

Appendix C2: Revenue Budget 2018/19

	2017/2018		2018/2019
	Original Estimate	Current Estimate	Original Estimate
<u>Council Theme Committee</u>	£	£	£
Adults & Safeguarding	88,416,475	88,469,805	90,405,805
Assets, Regeneration and Growth	(5,648,392)	(5,947,512)	(8,263,972)
Children's, Libraries, Education and Safeguarding	59,225,334	65,636,569	62,944,569
Community Leadership	2,281,370	2,272,810	2,248,810
Environment	36,554,894	39,402,420	39,056,420
Housing	5,282,069	6,553,660	6,553,660
Policy and Resources	83,796,495	73,408,929	84,544,389
Public Health	17,610,000	17,610,000	17,156,000
Special Parking Account	(10,321,365)	(10,209,801)	(10,849,801)
Additional Income for Council Tax			1,855,000
Total Service Expenditure	277,196,880	277,196,880	285,650,880

REVENUE BUDGET 2018/19

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

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%)
Greater London Authority	280.02	294.23	5.07%
London Borough of Barnet	1,154.70	1,189.34	3.00%

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 & Safeguarding	2018/19 £	2019/20 £
Base Budget	88,416,475	90,405,805
Virements	53,330	
	88,469,805	90,405,805
<p><u>Efficiencies</u></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>	(294,000)	

Adults & Safeguarding	2018/19 £	2019/20 £
<p>A workforce restructure was implemented in 2016/17. The proposals included reviewing management roles, skills mix (i.e. reducing qualified social workers and having more unqualified social workers) and back office efficiencies. The saving in 2017/18 is the full year impact of the saving.</p> <p>The saving in 2019/20 is anticipated from the implementation of a new IT case management system.</p> <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 (https://barnet.moderngov.co.uk/documents/s32576/Your%20Choice%20Barnet%20Agreement%20-%20FINAL.pdf). Paragraphs 3.1 – 3.20 detail the areas the savings will come from over the next four years and paragraphs 9.4 to 9.9 provide further details on the methods being used.</p>	(343,000)	(213,000)
	(637,000)	(809,000)

Adults & Safeguarding	2018/19 £	2019/20 £
<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>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> <p>Support to help people remain caring and in work by increasing support to carers and employers in the borough enabling carers to remain in work and caring by achieving a 0.5% retention rate (c.14 carers). Savings are from cost avoidance of increased homecare support. This is a continuation of previous carers offer savings.</p>	<p>(160,000)</p> <p>(465,000)</p> <p>(150,000)</p>	<p>(100,000)</p>

Adults & Safeguarding	2018/19 £	2019/20 £
<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)	
<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)

Adults & Safeguarding		2018/19 £	2019/20 £
<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> <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.</p> <p>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>		(250,000)	(375,000)
			(400,000)
		(2,195,000)	(2,070,000)
	<u>Pressures</u>		
	Social Care Precept	4,916,000	
		4,916,000	0
Budget		90,405,805	85,488,805

Adults and Safeguarding

	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
Adults Social Care	83,269,790	83,665,240	85,601,240
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
Community Well-being	3,357,097	3,403,109	3,403,109
Dir Adult Soc Serv & Health	518,144	115,162	115,162
Dir Adult Soc Serv & Health	518,144	115,162	115,162
Adults and Health	1,271,444	1,286,294	1,286,294
Strategic Commissioning	1,271,444	1,286,294	1,286,294
Adults and Safeguarding	88,416,475	88,469,805	90,405,805

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Capital Financing	(27,514)	(28,751)	(28,751)
Employee Related	14,729,377	15,389,866	15,389,866
Premises Related	70,783	70,742	70,742
Secondary Recharges	70,743	1,069,568	1,069,568
Supplies/Services	6,001,164	6,700,486	6,550,486
Third Party Payments	96,103,184	83,705,971	85,942,621
Transfer Payments	515,196	17,271,428	17,268,778
Transport Related	1,147,591	219,583	219,583
Expenditure Total	118,610,524	124,398,893	126,482,893
Customer & Client Receipts	(11,954,155)	(13,122,287)	(13,122,287)
Government Grants	(1,762,925)	(1,705,245)	(1,705,245)
Other Grants, Reimbursements & Contributions	(16,476,969)	(21,101,556)	(21,249,556)
Income Total	(30,194,049)	(35,929,088)	(36,077,088)
Adults and Safeguarding	88,416,475	88,469,805	90,405,805

Budget Summary and Forward Plan

Assets, Regeneration & Growth		2018/19 £	2019/20 £
Base Budget Virements		(5,648,392)	(8,263,972)
		(260,580)	
		(5,908,972)	(8,263,972)
<u>Efficiencies</u>			
Moving from rented accommodation to new offices in Colindale will generate further savings from the civic buildings budget. There are plans to implement locality strategy which will result in further consolidation of council assets.		(500,000)	(1,500,000)
		(500,000)	(1,500,000)
<u>Growth and Income</u>			
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)
Income to be generated through surplus space available in libraries.			(151,000)
		(1,855,000)	(808,000)
Budget			
		(8,263,972)	(10,571,972)

Assets, Regeneration and Growth

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
CSG Managed Budget	767,611	1,229,071	767,611
Customer Support Group	767,611	1,229,071	767,611
Guaranteed Income	(6,633,607)	(7,400,287)	(7,400,287)
Re Managed Budgets	0	0	0
RE Projects	0	0	0
Re Managed Budgets	(6,633,607)	(7,400,287)	(7,400,287)
Growth & Development	217,604	223,704	223,704
Strategic Commissioning	217,604	223,704	223,704
Assets, Regeneration and Growth	(5,648,392)	(5,947,512)	(6,408,972)
Additonal Income from Council Tax			(1,855,000)
Assets, Regeneration and Growth Total			(8,263,972)

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Employee Related	598,851	604,951	604,951
Premises Related	4,505,360	4,505,360	4,005,360
Secondary Recharges	(349,597)	(349,597)	(349,597)
Supplies/Services	3,431,433	3,931,433	3,931,433
Expenditure Total	8,186,047	8,692,147	8,192,147
Customer & Client Receipts	(10,403,006)	(11,208,226)	(11,169,686)
Other Grants, Reimbursements & Contributions	(3,431,433)	(3,431,433)	(3,431,433)
Income Total	(13,834,439)	(14,639,659)	(14,601,119)
Assets, Regeneration and Growth	(5,648,392)	(5,947,512)	(6,408,972)
Additonal Income from Council Tax			(1,855,000)
Assets, Regeneration and Growth Total			(8,263,972)

Budget Summary and Forward Plan

Children's, Libraries, Education and Safeguarding Committee		2018/19 £	2019/20 £
Base Budget Virements		59,225,334	62,944,569
		6,411,235	
		65,636,569	62,944,569
<u>Efficiencies</u>			
Budget proposals for 2016-20 include efficiency savings on third party contracts. The overall budget has extra built in to allow for increases in the prices charged by suppliers. These savings would be achieved by improving contract management and negotiating better rates across a range of services.		(365,000)	(334,000)
		(365,000)	(334,000)
<u>Service Reform</u>			
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)

Children's, Libraries, Education and Safeguarding Committee		2018/19 £	2019/20 £
<p>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.</p>		(514,000)	
		(1,372,000)	(914,000)
Shared Service Models			
<p>Contractual savings to be delivered as part of the strategic partnership with Cambridge Education to provide Education and Skills services.</p> <p>The Council will look at emerging best practice across the country to ensure the highest quality of purposeful social work and wider children's service, with a focus on targeted early intervention and prevention. 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.</p> <p>Government is proposing for all adoption agencies to move to a regional model of provision. Savings would come from regionalisation of adoption and integrating services across London.</p>		(255,000)	(350,000)
			(800,000)
		(150,000)	
		(405,000)	(1,150,000)
Income			
<p>Savings through appropriate allocation of education costs for joint placements for children under the age of 18.</p> <p>The council will ensure that all eligible children with disabilities and other limiting conditions are receiving continuing care funding from the NHS to better meet their health and care needs.</p> <p>Explore options for meeting the cost of statutory school improvement functions</p> <p>Explore options for meeting the cost of transport for young people, post-16, with Special Educational Needs and Disabilities</p>		(250,000)	(250,000)
		(200,000)	
		(100,000)	
			(250,000)
		(550,000)	(500,000)
Budget		62,944,569	60,046,569

Children, Education, Libraries

	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
Children Social Care	38,319,522	41,594,621	41,067,621
Transport	(430)	120,091	120,091
Contract Management	(430)	120,091	120,091
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
Early Intervention & Preventio	13,774,517	14,132,025	12,760,025
Education DSG	(15,998,857)	(17,779,559)	(18,118,326)
Schools Funding	210,503	958,021	1,012,131
Education (DSG)	(15,788,354)	(16,821,538)	(17,106,195)
Education & Skills Management	6,524,813	6,714,813	6,459,813
Education Management Team	6,524,813	6,714,813	6,459,813
Childrens Social Care DSG	403,150	403,150	403,150
Early Interven & Preven DSG	15,385,204	16,418,388	16,703,045
Family Services DSG	15,788,354	16,821,538	17,106,195
Family Services Management	350,941	2,744,094	2,506,094
Family Services Management	350,941	2,744,094	2,506,094
Nursery Schools Direct Management	0	635,019	0
Nursery Schools Direct Management	0	635,019	0
Primary Schools Direct Management	0	9,741,067	0
Primary Schools Direct Management	0	9,741,067	0
PRUs Direct Management	0	214,253	0
PRUs Direct Management	0	214,253	0
Secondary Schools Direct Management	0	(11,061,842)	0
Secondary Schools Direct Management	0	(11,061,842)	0
Special Schools Direct Management	0	471,503	0
Special Schools Direct Management	0	471,503	0
Children & Young people	255,971	330,925	30,925
Strategic Commissioning	255,971	330,925	30,925
Children, Education, Libraries	59,225,334	65,636,569	62,944,569

Children, Education, Libraries			
	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Capital Accounting Charges	0	(10,472,130)	0
Capital Financing	(213,688,230)	(2,915,208)	247,100
Employee Related	31,431,052	196,844,202	32,337,282
Premises Related	1,177,749	14,434,704	958,209
Secondary Recharges	(565,960)	(563,960)	(563,378)
Supplies/Services	12,038,904	40,774,803	14,442,269
Support Services	0	11,517,972	0
Third Party Payments	51,002,908	57,175,431	59,034,758
Transfer Payments	186,208,137	1,532,209	183,458,971
Transport Related	937,476	923,216	913,149
Expenditure	68,542,036	309,251,239	290,828,360
Customer & Client Receipts	(1,571,686)	(19,164,426)	(2,479,876)
Government Grants	(5,611,660)	(216,633,148)	(222,820,559)
Other Grants, Reimbursements & Contributions	(2,133,356)	(7,817,096)	(2,583,356)
Income	(9,316,702)	(243,614,670)	(227,883,791)
Children, Education, Libraries	59,225,334	65,636,569	62,944,569

Budget Summary and Forward Plan

Community Leadership		2018/19 £	2019/20 £
<div>Base Budget</div> <div>Virements</div> <div><u>Efficiencies</u></div> <div><u>Service Reductions</u></div> <div><u>Service Redesign</u></div> <div>Reduce expenditure associated with CCTV once the capital contribution towards investment has been paid off.</div> <div><u>Reducing Demand, Promoting Independence</u></div> <div><u>Income</u></div> <div><u>Pressures</u></div> <div>Budget</div>		2,281,370 (32,560)	2,248,810
		2,248,810	2,248,810
		0	0
		0	0
			(243,000)
		0	(243,000)
		0	0
		0	0
		2,248,810	2,005,810

Community Leadership Committee

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Commercial	(159,890)	(159,890)	(159,890)
Commercial & Customer	(159,890)	(159,890)	(159,890)
Finance	181,571	139,001	139,001
Deputy Chief Operating Officer	181,571	139,001	139,001
Governance	7,240	7,240	7,240
Governance	7,240	7,240	7,240
Environment	1,878,089	1,880,719	1,880,719
Strategic Commissioning	1,878,089	1,880,719	1,880,719
Communications	374,360	405,740	381,740
Strategy & Communications	374,360	405,740	381,740
Community Leadership Committee	2,281,370	2,272,810	2,248,810

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Capital Financing	(15,000)	0	(15,000)
Employee Related	1,528,482	662,207	638,207
Premises Related	37,950	810	810
Secondary Recharges	32,020	32,020	32,020
Supplies/Services	938,037	2,339,215	2,415,715
Third Party Payments	646,218	646,218	646,218
Transport Related	6,880	3,000	3,000
Expenditure	3,174,587	3,683,470	3,720,970
Customer & Client Receipts	(595,043)	(513,655)	(513,655)
Government Grants	(236,674)	(457,406)	(457,406)
Other Grants, Reimbursements & Contributions	(61,500)	(439,599)	(501,099)
Income	(893,217)	(1,410,660)	(1,472,160)
Community Leadership Committee	2,281,370	2,272,810	2,248,810

Budget Summary and Forward Plan		
Environment Committee	2018/19 £	2019/20 £
Base Budget	36,554,894	39,056,420
Virements	2,547,526	
	39,102,420	39,056,420
<u>Efficiencies</u>		
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].	(600,000)	(150,000)
<u>Service Reductions</u>		
	0	0

Environment Committee	2018/19 £	2019/20 £
<p><u>Service Redesign</u></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>	(50,000)	(150,000)
	(50,000)	(150,000)
<p><u>Reducing Demand, Promoting Independence</u></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)

Environment Committee	2018/19 £	2019/20 £
<p>Revised waste offer to increase recycling: The planned ending of central Government support for weekly refuse collection will necessitate a revised waste collection offer to residents that will need to focus on the delivery of challenging recycling targets. The Council collects residual waste, recyclables, and food waste from all households. The proposal is for a comprehensive and targeted communications and engagement campaign which aims to change resident behaviours and drive up recycling rates in order to reduce collection and disposal costs. This includes making it easier to recycle food waste and compulsory recycling of dry and food waste (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>	(100,000)	(900,000)
	(200,000)	(1,300,000)

Environment Committee		2018/19 £	2019/20 £
<p>Reduce Demand for Services through targeted enforcement and Education - increase the investment in enforcement and public communication activities to reduce the amount of fly tipping, littering and ASB - provides a reduction in overall operating costs and a small revenue stream above investment costs. A procurement process is being carried out to identify a future provider.</p> <p>Rationalisation of CCTV contracts across ANPR / MTC / ASB. Increase income generation. Further rationalisation of control room function.</p> <p>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>Pressures</p> <p>North London Waste Authority Levy</p> <p>Budget</p>		(25,000)	
			(200,000)
		(100,000)	(100,000)
		(425,000)	(700,000)
		1,229,000	
		1,229,000	0
		39,056,420	36,756,420

Environment

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Business Improvement	326,755	696,202	696,202
Business Improvement	326,755	696,202	696,202
Commercial	99,070	99,070	99,070
Commercial & Customer	99,070	99,070	99,070
Transport	(44,510)	160,849	160,849
Contract Management	(44,510)	160,849	160,849
Green Spaces	3,955,500	4,135,880	3,885,880
Green Spaces Total	3,955,500	4,135,880	3,885,880
Highway Inspection/Maintenance	255,397	260,447	260,447
Parking	(537,750)	(537,750)	(537,750)
Parking & Infrastructure	(282,353)	(277,303)	(277,303)
Street Cleansing	2,835,437	3,354,807	2,904,807
Parks, Street Cleaning & Groun	2,835,437	3,354,807	2,904,807
Guaranteed Income	(7,750,176)	(8,543,087)	(8,543,087)
Re Managed Budgets	(901,498)	(63,498)	(63,498)
Re Managed Budgets	(8,651,674)	(8,606,585)	(8,606,585)
Management Fee	14,738,568	16,638,568	16,638,568
Re Management Fee	14,738,568	16,638,568	16,638,568
Special Parking Account	0	0	0
Special Parking Account	0	0	0
Environment	11,551,659	11,635,281	12,739,281
Strategic Commissioning	11,551,659	11,635,281	12,739,281
Street Lighting	6,218,102	6,338,858	6,338,858
Street Lighting	6,218,102	6,338,858	6,338,858
Street Scene Management	542,243	293,833	293,833
Street Scene Management	542,243	293,833	293,833
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
Waste & Recycling	5,266,097	4,932,960	4,182,960
Environment Committee	36,554,894	39,402,420	39,056,420

Environment

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Capital Accounting Charges	10,321,365	10,209,801	10,849,801
Employee Related	13,929,541	16,971,243	16,506,243
Premises Related	1,565,945	1,488,965	1,488,965
Secondary Recharges	(9,787,794)	(3,829,929)	(3,829,929)
Supplies/Services	43,598,088	45,807,946	46,597,086
Third Party Payments	1,020	1,020	1,020
Transfer Payments	0	0	0
Transport Related	9,545,228	3,267,828	3,267,828
Expenditure	69,173,393	73,916,874	74,881,014
Customer & Client Receipts	(31,333,174)	(33,188,501)	(34,498,641)
Government Grants	0	(40,628)	(40,628)
Interim Budgets	(1,285,325)	(1,285,325)	(1,285,325)
Income	(32,618,499)	(34,514,454)	(35,824,594)
Environment Committee	36,554,894	39,402,420	39,056,420

Budget Summary and Forward Plan		
Housing	2018/19 £	2019/20 £
Base Budget	5,282,069	6,553,660
Virements	1,271,591	
	6,553,660	6,553,660
<u>Efficiencies</u>		
	0	0
<u>Service Reductions</u>		
	0	0
<u>Service Redesign</u>		
	0	0
<u>Reducing Demand, Promoting Independence</u>		
	0	0
<u>Income</u>		
	0	0
<u>Pressures</u>		
	0	0
Budget	6,553,660	6,553,660

Housing

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Housing Needs Resources	5,559,749	6,859,749	6,859,749
Housing Needs Resources	5,559,749	6,859,749	6,859,749
HRA Other Income & Expenditure	(2,706,476)	(3,388,676)	11,415
HRA Regeneration	669,101	1,351,301	837,000
HRA Surplus/Deficit for the year	2,184,575	2,184,575	(753,671)
Interest on Balances	(147,200)	(147,200)	(94,744)
HRA	0	0	0
Guaranteed Income	(277,680)	(306,089)	(306,089)
Re Managed Budgets	(277,680)	(306,089)	(306,089)
Housing Committee	5,282,069	6,553,660	6,553,660

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Asset Capital Accg Charges	12,837,635	21,151,000	23,219,151
Asset Capital Financing	820,000	820,000	0
Capital Accounting Charges	10,497,940	2,184,575	(753,671)
Capital Financing	7,263,627	7,263,627	7,390,376
Employee Related	84,670	84,670	84,670
Premises Related	11,596,739	11,596,739	11,658,177
Secondary Recharges	1,274,127	1,274,127	1,828,789
Supplies/Services	22,461,614	25,012,461	25,187,397
Third Party Payments	18,623,139	26,062,311	25,947,780
Expenditure	85,459,491	95,449,510	94,562,669
Customer & Client Receipts	(76,421,972)	(85,140,400)	(84,188,443)
Interest	(147,200)	(147,200)	(94,744)
Other Grants, Reimbursements & Contributions	(3,608,250)	(3,608,250)	(3,725,822)
Income	(80,177,422)	(88,895,850)	(88,009,009)
Housing Committee	5,282,069	6,553,660	6,553,660

Budget Summary and Forward Plan		
Policy & Resources Committee	2018/19 £	2019/20 £
Base Budget Virements	83,796,495 (10,102,106)	84,544,389
	73,694,389	84,544,389
<p><u>Efficiencies</u></p> <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 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>	(45,000)	(44,000)
		(679,000)
	(500,000)	(1,000,000)

Policy & Resources Committee		2018/19 £	2019/20 £
<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> <p>The Council entered into the Customer & Support Group contract for customer and back office services in the autumn of 2013. This contract will deliver a total £125m saving over a 10 year period. This includes a reduction in the cost of back office services of £70m, or £7m per annum (average across the contract). The contract price has already been reduced and forms part of the Council's existing budget and Medium Term Financial Strategy. A further reduction as a result of the year 3 review of the contract is anticipated in 2017/18.</p> <p>The scope of the contract will then be kept under review to identify any further savings.</p> <p>Decrease in Concessionary Fares</p>		(500,000)	
			(1,000,000)
		(300,000)	
		(1,345,000)	(2,723,000)
<u>Service Reductions</u>		0	0
<u>Service Redesign</u>		0	0
<u>Reducing Demand, Promoting Independence</u>		0	0
<u>Income</u>			
Increasing Council Tax Support payments to 30%			(1,400,000)
		0	(1,400,000)

Policy & Resources Committee		2018/19 £	2019/20 £
<u>Growth</u>			
	General Provision for Inflation	6,195,000	
	Contingency	5,490,000	
	Service / Demographic Pressures	70,000	
	Pensions Contributions	440,000	
		12,195,000	0
Budget		84,544,389	80,421,389

Policy and Resources

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Assurance Management	579,358	560,233	583,058
Assurance Management Total	579,358	560,233	583,058
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
Central Expenses Total	52,723,188	41,672,678	53,391,678
Commercial	901,430	929,039	916,243
Commercial & Customer Total	901,430	929,039	916,243
CSG Managed Budget	100,000	100,000	100,000
CSG Management Fee	20,293,324	20,506,864	20,468,324
Customer Support Group Total	20,393,324	20,606,864	20,568,324
Finance	748,338	907,158	373,158
Information Management	878,453	988,133	988,133
Programme & Resources	819,535	877,946	890,742
Deputy Chief Operating Officer Total	2,446,326	2,773,237	2,252,033
Elections	357,505	549,345	549,345
Elections Total	357,505	549,345	549,345
Governance	2,151,090	2,160,460	2,160,460
Governance Total	2,151,090	2,160,460	2,160,460
HB Law	2,011,397	2,036,397	2,036,397
HB Law Total	2,011,397	2,036,397	2,036,397
Internal Audit & CAFT	752,480	782,795	748,970
Internal Audit & CAFT Total	752,480	782,795	748,970
Strategic Commissioning Board	560,430	567,270	567,270
Strategic Commissioning Board Total	560,430	567,270	567,270
Commissioning Strategy	655,440	506,034	506,034
Communications	264,527	264,577	264,577
Strategy & Communications Total	919,967	770,611	770,611
Policy & Resources	83,796,495	73,408,929	84,544,389

Policy and Resources

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Capital Financing	30,432,457	19,381,947	32,000,947
Employee Related	11,330,957	11,346,211	11,346,211
Premises Related	742,620	742,620	742,620
Secondary Recharges	(2,772,913)	(1,871,763)	(2,371,763)
Supplies/Services	33,147,293	33,563,773	33,483,863
Third Party Payments	20,416,280	19,656,470	18,756,470
Transfer Payments	258,001,180	272,509,939	272,511,119
Transport Related	34,630	32,230	34,440
Expenditure	351,332,504	355,361,427	366,503,907
Customer & Client Receipts	(6,453,722)	(7,646,702)	(7,653,722)
Government Grants	(256,080,911)	(269,844,300)	(269,844,300)
Interest	(1,703,120)	(1,703,120)	(1,703,120)
Other Grants, Reimbursements & Contributions	(3,298,256)	(2,758,376)	(2,758,376)
Income	(267,536,009)	(281,952,498)	(281,959,518)
Policy & Resources	83,796,495	73,408,929	84,544,389

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
	17,870,760	17,867,760	17,167,760
<u>Joint Authorities - Third Party Payments</u>			
Coroners Court	284,000	287,000	287,000
	284,000	287,000	287,000
<u>Other Local Authorities - Third Party</u>			
London Boroughs Grants	533,490	533,490	333,490
	533,490	533,490	333,490
Total Levies	18,688,250	18,688,250	17,788,250

Budget Summary and Forward Plan

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

Public Health

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

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Health authorities - Third Party	17,610,000	17,610,000	17,156,000
Expenditure	17,610,000	17,610,000	17,156,000
Public Health	17,610,000	17,610,000	17,156,000

Budget Summary and Forward Plan

Special Parking Account		2018/19 £	2019/20 £
<p>Base Budget Virements</p> <p><u>Efficiencies</u></p> <p>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.</p> <p><u>Service Reductions</u></p> <p><u>Service Redesign</u></p> <p>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.</p>		(10,321,365)	(10,849,801)
		111,564	
		(10,209,801)	(10,849,801)
		(200,000)	
		(200,000)	0
		0	0
		(100,000)	(150,000)
		(100,000)	(150,000)

Special Parking Account		2018/19 £	2019/20 £
<u>Reducing Demand, Promoting Independence</u>			
		0	0
<u>Income</u>			
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.		(240,000)	(130,000)
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.		(100,000)	(200,000)
		(340,000)	(330,000)
<u>Pressures</u>			
		0	0
Budget		(10,849,801)	(11,329,801)

Special Parking Account

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Income			
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)
Total Income	(17,285,010)	(17,285,010)	(17,625,010)
Operating Expenditure	6,963,645	7,075,209	6,775,209
Net Operating Surplus	(10,321,365)	(10,209,801)	(10,849,801)
Net Expenditure in Year	(10,321,365)	(10,209,801)	(10,849,801)
Appropriation to General Fund	10,321,365	10,209,801	10,849,801
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.

HOUSING REVENUE ACCOUNT	2017/18 Revised Budget	2018/19 Original Budget
	£'000	£'000
Income		
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)
Total Income	(61,657,051)	(58,879,845)
Expenditure		
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
Total Expenditure	59,619,676	59,728,260
Net Cost of HRA Services	(2,037,375)	848,415
Interest and investment income	(147,200)	(94,744)
(Surplus) or Deficit	(2,184,575)	753,671