

Appendix C1: Revenue Budget 2018/19

	2017/2018		2018/2019
	Original Estimate	Current Estimate	Original Estimate
<b>Council Services</b>	£	£	£
Adults & Communities	87,145,031	87,183,511	89,119,511
Assurance	3,847,673	4,060,073	4,049,073
Cambridge Education	6,524,813	6,714,813	6,459,813
Central Expenses	52,723,188	41,672,678	53,391,678
Children's Family Services	52,444,980	58,470,740	56,333,740
Commissioning	20,498,031	20,881,001	21,127,001
Customer Support Group	21,160,935	21,835,935	21,335,935
HB Law	2,011,397	2,036,397	2,036,397
Housing Needs Resources	5,559,749	6,859,749	6,859,749
Parking & Infrastructure	5,935,749	6,061,555	6,061,555
Public Health	17,610,000	17,610,000	17,156,000
Regional Enterprise	(824,393)	325,607	(1,529,393)
Streetscene	12,881,092	13,694,622	12,244,622
Special Parking Account	(10,321,365)	(10,209,801)	(10,849,801)
Additional Income for Council Tax			1,855,000
<b>Total Service Expenditure</b>	<b>277,196,880</b>	<b>277,196,880</b>	<b>285,650,880</b>

## REVENUE BUDGET 2018/19

BUDGET	2017/2018 Original	2017/2018 Current	2018/2019 Original
	£	£	£
<b>Total Service Expenditure</b>	<b>277,296,880</b>	<b>277,196,880</b>	<b>285,650,880</b>
Contribution to / (from) Specific Reserves	1,234,000	1,234,000	(2,750,126)
<b>NET EXPENDITURE</b>	<b>278,530,880</b>	<b>278,430,880</b>	<b>282,900,754</b>
Other Grants	(36,612,000)	(36,612,000)	(32,020,000)
<b>BUDGET REQUIREMENT</b>	<b>241,918,880</b>	<b>241,818,880</b>	<b>250,880,754</b>
Business Rates Retention	(36,484,000)	(36,484,000)	(74,360,000)
Business rates top-up	(18,362,000)	(18,362,000)	0
<b>BUSINESS RATES INCOME</b>	<b>(54,846,000)</b>	<b>(54,846,000)</b>	<b>(74,360,000)</b>
RSG	(23,413,000)	(23,413,000)	0
Collection Fund Adjustments	(3,000,000)	(3,000,000)	(7,732,000)
<b>BARNET'S ELEMENT OF COUNCIL TAX REQUIREMENT</b>	<b>160,659,880</b>	<b>160,559,880</b>	<b>168,788,754</b>
Greater London Authority - Precept	38,936,501	38,936,501	41,756,533
<b>COUNCIL TAX REQUIREMENT</b>	<b>199,596,381</b>	<b>199,496,381</b>	<b>210,545,287</b>

Components of the Council Tax (Band D)	2017/2018	2018/19	Increase
	£	£	
Mayor's Office for Policing and Crime	206.13	218.13	5.82%
London Fire & Emergency Planning Authority	47.04	50.22	6.76%
Mayor, Administration, Transport for London, Olympic Games and Boroughs' Collection Fund balances	26.85	25.88	(3.61%)
<b>Greater London Authority</b>	<b>280.02</b>	<b>294.23</b>	<b>5.07%</b>
<b>London Borough of Barnet</b>	<b>1,154.70</b>	<b>1,189.34</b>	<b>3.00%</b>

# REVENUE BUDGET 2018/19

## COUNCIL TAX SUMMARY

Council Tax Bands (based on property values @ 1 April 1991)	2017/18	2018/19	Tax Yield
	£	£	£
[Up to £40,000] Band A	956.48	989.04	2,197,805
[Over £40,000 & up to £52,000] Band B	1,115.89	1,153.89	6,691,062
[Over £52,000 & up to £68,000] Band C	1,275.31	1,318.73	27,136,351
[Over £68,000 & up to £88,000] Band D	1,434.72	1,483.57	43,240,091
[Over £88,000 & up to £120,000] Band E	1,753.55	1,813.24	47,172,925
[Over £120,000 & up to £160,000] Band F	2,072.37	2,142.94	36,715,184
[Over £160,000 & up to £320,000] Band G	2,391.20	2,472.61	35,999,446
[Over £320,000] Band H	2,869.44	2,967.14	11,392,423
			210,545,287

## COUNCIL TAXBASE

Council Taxbase	2017/18	2018/19	
	Band D Equivalents	Band D Equivalents	Income
Total properties (per Valuation List)	169,714	172,575	256,027,092
Exemptions	(2,513)	(2,641)	(3,918,108)
Disabled reductions	(111)	(112)	(166,160)
Discounts (10%, 25% & 50%)	(28,258)	(28,272)	(41,943,491)
Adjustments	2,319	2,517	3,734,146
Aggregate Relevant Amounts	141,151	144,067	213,733,479
Non-Collection (1.5% both years)	(2,118)	(2,163)	(3,208,962)
Contributions in lieu from MoD	16	14	20,770
	139,049	141,918	210,545,287

## Budget Summary and Forward Plan

Adults & Communities	2018/19 £	2019/20 £
Base Budget	87,145,031	89,119,511
Virements	38,480	
	<b>87,183,511</b>	<b>89,119,511</b>
<p><b><u>Efficiencies</u></b></p> <p>Notting Hill Housing Trust (NHHT) and LB Barnet entered into a Surplus and Deficit (SDA) agreement dated 31/03/03 where it was agreed LBB would pay NHHT an annual revenue subsidy of £294k, in relation to building of care resource centres. The agreement expires on 31.3.2018, therefore, £294k contributes to the 3rd party efficiency savings line. The operation of the centres is not affected.</p> <p>The Surplus and Deficit (SDA) agreement dated 31/03/03 was drafted in acknowledgement that the cost of developing the new homes and resources centres to be made available to LB Barnet would not be fully covered by the profits resulting in a forecasted deficit. On resolution it was agreed that LB Barnet would make up the shortfall by way of revenue subsidy. The subsidy would be paid to NHHT in equal incremental payments, calculated based on the total shortfall divide by the number of years remaining of the 15 year contractual agreement which, at the time, stood at 9 years to commence in 2010 and complete in 2018.</p> <p>The saving in 2019/20 is anticipated from improved processes and productivity from the implementation of a new IT case management system</p>	(294,000)	(213,000)

<b>Adults &amp; Communities</b>	<b>2018/19 £</b>	<b>2019/20 £</b>
<p>Committee agreed a new contract with Your Choice Barnet which included a transformation of service model to deliver better outcomes. Savings in the first two years of the transformation programme have been delivered and in the final two years will continue with new services and helping individuals progress towards independence as well as more efficient use of buildings and some reductions in the unit price of care. None of the current services will close and any changes to individual packages will be agreed with individuals, families and carers. The Adults and Safeguarding Board took a report on the proposed savings in June (<a href="https://barnet.moderngov.co.uk/documents/s32576/Your%20Choice%20Barnet%20Agreement%20-%20FINAL.pdf">https://barnet.moderngov.co.uk/documents/s32576/Your%20Choice%20Barnet%20Agreement%20-%20FINAL.pdf</a>). Paragraphs 3.1 – 3.20 detail the areas the savings will come from over the next four years and paragraphs 9.4 to 9.9 provide further details on the methods being used.</p>	(343,000)	(596,000)
	<b>(637,000)</b>	<b>(809,000)</b>
<b><u>Service Reductions</u></b>		
	<b>0</b>	<b>0</b>
<b><u>Service Redesign</u></b>		
	<b>0</b>	<b>0</b>

<b>Adults &amp; Communities</b>	<b>2018/19 £</b>	<b>2019/20 £</b>
<p><b><u>Reducing Demand, Promoting Independence</u></b></p> <p>Continuation and further development of work to deliver savings through supporting older people in alternative ways, through a community offer of support, instead of high cost care packages and residential placements. This will be applied through our strengths based approach to existing and new service users and will lead to increased use of universal services, enablement, telecare, equipment and direct payments which cost less than traditional home care and residential care. Eligible needs will therefore be met by a lower personal budget. The savings will be delivered by social workers incorporating elements in care and support plans which cost less than traditional care or that do not require Council funding. This might include support from volunteers and local clubs, for example.</p> <p>An intensive evidence-based model of support for carers of people with dementia, in order to increase carer sustainability, delay entry to residential care and manage adult social care demand. The saving is modelled on 10 couples per year, and delaying admission to residential care by 22 months. The programme to deliver support to sustain carers of people with dementia to stay in their own homes has been developed internally.</p> <p>Generating general fund savings from providing specialist integrated housing for older people based on the provision of 52 flats with 50% high needs, 25% medium needs and 25% low needs. Saving is modelled on the difference between unit cost of residential care and extra care for 53 people.</p>	<p>(100,000)</p> <p>(160,000)</p> <p>(465,000)</p>	<p>(100,000)</p>

<b>Adults &amp; Communities</b>	<b>2018/19 £</b>	<b>2019/20 £</b>
<p>Implement a 0-25 disabilities service that better brings together health, care and education to ensure that growth is enabled for young people with disabilities. This should reduce the cost to adult social care arising from lower care package costs for those transitioning at the age of 18 over this period than has been the case for past transitions cases. Thorough review of all young people currently placed in residential care and activity is underway to enable young people to move into more independent accommodation options, improving outcomes and reducing cost to the Adult Social Care budget. Savings from the new ways of working, designed to increase service user independence, are also expected.</p>	(150,000)	(100,000)
<p>Increased use of assistive technology (e.g. sensors, alarms, monitoring systems) both in individuals' homes and in residential and nursing care, is expected to lead to a reduction in care package costs (e.g. reduction in requirement for waking/sleeping nights). The Council has procured a partner to co-develop and implement this approach, which was implemented in April 2017.</p>	(500,000)	(500,000)
<p>Increasing choice for older adults and for younger adults with disabilities - investment in an increased advice and support service promoting adaptations and making homes more suitable. Savings achievement will depend on effective targeting at suitable service users and through the use of the DFG grant, savings based on incremental impact of adaptation/move avoiding costs of enablement, increased homecare and residential care admission for c.20 adults.</p>	(170,000)	(170,000)
<p>Increase the number of personal assistants in Barnet to provide a larger scale alternative to the use of home care agencies. Service users directly employ the personal assistant and therefore are able to personalise and control their care and support to a very high level. Savings are based on lower unit costs than home care agencies but assume all PAs are paid the national Living Wage.</p>	(50,000)	

<b>Adults &amp; Communities</b>	<b>2018/19 £</b>	<b>2019/20 £</b>
<p>Review support packages and develop support plans to increase independence, improve wellbeing and reduce costs. This is likely to include the following: step down accommodation setting to less intensive option e.g. residential to supported living, step up accommodation setting where there is a risk of carer breakdown, identify appropriate day opportunities for those in residential care, support individuals in gaining and maintaining employment, utilise care technologies to improve independence and reduce intrusiveness of care, develop the shared lives offering within LBB and increase the number of referrals.</p>	(350,000)	(425,000)
<p>Work has taken place to identify and review service users currently in high cost residential placements who have been identified as suitable for more independent living. Social Workers will continue to work with these individuals to ensure they continue to have all their eligible needs met but can become more integrated into their local community and enjoy greater independence. The saving is modelled on lower cost support plans as community alternatives are used instead of high cost care.</p>	(250,000)	(375,000)
<p>Extra Care development of fully integrated service for older people to rent, offering a wide range of services as an alternative to more expensive residential care. Proposed scheme of 50 units based with 50% high needs, 25% medium needs and 25% low needs. Saving is modelled on a 10K saving per person per year, based on the difference between the costs of residential care and extra-care. Saving will be achieved if the scheme is targeted at those who would otherwise have their needs met by residential or other care.</p>		(400,000)
	<b>(2,195,000)</b>	<b>(2,070,000)</b>



<b>Adults &amp; Communities</b>	<b>2018/19 £</b>	<b>2019/20 £</b>
<p><b><u>Income</u></b></p> <p>The Better Care Fund (BCF) is a programme spanning both the NHS and local government which seeks to join-up health and care services, so that people can manage their own health and wellbeing, and live independently in their communities for as long as possible. This is income allocated to Adult Social Care to help provide integrated health and care services. As part of the BCF pooled budget the council is expected to receive a minimum uplift, it is anticipated that at a minimum the council will receive an uplift of 1.9% or 148k in 18/19 .</p> <p>The 'Improved' Better Care Fund will continue to 19/20. In recent years, the council has seen a steady increase in referrals from acute hospitals. NHS referrals now account for 76% of all enablement use and over half of all adult social care referrals now come from the NHS. This income in the form of use of monies from the Better Care Fund. This avoids some reductions to adult social care that would be detrimental to the NHS.</p>	(148,000)	(647,000)
	<b>(148,000)</b>	<b>(2,038,000)</b>
<p><b><u>Pressures</u></b></p> <p>Social Care Precept</p>	4,916,000	
	<b>4,916,000</b>	<b>0</b>
<b>Budget</b>	<b>89,119,511</b>	<b>84,202,511</b>

## Adults and Communities

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Care Quality	3,675,231	3,131,053	3,131,053
Customer Care	253,637	215,502	215,502
Integrated care - LD & MH	35,971,934	39,478,676	37,966,506
Integrated care - OP & DP	41,945,537	39,488,031	42,936,201
Safeguarding	682,218	656,229	656,229
Social Care Management	741,233	695,749	695,749
<b>Adults Social Care</b>	<b>83,269,790</b>	<b>83,665,240</b>	<b>85,601,240</b>
Community Well-being	540,998	604,399	604,399
Customer Finance	839,611	851,456	851,456
Performance & Improvement	1,411,271	1,457,265	1,457,265
Prevention & Well Being	565,217	489,989	489,989
<b>Community Well-being</b>	<b>3,357,097</b>	<b>3,403,109</b>	<b>3,403,109</b>
Dir Adult Soc Serv & Health	518,144	115,162	115,162
<b>Dir Adult Soc Serv &amp; Health</b>	<b>518,144</b>	<b>115,162</b>	<b>115,162</b>
<b>Adults and Communities</b>	<b>87,145,031</b>	<b>87,183,511</b>	<b>89,119,511</b>

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Employee Related	13,236,177	13,861,301	13,861,301
Supplies/Services	5,950,424	6,393,332	6,243,332
Third Party Payments	95,070,074	83,272,861	85,509,511
Transport Related	1,144,591	215,143	215,143
Secondary Recharges	37,813	1,037,298	1,037,298
Premises Related	54,943	54,552	54,552
Transfer Payments	515,196	17,271,428	17,268,778
<b>Expenditure</b>	<b>116,009,218</b>	<b>122,105,915</b>	<b>124,189,915</b>
Other Grants, Reimbursements & Contributions	(15,265,358)	(20,199,198)	(20,347,198)
Customer & Client Receipts	(11,940,355)	(13,113,337)	(13,113,337)
Government Grants	(1,658,474)	(1,609,869)	(1,609,869)
<b>Income</b>	<b>(28,864,187)</b>	<b>(34,922,404)</b>	<b>(35,070,404)</b>
<b>Adults and Communities</b>	<b>87,145,031</b>	<b>87,183,511</b>	<b>89,119,511</b>

## Budget Summary and Forward Plan

<b>Assurance</b>	<b>2018/19</b> £	<b>2019/20</b> £
Base Budget	3,847,673	4,049,073
Virements	212,400	
	<b>4,060,073</b>	<b>4,049,073</b>
<b><u>Efficiencies</u></b>		
<p>This saving comes from Commissioning Group and Assurance contract spending, which include communications and engagement contracts, internal audit and insurance. This saving could be made either from keeping the costs of contracts stable, or through improved contract management and negotiation of better rates.</p> <p>A review of the current staffing structure in Commissioning Group and Assurance is expected to be undertaken in 2018. The aim of the review will be to ensure that the staffing structure is still fit for purpose to deliver the outcomes and corporate priorities expected. One of the aims of the review will also be to review if efficiencies can be found.</p>	(11,000)	(11,000)
		(282,000)
	<b>(11,000)</b>	<b>(293,000)</b>
<b><u>Service Reductions</u></b>		
	<b>0</b>	<b>0</b>
<b><u>Service Redesign</u></b>		
	<b>0</b>	<b>0</b>

Assurance	2018/19 £	2019/20 £
<u>Reducing Demand, Promoting Independence</u>		
	0	0
<u>Income</u>		
	0	0
<u>Pressures</u>		
	0	0
<b>Budget</b>	<b>4,049,073</b>	<b>3,756,073</b>

## Assurance

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Assurance Management	579,358	560,233	583,058
<b>Assurance Management</b>	<b>579,358</b>	<b>560,233</b>	<b>583,058</b>
Elections	357,505	549,345	549,345
<b>Elections</b>	<b>357,505</b>	<b>549,345</b>	<b>549,345</b>
Governance	2,158,330	2,167,700	2,167,700
<b>Governance</b>	<b>2,158,330</b>	<b>2,167,700</b>	<b>2,167,700</b>
Internal Audit & CAFT	752,480	782,795	748,970
<b>Internal Audit &amp; CAFT</b>	<b>752,480</b>	<b>782,795</b>	<b>748,970</b>
<b>Assurance</b>	<b>3,847,673</b>	<b>4,060,073</b>	<b>4,049,073</b>

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Employee Related	3,503,323	3,525,723	3,525,723
Supplies/Services	450,660	640,660	629,660
Transport Related	28,040	28,040	28,040
Secondary Recharges	100,907	100,907	100,907
Premises Related	1,520	1,520	1,520
<b>Expenditure</b>	<b>4,084,450</b>	<b>4,296,850</b>	<b>4,285,850</b>
Other Grants, Reimbursements & Contributions	(177,247)	(177,247)	(177,247)
Customer & Client Receipts	(59,530)	(59,530)	(59,530)
<b>Income</b>	<b>(236,777)</b>	<b>(236,777)</b>	<b>(236,777)</b>
<b>Assurance</b>	<b>3,847,673</b>	<b>4,060,073</b>	<b>4,049,073</b>

## Budget Summary and Forward Plan

<b>Cambridge Education</b>	<b>2018/19 £</b>	<b>2019/20 £</b>
Base Budget	6,524,813	6,459,813
Virements	190,000	
	<b>6,714,813</b>	<b>6,459,813</b>
<b><u>Efficiencies</u></b>		
	<b>0</b>	<b>0</b>
<b><u>Shared Service Models</u></b>		
Contractual savings to be delivered as part of the strategic partnership with Cambridge Education to provide Education and Skills services.	(255,000)	(350,000)
	<b>(255,000)</b>	<b>(350,000)</b>
<b><u>Service Redesign</u></b>		
	<b>0</b>	<b>0</b>
<b><u>Reducing Demand, Promoting Independence</u></b>		
	<b>0</b>	<b>0</b>
<b><u>Income</u></b>		
Explore options for meeting the cost of transport for young people, post-16, with Special Educational Needs and Disabilities.		(250,000)
	<b>0</b>	<b>(250,000)</b>
<b>Budget</b>	<b>6,459,813</b>	<b>5,859,813</b>

<b>Cambridge Education</b>
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	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Education & Skills Management	6,524,813	6,714,813	6,459,813
<b>Education Management Team</b>	<b>6,524,813</b>	<b>6,714,813</b>	<b>6,459,813</b>
<b>Children's Education &amp; Skills</b>	<b>6,524,813</b>	<b>6,714,813</b>	<b>6,459,813</b>

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Employee Related	41,870	41,870	41,870
Supplies/Services	(396,740)	(396,740)	(396,740)
Secondary Recharges	6,879,683	7,069,683	6,814,683
<b>Expenditure</b>	<b>6,524,813</b>	<b>6,714,813</b>	<b>6,459,813</b>
<b>Children's Education &amp; Skills</b>	<b>6,524,813</b>	<b>6,714,813</b>	<b>6,459,813</b>

## Budget Summary and Forward Plan

<b>Central Expenses</b>	<b>2018/19 £</b>	<b>2019/20 £</b>
Base Budget	52,723,188	53,391,678
Virements	(10,726,510)	
	<b>41,996,678</b>	<b>53,391,678</b>
<b><u>Efficiencies</u></b>		
<p>The Council sets aside a budget each year to fund future borrowing costs for additional capital expenditure. The council has an ambitious investment programme, however over recent years, the Council has not borrowed to fund additional capital expenditure and used cash balances instead. In addition, the interest rate on loans is currently less than 4%, leading to an annual saving. If future borrowing costs remain below 4%, then this saving should be deliverable.</p> <p>If interest rates increase, then the Council will be able to generate additional interest income on deposits, so this saving should still be achievable.</p> <p>Decrease in Concessionary Fares</p>	(500,000)	(1,000,000)
	(300,000)	
	<b>(800,000)</b>	<b>(1,000,000)</b>
<b><u>Service Reductions</u></b>		
	<b>0</b>	<b>0</b>
<b><u>Service Redesign</u></b>		
	<b>0</b>	<b>0</b>



<b>Central Expenses</b>		<b>2018/19</b>	<b>2019/20</b>
		<b>£</b>	<b>£</b>
<b><u>Reducing Demand, Promoting Independence</u></b>			
		<b>0</b>	<b>0</b>
<b><u>Income</u></b>			
		<b>0</b>	<b>0</b>
<b><u>Pressures</u></b>			
General Provision for Inflation		6,195,000	
Pension contributions		440,000	
Contingency		5,490,000	
Service Pressures		70,000	
		<b>12,195,000</b>	<b>0</b>
<b>Budget</b>		<b>53,391,678</b>	<b>52,391,678</b>

## Central Expenses

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Capital Financing	16,779,670	16,779,670	16,279,670
Car Leasing	2,210	0	2,210
Central Contingency	12,402,547	1,352,037	14,471,037
Corporate Fees & Charges	233,940	233,940	233,940
Corporate Subscriptions	194,220	194,220	194,220
Early Retirement	3,577,321	3,577,321	3,577,321
Levies	18,688,250	18,688,250	17,788,250
Local Area Agreement	105,000	105,000	105,000
Miscellaneous Finance	740,030	742,240	740,030
<b>Central Expenses</b>	<b>52,723,188</b>	<b>41,672,678</b>	<b>53,391,678</b>
<b>Central Expenses</b>	<b>52,723,188</b>	<b>41,672,678</b>	<b>53,391,678</b>

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Employee Related	2,871,491	2,871,491	2,871,491
Supplies/Services	740,420	718,660	722,290
Third Party Payments	19,656,470	19,656,470	18,756,470
Transport Related	2,210	0	2,210
Secondary Recharges	(191,230)	(191,230)	(191,230)
Premises Related	740,400	740,400	740,400
Transfer Payments	1,180	0	1,180
Capital Financing	30,447,457	19,396,947	32,015,947
<b>Expenditure</b>	<b>54,268,398</b>	<b>43,192,738</b>	<b>54,918,758</b>
Other Grants, Reimbursements & Contributions	(18,130)	0	0
Customer & Client Receipts	176,040	183,060	176,040
Interest	(1,703,120)	(1,703,120)	(1,703,120)
<b>Income</b>	<b>(1,545,210)</b>	<b>(1,520,060)</b>	<b>(1,527,080)</b>
<b>Central Expenses</b>	<b>52,723,188</b>	<b>41,672,678</b>	<b>53,391,678</b>

## Central Expenses (Levies)

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
	£	£	£
<u>Other Establishments - Third part Payments</u>			
Environment Agency	320,730	320,730	320,730
Lea Valley Regional Park	378,350	378,350	378,350
London Pension Funds	607,000	607,000	607,000
Traffic Control Signals Unit	469,400	469,400	469,400
Concessionary Fares	16,095,280	16,092,280	15,392,280
	<b>17,870,760</b>	<b>17,867,760</b>	<b>17,167,760</b>
<u>Joint Authorities - Third Party Payments</u>			
Coroners Court	284,000	287,000	287,000
	<b>284,000</b>	<b>287,000</b>	<b>287,000</b>
<u>Other Local Authorities - Third Party</u>			
London Boroughs Grants	533,490	533,490	333,490
	<b>533,490</b>	<b>533,490</b>	<b>333,490</b>
<b>Total Levies</b>	<b>18,688,250</b>	<b>18,688,250</b>	<b>17,788,250</b>

## Budget Summary and Forward Plan

<b>Children's Family Services</b>	<b>2018/19</b> <b>£</b>	<b>2019/20</b> <b>£</b>
Base Budget	52,444,980	56,333,740
Virements	6,025,760	
	<b>58,470,740</b>	<b>56,333,740</b>
<b><u>Efficiencies</u></b>		
Budget proposals for 2016-20 include efficiency savings on third party contracts. The overall budget has extra built in to allow for increases in the prices charged by suppliers. These savings would be achieved by improving contract management and negotiating better rates across a range of services.	(365,000)	(334,000)
	<b>(365,000)</b>	<b>(334,000)</b>
<b><u>Shared Service Models</u></b>		
The Council will look at emerging best practice across the country to ensure the highest quality of purposeful social work and wider children's service, with a focus on targeted early intervention and prevention. We will consider structural changes that can support this endeavour and seek to ensure that all staff are permanent in Barnet removing the contingency funding established for agency staffing.		(800,000)
Government is proposing for all adoption agencies to move to a regional model of provision. Savings would come from regionalisation of adoption and integrating services across London.	(150,000)	
	<b>(150,000)</b>	<b>(800,000)</b>
<b><u>Service Reductions</u></b>		
	<b>0</b>	<b>0</b>

<b>Children's Family Services</b>		<b>2018/19</b>	<b>2019/20</b>
		<b>£</b>	<b>£</b>
<b><u>Service Redesign</u></b>			
Savings through implementing an Early Years Review aimed at ensuring early years services function effectively in the face of limited resources. Use of public health grant to fund service levels above the statutory minimum (£1.5m), intervening early before needs escalate.		(375,000)	(375,000)
Proposal to reconfigure Early Years, building on the locality model and further integrating services. The integration of services will include looking at different ways of delivering some elements of the Healthy Child Programme through Children's Centres. A review is being undertaken and papers will go to CELS in January 2018.		(430,000)	(527,000)
Implementing an alternative approach to providing library services by maintaining the size of the libraries network and increasing opening hours through the use of technology.		(53,000)	(12,000)
Proposal to remodel the Council's existing youth service, focusing resources on a more targeted service, and exploring opportunities to generate income. An Outline Business Case is going to CELS in January '18.		(514,000)	
		<b>(1,372,000)</b>	<b>(914,000)</b>
<b><u>Reducing Demand, Promoting Independence</u></b>			
		<b>0</b>	<b>0</b>
<b><u>Income</u></b>			
Savings through appropriate allocation of education costs for joint placements for children under the age of 18.		(250,000)	(250,000)
		<b>(250,000)</b>	<b>(250,000)</b>
<b><u>Pressures</u></b>			
		<b>0</b>	<b>0</b>
<b>Budget</b>		<b>56,333,740</b>	<b>54,035,740</b>

## Children's Family Services

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
CSC 0-25	7,092,757	8,146,787	8,146,787
Intake and Assessment	3,799,305	4,685,185	4,558,185
Intervention and Planning	3,368,435	3,452,355	3,452,355
Permanence Trns & CorParenting	3,419,202	3,509,967	3,509,967
Placements	16,768,445	17,685,120	17,285,120
Safeguarding & Quality	2,125,920	2,518,329	2,518,329
Social Care Management	1,745,458	1,596,878	1,596,878
<b>Children Social Care</b>	<b>38,319,522</b>	<b>41,594,621</b>	<b>41,067,621</b>
Commissioning & Business Imp.	3,520,054	3,306,552	3,306,552
Early Years	4,240,324	4,278,174	3,473,174
Libraries & Comm.Engagemnt	4,142,175	4,663,735	4,610,735
Youth & Family Support	1,871,964	1,883,564	1,369,564
<b>Early Intervention &amp; Prevention</b>	<b>13,774,517</b>	<b>14,132,025</b>	<b>12,760,025</b>
Family Services Management	350,941	2,744,094	2,506,094
<b>Family Services Management</b>	<b>350,941</b>	<b>2,744,094</b>	<b>2,506,094</b>
<b>Children's Family Services</b>	<b>52,444,980</b>	<b>58,470,740</b>	<b>56,333,740</b>

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Capital Financing	(248,900)	247,100	247,100
Employee Related	26,988,191	27,614,566	26,897,566
Premises Related	1,175,119	955,579	955,579
Secondary Recharges	67,220	67,220	67,220
Supplies/Services	4,417,341	6,478,736	6,113,736
Third Party Payments	17,581,152	20,368,532	19,563,532
Transfer Payments	6,078,290	6,062,890	6,062,890
Transport Related	480,269	466,009	466,009
<b>Expenditure</b>	<b>56,538,682</b>	<b>62,260,632</b>	<b>60,373,632</b>
Other Grants, Reimbursements & Contributions	(2,133,356)	(2,133,356)	(2,383,356)
Customer & Client Receipts	(1,448,686)	(1,144,876)	(1,144,876)
Government Grants	(511,660)	(511,660)	(511,660)
<b>Income</b>	<b>(4,093,702)</b>	<b>(3,789,892)</b>	<b>(4,039,892)</b>
<b>Children's Family Services</b>	<b>52,444,980</b>	<b>58,470,740</b>	<b>56,333,740</b>

## Children's Services DSG

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Education DSG	(15,998,857)	(17,779,559)	(18,118,326)
Schools Funding	210,503	958,021	1,012,131
<b>Education (DSG)</b>	<b>(15,788,354)</b>	<b>(16,821,538)</b>	<b>(17,106,195)</b>
Childrens Social Care DSG	403,150	403,150	403,150
Early Interven & Preven DSG	15,385,204	16,418,388	16,703,045
<b>Family Services DSG</b>	<b>15,788,354</b>	<b>16,821,538</b>	<b>17,106,195</b>
<b>Children's Service DSG</b>	<b>0</b>	<b>0</b>	<b>0</b>

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Capital Financing	(213,439,330)	(3,189,751)	0
Employee Related	3,876,170	3,876,170	3,564,550
Premises Related	2,630	2,630	2,630
Secondary Recharges	0	0	582
Supplies/Services	741,880	741,880	1,513,850
Third Party Payments	33,356,596	36,741,739	39,406,066
Transfer Payments	180,129,847	176,227,175	177,396,081
Transport Related	455,207	455,207	445,140
<b>Expenditure</b>	<b>5,123,000</b>	<b>214,855,050</b>	<b>222,328,899</b>
Customer & Client Receipts	(123,000)	(123,000)	(120,000)
Government Grants	(5,000,000)	(214,732,050)	(222,208,899)
<b>Income</b>	<b>(5,123,000)</b>	<b>(214,855,050)</b>	<b>(222,328,899)</b>
<b>Children's Service DSG</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Budget Summary and Forward Plan

Commissioning	2018/19 £	2019/20 £
Base Budget	20,498,031	21,127,001
Virements	358,970	
	<b>20,857,001</b>	<b>21,127,001</b>
<b><u>Efficiencies</u></b>		
<p>This saving comes from Commissioning Group and Assurance contract spending, which include communications and engagement contracts, internal audit and insurance. This saving could be made either from keeping the costs of contracts stable, or through improved contract management and negotiation of better rates.</p> <p>A review of the current staffing structure in Commissioning Group and Assurance is expected to be undertaken in 2018. The aim of the review will be to ensure that the staffing structure is still fit for purpose to deliver the outcomes and corporate priorities expected. One of the aims of the review will also be to review if efficiencies can be found.</p> <p>The Customer Transformation Programme uses insight about customers and their experiences to design improvements to the council's existing customer services model. The strategy identifies a number of opportunities to make savings by directing customers away from face to face, increasing use of the Coventry contact centre, changing service standards and exploring possibilities for income generation.</p>	(34,000)	(33,000)
		(397,000)
	(500,000)	
	<b>(534,000)</b>	<b>(430,000)</b>
<b><u>Service Reductions</u></b>		
	<b>0</b>	<b>0</b>



Commissioning	2018/19 £	2019/20 £
<p><b><u>Service Redesign</u></b></p> <p>Reduce expenditure associated with CCTV once the capital contribution towards investment has been paid off</p> <p>Following the specific site surveys for all green spaces in the Parks and Open spaces strategy 2016, we will review and look at changes to how we maintain all our green space and who maintains our green spaces. This could be as whole green spaces or parts there within, and could included offering the spaces to local groups, planting as urban forests (mayor's air quality strategy), change to allotments (positive health benefits) etc.</p>		<p>(243,000)</p> <p>(150,000)</p>
	<b>0</b>	<b>(393,000)</b>
<p><b><u>Reducing Demand, Promoting Independence</u></b></p> <p>Levy payments to the North London Waste Authority: The Council pays a price per tonne specifically for the type and volume of waste that it estimates that it will deliver in the year to North London Waste Authority for treatment or disposal. If less waste is delivered than projected a saving is made on the following year's levy. Future waste savings are reliant on: demand management projects, changes to collection services and the success of communication campaigns, to enable realistic lower waste tonnage projections to be made for the future, and the quantity of waste that is actually collected to be lower.</p>	(100,000)	(300,000)
	<b>(100,000)</b>	<b>(300,000)</b>

Commissioning	2018/19 £	2019/20 £
<b><u>Shared Service Model</u></b>		
	<b>0</b>	<b>0</b>
<p data-bbox="197 373 470 408"><b><u>Growth &amp; Income</u></b></p> <p data-bbox="389 413 1512 488">Rationalisation of CCTV contracts across ANPR / MTC / ASB. Increase income generation. Further rationalisation of control room function.</p> <p data-bbox="389 493 1585 568">Asset Management: Anticipated to be achieved via the review of Green Space asset across the borough; including fees and charges applicable to leaseholds.</p> <p data-bbox="389 588 1585 783">Reduce Demand for Services through targeted enforcement and Education - increase the investment in enforcement and public communication activities to reduce the amount of fly tipping, littering and ASB - provides a reduction in overall operating costs and a small revenue stream above investment costs. A procurement process is being carried out to identify a future provider.</p> <p data-bbox="389 788 1585 983">Reduce Demand for Services through targeted enforcement and Education - increase the investment in enforcement and public communication activities to reduce the amount of fly tipping, littering and ASB - provides a reduction in overall operating costs and a small revenue stream above investment costs. A procurement process is being carried out to identify a future provider.</p> <p data-bbox="389 994 1512 1029">Explore options for meeting the cost of statutory school improvement functions</p> <p data-bbox="389 1066 1095 1101">Increasing Council Tax Support payments to 30%</p>	<p data-bbox="1644 668 1767 703" style="text-align: center;">(25,000)</p> <p data-bbox="1644 868 1778 903" style="text-align: center;">(200,000)</p> <p data-bbox="1644 1011 1778 1046" style="text-align: center;">(100,000)</p>	<p data-bbox="1854 429 2000 464" style="text-align: center;">(200,000)</p> <p data-bbox="1854 517 2000 552" style="text-align: center;">(100,000)</p> <p data-bbox="1839 1083 2013 1118" style="text-align: center;">(1,400,000)</p>

<b>Commissioning</b>	<b>2018/19 £</b>	<b>2019/20 £</b>
<p>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. These could be either new 3G artificial grass pitches (AGPs) on sites that are currently not laid out as grass pitches, or the conversion of existing grass pitches to AGP's. Current feasibility work on the creation of sports hubs as required by the adopted Parks and Open Spaces and Playing Pitch Strategies will determine the locations for the new AGP's, which will be compliant with the Playing Pitch Strategy and agreed with the Playing Pitch Strategy Steering Group which comprises, in addition to LBB, representatives of Sport England, England Hockey, England and Wales Cricket Board, Football Association, Lawn Tennis Association and Rugby Football Union. The council will benefit from a mechanism for sharing the additional income generated from new pitches with any delivery partner. The grass pitches that the Council provides for the playing of team sports are currently subject to charges for their use. Charging will continue for the new facilities.</p> <p>Advertising on and near to Highways: A number of opportunities have been identified for additional advertising across the public realm, including; highways, bus shelters, parks and open spaces, and town centres.</p>		(100,000)
	<b>(325,000)</b>	<b>(1,800,000)</b>
<b><u>Pressures</u></b>		
Increase in North London Waste Authority Levy	1,229,000	
	<b>1,229,000</b>	<b>0</b>
<b>Budget</b>	<b>21,127,001</b>	<b>18,204,001</b>

## Commissioning

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Commercial	840,610	868,219	855,423
<b>Commercial &amp; Customer</b>	<b>840,610</b>	<b>868,219</b>	<b>855,423</b>
Finance	929,909	1,046,159	512,159
Information Management	878,453	988,133	988,133
Programme & Resources	819,535	877,946	890,742
<b>Deputy Chief Operating Officer</b>	<b>2,627,897</b>	<b>2,912,238</b>	<b>2,391,034</b>
Adults and Health	1,271,444	1,286,294	1,286,294
Children & Young people	255,971	330,925	30,925
Environment	13,429,748	13,516,000	14,620,000
Growth & Development	217,604	223,704	223,704
<b>Strategic Commissioning</b>	<b>15,174,767</b>	<b>15,356,923</b>	<b>16,160,923</b>
Strategic Commissioning Board	560,430	567,270	567,270
<b>Strategic Commissioning Board</b>	<b>560,430</b>	<b>567,270</b>	<b>567,270</b>
Commissioning Strategy	655,440	506,034	506,034
Communications	638,887	670,317	646,317
<b>Strategy &amp; Communications</b>	<b>1,294,327</b>	<b>1,176,351</b>	<b>1,152,351</b>
<b>Commissioning</b>	<b>20,498,031</b>	<b>20,881,001</b>	<b>21,127,001</b>

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Capital Financing	(57,514)	(43,751)	(58,751)
Employee Related	9,606,109	8,942,729	8,803,729
Premises Related	73,045	36,255	36,255
Secondary Recharges	(2,220,261)	(1,319,771)	(1,819,771)
Supplies/Services	13,224,693	14,461,845	16,043,485
Third Party Payments	2,505,318	1,145,508	1,145,508
Transfer Payments	258,000,000	272,509,939	272,509,939
Transport Related	16,260	13,630	13,630
<b>Expenditure</b>	<b>281,147,650</b>	<b>295,746,384</b>	<b>296,674,024</b>
Customer & Client Receipts	(1,045,613)	(1,739,235)	(2,159,375)
Government Grants	(256,099,206)	(270,074,252)	(270,074,252)
Other Grants, Reimbursements & Contributions	(3,504,800)	(3,051,896)	(3,313,396)
<b>Income</b>	<b>(260,649,619)</b>	<b>(274,865,383)</b>	<b>(275,547,023)</b>
<b>Commissioning</b>	<b>20,498,031</b>	<b>20,881,001</b>	<b>21,127,001</b>

## Budget Summary and Forward Plan

Customer Support Group	2018/19 £	2019/20 £
Base Budget	21,160,935	21,335,935
Virements	675,000	
	<b>21,835,935</b>	<b>21,335,935</b>
<p><b><u>Efficiencies</u></b></p> <p>Moving from rented accommodation to new offices in Colindale will generate further savings from the civic buildings budget. There are plans to implement locality strategy which will result in further consolidation of council assets.</p> <p>The Council entered into the Customer &amp; Support Group contract for customer and back office services in the autumn of 2013. This contract will deliver a total £125m saving over a 10 year period. This includes a reduction in the cost of back office services of £70m, or £7m per annum (average across the contract). The contract price has already been reduced and forms part of the Council's existing budget and Medium Term Financial Strategy. A further reduction as a result of the year 3 review of the contract is anticipated in 2017/18.</p> <p>The scope of the contract will then be kept under review to identify any further savings.</p>	(500,000)	(1,500,000)
	<b>(500,000)</b>	<b>(2,500,000)</b>

Customer Support Group	2018/19 £	2019/20 £
<u>Service Reductions</u>		
	0	0
<u>Service Redesign</u>		
	0	0
<u>Reducing Demand, Promoting Independence</u>		
	0	0
<u>Income</u> Income to be generated through surplus space available in libraries.		(151,000)
	0	<b>(151,000)</b>
<u>Pressures</u>		
	0	0
<b>Budget</b>	<b>21,335,935</b>	<b>18,684,935</b>

**Customer Support Group**

	<b>Original Estimate 2017/18</b>	<b>Current Estimate 2017/18</b>	<b>Original Estimate 2018/19</b>
CSG Managed Budget	867,611	1,329,071	867,611
CSG Management Fee	20,293,324	20,506,864	20,468,324
<b>Customer Support Group</b>	<b>21,160,935</b>	<b>21,835,935</b>	<b>21,335,935</b>
<b>Customer Support Group</b>	<b>21,160,935</b>	<b>21,835,935</b>	<b>21,335,935</b>

	<b>Original Estimate 2017/18</b>	<b>Current Estimate 2017/18</b>	<b>Original Estimate 2018/19</b>
Premises Related	4,505,360	4,505,360	4,005,360
Secondary Recharges	(1,188,890)	(1,188,890)	(1,188,890)
Supplies/Services	28,681,654	29,395,194	29,356,654
<b>Expenditure</b>	<b>31,998,124</b>	<b>32,711,664</b>	<b>32,173,124</b>
Customer & Client Receipts	(9,543,169)	(9,581,709)	(9,543,169)
Government Grants	(422,830)	(422,830)	(422,830)
Other Grants, Reimbursements & Contributions	(871,190)	(871,190)	(871,190)
<b>Income</b>	<b>(10,837,189)</b>	<b>(10,875,729)</b>	<b>(10,837,189)</b>
<b>Customer Support Group</b>	<b>21,160,935</b>	<b>21,835,935</b>	<b>21,335,935</b>

## Budget Summary and Forward Plan

HB LAW	2018/19 £	2019/20 £
Base Budget	2,011,397	2,036,397
Virements	25,000	
	<b>2,036,397</b>	<b>2,036,397</b>
<b><u>Efficiencies</u></b>		
	<b>0</b>	<b>0</b>
<b><u>Service Reductions</u></b>		
	<b>0</b>	<b>0</b>
<b><u>Service Redesign</u></b>		
	<b>0</b>	<b>0</b>
<b><u>Reducing Demand, Promoting Independence</u></b>		
	<b>0</b>	<b>0</b>
<b><u>Income</u></b>		
	<b>0</b>	<b>0</b>
<b><u>Pressures</u></b>		
	<b>0</b>	<b>0</b>
<b>Budget</b>	<b>2,036,397</b>	<b>2,036,397</b>



**HB LAW**

	<b>Original Estimate 2017/18</b>	<b>Current Estimate 2017/18</b>	<b>Original Estimate 2018/19</b>
HB Law	2,011,397	2,036,397	2,036,397
<b>HB Law</b>	<b>2,011,397</b>	<b>2,036,397</b>	<b>2,036,397</b>
<b>HB LAW</b>	<b>2,011,397</b>	<b>2,036,397</b>	<b>2,036,397</b>

	<b>Original Estimate 2017/18</b>	<b>Current Estimate 2017/18</b>	<b>Original Estimate 2018/19</b>
Supplies/Services	2,791,229	2,816,229	2,816,229
<b>Expenditure</b>	<b>2,791,229</b>	<b>2,816,229</b>	<b>2,816,229</b>
Customer & Client Receipts	(779,832)	(779,832)	(779,832)
<b>Income</b>	<b>(779,832)</b>	<b>(779,832)</b>	<b>(779,832)</b>
<b>HB LAW</b>	<b>2,011,397</b>	<b>2,036,397</b>	<b>2,036,397</b>

## Budget Summary and Forward Plan

Housing Needs Resources	2018/19 £	2019/20 £
Base Budget	5,559,749	6,859,749
Virements	1,300,000	
	<b>6,859,749</b>	<b>6,859,749</b>
<b><u>Efficiencies</u></b>		
	<b>0</b>	<b>0</b>
<b><u>Service Reductions</u></b>		
	<b>0</b>	<b>0</b>
<b><u>Service Redesign</u></b>		
	<b>0</b>	<b>0</b>
<b><u>Reducing Demand, Promoting Independence</u></b>		
	<b>0</b>	<b>0</b>
<b><u>Income</u></b>		
	<b>0</b>	<b>0</b>
<b><u>Pressures</u></b>		
	<b>0</b>	<b>0</b>
<b>Budget</b>	<b>6,859,749</b>	<b>6,859,749</b>

## Housing Needs Resources

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Housing Needs Resources	5,559,749	6,859,749	6,859,749
<b>Housing Needs Resources</b>	<b>5,559,749</b>	<b>6,859,749</b>	<b>6,859,749</b>
<b>Housing Needs Resources</b>	<b>5,559,749</b>	<b>6,859,749</b>	<b>6,859,749</b>

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Employee Related	84,670	84,670	84,670
Secondary Recharges	140	140	140
Supplies/Services	3,485,097	4,785,097	4,785,097
Third Party Payments	18,219,900	25,659,072	25,659,072
<b>Expenditure</b>	<b>21,789,807</b>	<b>30,528,979</b>	<b>30,528,979</b>
Other Grants, Reimbursements & Contributions	(488,250)	(488,250)	(488,250)
Customer & Client Receipts	(15,741,808)	(23,180,980)	(23,180,980)
<b>Income</b>	<b>(16,230,058)</b>	<b>(23,669,230)</b>	<b>(23,669,230)</b>
<b>Housing Needs Resources</b>	<b>5,559,749</b>	<b>6,859,749</b>	<b>6,859,749</b>

## Budget Summary and Forward Plan

Parking and Infrastructure	2018/19 £	2019/20 £
Base Budget	5,935,749	6,061,555
Virements	125,806	
	<b>6,061,555</b>	<b>6,061,555</b>
<b><u>Efficiencies</u></b>		
	<b>0</b>	<b>0</b>
<b><u>Service Reductions</u></b>		
	<b>0</b>	<b>0</b>
<b><u>Service Redesign</u></b>		
	<b>0</b>	<b>0</b>
<b><u>Reducing Demand, Promoting Independence</u></b>		
	<b>0</b>	<b>0</b>
<b><u>Income</u></b>		
	<b>0</b>	<b>0</b>
<b><u>Pressures</u></b>		
	<b>0</b>	<b>0</b>
<b>Budget</b>	<b>6,061,555</b>	<b>6,061,555</b>

**Parking & Infrastructure**

	<b>Original Estimate 2017/18</b>	<b>Current Estimate 2017/18</b>	<b>Original Estimate 2018/19</b>
Highway Inspection/Maintenance	255,397	260,447	260,447
Parking	(537,750)	(537,750)	(537,750)
<b>Parking &amp; Infrastructure</b>	<b>(282,353)</b>	<b>(277,303)</b>	<b>(277,303)</b>
Special Parking Account	0	0	0
<b>Special Parking Account</b>	<b>0</b>	<b>0</b>	<b>0</b>
Street Lighting	6,218,102	6,338,858	6,338,858
<b>Street Lighting</b>	<b>6,218,102</b>	<b>6,338,858</b>	<b>6,338,858</b>
<b>Parking &amp; Infrastructure</b>	<b>5,935,749</b>	<b>6,061,555</b>	<b>6,061,555</b>

	<b>Original Estimate 2017/18</b>	<b>Current Estimate 2017/18</b>	<b>Original Estimate 2018/19</b>
Capital Accounting Charges	10,321,365	10,209,801	10,849,801
Employee Related	1,730,169	1,802,585	1,802,585
Premises Related	192,260	192,260	192,260
Secondary Recharges	(203,667)	(128,667)	(128,667)
Supplies/Services	12,191,020	12,282,974	11,982,974
Transport Related	62,790	60,790	60,790
<b>Expenditure</b>	<b>24,293,937</b>	<b>24,419,743</b>	<b>24,759,743</b>
Customer & Client Receipts	(18,358,188)	(18,358,188)	(18,698,188)
<b>Income</b>	<b>(18,358,188)</b>	<b>(18,358,188)</b>	<b>(18,698,188)</b>
<b>Parking &amp; Infrastructure</b>	<b>5,935,749</b>	<b>6,061,555</b>	<b>6,061,555</b>

## Budget Summary and Forward Plan

Public Health	2018/19 £	2019/20 £
Base Budget Virements	17,610,000	17,156,000
	<b>17,610,000</b>	<b>17,156,000</b>
<b><u>Efficiencies</u></b>		
	<b>0</b>	<b>0</b>
<b><u>Service Reductions</u></b>		
	<b>0</b>	<b>0</b>
<b><u>Service Redesign</u></b>		
	<b>0</b>	<b>0</b>
<b><u>Reducing Demand, Promoting Independence</u></b>		
	<b>0</b>	<b>0</b>
<b><u>Income</u></b>		
	<b>0</b>	<b>0</b>
<b><u>Pressures</u></b>		
Reduction in PH Grant	(454,000)	
	<b>(454,000)</b>	<b>0</b>
<b>Budget</b>	<b>17,156,000</b>	<b>17,156,000</b>

**Public Health**

	<b>Original Estimate 2017/18</b>	<b>Current Estimate 2017/18</b>	<b>Original Estimate 2018/19</b>
Public Health	17,610,000	17,610,000	17,156,000
<b>Public Health</b>	<b>17,610,000</b>	<b>17,610,000</b>	<b>17,156,000</b>
<b>Public Health</b>	<b>17,610,000</b>	<b>17,610,000</b>	<b>17,156,000</b>

	<b>Original Estimate 2017/18</b>	<b>Current Estimate 2017/18</b>	<b>Original Estimate 2018/19</b>
Third Party Payments	17,610,000	17,610,000	17,156,000
<b>Expenditure</b>	<b>17,610,000</b>	<b>17,610,000</b>	<b>17,156,000</b>
<b>Public Health</b>	<b>17,610,000</b>	<b>17,610,000</b>	<b>17,156,000</b>

## Budget Summary and Forward Plan

Regional Enterprise	2018/19 £	2019/20 £
Base Budget	(824,393)	(1,529,393)
Virements	1,150,000	
	<b>325,607</b>	<b>(1,529,393)</b>
<b><u>Efficiencies</u></b>		
	<b>0</b>	<b>0</b>
<b><u>Service Reductions</u></b>		
	<b>0</b>	<b>0</b>
<b><u>Service Redesign</u></b>		
	<b>0</b>	<b>0</b>
<b><u>Reducing Demand, Promoting Independence</u></b>		
	<b>0</b>	<b>0</b>
<b><u>Income</u></b>		
Regeneration and development schemes across the borough are projecting an increase in Council Tax over the MTFS. This increase is above current baseline projections and can therefore be used to reduce savings targets for other theme committees.	(1,855,000)	(657,000)
	<b>(1,855,000)</b>	<b>(657,000)</b>
<b><u>Pressures</u></b>		
	<b>0</b>	<b>0</b>
<b>Budget</b>	<b>(1,529,393)</b>	<b>(2,186,393)</b>



## Regional Enterprise

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Guaranteed Income	(14,661,463)	(16,249,463)	(16,249,463)
Re Managed Budgets	(901,498)	(63,498)	(63,498)
RE Projects	0	0	0
<b>Re Managed Budgets</b>	<b>(15,562,961)</b>	<b>(16,312,961)</b>	<b>(16,312,961)</b>
Management Fee	14,738,568	16,638,568	16,638,568
<b>Re Management Fee</b>	<b>14,738,568</b>	<b>16,638,568</b>	<b>16,638,568</b>
<b>Regional Enterprise</b>	<b>(824,393)</b>	<b>325,607</b>	<b>325,607</b>
Additional Income from Council Tax			(1,855,000)
<b>Regional Enterprise Total</b>			<b>(1,529,393)</b>

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Capital Financing	(150,000)	(150,000)	(150,000)
Employee Related	910	910	910
Premises Related	5,810	5,810	5,810
Secondary Recharges	(2,336,960)	(1,583,460)	(1,583,460)
Supplies/Services	21,148,068	23,044,568	23,044,568
<b>Expenditure</b>	<b>18,667,828</b>	<b>21,317,828</b>	<b>21,317,828</b>
Customer & Client Receipts	(14,749,463)	(16,249,463)	(16,249,463)
Interim Budgets	(1,285,325)	(1,285,325)	(1,285,325)
Other Grants, Reimbursements & Contributions	(3,457,433)	(3,457,433)	(3,457,433)
<b>Income</b>	<b>(19,492,221)</b>	<b>(20,992,221)</b>	<b>(20,992,221)</b>
<b>Regional Enterprise</b>	<b>(824,393)</b>	<b>325,607</b>	<b>325,607</b>
Additional Income from Council Tax			(1,855,000)
<b>Regional Enterprise Total</b>			<b>(1,529,393)</b>

## Budget Summary and Forward Plan

Streetscene	2018/19 £	2019/20 £
Base Budget	12,881,092	12,244,622
Virements	513,530	
	<b>13,394,622</b>	<b>12,244,622</b>
<b><u>Efficiencies</u></b>		
Formerly the restructure of the Street Scene business model. Through the ADM process, officers are looking to streamline potential processes, invest in mobile IT, improve service productivity, and restructure the service to deliver the required savings.	(450,000)	
New Service Offer: Anticipated to be achieved via staffing efficiencies and an asset management review of the fleet.	(150,000)	(150,000)
[Note: The previous 2017/18 saving of £600k has been re-profiled as £300k in 2017/18 and £300k in 2018/19].		
	<b>(600,000)</b>	<b>(150,000)</b>
<b><u>Service Reductions</u></b>		
	<b>0</b>	<b>0</b>
<b><u>Service Redesign</u></b>		
Following the specific site surveys for all green spaces in the Parks and Open spaces strategy 2016, we will review and look at changes to how we maintain all our green space and who maintains our green spaces. This could be as whole green spaces or parts there within, and could included offering the spaces to local groups, planting as urban forests (mayor's air quality strategy), change to allotments (positive health benefits) etc.	(50,000)	
	<b>(50,000)</b>	<b>0</b>

Streetscene	2018/19 £	2019/20 £
<p><b><u>Reducing Demand, Promoting Independence</u></b></p> <p>Revised waste offer to increase recycling: The planned ending of central Government support for weekly refuse collection will necessitate a revised waste collection offer to residents that will need to focus on the delivery of challenging recycling targets. The Council collects residual waste, recyclables, and food waste from all households. The proposal is for a comprehensive and targeted communications and engagement campaign which aims to change resident behaviours and drive up recycling rates in order to reduce collection and disposal costs. This includes making it easier to recycle food waste and compulsory recycling of dry and food waste (enforced by fixed penalty notices); increasing recycling in flats by working with managing agents to identify the most suitable mix of containers and limiting the capacity for residual waste. The proposals will be supported by small scale pilot projects, incentive schemes and targeted communications projects. However it may become necessary to go to alternate weekly collection if recycling rates continue to plateau and/or the savings identified are not realised.</p> <p>Increased Productivity and Reduction of Overheads: Develop a range of alternative management models for parks and open spaces including trusts, management by friends groups and volunteers. Ensure that all costs are recovered from External Agencies such as Barnet Homes and ensure that suitable specifications are in place.</p>		(900,000)
	<b>(100,000)</b>	<b>(1,000,000)</b>



## Streetscene

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Business Improvement	326,755	696,202	696,202
<b>Business Improvement</b>	<b>326,755</b>	<b>696,202</b>	<b>696,202</b>
Transport	(44,940)	280,940	280,940
<b>Contract Management</b>	<b>(44,940)</b>	<b>280,940</b>	<b>280,940</b>
Green Spaces	3,955,500	4,135,880	3,885,880
<b>Green Spaces</b>	<b>3,955,500</b>	<b>4,135,880</b>	<b>3,885,880</b>
Street Cleansing	2,835,437	3,354,807	2,904,807
<b>Parks, Street Cleaning &amp; Ground</b>	<b>2,835,437</b>	<b>3,354,807</b>	<b>2,904,807</b>
Street Scene Management	542,243	293,833	293,833
<b>Street Scene Management</b>	<b>542,243</b>	<b>293,833</b>	<b>293,833</b>
Recycling	364,237	0	0
Trade Waste	(1,959,585)	(1,957,595)	(2,257,595)
Waste	6,861,445	6,890,555	6,440,555
<b>Waste &amp; Recycling</b>	<b>5,266,097</b>	<b>4,932,960</b>	<b>4,182,960</b>
<b>Streetscene</b>	<b>12,881,092</b>	<b>13,694,622</b>	<b>12,244,622</b>

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Employee Related	11,693,850	15,903,035	15,453,035
Premises Related	1,349,320	1,272,340	1,272,340
Secondary Recharges	(7,041,693)	(1,910,328)	(1,910,328)
Supplies/Services	2,113,847	2,765,391	2,315,391
Transport Related	9,482,438	3,207,038	3,207,038
<b>Expenditure</b>	<b>17,597,762</b>	<b>21,237,476</b>	<b>20,337,476</b>
Customer & Client Receipts	(4,716,670)	(7,502,226)	(8,052,226)
Government Grants	0	(40,628)	(40,628)
<b>Income</b>	<b>(4,716,670)</b>	<b>(7,542,854)</b>	<b>(8,092,854)</b>
<b>Streetscene</b>	<b>12,881,092</b>	<b>13,694,622</b>	<b>12,244,622</b>

## Budget Summary and Forward Plan

<b>Special Parking Account</b>	<b>2018/19 £</b>	<b>2019/20 £</b>
Base Budget	(10,321,365)	(10,849,801)
Virements	111,564	
	<b>(10,209,801)</b>	<b>(10,849,801)</b>
<b><u>Efficiencies</u></b>		
Re-procure the Parking Contract: The current contract for parking and enforcement services is due to expire in 2017. The decision to re-procure the service allows further cost savings to be identified through making contract management savings using varied specifications, or through investing in modern IT systems.	(200,000)	
	<b>(200,000)</b>	<b>0</b>
<b><u>Service Reductions</u></b>		
	<b>0</b>	<b>0</b>
<b><u>Service Redesign</u></b>		
Currently a proportion of the Borough is covered by a CPZ - additional roads are added on an ad hoc basis and the process is costly as it can result in abortive work and inefficient consultation. Options would be to take a coordinated approach to the process to save on cost (e.g. add 10 roads at a time instead of 1) and, except in exceptional circumstances, only carry out those that are funded through area committees or developers and carry out a strategic review to prioritise future changes.	(100,000)	(150,000)
	<b>(100,000)</b>	<b>(150,000)</b>

<b>Special Parking Account</b>	<b>2018/19 £</b>	<b>2019/20 £</b>
<b><u>Reducing Demand, Promoting Independence</u></b>		
	<b>0</b>	<b>0</b>
<b><u>Income</u></b>		
<p>Cost recovery from a full review of fees and charges across all Environmental Committee business areas; including Parking products and Highways services. This will include making sure that all fees are collected.</p>	(240,000)	(130,000)
<p>Advertising on and near to Highways: A number of opportunities have been identified for additional advertising across the public realm, including; highways, bus shelters, parks and open spaces, and town centres.</p>	(100,000)	(200,000)
	<b>(340,000)</b>	<b>(330,000)</b>
<b><u>Pressures</u></b>		
	<b>0</b>	<b>0</b>
<b>Budget</b>	<b>(10,849,801)</b>	<b>(11,329,801)</b>

## Special Parking Account

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
<b>Income</b>			
Penalty Charge Notices - Including MTC	(11,915,010)	(11,915,010)	(11,915,010)
Permits	(1,820,000)	(1,820,000)	(2,160,000)
Pay & Display	(3,180,000)	(3,180,000)	(3,180,000)
CCTV Bus lanes	(370,000)	(370,000)	(370,000)
<b>Total Income</b>	<b>(17,285,010)</b>	<b>(17,285,010)</b>	<b>(17,625,010)</b>
<b>Operating Expenditure</b>	<b>6,963,645</b>	<b>7,075,209</b>	<b>6,775,209</b>
<b>Net Operating Surplus</b>	<b>(10,321,365)</b>	<b>(10,209,801)</b>	<b>(10,849,801)</b>
<b>Net Expenditure in Year</b>	<b>(10,321,365)</b>	<b>(10,209,801)</b>	<b>(10,849,801)</b>
Appropriation to General Fund	10,321,365	10,209,801	10,849,801
<b>Balance Carried Forward</b>	<b>0</b>	<b>0</b>	<b>0</b>

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.



<b>HOUSING REVENUE ACCOUNT</b>	<b>2017/18 Revised Budget</b>	<b>2018/19 Original Budget</b>
	<b>£'000</b>	<b>£'000</b>
<b>Income</b>		
Dwelling rents	(52,804,715)	(49,784,776)
Non-dwelling rents	(1,713,886)	(1,641,193)
Tenants Charges for services and facilities	(4,044,450)	(4,242,304)
Leaseholder Charges for services and facilities	(3,094,000)	(3,211,572)
<b>Total Income</b>	<b>(61,657,051)</b>	<b>(58,879,845)</b>
<b>Expenditure</b>		
Repairs and Maintenance	7,485,519	7,445,852
Supervision & Management		
General	15,190,777	15,250,218
Special	6,329,269	5,878,179
Rent, Rates, Taxes and other charges	129,484	144,484
Depreciation and impairment of fixed assets	21,971,000	23,219,151
Debt Management Expenses	7,413,627	7,540,376
Increase in bad debt provision	1,100,000	250,000
<b>Total Expenditure</b>	<b>59,619,676</b>	<b>59,728,260</b>
<b>Net Cost of HRA Services</b>	<b>(2,037,375)</b>	<b>848,415</b>
Interest and investment income	(147,200)	(94,744)
<b>(Surplus) or Deficit</b>	<b>(2,184,575)</b>	<b>753,671</b>