetscene		2017/18 £	2018/19 £	2019/20 £
	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.	(25,000)	(25,000)	
	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	(75,000)		
	Advertising in Council Parks and Open space. There are no current plans for income generation through advertising within parks and open spaces, so a expansion into advertising in these areas will rolled out and suitable sites and types of advertising found.		(100,000)	
		(300,000)	(525,000)	(1,000,000)
	<u>Pressures</u>			
		0	0	0
Budget		12,881,092	11,756,092	9,606,092

Streetscene

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Business Improvement	264,227	333,975	326,755
Business Improvement	264,227	333,975	326,755
Transport	- 327,530	- 44,500	- 44,940
Contract Management	- 327,530	- 44,500	- 44,940
Green Spaces	4,329,682	4,343,350	3,955,500
Green Spaces	4,329,682	4,343,350	3,955,500
Street Cleansing	3,526,540	3,580,387	2835437
Parks, Street Cleaning & Groun	3,526,540	3,580,387	2,835,437
Street Scene Management	652,091	592,243	542,243
Street Scene Management	652,091	592,243	542,243
Recycling	1,021,398	364,237	364,237
Trade Waste	- 1,929,805	- 1,751,490	- 1,959,585
Waste	6,259,990	5,928,235	6,861,445
Waste & Recycling	5,351,583	4,540,982	5,266,097
Streetscene	13,796,593	13,346,437	12,881,092

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Employee Related	12,946,476	12,953,175	11,693,850
Premises Related	1,429,790	1,374,320	1,349,320
Secondary Recharges	- 6,762,343	- 7,041,673	- 7,041,693
Supplies/Services	2,879,977	2,678,847	2,113,847
Third Party Payments	3,925	-	-
Transport Related	9,625,438	9,618,438	9,482,438
Expenditure	20,123,263	19,583,107	17,597,762
Customer & Client Receipts	- 4,564,670	- 4,474,670	- 4,716,670
Government Grants	- 1,762,000	- 1,762,000	-
Income	- 6,326,670	- 6,236,670	- 4,716,670
Streetscene	13,796,593	13,346,437	12,881,092

Budget Summary and Forward Plan

Special Parking Account	2017/18 £	2018/19 £	2019/20 £
Base Budget	(8,052,445)	(10,321,365)	(10,561,365)
Virements	(1,998,920)		
	(10,051,365)	(10,321,365)	(10,561,365)
<u>Efficiencies</u>			
	0	0	0
<u>Service Reductions</u>			
	0	0	0
<u>Service Redesign</u>			
	0	0	0
<u>Reducing Demand, Promoting Independence</u>			
	0	0	0
<u>Income</u>			
Cost recovery from a full review of fees and charges across all Environmental Committee business areas. This will include making sure that all fees are collected.	(270,000)	(240,000)	(130,000)
	(270,000)	(240,000)	(130,000)
<u>Pressures</u>			
	0	0	0
Budget	(10,321,365)	(10,561,365)	(10,691,365)

Revenue Budget 2017-2018

Special Parking Account

	2016-2017	2016-2017	2017-2018
	Original Estimate	Current Estimate	Original Estimate
	£	£	£
Income			
Penalty Charge Notices - Including MTC	(6,635,010)	(9,915,010)	(10,915,010)
Permits	(2,550,000)	(1,550,000)	(1,820,000)
Pay & Display	(3,060,000)	(3,180,000)	(3,680,000)
CCTV Bus lanes	(1,470,000)	(370,000)	(370,000)
Total Income	(13,715,010)	(15,015,010)	(16,785,010)
Operating Expenditure	5,662,565	6,972,840	6,463,645
Net Operating Surplus	(8,052,445)	(8,042,170)	(10,321,365)
Add Capital Expenditure / Debt Charge			
Net Expenditure in Year	(8,052,445)	(8,042,170)	(10,321,365)
Balance brought forward	0	0	0
Appropriation to General Fund	8,052,445	8,042,170	10,321,365
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 Road Traffic Act 1991.

Council on 4 November 1997 noted that the provision of further off-street parking places was unnecessary for the time being and that there was no further demand on the ringfenced account in respect of further off-street parking. Accordingly, The net projected surplus on the SPA is available for implementation of parking schemes and as a general support for public transport improvement projects that fall within the criteria set out in the Highways Act 1980.

HOUSING REVENUE ACCOUNT		
	2016/17	2017/18
	Original Budget	Original Budget
Income	£	£
Dwelling rents	(50,604,854)	(51,553,868)
Non-dwelling rents	(1,613,781)	(1,713,886)
Tenants Charges for services and facilities	(3,927,160)	(4,044,757)
Leaseholder Charges for Services and Facilities	(3,049,752)	(3,094,000)
Grants and other income	(1,274,486)	(167,238)
Total Income	(60,470,033)	(60,573,749)
Expenditure		
Repairs and Maintenance	7,701,000	7,485,519
Supervision and management		
General	14,503,736	13,948,050
Special	6,834,476	6,488,694
Rents, Rates, taxes and other charges	430,535	129,484
Depreciation and impairment of fixed assets	12,837,638	12,837,635
Contribution to Major Repairs Reserve	8,313,362	8,313,365
Impairment write off for HRA commercial properties	820,000	820,000
Debt Management Costs	7,413,628	7,413,627
Increase in bad debt provision	516,376	1,100,000
Total Expenditure	59,370,752	58,536,374
Net Cost of HRA Services	(1,099,281)	(2,037,375)
Interest and investment income	(147,200)	(147,200)
(Surplus) or deficit for the year on HRA services	(1,246,481)	(2,184,575)