

REVENUE BUDGET 2013/14

	2012/2013					2013/2014
	Original Estimate (1)	Current Estimate	Virements, Transfers & Reductions (2)	Restated Current Estimate	Savings & Pressures	Original Estimate
	£	£		£		£
Council Services						
Adult Services	97,896,595	99,741,805	(475,784)	99,266,021	(3,211,000)	96,055,021
Assurance	3,713,740	3,627,580	92,543	3,720,123	(109,000)	3,611,123
Childrens Services	62,981,551	63,428,361	(1,214,200)	62,214,161	(4,488,000)	57,726,161
Commissioning	5,817,954	5,783,237	947,541	6,730,778	71,000	6,801,778
Development and Regulatory Services (DRS)	3,011,710	3,487,805	(912,643)	2,575,162	(1,755,000)	820,162
Housing Needs and Resources (HNR)	2,861,139	3,061,139	447,080	3,508,219	(61,000)	3,447,219
Legal	1,750,167	1,778,367	209,780	1,988,147	(80,000)	1,908,147
New Support and Customer Service Organisation (NSCSO)	25,383,213	27,027,720	(941,090)	26,086,630	(1,908,000)	24,178,630
Public Health	0	0	0	0	0	13,799,000
Special Parking Account	(6,895,970)	(7,106,500)	(19,140)	(7,125,640)	(349,000)	(7,474,640)
Streetscene	21,194,001	22,526,805	800,132	23,326,937	(952,000)	22,374,937
Total	217,714,100	223,356,319	(1,065,781)	222,290,538	(12,842,000)	223,247,538
Central Expenses (comprising);	63,143,470	57,501,251	257,791	57,759,042	11,978,000	69,737,042
- Investment in school places					2,250,000	
- Levies					629,000	
- Risks (including temp. accom. and Council Tax support)					4,844,000	
- Inflation					4,255,000	
Total Service Expenditure	280,857,570	280,857,570	(807,990)	280,049,580	(864,000)	292,984,580

(1) Service expenditure is presented in line with the restructured Council. Community Safety has moved from Environment to Adult Services. Libraries has moved from Chief Executive's to Children's Services. Remaining services formerly within the Environment, Planning and Regeneration service now form Streetscene. NSCSO and DRS delivery units have been created to reflect the services included within these procurements. The old departments of Chief Executive's, Deputy Chief Executive's, Corporate Governance and Commercial have been merged into the Commissioning and Assurance Groups. Public Health is a new budget line created to reflect the transfer of responsibility from the National Health Service to local government.

(2) A number of transfers and virements have been made between 2012/13 and 2013/14. £0.9m has been moved from NSCSO to legal and DRS to reflect the separation of support costs associated with these services. Budgets totalling £0.9m have moved from DRS and NSCSO into commissioning to reflect the contract management responsibilities in this new group. A total of £1.1m of savings have been made from senior management costs, these budgets have been taken out of departments to reflect the new Council structure. £0.5m has been transferred from DRS to Street Scene to reflect the retained services. Children's Services have a reduction in their base budget by £0.8m for the two year old funding as this is now funded from the Dedicated Schools Grant.

REVENUE BUDGET 2013/14

	2012/2013		Restated Current Estimate	2013/2014
	Original Estimate	Current Estimate		Original Estimate
	£	£		£
Total Service Expenditure	280,857,570	280,857,570	280,049,580	292,984,580
Contribution to / (from) Specific Reserves	11,140,180	11,140,180	11,140,180	6,180,701
Contribution to / (from) Balances				
NET EXPENDITURE	291,997,750	291,997,750	291,189,760	299,165,281
Other Grants	(41,977,000)	(41,977,000)	(41,977,000)	(31,522,000)
BUDGET REQUIREMENT	250,020,750	250,020,750	249,212,760	267,643,281
Business rates retention				(33,608,000)
Business rates top up				(17,436,000)
BUSINESS RATES INCOME	0	0	0	(51,044,000)
Formula Grant	(90,635,000)	(90,635,000)	(90,635,000)	(77,122,000)
Collection Fund Adjustments				
BARNET'S ELEMENT OF COUNCIL TAX REQUIREMENT	159,385,750	159,385,750	158,577,760	139,477,281
Greater London Authority - Precept	43,915,556	43,915,556	43,915,556	37,964,082
COUNCIL TAX REQUIREMENT	203,301,306	203,301,306	202,493,316	177,441,363
Components of the Council Tax (Band D)				
	2012/2013	2013/2014	2013/2014	Increase
	£	£	£	
Mayors Office for Policing and Crime	233.46	233.46	233.46	0.00%
London Fire & Emergency Planning Authority	41.83	41.83	41.83	0.00%
Mayor, Administration, Transport for London, Olympic Games and Boroughs' Collection Fund balances.	31.43	27.71	27.71	(11.84%)
Greater London Authority	306.72	303.00	303.00	(1.21%)
London Borough of Barnet	1,113.20	1,113.20	1,113.20	0.00%
Total	1,419.92	1,416.20	1,416.20	(0.26%)

REVENUE BUDGET 2013/14

COUNCIL TAX SUMMARY

Council Tax Bands (based on property values @ 1 April 1991)		2012/13	2013/2014	Tax Yield
		£	£	£
[Up to £40,000]	Band A	946.61	944.13	1,425,211
[Over £40,000 & up to £52,000]	Band B	1,104.38	1,101.49	6,358,021
[Over £52,000 & up to £68,000]	Band C	1,262.15	1,258.84	24,141,442
[Over £68,000 & up to £88,000]	Band D	1,419.92	1,416.20	24,119,614
[Over £88,000 & up to £120,000]	Band E	1,735.46	1,730.91	43,347,127
[Over £120,000 & up to £160,000]	Band F	2,051.00	2,045.63	34,256,668
[Over £160,000 & up to £320,000]	Band G	2,366.53	2,360.33	33,443,351
[Over £320,000]	Band H	2,839.84	2,832.40	10,349,929
				177,441,363

COUNCIL TAXBASE

Council Taxbase	2012/13	2013/2014	
	Band D Equivalents	Band D Equivalents	Income
Total properties (per Valuation List)	162,698	164,244	232,602,353
Exemptions	(3,816)	(4,094)	(5,797,923)
Disabled reductions	(117)	(118)	(167,112)
Discounts (10%, 25% & 50%)	(12,776)	(12,848)	(18,195,338)
Adjustments	(717)	(19,612)	(27,774,513)
Aggregate Relevant Amounts	145,272	127,572	180,667,467
Non-Collection (1.5% 2012/13 & 1.85% 2013/14)	(2,178)	(2,365)	(3,349,313)
Contributions in lieu from MoD	84	87	123,209
	143,178	125,294	177,441,363

2013/14 Budget Summary and Forward Plan

Adult Social Services	2013/14	2014/15	2015/16
	£	£	£
Base Budget	97,896,595	96,055,021	87,978,021
Virements	1,369,426		
	99,266,021	96,055,021	87,978,021
<u>Efficiencies</u>			
Social Work	Development of a 'New Social Work Model', which: - increases use of case management capacity outside of the Council; - promotes people's own management of their own care arrangements through direct payments; - promotes development of shared packages of care for people living in close proximity to one another.	(450,000)	(250,000)
Commissioning & Transformation	Integrating similar functions across health and social care commissioning to reduce management costs and support joined up services.	(40,000)	
Integration across Council	Integrating similar functions across health and social care teams and provision to reduce management costs and deliver joined up services.	(300,000)	
Social Work - Long Term Conditions	Closer working with the NHS on long term conditions.	(40,000)	(100,000)
Younger Adults - All Groups	Greater community and family involvement in supporting disabled people to lead ordinary lives.	(465,000)	
Learning & Development	Greater efficiencies in commissioning and provision of training and development opportunities for Adult Social Care.	(30,000)	
Across Services	Reductions in back office transactional functions through new ways of working and exploring new models.	(189,000)	(300,000)
Across Services	Reduction of Strategic Commissioning capacity as service users directly commission services through direct payments.		(318,000)
All Services	Sharing services with other Local Authorities and therefore reducing management costs.	(300,000)	
Across Services	Efficiencies through joint procurement with the NHS for Continuing Health Care.		(200,000)
Younger Adults - Learning Disabilities	Implementation of a national costing model for all Supported Living placements.	(100,000)	
Cross-Cutting Savings	Implementation of a national costing model for all younger adults residential care placements.	(168,000)	
Cross-Cutting Savings	Working with providers to contain inflationary pressures.	(600,000)	(600,000)

Adult Social Services		2013/14	2014/15	2015/16
		£	£	£
Older Adults - Residential & Nursing Provision	Reduction of 30 block residential beds to reflect falling admission rates into residential care and better use of the contract.	(700,000)		
Younger Adults: Physical Disabilities	Ensuring that Direct Payments promote independence.	(20,000)		
Younger Adults: Mental health	Enabling people to move from residential care into a home of their own with support.	(150,000)		
Younger Adults: Learning Disabilities	A widespread revision of our Learning Disabilities service, including: - integration with health teams; - integration of with health computer systems; - minimising the number of people placed outside of the borough; - use of the care funding calculator to achieve better VfM. - providing greater choice and independence to people transitioning from the Children's Service; - implementing proportionate reviewing.		(1,900,000)	
Older Adults and Younger Adults (all groups)	Increased use of Telecare, Aids and Equipment to: - support the enablement process; - in the place of homecare; - supporting people to move from residential care back into the community.		(939,000)	
Younger Adults: Physical and Sensory Impairments	Cease all spot purchasing of residential and nursing placements for people with physical or sensory impairments.		(200,000)	
Older Adults	Development of a fracture service follow up, reducing home care placements resulting from hip and spine fractures.		(171,000)	
Older Adults	Reduce short term use of residential placements while people are having their home adapted, or are being rehoused, following release from hospital.		(139,000)	
Older Adults and Younger Adults (all groups)	Revision of our provision of equipment, in line with new retail model, following end of current contract.		(120,000)	
Older Adults and Younger Adults (all groups)	Innovative use of housing options to reduce levels of social care need, taking advantage of changes to the HRA.		(200,000)	
Younger Adults: Mental Health	Achievement of lower unit costs from specialist Mental Health providers.		(290,000)	
Older Adults and Younger Adults (all groups)	Smarter procurement, delivered through better use of data, improved contracts, lean approach to care sourcing and improved scrutiny of areas of high spend.		(300,000)	
Older Adults and Younger Adults (all groups)	Introduction of 'adult placement' and 'shared lives' schemes into the borough, decreasing need for residential care.		(330,000)	
Older Adults and Younger Adults (all groups)	Concessionary Travel savings through centralised assessment and implementation of transport policy.		(241,000)	

Adult Social Services		2013/14	2014/15	2015/16
		£	£	£
Younger Adults: Mental Health	Rebalancing the Section 75 agreement with Barnet, Enfield and Harringey Mental Health Trust to ensure that we are receiving value for money for our contribution of staffing resources.		(180,000)	(500,000)
Older Adults	A review of cases to ensure that we are no longer providing services to meet outcomes which have been achieved or needs which have been resolved.		(20,000)	
Older Adults and Younger Adults (all groups)	Conversion of people from homecare packages to direct payments, which are (on average) cheaper per hour of support provided.		(54,000)	
Older Adults and Younger Adults (all groups)	Reviewing people's homes for potential adaptation to avoid admission into residential care.		(206,000)	(394,000)
Younger Adults: Learning Disabilities	Introduction of 'key ring' schemes to the borough to reduce housing related support spend for people with a learning disability.		(125,000)	
Community Protection Group	Savings from shared service including de-layering of management responsibilities.	(37,000)		
Leisure	Savings following Leisure Services Review.		(967,000)	
Across Services	Project to design integrated day-care and leisure services and decommission and reprovide day-care services.			(660,000)
Across Services	Reduction of total of new residential care home placements by delaying admission by average of 3 months			(310,000)
Across Services	Savings to be identified through working with NSCSO provider to improve efficiency and self service.		(1,000,000)	(2,000,000)
Across Services	Increase carer funding, targeted support for young carers, carers enablement service, accelerate existing investment to deliver reduction in res care, reduced care packages, and alternative to res care			(550,000)
Older Adults	Utilise HRA to develop Retirement Village concept 100 blocks.			(520,000)
Older Adults	Utilise HRA to develop dementia mixed model of housing units 50 units based on Housing Strategy needs analysis.			(690,000)
Younger Adults	Utilise HRA to develop wheelchair accessible independent accommodation			(1,500,000)
		(3,589,000)	(8,850,000)	(8,424,000)

Adult Social Services		2013/14	2014/15	2015/16
		£	£	£
<u>Service Reductions</u>				
Supporting People	Annual savings levied on supporting people contracts.	(210,000)		
Supporting People	Reduction of the contract value for Generic Floating Support (flexible support to allow people to live independently in their own accomodation)	(132,000)		
Drugs & Alcohol Service	Greater use of non residential rehab placements for people with substance misuse.	(10,000)		
		(352,000)	0	0
<u>Income</u>				
Revenue Income Optimisation	Implementation of Revenue Income Optimisation project.	(30,000)		
Revenue Income Optimisation	Make all community services chargeable through implementation of a new fairer contributions policy based on ability to pay.	(40,000)		
Transport	Charge higher rate Disability Living Allowance (mobility element) recipients for transport we provide them.		(27,000)	
		(70,000)	(27,000)	0
<u>Pressures</u>				
	Demographics pressures due to increase in those with social care needs especially those with Learning Disabilities and Older Adults including dementia.	800,000	800,000	800,000
		800,000	800,000	800,000
<u>Invest to Save</u>				
-	-	-	-	-
		0	0	0
Budget		96,055,021	87,978,021	80,354,021

Adults & Communities

Profit center	Original Estimate 2012/13	Current Estimate 2012/13	Original Estimate 2013/14
* Births Deaths & Marriages	(230,210)	(229,530)	(260,210)
* Community Well-Being Trans & Res Team	517,892	288,077	75,797
* Community Safety	2,004,916	2,207,754	1,969,213
* Prevention & Well Being	5,460,807	8,454,183	7,669,883
* Social Care Commissioning	4,447,808	1,530,128	1,279,449
* CWB Management	0	0	388,480
** Community Well-being	12,201,213	12,250,612	11,122,612
* Social Care Management	748,100	460,186	1,281,270
* Care Quality	1,648,397	2,034,478	1,926,478
* Integrated care - LD & MH	42,920,927	42,764,384	41,937,964
* Integrated care - OP & DP	39,638,807	41,964,059	39,602,747
** Adults Social Care	84,956,231	87,223,107	84,748,459
** Dir Adult Soc Serv & Health	739,151	268,086	183,950
*** Total	97,896,595	99,741,805	96,055,021

Subjective Analysis	Original Estimate 2012/13	Current Estimate 2012/13	Original Estimate 2013/14
* Employee Related	20,363,657	15,869,818	14,732,284
* Premises Related	350,255	271,285	270,605
* Transport Related	1,172,231	1,141,781	1,126,831
* Supplies and Services	11,614,654	9,808,910	10,435,020
* Third Party Payments	74,085,431	83,955,274	81,603,934
* Transfer Payments	5,168,222	5,168,222	5,109,002
* Secondary Recharges	0	24,150	24,150
** Expenditure Total	112,754,450	116,239,440	113,301,826
* Government Grants	(304,734)	(304,734)	(304,734)
* Other Grants, Reimbursements & Contribs	(3,527,631)	(5,105,886)	(5,105,056)
* Customer & Client Receipts	(11,025,490)	(11,087,015)	(11,837,015)
** Income Total	(14,857,855)	(16,497,635)	(17,246,805)
*** Total	97,896,595	99,741,805	96,055,021

2013/14 Budget Summary and Forward Plan

Assurance	2013/14	2014/15	2015/16
	£	£	£
Base Budget	3,713,740	3,611,123	3,571,123
Virements	6,383		
	3,720,123	3,611,123	3,571,123
<u>Efficiencies</u>			
Crime and Anti Fraud Team (CAFT)	(9,000)		
Governance Savings to Member Training.		(20,000)	
CAFT Reduction of supplies and services.		(20,000)	
Cross-directorate Expenditure reduction.	(10,000)		
Cross-directorate Rationalisation.	(40,000)		
	(59,000)	(40,000)	0
<u>Service Reductions</u>			
Governance Reorganisation	(50,000)		
	(50,000)	0	0
Budget	3,611,123	3,571,123	3,571,123

Assurance

Profit center	Original Estimate 2012/13	Current Estimate 2012/13	Original Estimate 2013/14
* Assurance Management	0	0	561,108
* Governance	2,704,400	2,622,650	2,177,295
* Internal Audit & CAFT	1,009,340	1,004,930	872,720
** Total	3,713,740	3,627,580	3,611,123

Subjective Analysis	Original Estimate 2012/13	Current Estimate 2012/13	Original Estimate 2013/14
* Employee Related	3,499,603	3,327,123	3,307,876
* Premises Related	9,200	9,200	9,200
* Transport Related	5,820	5,820	5,820
* Supplies and Services	250,277	340,997	343,787
* Third Party Payments	250	250	250
* Secondary Recharges	(6,280)	(10,680)	(10,680)
** Expenditure Total	3,758,870	3,672,710	3,656,253
* Customer & Client Receipts	(45,130)	(45,130)	(45,130)
** Income Total	(45,130)	(45,130)	(45,130)
*** Total	3,713,740	3,627,580	3,611,123

2013/14 Budget Summary and Forward Plan

Central Expenses		2013/14	2014/15	2015/16
		£	£	£
Base Budget		63,143,470	69,737,042	78,350,042
Virements		(5,814,428)		
		57,329,042	69,737,042	78,350,042
<u>Pressures</u>				
Contingency	General provision to for risks in service areas	1,774,000	(575,000)	1,000,000
Contingency	Provision for the Council tax discount scheme take up due to the council tax benefit changing to council tax discount.	2,000,000	600,000	600,000
Contingency	General provision for inflation	4,255,000	4,267,000	4,267,000
Levies	Increase in North London Waste Authority Levy	303,000	2,821,000	564,000
Levies	Increase in Concessionary fares levy due to the increase in the cost of travel by TFL	326,000		
Capital Financing	Increase in capital financing costs resulting from capital programme commitments	2,250,000	1,500,000	1,500,000
Contingency	Impact on Welfare reform on temporary accomodation income	1,500,000		
		12,408,000	8,613,000	7,931,000
<u>Service Reductions</u>				
		0	0	0
<u>Income</u>				
		0	0	0
Budget		69,737,042	78,350,042	86,281,042

Central Expenses

Profit center	Original Estimate 2012/13	Current Estimate 2012/13	Original Estimate 2013/14
10015 Corporate Subscriptions	314,220	314,220	314,220
10016 Levies	27,831,050	27,632,050	28,460,050
10017 Central Contingency	9,275,190	4,080,971	13,245,161
10018 Rate Relief	433,300	433,300	3,300
10019 Capital Financing	19,468,670	19,219,670	21,469,670
10699 Early Retirement(NT)	2,820,380	2,820,380	3,243,981
10700 Corporate Fees & Charges	798,940	798,940	798,940
10718 Car Leasing	2,210	2,210	2,210
10849 Early Retirement Costs Teachers	2,183,340	2,183,340	2,183,340
11121 Miscellaneous Finance	16,170	16,170	16,170
* Total	63,143,470	57,501,251	69,737,042

Subjective Analysis	Original Estimate 2012/13	Current Estimate 2012/13	Original Estimate 2013/14
* Employee Related	3,739,680	3,739,680	4,163,281
* Premises Related	829,490	829,490	829,490
* Transport Related	2,210	2,210	2,210
* Supplies and Services	1,736,140	1,736,140	1,736,140
* Third Party Payments	27,996,880	27,797,880	28,625,880
* Transfer Payments	431,180	431,180	1,180
* Capital Financing Costs	29,550,100	24,355,881	33,520,071
** Expenditure Total	64,285,680	58,892,461	68,878,252
* Other Grants, Reimbursements & Contribs	(18,130)	(18,130)	(18,130)
* Customer & Client Receipts	176,040	176,040	176,040
* Interest	(1,300,120)	(1,549,120)	700,880
** Income Total	(1,142,210)	(1,391,210)	858,790
*** Total	63,143,470	57,501,251	69,737,042

Central Expenses (Levies)

Levies	Original Estimate 2012/13 £	Current Estimate 2012/13 £	Original Estimate 2013/14 £
<u>Other Establishments - Third part Payments</u>			
Environment Agency	280,730	280,730	280,730
Lea Valley Regional Park	428,350	428,350	428,350
London Pension Funds	787,000	787,000	787,000
Traffic Control Signals Unit	479,400	479,400	479,400
Concessionary Fares	14,967,280	14,967,280	15,293,280
	16,942,760	16,942,760	17,268,760
<u>Joint Authorities - Third Party Payments</u>			
North London Waste Authority	9,458,800	9,458,800	9,761,800
Coroners Court	284,000	284,000	284,000
	9,742,800	9,742,800	10,045,800
<u>Other Local Authorities - Third Party</u>			
London Boroughs Grants	1,145,490	1,145,490	1,145,490
Total Levies	27,831,050	27,831,050	28,460,050

2013/14 Budget Summary and Forward Plan

Childrens Services		2013/14	2014/15	2015/16
		£	£	£
Base Budget		62,981,551	57,726,161	52,701,161
Virements		(767,390)		
		62,214,161	57,726,161	52,701,161
Efficiencies				
Early Intervention & Prevention	Saving on the use of high end, high cost acute services as a result of investment in early intervention and prevention services and by making best use of the Troubled Families Grant. Ensuring no increase in use of high cost services in the context of significant demographic growth.	(1,257,000)	(1,050,000)	
Communications, performance, workforce development, commissioning and administration	Restructure and reduce communications, performance, workforce development, commissioning and administration support functions. Re-organisation consequent on the senior management restructure.	(100,000)	(100,000)	
High cost services	Mitigating inflation associated with costs of supporting high cost, high need services	(500,000)	(500,000)	(500,000)
Children's Social Care	Reduce social care learning and development budget for staff, ceasing trainee scheme.		(526,000)	
Training	Reduction in training budget.			(90,000)
Transport savings	Achieve efficiencies within transport costs for children in care and children with Special Educational Need through improved contracting and demand management	(1,000,000)	(500,000)	
Complex needs (including special educational needs)	Achieve efficiencies through delegating funding to families via personalised budgets.		(80,000)	
Complex needs	Reshape complex needs services.	(280,000)		
Service Management	Achieve efficiencies through jointly procuring, commissioning and/or delivering services with other public sector providers or other organisations.		(300,000)	
Libraries	Implementation of RFID self-service in all sites (for book loans and issues).	(110,000)		
Libraries	Shared services partnership phase two - review options to share services between local authorities.	(50,000)		
Libraries	Delivery of library strategy - creation of Grahame Park library as a link library.			(44,000)
Libraries	Delivery of library strategy - creation of Child's Hill library as a link library.		(60,000)	
Libraries	Creation of new landmark library		(25,000)	(75,000)
Libraries	Library service restructure	(492,000)		
Integration with adults	Integration of back office functions	(125,000)	(125,000)	
Integration with adults	Integration of safeguarding boards and function	(25,000)	(10,000)	
Reduce CS management costs	Reduction of management costs		(80,000)	(125,000)

2013/14 Budget Summary and Forward Plan

Childrens Services		2013/14	2014/15	2015/16
		£	£	£
Social care	Review Children's Homes			(100,000)
Safeguarding	Efficiencies from new model for case conferences	(60,000)		
Children's service	Introduce managed vacancy factor		(500,000)	(500,000)
Youth Offending Service	Achieve efficiencies through working with other LAs		(50,000)	(50,000)
Children's Social Care	Review fostering and achieve efficiencies through working with other LAs, including through WLA and NLSA.			(660,000)
Children's Social Care	Further review placement costs and achieve efficiencies through working with other LAs and demand management through early intervention			(160,000)
Libraries	Efficiencies in maintenance costs as a result of capital investment	(90,000)		
Across Services	Savings to be identified through working with NSCSO provider to improve efficiency and self service			(1,500,000)
Across services	Regrading of posts in line with corporate proposal.			(400,000)
Across services	Transformation of services through use of alternative delivery vehicles			(450,000)
Children's Social Care (c)	Reconfigure services to deliver improvements, efficiencies and savings in children's social care	(449,000)		(20,000)
High needs	Invest in aids, adaptations and telecare for children with high needs and their families to reduce the need for higher level support.			(100,000)
		(4,538,000)	(3,906,000)	(4,774,000)
Service Reductions				
Youth Offer (b)	Refocus youth offer to guarantee provision of statutory duties in line with recently published guidance making requirements on LAs clearer.	(500,000)		
Sports development	Reduce sports development and continue to promote sports development without additional investment	(90,000)		
Substance misuse	Reduce commissioned services for supporting and preventing substance misuse.	(84,000)		
Early years	Further reconfigure early years services.		(500,000)	(700,000)
Commissioned services for vulnerable children and families	Recommission contracts for short breaks and respite care, domestic violence services, early intervention and prevention services and youth homelessness		(1,000,000)	
Schools and Learning (2)	Reduce school challenge and support service, including educational welfare for primary		(333,000)	
		(674,000)	(1,833,000)	(700,000)

2013/14 Budget Summary and Forward Plan

Childrens Services	2013/14	2014/15	2015/16
	£	£	£
<u>Income</u>			
Increase fees and charges	Increase fees and charges, with a focus on making BPSI fully funded	(70,000)	(36,000)
Libraries	Increasing use of community rooms and partners sharing library buildings.	(25,000)	
Libraries	Increasing fees and charges, using vending machines, selling merchandise.	(31,000)	
		(126,000)	(36,000)
			0
<u>Pressures</u>			
Demand led statutory and targeted services (e.g. children in care, child protection, disabled children, youth offending, family support)	Placement costs for individual children, commissioned services to providing targeted services for vulnerable children.	750,000	750,000
Libraries	The current libraries service staffing structure is underfunded: this investment, together with a £490k staffing restructure will ensure the service is able to deliver required savings and the libraries strategy commitments.	100,000	
		850,000	750,000
			720,000
Budget		57,726,161	52,701,161
			47,947,161

Childrens Service

Profit center	Original Estimate 2012/13	Current Estimate 2012/13	Original Estimate 2013/14
** Childrens management	2,839,570	2,127,100	1,581,080
** Blocked Cost Centres CHILDRENS	165,725	0	0
*** Director of Childrens Service	3,005,295	2,127,100	1,581,080
** Assessment & Children in Need	7,843,120	8,055,388	7,837,468
** Children in Care & Provider Services	21,061,818	21,685,630	21,301,780
** Safeguarding & Quality Assurance	2,482,600	2,681,700	2,283,540
** Social Care management Team	0	0	260,780
*** Childrens Social Care	31,387,538	32,422,718	31,683,568
** Commissioning & business improvement	2,892,133	3,775,142	2,568,822
** Family Support & Early Intervention	7,502,286	7,080,524	6,637,444
** Youth & Community	9,276,725	9,325,808	7,832,308
*** Early Intervention & Prevention	19,671,144	20,181,474	17,038,574
** Edu Partnership & Commercial Services	1,818,026	1,807,214	1,761,634
** High Needs Support	7,231,150	6,981,150	5,752,600
*** Education	9,049,176	8,788,364	7,514,234
**** Total	63,113,153.00	63,519,656.00	57,817,456.00

Subjective Analysis	Original Estimate 2012/13	Current Estimate 2012/13	Original Estimate 2013/14
* Employee Related	35,719,181	37,795,544	35,052,598
* Premises Related	1,357,030	1,354,827	1,172,310
* Transport Related	3,944,473	4,001,544	3,466,285
* Supplies and Services	11,677,191	11,292,195	9,639,220
* Third Party Payments	17,152,059	16,981,692	16,479,207
* Transfer Payments	4,380,250	4,828,590	4,828,590
* Capital Financing Costs	0	(35,000)	(35,000)
* Secondary Recharges	303,190	303,190	303,190
** Expenditure Total	74,533,374	76,522,582	70,906,400
* Government Grants	(1,043,010)	(1,465,509)	(1,434,280)
* Other Grants, Reimbursements & Contribs	(710,942)	(1,000,380)	(737,400)
* Customer & Client Receipts	(9,666,269)	(10,537,037)	(10,917,264)
** Income Total	(11,420,221)	(13,002,926)	(13,088,944)
*** Total	63,113,153.00	63,519,656.00	57,817,456.00

Childrens Service DSG

Profit center	Original Estimate 2012/13	Current Estimate 2012/13	Original Estimate 2013/14
** Individual Schools Budget	230,046,065	183,944,498	171,472,303
** Central Provision within Schools	1,600,390	1,637,256	1,637,256
** Dedelegated Items	2,253,211	2,249,915	2,396,310
** Early Years Budget - Central Expenditure	1,303,718	991,120	4,951,120
** DSG and EFA Funding	(250,780,861)	(207,174,362)	(223,146,044)
** High Needs	15,445,875	18,260,278	42,597,760
Grand Total	(131,602)	(91,295)	(91,295)

Subjective Analysis	Original Estimate 2012/13	Current Estimate 2012/13	Original Estimate 2013/14
* Employee Related	6,762,138	6,108,795	7,180,904
* Premises Related	41,560	48,790	48,790
* Transport Related	492,290	478,990	478,990
* Supplies and Services	1,153,335	817,211	4,097,211
* Third Party Payments	19,537,310	23,763,584	49,601,066
* Transfer Payments	224,311,676	177,504,107	163,286,198
** Expenditure Total	252,298,309	208,721,477	224,693,159
* Government Grants	(250,780,861)	(207,174,362)	(223,146,044)
* Other Grants, Reimbursements & Contribs	(1,626,390)	(1,619,730)	(1,619,730)
* Customer & Client Receipts	(22,660)	(18,680)	(18,680)
** Income Total	(252,429,911)	(208,812,772)	(224,784,454)
*** Total	(131,602)	(91,295)	(91,295)

2013/14 Budget Summary and Forward Plan

Commissioning		2013/14	2014/15	2015/16
		£	£	£
Base Budget		5,817,954	6,801,778	6,101,778
Virements		912,824		
		6,730,778	6,801,778	6,101,778
<u>Efficiencies</u>				
Third sector commissioning	Recharge from London Levy reduction to support reprofile of library strategy implementation following consultation and to make time for community bids to be fully considered. To be reimbursed in 2013/14.	200,000		
Across Service	Senior Management Restructure.	(150,000)	(270,000)	
Across Service	Restructure and re-organisation consequent on the Senior Management re-structure		(340,000)	(800,000)
Strategy	Savings in data and technology budget	(50,000)	(10,000)	
		0	(620,000)	(800,000)
<u>Service Reductions</u>				
Third sector commissioning	Reduction in funding for the Arts preventative programme.	(8,000)		
Third sector commissioning	Reduce Community Barnet core funding.	(10,000)		
Third sector commissioning	Refocus community advice services to greater target need.	(57,000)		
Human Resources	Trade Union		(80,000)	
		(75,000)	(80,000)	0
<u>Income</u>				
Strategic Finance	Income recovery - VAT Fleming.	300,000		
Strategic Finance	Increased income from deposits.	(154,000)		
		146,000	0	0
Budget		6,801,778	6,101,778	5,301,778

Commissioning

Profit center	Original Estimate 2012/13	Current Estimate 2012/13	Original Estimate 2013/14
** Strategic Commissioning Board	552,220	467,360	822,790
** Commercial	796,965	989,628	831,485
** Operating (DCOO)	3,235,909	3,655,719	3,699,989
** Commissioning Strategy	1,025,590	913,260	316,850
** Commissioning Management Team	207,270	(242,730)	1,130,664
*** Total	5,817,954	5,783,237	6,801,778

Subjective Analysis	Original Estimate 2012/13	Current Estimate 2012/13	Original Estimate 2013/14
* Employee Related	4,256,853	4,610,726	6,385,497
* Premises Related	4,890	4,890	4,890
* Transport Related	36,750	35,920	35,920
* Supplies and Services	1,731,891	1,441,501	1,205,301
* Transfer Payments	212,500,000	212,500,000	212,500,000
* Capital Financing Costs	(15,000)	(15,000)	(15,000)
* Secondary Recharges	(568,520)	(568,520)	(568,520)
** Expenditure Total	217,946,864	218,009,517	219,548,088
* Government Grants	(211,094,720)	(211,175,470)	(211,175,470)
* Other Grants, Reimbursements & Contribs	(395,750)	(412,370)	(395,750)
* Customer & Client Receipts	(638,440)	(638,440)	(1,220,520)
* Interest	0	0	45,430
** Income Total	(212,128,910)	(212,226,280)	(212,746,310)
*** Total	5,817,954	5,783,237	6,801,778

2013/14 Budget Summary and Forward Plan

Development and Regulatory Services		2013/14	2014/15	2015/16
		£	£	£
Base Budget		3,011,710	820,162	(534,838)
Virements		(436,548)		
		2,575,162	820,162	(534,838)
Efficiencies				
Development and Regulatory Services	Savings resulting from alternative service provision.	(1,530,000)	(1,355,000)	(300,000)
		(1,530,000)	(1,355,000)	(300,000)
Service Reductions				
Streetscene	Others savings to be identified through DRS, NSCSO and streetscene.	(225,000)		
		(225,000)	0	0
Budget		820,162	(534,838)	(834,838)

Development and Regulatory Services

Profit center	Original Estimate 2012/13	Current Estimate 2012/13	Original Estimate 2013/14
* Management Fee	0	0	773,560
* Managed Budgets	0	49,520	46,602
* Blocked Cost Centres DRS	3,011,710	3,438,285	0
** Total	3,011,710	3,487,805	820,162

Subjective Analysis	Original Estimate 2012/13	Current Estimate 2012/13	Original Estimate 2013/14
* Employee Related	11,552,305	11,397,244	208,592
* Premises Related	266,490	251,957	0
* Transport Related	240,936	250,436	0
* Supplies and Services	1,470,839	1,737,654	1,056,070
* Third Party Payments	240	9,180	9,180
* Capital Charges	0	0	0
* Capital Financing Costs	0	0	0
* Secondary Recharges	(758,660)	(708,010)	(453,680)
** Expenditure Total	12,772,150	12,938,461	820,162
* Government Grants	(4,000)	(4,000)	0
* Other Grants, Reimbursements & Contribs	(549,200)	(549,200)	0
* Customer & Client Receipts	(9,207,240)	(8,897,456)	0
** Income Total	(9,760,440)	(9,450,656)	0
*** Total	3,011,710	3,487,805	820,162

2013/14 Budget Summary and Forward Plan

Housing Needs & Resources	2013/14	2014/15	2015/16
	£	£	£
Base Budget	2,861,139	3,447,219	3,392,219
Virements	647,080		
	3,508,219	3,447,219	3,392,219
Efficiencies			
Barnet Group Saving resulting from alternate service provision.	(61,000)		
Barnet Group Review of medical service Housing options.		(55,000)	
Barnet Group Identify through review of management agreement.			(300,000)
	(61,000)	(55,000)	(300,000)
Budget	3,447,219	3,392,219	3,092,219

Housing Needs & Resources

Profit center	Original Estimate 2012/13	Current Estimate 2012/13	Original Estimate 2013/14
*HNR Services	2,861,139	3,061,139	3,447,219
* Total	2,861,139	3,061,139	3,447,219

The Housing Needs Requirement Service was transferred from an in-house service, to a contract managed service with Barnet Homes Limited in 2012/13. An element of the budget is still LBB retained.

Subjective Analysis	Original Estimate 2012/13	Current Estimate 2012/13	Original Estimate 2013/14
* Employee Related	1,920,552	16,140	4,820
* Premises Related	863,030	170	170
* Transport Related	26,920	0	0
* Supplies and Services	1,220,759	4,261,103	3,830,321
* Third Party Payments	4,992,350	4,992,350	4,992,350
* Capital Charges	0	0	0
* Capital Financing Costs	0	0	0
* Secondary Recharges	0	0	0
** Expenditure Total	9,023,611	9,269,763	8,827,661
* Other Grants, Reimbursements & Contribs	(78,070)	0	0
* Customer & Client Receipts	(6,084,402)	(6,208,624)	(5,380,442)
** Income Total	(6,162,472)	(6,208,624)	(5,380,442)
*** Total	2,861,139	3,061,139	3,447,219

2013/14 Budget Summary and Forward Plan

Legal	2013/14	2014/15	2015/16
	£	£	£
Base Budget	1,750,167	1,908,147	1,758,147
Virements	237,980		
	1,988,147	1,908,147	1,758,147
<u>Efficiencies</u>			
Legal Services/ Governance	Reduction in expenditure.		
	(30,000)	(100,000)	(200,000)
	(30,000)	(100,000)	(200,000)
<u>Service Reductions</u>			
Legal Services	Rationalisation.		
	(50,000)	(50,000)	
	(50,000)	(50,000)	0
Budget	1,908,147	1,758,147	1,558,147

Legal

Profit center	Original Estimate 2012/13	Current Estimate 2012/13	Original Estimate 2013/14
* Blocked Cost Centres LEGAL	1,750,167	600,663	0
11359 Barnet-Harrow Joint Legal Service	0	1,177,704	1,908,147
** Total	1,750,167	1,778,367	1,908,147

Subjective Analysis	Original Estimate 2012/13	Current Estimate 2012/13	Original Estimate 2013/14
* Employee Related	1,586,527	671,549	0
* Transport Related	3,220	1,341	0
* Supplies and Services	766,820	728,179	2,687,979
* Third Party Payments	0	983,698	0
* Secondary Recharges	0	0	(173,432)
** Expenditure Total	2,356,567	2,384,767	2,514,547
* Other Grants, Reimbursements & Contribs	(28,030)	(28,030)	(28,030)
* Customer & Client Receipts	(558,710)	(558,710)	(558,710)
* Recharges	(19,660)	(19,660)	(19,660)
** Income Total	(606,400)	(606,400)	(606,400)
*** Total	1,750,167	1,778,367	1,908,147

2013/14 Budget Summary and Forward Plan

New Support & Customer Service Organisation		2013/14	2014/15	2015/16
		£	£	£
Base Budget		25,383,213	24,178,630	21,785,630
Virements		703,417		
		26,086,630	24,178,630	21,785,630
<u>Efficiencies</u>				
NSCSO	Savings expected from NSCSO contract	(1,908,000)	(1,693,000)	
NSCSO	Additional savings expected from NSCSO contract over and above current MTFS savings targets		(700,000)	(2,000,000)
		(1,908,000)	(2,393,000)	(2,000,000)
Budget		24,178,630	21,785,630	19,785,630

New Support & Customer Service Organisation

Profit center	Original Estimate 2012/13	Current Estimate 2012/13	Original Estimate 2013/14
* NSCO Management Fee	0	0	24,178,630
* Blocked Cost Centres NSCSO	25,383,213	27,027,720	0
** Total	25,383,213	27,027,720	24,178,630

Subjective Analysis	Original Estimate 2012/13	Current Estimate 2012/13	Original Estimate 2013/14
* Employee Related	21,147,876	22,237,808	300,000
* Premises Related	9,118,750	9,464,230	0
* Transport Related	217,280	208,400	0
* Supplies and Services	6,991,293	8,424,648	23,878,630
* Secondary Recharges	(2,420,920)	(2,698,190)	0
** Expenditure Total	35,054,279	37,636,896	24,178,630
* Government Grants	(429,230)	(422,830)	0
* Other Grants, Reimbursements & Contribs	(1,069,190)	(1,069,190)	0
* Customer & Client Receipts	(7,960,646)	(9,117,156)	0
* Interest	(212,000)	0	0
** Income Total	(9,671,066)	(10,609,176)	0
*** Total	25,383,213	27,027,720	24,178,630

Public Health

Profit center	Original Estimate 2012/13	Current Estimate 2012/13	Original Estimate 2013/14
11347 Public Health Department NHS	0	0	13,799,000
** Public Health	0	0	13,799,000
*** Total	0	0	13,799,000

Subjective Analysis	Original Estimate 2012/13	Current Estimate 2012/13	Original Estimate 2013/14
514000 Health Auths- TPP	0	0	13,799,000
** Expenditure Total	0	0	13,799,000
** Income Total	0	0	0
*** Total	0	0	13,799,000

2013/14 Budget Summary and Forward Plan

Special Parking Account	2013/14	2014/15	2015/16
	£	£	£
Base Budget	(6,895,970)	(7,474,640)	(7,366,640)
Virements	(229,670)		
	(7,125,640)	(7,474,640)	(7,366,640)
<u>Efficiencies</u>			
Alternative Parking delivery	(349,000)	108,000	
Savings resulting from alternative service provision.			
	(349,000)	108,000	0
<u>Service Reductions</u>			
	0	0	0
<u>Income</u>			
Parking		(130,000)	
Moving Traffic Violations The Council could take up available powers to enforce against contraventions such as banned turns and the obstruction of yellow box junctions.			
	0	(130,000)	0
Budget	(7,474,640)	(7,496,640)	(7,366,640)

Revenue Budget 2013-2014

Special Parking Account

	2012-2013	2012-2013	2013-2014
	Original Estimate	Current Estimate	Original Estimate
	£	£	£
Income			
Penalty Charge Notices	(6,334,735)	(6,546,010)	(6,546,010)
Permits	(2,200,000)	(2,180,000)	(2,180,000)
Pay & Display	(2,956,275)	(3,080,000)	(3,080,000)
CCTV Bus lanes	(1,065,000)	(675,000)	(675,000)
Total Income	(12,556,010)	(12,481,010)	(12,481,010)
Operating Expenditure	5,660,040	5,374,510	5,006,370
Net Operating Surplus	(6,895,970)	(7,106,500)	(7,474,640)
Add Capital Expenditure / Debt Charge			
Net Expenditure in Year	(6,895,970)	(7,106,500)	(7,474,640)
Balance Brought Forward	0	0	0
Appropriation to General Fund	6,895,970	7,106,500	7,474,640
Balance Carried Forward	0	0	0

The SPA is a ringfenced statutory account covering the estimated impact of implementing On-Street Parking and Penalty Charge Notice enforcement, as required by the 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, part of the surplus arising from the SPA is used to substitute for existing relevant works.

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.

2013/14 Budget Summary and Forward Plan

Street Scene	2013/14	2014/15	2015/16
	£	£	£
Base Budget	21,194,001	22,374,937	21,104,937
Virements	2,132,936		
	23,326,937	22,374,937	21,104,937
<u>Efficiencies</u>			
Street Scene	Savings resulting from alternative service provision.	(305,000)	(1,424,000)
Street Scene	Changes in Terms and Conditions around annual leave allowances.	(20,000)	
Street Scene	Trade waste commercial approach.	(50,000)	
		(305,000)	(1,424,000)
<u>Service Reductions</u>			
Highways	Reprofiling the new column installation programme for street lighting and investing the saving in new technology to include energy measures which will reduce energy consumption.		(200,000)
		0	(200,000)
<u>Income</u>			
Street Scene	Review and extension of private events in parks.		(20,000)
Street Scene	Textile bring bank consortium contract.	(28,000)	
Street Scene	Income from Central Government relating to maintaining weekly refuse collection.	(550,000)	(427,000)
Parking	Savings resulting from alternative service provision.	(69,000)	(65,000)
		(647,000)	(367,000)
Budget	22,374,937	21,104,937	19,253,937

Street Scene

Profit center	Original Estimate 2012/13	Current Estimate 2012/13	Original Estimate 2013/14
** Street Scene Management	0	0	647,381
** SPA Parking	0	0	0
** Business Improvement	0	0	332,371
** Contract Management	5,268,095	6,231,744	6,009,964
** Parks, Street Cleaning & Grounds Mainten	9,106,142	9,348,842	9,288,522
** Waste & Recycling	6,654,329	6,946,219	6,096,699
** Blocked Cost Centres STREET SCENE	165,435	0	0
*** Total	21,194,001	22,526,805	22,374,937

Subjective Analysis	Original Estimate 2012/13	Current Estimate 2012/13	Original Estimate 2013/14
* Employee Related	15,137,180	12,944,978	13,411,074
* Premises Related	1,519,415	1,524,675	1,524,675
* Transport Related	9,824,320	9,622,720	9,639,058
* Supplies and Services	12,329,847	16,069,531	16,224,869
* Third Party Payments	397,550	388,610	388,610
* Capital Charges	6,895,970	7,106,500	7,474,640
* Secondary Recharges	-5,128,914	-6,492,961	-6,492,741
** Expenditure Total	40,975,368	41,164,053	42,170,185
* Government Grants	-76,000	-76,000	-1,129,000
* Customer & Client Receipts	-19,678,558	-18,561,248	-18,666,248
* Interest	-26,809	0	0
** Income Total	-19,781,367	-18,637,248	-19,795,248
*** Total	21,194,001	22,526,805	22,374,937