

APPENDIX D2 - REVENUE BUDGET 2015/16

	2014/2015	2015/2016
	Original Estimate	Original Estimate
	£	£
<u>Council Theme Committees</u>		
Adults & Safeguarding	102,912,312	96,927,667
Assets, Regeneration & Growth	5,537,840	5,501,290
Children, Education, Libraries & Safeguarding	55,411,211	54,805,381
Community Leadership	1,888,112	1,762,062
Environment	44,269,483	31,053,872
Housing	3,337,609	3,953,609
Policy & Resources	80,686,153	89,882,259
Special Parking Account	(7,630,640)	(7,420,775)
Total Service Expenditure	286,412,080	276,465,365

Budget Summary and Forward Plan

Adults & Safeguarding		2015/16	2016/17	2017/18	2018/19	2019/20
		£	£	£	£	£
Base Budget		102,912,312	96,927,667	95,951,450	94,455,083	93,270,265
Virements		1,084,355				
		103,996,667	96,927,667	95,951,450	94,455,083	93,270,265
Efficiencies						
EIA 1	<p>Savings through supporting people in the community as opposed to high cost care packages and residential placements The 'Community Offer' delivers savings through supporting people in the community and offering alternative ways to meet statutory social care needs as opposed to high cost care packages and residential placements. This will lead to increased use of universal services, enablement, telecare, equipment and direct payments instead of a traditional home care and residential care.</p> <p>The 'Community Offer' will be delivered by multi-disciplinary teams of social workers, occupational therapists, telecare and direct payments advisors. The net cost of supporting someone on a community alternative is cheaper than traditional care. This is an on-going initiative.</p>	(858,000)				
EIA 2	<p>Savings through supporting people in appropriate housing as opposed to high cost placements Reduction in cost of residential third party placements by: Innovative use of support and housing options to deliver savings whilst ensuring promoting choice and independence for customers. The savings proposals are: -Full year impact of Re-commissioning our Floating Support contract - Develop additional Sheltered Plus accommodation - Housing options will be subject to discussion and consultation with individual service users on their individual needs on a case by case basis.</p>	(704,000)				
EIA 3	<p>Savings through supporting people by increasing investment in carers support to prevent/reduce the need for funded care Savings to be achieved through efficiently coordinating and personalising services for carers so that there is a clear 'Carers Offer' throughout the carers journey. This will help the carer sustain their role, and reduce the need to access specialist services including hospital and residential care.</p> <p>In 2012/13 2,179 carers had an assessment, of these it is assumed that 25% support individuals that would otherwise be in residential care. Increasing this by 5% would generate sufficient savings to meet this target and aid people to live more independently with more choice and control. However this will in practice mean that people will receive lower cost packages which could be perceived negatively.</p>	(550,000)				
EIA 4	<p>Savings through decreasing external third party expenditure on day care costs by increased access to universal leisure services and specific renegotiations Savings to be achieved through:</p> <p>(1) Partnership working with leisure services to offer more mainstream leisure activities reducing dependence on specialist day care provision, using a dedicated leisure co-ordinator. (2) Reviewing provision of transport in relation to day activities.</p>	(660,000)				
EIA 5	<p>Savings through sharing funding arrangements with MHT</p> <p>Individuals who have received treatment under the mental health act on a section 3 at the point of discharge are subject to section 117 aftercare. There is an agreement currently that anyone subject to S117 will automatically be jointly funded between health and social care. The proposed changes would not impact on the Council's ability to provide these services.</p>	(401,000)				
EIA 6	<p>Savings through reduction in staffing costs Reductions in back office transactional functions through new ways of working and exploring new innovative models.</p>	(300,000)				
EIA 7	<p>Savings through HRA investment in new build which will result in reduction in high cost placements Savings to be achieved through increasing independent living options for Younger Adults with physical/learning disabilities and Mental Health issues. This proposals includes a new build programme using HRA monies for wheelchair accessible housing and working with Barnet Homes and the private rented sector to source suitable accommodation for younger adults. Housing options will be subject to discussion and consultation with individual service users on their individual needs. Barnet Homes will carry out specific consultations with tenants and RE through the statutory planning process, where required.</p>	(1,513,000)				
EIA 8	<p>Savings from renegotiation of existing contracts Procurement savings achieved through: - working with providers to contain inflationary pressures</p>	(600,000)				

Adults & Safeguarding		2015/16 £	2016/17 £	2017/18 £	2018/19 £	2019/20 £
EIA 9	<p>Savings through reduction in expenditure by working with CSG provider</p> <p>Stretch of demand management and efficiency saving proposals to be identified through working with CSG provider to improve efficiency and self service, targeting the following:</p> <ul style="list-style-type: none"> - Developing new model of Social Care in relation to Care Act - Reducing demand for high cost placements by providing advice and signposting at first point of contact - Reducing costs of third party spend through procurement activity - Combining Adults Social Care duty functions and elements of the assessment process with the Adult Social Care Direct in CSG 	(2,000,000)				
EIA 10	<p>Savings through reduction in placement costs for residents permanently settled out of the borough</p> <p>Where an individual has chosen, as they have capacity, or have moved to another authority in accordance with their families' wishes, (ascertained through a best interest decision where an individual does not have capacity), the receiving authority will be given 3 months' notice regarding transfer of responsibility, which includes any required social care funding. This proposal is not expected to negatively impact service delivery.</p>	(838,000)				
	<p>Budget proposals for 2016-20 include efficiency savings on third party contracts by approximately 2% per annum. The main areas of contract spend in this area are for the provision of care. The overall budget envelope includes provision for contract inflation of 2.5% per annum, so this saving could be made either from containing inflation on contracts, commissioning different models of service delivery or through improved contract management and negotiation of better rates. The bulk of contract spend in Adults and Communities is on contracts for care services with external providers, including Your Choice Barnet, Fremantle Trust, Jewish Care (the top 3 contracts by overall spend), home care providers, meals on wheels, equipment. There is only 1 block contract - for residential care with Fremantle trust. Other contracts are based on purchasing specific care for individuals (spot/personal budget) without guaranteed volumes. The remit of the Committee also includes contracts with the voluntary sector for prevention services (e.g Age Uk Barnet, Carers Centre).</p>		(665,783)	(652,467)	(639,418)	(626,629)
	<p>Budget proposals for 2016-20 include workforce efficiency savings of approximately 10% of the relevant delivery unit employee budgets. As government funding for local government services continues to reduce, all Council delivery units will need to review their workforce budgets to ensure that they can improve efficiency by 10% by 2020. Corporate initiatives such as the review of terms and conditions, and the unified pay project, will support delivery units in achieving this saving. Delivery units will also need to review performance management, use of agency staff, management layers and staffing levels p to ensure that this saving can be achieved.</p>		(375,000)	(441,600)	(441,600)	(441,600)
	<p>Identification of alternative delivery model(s) and / or shared service options that can reduce the cost of the adult social care system (staffing costs) and then better utilise the demand management levers (e.g. self-management, early intervention, telecare, enablement, creative support planning) to reduce care costs.</p>		(226,434)	(579,000)	(579,000)	(578,000)
		(8,424,000)	(1,267,217)	(1,673,067)	(1,660,018)	(1,646,229)
Reducing Demand & Promoting Independence						
	<p>Continuation of the 'Community Offer' delivering savings through supporting people in the community and offering alternative ways to meet statutory social care needs as opposed to high cost care packages and residential placements. This will be applied to existing and new service users. This will lead to increased use of universal services, enablement, telecare, equipment and direct payments which cost less than traditional home care and residential care. Service users will therefore receive lower personal budgets whilst ensuring eligible needs are met. The savings will be driven out 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, use of local clubs/libraries, as examples.</p>		(350,000)	(350,000)	(300,000)	
	<p>Helping older people with dementia to remain at home</p> <p>This proposal recommends investment in order to develop an intensive evidence-based model of support for Barnet carers of people with dementia, in order to increase carer sustainability, delay residential care and manage adult social care demand.</p>		(125,000)	(125,000)	(125,000)	(125,000)
	<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.</p>		(95,000)	(285,000)		

Adults & Safeguarding	2015/16 £	2016/17 £	2017/18 £	2018/19 £	2019/20 £
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. 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.		(125,000)	(125,000)	(125,000)	(125,000)
Support to help people remain caring and in work by increasing support to carers and employers in the borough enabling carers to remain in work and caring. Savings are from cost avoidance of increased homecare support. 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. Increasing choice in retirement - 40% of people want to retire abroad + providing information & support through a national partner with appropriate expertise will help them realise this. Savings based on cost avoidance of homecare based on people taking advantage of the service and delaying their take up of social care. Develop methods of increasing numbers of personal assistants in Barnet, as an alternative to home care agencies. Service users directly employ the personal assistant and therefore are able to personalise and control their care and support to a very high level. Savings are based on an average reduction of care costs per user per year of £1,000, as a result of increased control of care and support plans and lower overhead costs than home care agencies. Currently (October 2014), 1,788 service users receive their home care support from a home care agency. Review support packages and develop support plans (with appropriate enabling / transition) 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 from those currently in residential settings. Develop a more creative and cost effective review and support planning process. Ensure that this considers how technology can enable people with learning disabilities to live more independently. Improve the carer's offer and support planning process to ensure carers feel able to continue to support an individual for as long as they can. Stimulate the market to encourage providers who can effectively focus on enablement and development. Develop the employment support offer for adults with learning disabilities and ensure there are sufficient employment opportunities available in the borough. Reduction in grant funding for voluntary organisations providing universal / low level / early intervention services			(141,300)	(151,800)	(405,000)
		(60,000)	(140,000)	(162,000)	(162,000)
		(425,000)	(425,000)	(425,000)	(425,000)
		(59,000)			
	0	(1,239,000)	(1,591,300)	(1,288,800)	(1,242,000)
Service Redesign					
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.		(150,000)	(250,000)	(250,000)	(350,000)
	0	(150,000)	(250,000)	(250,000)	(350,000)
Pressures					
Demographics pressures due to general trends and price as well as transitions of children joining adult service areas	800,000	1,680,000	2,018,000	2,014,000	2,375,000
Deprivation of liberty safeguards (DoLS)	555,000				
	1,355,000	1,680,000	2,018,000	2,014,000	2,375,000
Budget	96,927,667	95,951,450	94,455,083	93,270,265	92,407,036
	(7,069,000)	(976,217)	(1,496,367)	(1,184,818)	(863,229)

Budget Summary and Forward Plan

Assets, Regeneration & Growth	2015/16 £	2016/17 £	2017/18 £	2018/19 £	2019/20 £
Base Budget	5,537,840	5,501,290	866,254	(2,687,188)	(4,103,692)
Virements	263,450				
	5,801,290	5,501,290	866,254	(2,687,188)	(4,103,692)
Efficiencies					
EIA impact assessed in original tender and contract.	(300,000)				
<p>http://barnet.moderngov.co.uk/documents/s6649/NSCSO.pdf</p> <p>Savings through reduction in contract costs Contractual savings resulting from the joint venture for the provision of development and regulatory services.</p> <p>The contract went live in October 2013 and saving will be delivered in full. The quality of service specified will be as good as, if not better, than current delivery.</p> <p>The current MTFs for 2014-16 already includes circa. £3m per annum of savings on the cost of office accommodation arising from the exit of NLBP4 and consolidation of staff into vacant space in Barnet House and NLBP2. Current plans suggest that the total saving from the exit of NLBP4 could be more than £3m per annum subject to confirmation of costs of moving and costs of dilapidations. This, along with further savings that could arise from exiting from Barnet House as part of a move to Colindale, would generate further savings of approximately £1m per annum by 2017. In addition, rationalisation of the Council's wider estate and opportunities to generate greater income on the commercial portfolio are expected to generate income and cost reductions totalling £1m by 2017.</p> <p>There is a potential opportunity for additional savings from the Re contract or additional income to be generated from these services over and above the contractual guarantee. £800k represents about 6% of the gross spend Re services, and it is considered that this is a realistic target for additional savings for 2016/17.</p> <p>The Council has generated a saving from being part of a pan-London contract for highways works (known as the LOHAC contract). This is expected to deliver savings of £550k per annum while still delivering the same level of service in respect of highways maintenance.</p> <p>The Council can generate a saving of £200k per annum on highways maintenance works by exploring cheaper alternatives to paving stones on footways. In many instances alternatives to paving stones are more effective, particularly on tree lined streets.</p> <p>There is an opportunity to claim money back from third parties in respect of damage to highways and footways. This will result in additional income for the Council.</p> <p>The Council incurs significant cost each year as a result of insurance claims in respect of the state of highways and footways. A more robust approach to dealing with these claims could result in a reduction in annual expenditure on insurance claims by £50k per annum. No change of policy.</p> <p>The Council incurs significant expenditure each year on regeneration projects across the borough and this expenditure forms part of the Re contract price. A review of this expenditure has been undertaken and it is considered that £500k per annum of this expenditure can be charged to existing capital programme budgets over the period 2016-20.</p>	(2,000,000)				
		(800,000)			
		(550,000)			
		(200,000)			
		(100,000)			
		(50,000)			
		(500,000)			
	(300,000)	(2,200,000)	(2,000,000)	0	0
Service Reductions					
	0	0	0	0	0
Growth & Income					
The Council's regeneration schemes are currently projecting an increase in Council Tax and business rates over the period 2016-20. This income is over and above the current baseline for both Council Tax and Business rates which will therefore support the Council's budget in terms of additional income.		(2,435,036)	(553,442)	(1,416,504)	(472,064)
A number of development opportunities are being considered over and above the current regeneration programme. These development opportunities could create additional capital receipts which will reduce the Council's future borrowing requirements. These opportunities could also generate additional income for the Council through Council Tax, rents, dividends received through the Council taking a development role, either directly, or through the participation in a Joint Venture. These proposals will come forward through the Assets, Regeneration and Growth Committee.			(1,000,000)		
	0	(2,435,036)	(1,553,442)	(1,416,504)	(472,064)
Pressures					
	0	0	0	0	0

Assets, Regeneration & Growth	2015/16 £	2016/17 £	2017/18 £	2018/19 £	2019/20 £
Budget	5,501,290	866,254	(2,687,188)	(4,103,692)	(4,575,756)
	(300,000)	(4,635,036)	(3,553,442)	(1,416,504)	(472,064)

Budget Summary and Forward Plan

Children, Education, Libraries & Safeguarding		2015/16	2016/17	2017/18	2018/19	2019/20
		£	£	£	£	£
Base Budget		55,411,211	54,805,381	52,962,381	52,332,381	51,727,381
Virements		2,068,170				
		57,479,381	54,805,381	52,962,381	52,332,381	51,727,381
Efficiencies						
EIA 12 - The equality impact will be reviewed prior to any changes being implemented and where possible impacts mitigated.	<p>Savings through reduction in spend on transport costs</p> <p>Achieve efficiencies within transport costs for children with Special Educational Need through improved contracting and demand management by:</p> <ul style="list-style-type: none"> - targeting individual cases in which transport is not required - route optimisation <p>From an original budget of £6m, £700k of savings have already been delivered in 2013/14 against a target of £1m. In order to deliver the full saving, numbers of children requiring council support would need to be reduced by a further 10% or there would need to be substantially more savings through efficiency by 2015/16.</p>	(500,000)				
EIA Completed	<p>Savings from reduction in staff related costs</p> <p>Workforce savings delivered from transforming the Family Services workforce to ensure there are the right structures in place to deliver the best outcomes for children and families with reduced resources. This involves ensuring there are sufficient social workers, managers are closer to frontline delivery and staff are well trained and supported.</p>	(1,151,000)				
No EIA Required	<p>Savings through reduction in expenditure by renegotiating existing contracts and reducing external third party costs</p> <p>Procurement savings achieved through mitigating inflation associated with costs of supporting high cost, high need services by negotiating with suppliers to contain inflation, and finding efficiencies in the way services are purchased.</p> <p>Work is on-going to negotiate with suppliers and not expected to impact service quality.</p>	(523,000)				
	<p>Budget proposals for 2016-20 include efficiency savings on third party contracts by approximately 2% per annum. The overall budget envelope includes provision for contract inflation of 2.5% per annum, so this saving could be made either from containing inflation on contracts, or through improved contract management and negotiation of better rates.</p>		(81,000)	(135,000)	(134,000)	(188,000)
	<p>Budget proposals for 2016-20 include workforce efficiency savings of approximately 10% of the relevant delivery unit employee budgets. As government funding for local government services continues to reduce, all Council delivery units will need to review their workforce budgets to ensure that they can improve efficiency by 10% by 2020. Corporate initiatives such as the review of terms and conditions and the unified pay project will support delivery units in achieving this saving. Delivery units will also need to review performance management, use of agency staff, management layers and productivity to ensure that this saving can be achieved.</p>				(900,000)	(900,000)
	<p>Savings to be achieved by improving operational efficiency. A review will be undertaken in 2015 to identify specific measures but these are likely to include redesigning processes, improved case management and improved administration.</p>		(1,346,000)			
EIA 11	<p>Create an alternative way to deliver the Education and Skills service that currently provides school improvement support, school admissions, support for children with special educational needs, post-16 support and school catering. By developing a new service delivery model in partnership with schools, there is an opportunity to grow and develop services rather than reduce them.</p>	(695,000)	(85,000)	(160,000)	(255,000)	(350,000)
		(2,869,000)	(1,512,000)	(295,000)	(1,289,000)	(1,438,000)
Reducing Demand, Promoting Independence						
	<p>Reduce cost of placements for looked after children by growing and strengthening the in-house foster care service; intervening early to prevent placement breakdown, stepping-down 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 looked after children placed with in-house foster carers in the country.</p>		(131,000)	(144,000)	(149,000)	(69,000)
		0	(131,000)	(144,000)	(149,000)	(69,000)
Service Redesign						
EIA 13	<p>Savings through implementation of Early Years Review aimed at ensuring early years services are best configured within limited resources. Use of public health grant to fund service levels in addition to the statutory minimum (£1.5m). Targeted early years support aims to reduce numbers entering troubled families/social care.</p> <p>Developing alternative approach to the provision of library services</p>	(525,000)	(550,000)	(506,000)	(535,000)	(405,000)
			(1,602,000)	(1,250,000)		
		(525,000)	(2,152,000)	(1,756,000)	(535,000)	(405,000)

Children, Education, Libraries & Safeguarding	2015/16 £	2016/17 £	2017/18 £	2018/19 £	2019/20 £
Pressures					
Due to increases in complex cases the demand for services is increasing. Social Care placement costs are being driven by an increase in external placement costs.		950,000	600,000	400,000	200,000
Placement costs for individual children, commissioned services to providing targeted services for vulnerable children.	720,000				
Demographic pressures on 0 to 17 age group based on current placement costs and trends		1,002,000	965,000	968,000	1,018,000
	720,000	1,952,000	1,565,000	1,368,000	1,218,000
Budget	54,805,381	52,962,381	52,332,381	51,727,381	51,033,381
	(2,674,000)	(1,843,000)	(630,000)	(605,000)	(694,000)

Budget Summary and Forward Plan

Community Leadership	2015/16 £	2016/17 £	2017/18 £	2018/19 £	2019/20 £
Base Budget	1,888,112	1,762,062	1,753,062	1,753,062	910,062
Virements	(126,050)				
	1,762,062	1,762,062	1,753,062	1,753,062	910,062
Efficiencies					
<p>Non-renewal of the Council's annual subscription to MOSIAC customer data segmentation programme, to avoid duplication with identical programme used by the Customer & Support Group Insight Team. MOSIAC is software which allows the Council to carry out modelling on population growth and preferences to help inform policy development.</p> <p>The CSG Insight Team uses an identical programme called Call Credit. The proposals is not to renew the subscription to MOSIAC to avoid duplication and confusion by using two similar programmes and generate a saving in the process.</p>		(9,000)			
	0	(9,000)	0	0	0
Service Redesign					
<p>Move the CCTV service to a revenue neutral position at the end of the current service, preferably through the identification of alternative funding sources to maintain the benefits of service - reduction in crime, reduction in the fear of crime, improved detection and sanction rates.</p>				(843,000)	
	0	0	0	(843,000)	0
Income					
	0	0	0	0	0
Pressures					
	0	0	0	0	0
Budget	1,762,062	1,753,062	1,753,062	910,062	910,062

0 (9,000) 0 (843,000) 0

Budget Summary and Forward Plan

Environment		2015/16	2016/17	2017/18	2018/19	2019/20
		£	£	£	£	£
Base Budget		44,269,483	31,053,872	29,219,872	28,746,872	28,704,872
Virements		(10,864,611)				
		33,404,872	31,053,872	29,219,872	28,746,872	28,704,872
Efficiencies						
	Savings through a revision of the charging process to the HRA	(110,000)				
No EIA required	A review of the work undertaken and charged to Barnet Homes for grounds maintenance is due to be completed. This is to be alongside a review of the shared use of amenities charge for utilising HRA facilities. The outcome of the review will provide a robust charging mechanism to the HRA, resulting in an accurate and transparent general fund charge.					
	Savings through improved street cleansing route optimisation	(100,000)				
EIA 14	Savings will be achieved through the improved route optimisation of the street cleansing service. Alongside E6 this will result in a reduction of repeat and duplicate cleansing and lead to the development of target cleansing for higher demand areas.					
	Savings from the internalisation of fleet	(167,000)				
No EIA required	The internalisation of the Go plant fleet will result in a number of transport savings, including improved procurement and more efficient working.					
	Capitalisation of fleet over 8 years not 5 years	(60,000)				
No EIA required	The capitalisation of the streetscene fleet over an eight year period, rather than the original five year period will lead to a revenue saving within the transport service.					
	Street cleansing terms and conditions	(100,000)				
An EIA will be completed and considered prior to any decision being made to implement the changes. Dependency on unified reward project including workforce EIA	Changes to variable and enhanced rates of pay are expected to achieve a level of savings within the street cleansing service.					
	Street cleansing improved service delivery and area based teams	(350,000)				
EIA 14	The development of a new optimised and flexible service delivery model with area based teams is expected to achieve a level of savings within the street cleansing service along with improvements such as route optimisation.					
	Reduction in tree inspections and maintenance	(50,000)				
No EIA required	Savings will be delivered through a reduction in tree inspections for discretionary areas of the service, whilst essential inspections are maintained.					
	Waste & Recycling route optimisation	(217,000)				
No EIA required	The development of the more efficient collection of domestic waste and recycling will result in the removal of a number of collection rounds.					
	Savings through transforming services to reduce expenditure	(50,000)				
No EIA required	There is planned efficiency in delivering winter gritting through the reduced deployment of winter gritting machines from nine to seven. There will be an associated reduction in lease charges and operating costs.					
	Savings through transforming services to reduce expenditure	(80,000)				
No EIA required	The councils sign shop will aim to generate new additional income from external commercial sources. To generate this increased level of income and new business there may be a requirement to invest in new assets.					
	Improving fleet efficiency: The service will continue to reduce the unit cost of maintenance by improving supply chain arrangements and the effectiveness and efficiency of the fleet workshop e.g. through increased preventative maintenance resulting in fewer unplanned repairs.		(125,000)			
	Community management of bowling greens: Under this proposal the management of bowling greens would transfer from the Council's responsibility to a range of locally-based community organisations.		(50,000)	(50,000)		

Environment	2015/16 £	2016/17 £	2017/18 £	2018/19 £	2019/20 £
Re-procure the Parking Contract: The current contract for parking and enforcement services is due to expire in 2017. A decision to re-procure the service will allow further cost savings to be identified.				(150,000)	
<p>PFI further Street lighting savings: The current street lighting PFI requires the contractor to maintain quality standards relating to lighting levels. Completion of the project to implement a central management system will allow for lighting levels to be remotely controlled, for instance by reducing the brightness of some street lights, or making greater use of LED lighting for example on footpath assets.</p> <p>Sharing the PFI Client function: The Street Lighting PFI contract was procured jointly with LB Enfield. Given that the specification and types of work undertaken by the contractor are similar in both boroughs it would be possible to establish a smaller, shared client to undertake contract management functions across both Boroughs.</p> <p>Lighting specification changes within the contract: This proposal will see the Council seek to agree with the Contractor a revision to the current specification to reduce the level of night inspections, increase the period in which fault repairs need to be completed along with combining various routine maintenance activities such as cleaning, bulk lamp changing and inspection activities.</p> <p>Waste minimisation: Measures to reduce the amount of waste collected will see the Council incur lower costs going forward. This proposal includes both a focus on behaviour change and changes to collection, for example by reducing the size of wheeled bins from 240l to 180l or increasing the availability of recycling bins. Experience from authorities that have implemented such measures demonstrates their positive impact on the amount of waste generated resulting from residents changing their behaviours.</p> <p>Household Waste Recycling Centre to transfer to NLWA: Under this proposal the ownership on a lease and management of the Summers Lane Recycling Centre will transfer to the North London Waste Authority who will be responsible for managing all such facilities across all of the seven member boroughs of the NLWA.</p> <p>Working with other North London authorities to re-procure disposal facilities: The Council is working with other North London Waste Authorities to procure new facilities to treat and dispose of residual waste to replace facilities that are reaching their end of life. This will ensure less waste is sent to landfill and therefore reduce the amount of landfill tax the Council has to pay currently.</p> <p>Savings from an alternative delivery model: Potential alternative delivery models may include a social enterprise, mutual or outsourcing for Waste, Recycling, Street Cleansing services and the Grounds Maintenance services. Any decision about a future alternative model will be subject to full detailed business case and options appraisals, including the basis of comparison with the costs and quality of the in-house service.</p> <p>Creation of a shared mortuary service: This proposal considers sharing modern facilities in a shared service arrangement with neighbouring boroughs to deliver operational efficiencies, realise the asset value of the Finchley Mortuary on disposal and continue to maintain a high standard of service.</p>		(90,000)			
		(20,000)			
		(90,000)			
				(100,000)	(100,000)
			(60,000)		
			(500,000)		
			(250,000)	(450,000)	
		(45,000)			
	(1,284,000)	(420,000)	(860,000)	(700,000)	(100,000)
Reducing Demand, Promoting Independence					
<p>Optimisation of street cleansing, parks and tree services: Including route optimising routes, removing duplication, making better use of more efficient technology. This proposal will also include enforcement; littering, dog fouling, fly-tipping. Also, increasing income from wider parks assets. Revised scheduling of highways grounds maintenance including grass cutting and annual bedding.</p> <p>Household Waste Recycling Centre opening hours: The Council manages a Household Waste Recycling Centre at Summers Lane where residents can dispose of over 40 different types of waste. The facility currently opens 7 days a week from 8am to 4pm Monday to Saturday and 9am to 4pm on Sunday's. Under this proposal the facility will reduce its opening hours to focus on period of peak and higher usage.</p>		(150,000)	(200,000)		
		(20,000)			

Environment		2015/16 £	2016/17 £	2017/18 £	2018/19 £	2019/20 £
	Movement to menu pricing within the North London Waste Authority from the historic levy based system: 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 Council's 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.		(1,900,000)			
	Revised waste offer to increase recycling: 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, and optimising waste collection routes. This scale of savings assumes a step change in resident behaviour towards recycling driven by a better understanding of the costs of waste collection and disposal.		(300,000)	(350,000)		
		0	(2,370,000)	(550,000)	0	0
Growth & Income						
No EIA required	Additional income through the improved utilisation of parks assets The existing park assets will be used to generate higher levels of income, through improved marketing and the letting of the assets such as cafes and pavilions.	(100,000)				
No EIA required	Income from central government Income from Central Government relating to maintaining weekly refuse collection	(427,000)				
No EIA required	Controlled parking zone The council will provide residents parking permits to residents within the controlled parking zone for Saracens rugby club residential areas. This is part of the agreed parking enforcement for the local area on match days. The rugby club will pay for these permits, resulting in additional income.	(40,000)				
	Invest in 3G Pitches (x3): This proposal will see the Council secure additional investment (in partnership with funding bodies such as The Football Foundation) in modern 3G sports pitches across the borough. The Council will benefit from a mechanism for sharing the additional income generated from new pitches with any delivery partner.				(100,000)	
	Income generation from Non-Statutory Waste Services: A challenging income generation target across a range of chargeable services including but not limited to: bulky waste collection, special collections, additional collections, and the identification of new services where charging the user more in order to offset the impact of wider budget reductions is appropriate. To be delivered through a fundamental review of all transactional services e.g. development of the trade and commercial waste services including recycling and review of all income streams in the service to identify new or improved income opportunities. Further work to be done with commercial waste to both obtain contracts and offer recycling etc.		(770,000)			
		(567,000)	(770,000)	0	(100,000)	0
Pressures						
Levies	Major developments in the western part of the borough mean higher waste support needs North London Waste Levy		360,000			
		(500,000)	1,366,000	937,000	758,000	1,035,000
		(500,000)	1,726,000	937,000	758,000	1,035,000
Budget		31,053,872	29,219,872	28,746,872	28,704,872	29,639,872
		(2,351,000)	(1,834,000)	(473,000)	(42,000)	935,000

Budget Summary and Forward Plan

Housing	2015/16 £	2016/17 £	2017/18 £	2018/19 £	2019/20 £
Base Budget	3,337,609	3,953,609	3,953,609	3,953,609	3,953,609
Virements	916,000				
	4,253,609	3,953,609	3,953,609	3,953,609	3,953,609
Efficiencies					
No impact. Hostel closed in 2011/12 and due regard was paid to equalities	(300,000)				
Savings through reduction in operational costs of running hostel Annual saving produced from the closure of a hostel are being used for preventative work in relation to the cost of temporary accommodation. Saving is as a result of the closure of the hostel and the associated costs.					
	(300,000)	0	0	0	0
Service Reductions					
	0	0	0	0	0
Income					
	0	0	0	0	0
Pressures					
	0	0	0	0	0
Budget	3,953,609	3,953,609	3,953,609	3,953,609	3,953,609
	(300,000)	0	0	0	0

Budget Summary and Forward Plan

Policy & Resources	2015/16 £	2016/17 £	2017/18 £	2018/19 £	2019/20 £
Base Budget Virements	80,686,153 6,448,821	89,882,259	89,658,259	94,744,259	97,979,678
	87,134,974	89,882,259	89,658,259	94,744,259	97,979,678
Efficiencies					
No Internal EIA https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/61334/Equality-Impact-of-IER-and-EA-provisions-090512.pdf	Savings through reduced canvassing costs aided by increase in online registration This is a 2015/16 saving and we believe there are savings to be achieved in electoral registration through increased online registration.	(50,000)			
No EIA required	Over the next 12 months work will be underway to ensure this saving is achievable through this mechanism. Savings through reduction in printing and courier costs Efficiencies from reduction in printing of committee papers as a result of investment in members IT. This reduction will mean that papers to Members will not be distributed twice weekly by courier service. This will be enabled by Members using computers to read papers and hard copies being available in Hendon Town Hall. Officer hard copies will also not be available. Over the next 12 months work will be underway to ensure this saving is achievable through this mechanism.	(50,000)			
EIA already undertaken http://barnet.moderngov.co.uk/documents/s6649/NSCSO.pdf	Savings through reduction in contract costs Contractual savings from CSG contract for support and customer services. The contract went live in September 2013 and saving will be delivered in full. The quality of service specified will be as good as, if not better, than current delivery.	(2,100,000)			
No EIA required	Savings through reduction on spend on external barristers Reduction in expenditure on external lawyers based on use of panel of barristers where better rates have been agreed. This is not expected to have an impact on service delivery.	(200,000)			
Dependency Council's Managing Organisation Change Policy	Savings through reduction in staff costs There are savings to be achieved through a further staffing restructure across the Commissioning Group.	(276,000)			
No EIA required	Savings through reduction in expenditure on fees London Councils have reduced their grants programme significantly over the last 2 years. Barnet Council's contribution to the London Councils fund – by way of a levy – has also reduced. This saving can therefore be achieved within the existing agreement with London Councils.	(249,000)			
	This proposal is in respect of reducing the cost of the remaining Council IT expenditure that does not form part of the CSG contract. The total of this spend across the organisation is approximately £1m per annum. This proposal would reduce this by approximately 10% in 2016/17.		(140,000)		
	Budget proposals for 2016-20 include efficiency savings on third party contracts by approximately 2% per annum. This saving is in respect of the Commissioning Group and Assurance contract spend. The main areas of contract spend in this area include communications and engagement contracts, internal audit and insurance. The overall budget envelope includes provision for contract inflation of 2.5% per annum, so this saving could be made either from containing inflation on contracts, or through improved contract management and negotiation of better rates.		(62,000)	(46,000)	(45,000)
	Budget proposals for 2016-20 include workforce efficiency savings of approximately 10% of the relevant delivery unit employee budgets. As government funding for local government services continues to reduce, all Council delivery units will need to review their workforce budgets to ensure that they can improve efficiency. At this stage, it is expected that this saving can be met without impacting on service delivery, but this assumption will need to be tested throughout the period to 2020. Corporate initiatives such as the review of terms and conditions, and the unified pay project, will support delivery units in achieving this saving. Delivery units will also need to review performance management, use of agency staff, management layers and productivity to ensure that this saving can be achieved. For the commissioning group and assurance, workforce savings are already being delivered for 2015/16, so this saving will be in addition to plans already under development.		(580,000)	(50,000)	
	The bulk of this saving has already been achieved through a revised Scheme of Members Allowances that was agreed by Council on 15 July. The new scheme of Allowances- reflecting the replacement of Cabinet and Scrutiny with eight theme committees- produced a saving of £90,358. In addition, a further £29,541 was saved as no Member may receive more than one Special Responsibility Allowance and some of the SRA paying posts were held by members already in receipt of an SRA. There are underspends in the budget that will fund the remaining savings.		(140,000)		

Policy & Resources	2015/16 £	2016/17 £	2017/18 £	2018/19 £	2019/20 £
<p>There are a number of opportunities to share services with other local authorities in respect of services in the commissioning group and assurance. 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 and Brent Council and other bodies in respect of legal services and public health. To generate a saving of £105k, this would involve sharing 2 to 3 management posts with another borough for these services. No firm proposals are currently in place to deliver this saving, but options are being considered to ensure that this is deliverable before 2018.</p>				(104,581)	
<p>The Council is required to budget each year for costs associated with the repayment of principle on borrowing costs. This is known as "minimum revenue provision", and is prescribed as part of CIPFA accounting guidance. A review has been undertaken of the Council's MRP calculation, and it concludes that the annual charge is £1m more prudent than is necessary. This dates back to the original calculation made when the current capital financing regime came into place in 2004. This approach has been agreed with the Council's external auditors and is still considered to be a prudent approach.</p>		(1,000,000)			
<p>Barnet Council revised its redundancy terms and conditions back in 2011 which led to a reduction in individual redundancy payments. This approach was consistent with many other Councils at the time. This, along with a lower level of redundancies per annum (partly arising from the outsourcing of services to CSG and Re) means that the annual budget that the Council sets aside for redundancy can be reduced by £1m per annum.</p>		(1,100,000)			
<p>Reduction in spending on annual subscriptions and membership fees to organisations which the Council is currently a member of. Review of spending on annual subscriptions and membership fees to take place in 2015, with recommendations on where to make savings.</p>		(400,000)			
<p>The Council sets aside a budget each year to fund future borrowing costs for additional capital expenditure. This budget is approximately 4.5% of additional capital costs. Over recent years, the Council has not borrowed to fund additional capital expenditure, instead it has used cash balances. In addition, the interest rate on loans is currently less than 4%, leading to an annual saving. If future borrowing costs remain below 4%, then a saving of £3m over the period to 2020 is achievable. If interest rates increase, then the Council will be able to generate additional interest income on deposits, so this saving would also be achievable.</p>		(1,000,000)	(1,000,000)	(1,000,000)	
<p>Savings on management and operational costs by merging Barnet's senior management team, commissioning, strategy and corporate functions with another Local Authority - similar to the 'Tri-Borough' model of Westminster, Hammersmith & Fulham and Kensington & Chelsea</p>				(639,000)	
<p>The Customer Access Strategy will use insight about customers and their experiences to design improvements to the council's existing customer services model. It is expected that the strategy will identify a number of opportunities to make savings by increased channel shift away from face to face, increased use of the Coventry contact centre, changes in service standards and exploring possibilities for income generation.</p>				(500,000)	
<p>The Council entered into the CSG 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. Within this £125m this includes a reduction in the cost of back office services of £70m, or £7m per annum (average across the contract). The contract price has already reduced by £6m per annum and forms part of the Councils existing budget and MTFs. A further reduction of £1.5m is guaranteed by year 5 of the contract, meaning that an additional saving can be included in the Councils budget for 2018/19 and 2019/20 as set out here.</p>				(500,000)	(1,000,000)
	(2,925,000)	(4,422,000)	(1,096,000)	(2,788,581)	(1,044,000)

Policy & Resources		2015/16 £	2016/17 £	2017/18 £	2018/19 £	2019/20 £
Service Reductions						
No EIA required	Savings through reduced expenditure on external specialist training Reduction to Member training budget. This reduction will limit the availability of high quality specialist training obtained from external sources and may restrict development opportunities available to Members. This reduction will not impact the ability to induct new Members and to provide essential relevant training and briefings through alternative methods.	(25,000)				
		(25,000)	0	0	0	0
Growth & Income						
No EIA required	Successful prosecutions of criminals with releasable assets Proceeds are from crime prosecutions. Where the Council has been successful in prosecuting criminals that have releasable assets, the court awards a Proceeds of Crime (POCA) against them of which the council can secure a percentage. The Council is proposing to increase fees and charges by 2% above inflation for the period 2016-20 Impact of increasing CTS to 20%	(50,000)				
			(500,000)	(500,000)	(500,000)	(500,000)
			(1,026,000)			
		(50,000)	(1,526,000)	(500,000)	(500,000)	(500,000)
Pressures						
Contingency	General provision for risks in service areas	188,285	(9,000)	443,000	670,000	418,000
Contingency	General provision for inflation	3,936,000	4,406,000	4,484,000	4,562,000	4,642,000
Contingency	Legislative pressures - Care Act	1,409,000				
	Capital Financing		1,500,000	1,500,000	1,000,000	1,500,000
Levies	Increase in Concessionary Fares	214,000	227,000	255,000	292,000	346,000
		5,747,285	6,124,000	6,682,000	6,524,000	6,906,000
Budget		89,882,259	89,658,259	94,744,259	97,979,678	103,341,678
		2,747,285	(224,000)	5,086,000	3,235,419	5,362,000

Revenue Budget 2015-2016

Special Parking Account

APPENDIX D2 - REVENUE BUDGET 2015/16

	2014-2015	2014-2015	2015-2016
	Original Estimate	Current Estimate	Original Estimate
	£	£	£
Income			
Penalty Charge Notices	(6,810,010)	(6,565,010)	(6,635,010)
Permits	(2,180,000)	(2,180,000)	(2,220,000)
Pay & Display	(3,080,000)	(3,060,000)	(3,060,000)
CCTV Bus lanes	(675,000)	(870,000)	(870,000)
Total Income	(12,745,010)	(12,675,010)	(12,785,010)
Operating Expenditure	5,114,370	5,364,235	5,364,235
Net Operating Surplus	(7,630,640)	(7,310,775)	(7,420,775)
Add Capital Expenditure / Debt Charge			
Net Expenditure in Year	(7,630,640)	(7,310,775)	(7,420,775)
Balance brought forward	0	0	0
Appropriation to General Fund	7,630,640	7,310,775	7,420,775
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.