

Summary General Fund Revenue Budget			
Council Services - Directorate Summary	2020/21 Original Budget	2020/21 Base Budget	2021/22 Proposed Budget
Adults and Health	102,257,631	102,418,262	102,579,478
Public Health	17,617,269	17,920,708	17,820,708
Assurance	7,670,265	8,157,654	8,091,249
Children's Family Services	69,378,824	69,676,789	71,248,015
Growth and Corporate Services	39,352,666	43,231,687	41,862,779
Environment	24,879,234	9,573,901	11,370,725
Resources	64,154,322	58,555,938	79,044,266
Total Service Expenditure Budget	325,310,212	309,534,939	332,017,220

Summary General Fund Subjective Analysis by Directorate			
Directorate Breakdown	2020/21 Original Budget	2020/21 Base Budget	2021/22 Proposed Budget
Adults and Health:			
Capital Financing	0	(399,000)	(399,000)
Employee Related	18,015,574	18,999,410	18,689,410
Premises Related	93,252	99,860	99,860
Secondary Recharges	(584,551)	(533,439)	(533,439)
Supplies/Services	4,207,943	5,621,249	5,621,249
Third Party Payments	97,839,857	98,081,257	98,030,257
Transfer Payments	15,568,126	15,533,726	15,533,726
Transport Related	212,829	166,918	166,918
Expenditure	135,353,030	137,569,981	137,208,981
Customer & Client Receipts	(14,127,207)	(15,534,207)	(16,465,207)
Government Grants	(224,419)	(224,419)	(224,419)
Other Grants, Reimbursements &	(18,743,773)	(19,393,093)	(19,393,093)
Income	(33,095,399)	(35,151,719)	(36,082,719)
Adults and Health Total	102,257,631	102,418,262	101,126,262
<i>Share of Indicative Non-Pay inflation</i>	<i>0</i>	<i>0</i>	<i>1,453,216</i>
Adults and Health - Revised Total (Inc Inflation)	102,257,631	102,418,262	102,579,478

Assurance:			
Capital Financing	153,379	153,379	153,379
Employee Related	5,439,895	5,531,002	5,531,002
Premises Related	742,620	741,920	741,920
Secondary Recharges	(326,363)	(322,043)	(322,043)
Supplies/Services	735,339	1,202,901	1,202,901
Third Party Payments	1,499,198	1,499,198	1,499,198
Transport Related	33,820	34,420	34,420
Expenditure	8,277,888	8,840,777	8,840,777
Customer & Client Receipts	(270,376)	(345,876)	(345,876)
Other Grants, Reimbursements &	(337,247)	(337,247)	(437,247)
Income	(607,623)	(683,123)	(783,123)
Assurance Total	7,670,265	8,157,654	8,057,654
<i>Share of Indicative Non-Pay inflation</i>	<i>0</i>	<i>0</i>	<i>33,595</i>
Assurance - Revised Total (Inc Inflation)	7,670,265	8,157,654	8,091,249

Children's Family Services:			
Capital Financing	(500)	(500)	(250,500)
Employee Related	34,758,113	34,939,495	35,554,014
Premises Related	1,016,548	1,074,548	1,074,548
Secondary Recharges	(6,572,080)	(6,849,864)	(6,849,864)
Supplies/Services	14,738,611	15,355,386	15,006,886
Third Party Payments	26,966,130	27,507,283	28,822,283
Transfer Payments	7,997,993	7,997,993	7,997,993
Transport Related	341,102	316,102	316,102
Expenditure	79,245,917	80,340,443	81,671,462
Customer & Client Receipts	(1,174,821)	(1,174,821)	(1,174,821)
Government Grants	(3,733,451)	(4,154,342)	(4,154,342)
Other Grants, Reimbursements &	(4,958,821)	(5,334,491)	(5,830,491)
Income	(9,867,093)	(10,663,654)	(11,159,654)
Children's Family Services	69,378,824	69,676,789	70,511,808
<i>Share of Indicative Non-Pay inflation</i>	<i>0</i>	<i>0</i>	<i>736,207</i>
Children's Family Services - Revised Total (Inc Inflation)	69,378,824	69,676,789	71,248,015

Environment:			
Capital Accounting Charges	16,074,781	0	0
Employee Related	23,841,240	23,664,848	23,664,848
Premises Related	1,414,977	1,474,422	1,582,422
Secondary Recharges	(3,456,365)	(3,278,383)	(3,228,383)
Supplies/Services	17,967,591	18,521,324	20,722,324
Third Party Payments	321,050	320,030	320,030
Transport Related	3,621,936	4,229,436	4,229,436
Expenditure	59,785,210	44,931,677	47,290,677
Customer & Client Receipts	(34,865,348)	(35,317,148)	(36,242,148)
Government Grants	(40,628)	(40,628)	(40,628)
Income	(34,905,976)	(35,357,776)	(36,282,776)

Summary General Fund Subjective Analysis by Directorate			
Directorate Breakdown	2020/21 Original Budget	2020/21 Base Budget	2021/22 Proposed Budget
Environment Total	24,879,234	9,573,901	11,007,901
<i>Share of Indicative Non-Pay inflation</i>	<i>0</i>	<i>0</i>	<i>362,824</i>
Environment - Revised Total (Inc Inflation)	24,879,234	9,573,901	11,370,725
Growth and Corporate Services:			
Capital Financing	(280,000)	(316,000)	(316,000)
Employee Related	5,058,767	5,969,114	6,449,614
Premises Related	5,836,751	6,036,761	4,386,761
Secondary Recharges	(10,192,777)	(9,844,647)	(9,844,647)
Supplies/Services	70,071,905	66,967,354	67,635,604
Third Party Payments	24,053,438	24,491,759	23,819,759
Transfer Payments	0	1,020,000	1,020,000
Transport Related	67,881	67,881	67,881
Expenditure	94,615,965	94,392,222	93,218,972
Customer & Client Receipts	(47,627,561)	(47,933,421)	(48,766,421)
Government Grants	477,170	(950,000)	(950,000)
Interim Budgets	(1,285,325)	(1,285,325)	(1,285,325)
Other Grants, Reimbursements &	(6,827,583)	(991,789)	(991,789)
Income	(55,263,299)	(51,160,535)	(51,993,535)
Growth and Corporate Services Total	39,352,666	43,231,687	41,225,437
<i>Share of Indicative Non-Pay inflation</i>	<i>0</i>	<i>0</i>	<i>637,342</i>
Growth and Corporate Services - Revised Total (Inc Inflation)	39,352,666	43,231,687	41,862,779
Public Health:			
Employee Related	2,006,024	2,042,219	1,962,219
Secondary Recharges	3,029,000	2,989,000	2,989,000
Supplies/Services	89,074	87,634	67,634
Third Party Payments	12,561,956	12,870,640	12,870,640
Transport Related	1,215	1,215	1,215
Expenditure	17,687,269	17,990,708	17,890,708
Customer & Client Receipts	(70,000)	(70,000)	(70,000)
Income	(70,000)	(70,000)	(70,000)
Public Health	17,617,269	17,920,708	17,820,708
<i>Share of Indicative Non-Pay inflation</i>	<i>0</i>	<i>0</i>	<i>0</i>
Public Health - Revised Total (Inc Inflation)	17,617,269	17,920,708	17,820,708
Resources:			
Capital Financing	22,521,011	20,999,117	45,787,629
Employee Related	9,240,762	9,765,170	9,765,170
Secondary Recharges	(1,101,510)	(2,271,510)	(2,271,510)
Supplies/Services	14,378,740	15,346,011	16,718,011
Third Party Payments	17,728,220	16,911,449	14,531,449
Transfer Payments	234,759,939	217,592,944	217,592,944
Expenditure	297,527,162	278,343,181	302,123,693
Customer & Client Receipts	(2,090,000)	(2,090,000)	(2,159,000)
Government Grants	(228,313,151)	(210,752,670)	(210,752,670)
Interest	(1,198,250)	(2,667,855)	(2,667,855)
Other Grants, Reimbursements &	(1,771,439)	(4,276,718)	(4,276,718)
Income	(233,372,840)	(219,787,243)	(219,856,243)
Resources	64,154,322	58,555,938	82,267,450
<i>Share of Indicative Non-Pay inflation</i>	<i>0</i>	<i>0</i>	<i>49,291</i>
<i>Indicative Non-Pay inflation to Services Funded from Resources</i>	<i>0</i>	<i>0</i>	<i>(3,272,475)</i>
Resources - Revised Total (Inc Inflation)	64,154,322	58,555,938	79,044,266
Total Service Net Expenditure Budget	325,310,212	309,534,939	332,017,220

Revenue Budget - Council Tax Requirement Summary			
Council Tax Requirement Summary	2020/21 Original	2020/21 Current	2021/22 Original
	£	£	£
Total Service Expenditure	309,235,431	309,534,939	332,017,220
Contribution to / (from) Specific Reserves	0	0	0
Net Expenditure	309,235,431	309,534,939	332,017,220
Other Grants	(54,307,927)	(54,607,436)	(69,615,258)
Budget Requirement	254,927,504	254,927,503	262,401,962
Business Rates Retention	(40,553,935)	(40,553,935)	(38,302,644)
Business rates top-up	(19,810,294)	(19,810,294)	(19,731,211)
Business Rates Income	(60,364,229)	(60,364,229)	(58,033,856)
RSG	(6,283,212)	(6,283,212)	(6,317,958)
Barnet's Element of Council Tax Requirement	188,280,063	188,280,062	198,050,148
Greater London Authority – Precept	49,084,263	49,084,263	53,855,755
Total Council Tax Requirement	237,364,326	237,364,325	251,905,903
Components of Band D Council Tax Rate (£)	2020/21	2021/22	Change
Mayors Office for Policing and Crime	252.13	267.13	5.95%
London Fire & Emergency Planning Authority and Mayor, Administration, Transport for London, Olympic Games and Boroughs' Collection Fund balances.	79.94	96.53	20.75%
GLA Precept	332.07	363.66	9.51%
London Borough of Barnet	1,273.77	1,337.33	4.99%
Total Council Tax Rate (£) Band D Equivalent	1,605.84	1,700.99	5.93%

Revenue Budget - Council Tax Summary Information			
Property values (Based on 1 April 1991 valuations)	2020/21 Rate (£)	2021/22 Rate (£)	2021/22 Tax Yield £
Band A: Up to £40,000	1,070.56	1,133.99	2,750,039
Band B: Over £40,000 & Up To £52,000	1,248.99	1,323.00	8,085,581
Band C: Over £52,000 & Up To £68,000	1,427.41	1,511.99	33,362,105
Band D: Over £68,000 & Up To £88,000	1,605.84	1,700.99	51,518,541
Band E: Over £88,000 & Up To £120,000	1,962.69	2,078.98	56,862,993
Band F: Over £120,000 & Up To £160,000	2,319.55	2,456.99	43,532,187
Band G: Over £160,000 & Up To £320,000	2,676.40	2,834.98	42,184,191
Band H: Over £320,000	3,211.68	3,401.98	13,610,267
Total			251,905,903

	2020/21	2021/22	2021/22
Band D Equivalents	Band D Equivalents	Band D Equivalents	Tax Yield £
Total Properties	176,599	179,060	304,578,976
Exemptions, disabled relief, discounts and premiums	(14,896)	(15,448)	(26,277,461)
Ministry of Defence Contributions	9	4	6,294
Council Tax Support Scheme Discount	(13,776)	(14,774)	(25,129,619)
Adjustments (projections):			
New properties	2,371	1,628	2,768,415
Exemptions (Students)	(242)	(120)	(203,268)
Non-collection @ 1.5%	(2,252)	(2,256)	(3,837,433)
Total Council Tax Base and Yield (£)	147,813	148,094	251,905,903

Adults and Health Budget Summary and Forward Plan					
Adults and Health		2021/22 £	2022/23 £	2023/24 £	2024/25 £
Original Budget		102,257,631	102,579,478	104,302,478	106,519,478
Virements approved in prior period		160,631			
Revised Base Budget		102,418,262	102,579,478	104,302,478	106,519,478
Saving Ref	Saving Description				
A&S13	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 care.	0	(30,000)	(100,000)	(70,000)
A&S14	Plans are in place to develop a third Extra-Care Housing scheme at Cheshir House, with 75 units. Current savings projections are based on conservative assumptions using evidence from the first scheme.	0	0	(50,000)	(210,000)
A&S21	This saving is a continuation and evolution of the previous savings in older adults. We will be continuing to apply a strengths-based approach to care reviews for older adults and people with physical disabilities, ensuring that social care needs are met in a way that maximises independence and utilises people's strengths and assets within their communities. Evidence to date that this reduces the cost of formal care and support. We will be continuing to apply this approach with people in the community, including those recently discharged from hospital.	(160,000)	0	0	0
A&S22	This saving is a continuation and evolution of the previous savings line "R8: Support for Working age adults". The work is based on the principle of 'progression', which is that each person with a learning disability has the potential to increase independence if they are given the appropriate care and support. There are several strands of work to achieve this saving, which will include work with people known to the adult social care learning disabilities service and those who are due to transition into that service at the age of 25 (from Families Services). These are: <ul style="list-style-type: none"> - Continuing to review support packages and develop support plans to increase independence, improve wellbeing and reduce costs. Some people will require less support in their current accommodation, while others may move to a different type of accommodation to promote independence and progression. There will also be a focus on supporting individuals to gain and maintain employment. - Expanding the Shared Lives (https://sharedlivesplus.org.uk/) service within LBB and increasing the number of referrals and placements - Working closely with providers to ensure that their models of support promote independence and progression - Utilising technology to promote independence and ensure appropriate levels of care and support. This will include the use of Electronic Call Monitoring (ECM) systems in Supported Living settings 	(325,000)	(225,000)	(75,000)	(75,000)
A&S27	As part of the response to the Covid-19 pandemic, the council and NHS colleagues have created an integrated team to ensure that people can be discharged (with the necessary care and support) more quickly from hospital, once they are medically fit to do so. Following on from this, we are now planning to increase the number of these clients (and also those who are referred for social care from their community) who receive enablement services, and ensure that we are maximising the impact of our enablement offer. A saving will be realised when the additional people receiving enablement services become more independent and require less ongoing care and support than they otherwise would have needed. We will also develop enablement services, and increase the use of rehabilitation beds, for those with cognitive or mental health conditions. The full impact of this will be seen in 2022/23.	(200,000)	(100,000)	0	0
A&S31	The saving from 21/22 onwards is based on Prevention Co-ordinators working with more people at the first point of contact for adults requesting care and support (the 'Front Door'), to delay the development of care needs and ensure that preventative / alternative options to formal care are fully considered and utilised.	(100,000)	0	(200,000)	(200,000)
PH4	Additional savings from 23/24 onwards are based on building and utilising additional capacity in the community to prevent, reduce, or delay people's development of care needs, building on social prescribing and local area co-ordination models. These will be subject to further assessment and evaluation prior to implementation. Sexual Health Services - London-wide sexual health transformation including on line testing offer, channel shift and decreased attendances to clinics outside the contract as well as better focus on prevention .	(310,000)	(250,000)	(100,000)	0
	The Delegated Powers Report can be found here: https://barnet.moderngov.co.uk/documents/s51443/Delegated%20Powers%20Report%20-Sexual%20Health%20service.pdf				
Savings Total		(1,095,000)	(605,000)	(525,000)	(555,000)

Adults and Health		2021/22	2022/23	2023/24	2024/25
		£	£	£	£
Income generation Ref	Description				
A&S8	Working with our leisure services provider to maximise the VAT efficiency of their contract and service, with the Council benefitting from the saving.	(124,000)	(159,000)	(184,000)	0
A&S9	Over-delivery against projected income from the GLL leisure services contract	(747,000)	(373,000)	(258,000)	0
A&S25	Increasing the hourly charge for homecare for those who contribute to the cost of their care, from £17.00 to £18.39. £18.39 is the average cost per hour of homecare that the Council pays to its providers.	(60,000)	0	0	0
Income generation Total		(931,000)	(532,000)	(442,000)	0
Share of Indicative Non-Pay Inflation		1,453,216	0	0	0
Pressures					
Growth1:	Transitions cases from Childrens Services to Adults	484,000	1,304,000	1,194,000	1,460,000
Growth2:	Increasing Complexity and Demographic	250,000	1,556,000	1,990,000	1,990,000
Pressures Total		734,000	2,860,000	3,184,000	3,450,000
Proposed Budget		102,579,478	104,302,478	106,519,478	109,414,478

Adults and Health

Directorate Summary

Adults and Health	2020/21 Original Budget	2020/21 Base Budget	2021/22 Proposed Budget
ASC Prevention Services	2,612,747	2,264,747	2,264,747
A&H Prevention Services	2,612,747	2,264,747	2,264,747
ASC Workforce	15,758,400	16,008,672	16,008,672
A&H Workforce	15,758,400	16,008,672	16,008,672
Integrated Care - Learning Disabilities	32,618,553	33,072,888	33,231,888
Integrated care - Mental Health	9,279,865	9,399,439	9,399,439
Integrated Care - Older Adults	31,814,014	32,375,637	32,105,637
Integrated Care - Physical Disabilities	9,653,533	9,920,001	9,920,001
Adult Social Care	83,365,964	84,767,965	84,656,965
Leisure, Sports and Physical Activity	520,520	(623,122)	(1,804,122)
Leisure, Sports and Physical Activity	520,520	(623,122)	(1,804,122)
Total Adults and Health	102,257,631	102,418,262	101,126,262
<i>Indicative Non-Pay Allocation</i>	<i>0</i>	<i>0</i>	<i>1,453,216</i>
Revised Adults and Health Total	102,257,631	102,418,262	102,579,478

Subjective Analysis

Adults and Health	2020/21 Original Budget	2020/21 Base Budget	2021/22 Proposed Budget
Capital Financing	0	(399,000)	(399,000)
Employee Related	18,015,574	18,999,410	18,689,410
Premises Related	93,252	99,860	99,860
Secondary Recharges	(584,551)	(533,439)	(533,439)
Supplies/Services	4,207,943	5,621,249	5,621,249
Third Party Payments	97,839,857	98,081,257	98,030,257
Transfer Payments	15,568,126	15,533,726	15,533,726
Transport Related	212,829	166,918	166,918
Expenditure	135,353,030	137,569,981	137,208,981
Customer & Client Receipts	(14,127,207)	(15,534,207)	(16,465,207)
Government Grants	(224,419)	(224,419)	(224,419)
Other Grants, Reimbursements &	(18,743,773)	(19,393,093)	(19,393,093)
Income	(33,095,399)	(35,151,719)	(36,082,719)
Total Adults and Health	102,257,631	102,418,262	101,126,262
<i>Indicative Non-Pay inflation Allocation</i>	<i>0</i>	<i>0</i>	<i>1,453,216</i>
Revised Adults and Health Total	102,257,631	102,418,262	102,579,478

Assurance Budget Summary and Forward Plan					
Assurance		2021/22 £	2022/23 £	2023/24 £	2024/25 £
Original Budget		7,670,265	8,091,249	7,991,249	7,875,249
Virements approved in prior period		487,389			
Revised Base Budget		8,157,654	8,091,249	7,991,249	7,875,249
Savings		0	0	0	0
Income generation Ref	Description				
ASU1	Make CAFT team cost neutral through increase income generation incl expansion of sold service to OLAs	(100,000)	(100,000)	(116,000)	0
Income generation Total		(100,000)	(100,000)	(116,000)	0
Share of Indicative Non-Pay Inflation		33,595	0	0	0
Pressures					
Pressures Total		0	0	0	0
Proposed Budget		8,091,249	7,991,249	7,875,249	7,875,249

Assurance

Directorate Summary

Assurance	2020/21 Original Budget	2020/21 Base Budget	2021/22 Proposed Budget
Assurance & Business Development	606,110	732,838	732,838
Assurance Management	829,000	785,632	785,632
Counter Fraud Operations	346,536	349,446	249,446
Electoral Service	680,399	682,139	682,139
Governance	2,240,329	2,255,527	2,255,527
Internal Audit	383,250	385,460	385,460
Organisational Resilience	841,370	846,400	846,400
Assurance	5,926,993	6,037,442	5,937,442
Community Safety	1,732,590	2,109,530	2,109,530
Community Safety	1,732,590	2,109,530	2,109,530
Legal Advice and Monitoring	10,682	10,682	10,682
Legal Advice and Monitoring	10,682	10,682	10,682
Total Assurance	7,670,265	8,157,654	8,057,654
<i>Indicative Non-Pay Allocation</i>			33,595
Revised AssuranceTotal			8,091,249

Subjective Analysis

Assurance	2020/21 Original Budget	2020/21 Base Budget	2021/22 Proposed Budget
Capital Financing	153,379	153,379	153,379
Employee Related	5,439,895	5,531,002	5,531,002
Premises Related	742,620	741,920	741,920
Secondary Recharges	(326,363)	(322,043)	(322,043)
Supplies/Services	735,339	1,202,901	1,202,901
Third Party Payments	1,499,198	1,499,198	1,499,198
Transport Related	33,820	34,420	34,420
Expenditure	8,277,888	8,840,777	8,840,777
Customer & Client Receipts	(270,376)	(345,876)	(345,876)
Other Grants & Reimbursments	(337,247)	(337,247)	(437,247)
Income	(607,623)	(683,123)	(783,123)
Total Assurance	7,670,265	8,157,654	8,057,654
<i>Indicative Non-Pay Allocation</i>	0	0	33,595
Revised AssuranceTotal	7,670,265	8,157,654	8,091,249

Children's Family Services Budget Summary and Forward Plan					
Children's Family Services		2021/22 £	2022/23 £	2023/24 £	2024/25 £
Original Budget		69,378,824	71,247,885	70,491,313	70,452,313
Virements approved in prior period		297,965			
Revised Base Budget		69,676,789	71,247,885	70,491,313	70,452,313
Saving Ref	Saving Description				
CES1	Inflationary increases to third party contracts are built into the budget. These savings would be achieved by improving contract management and negotiating better rates across contracts including: secure accommodation, fostering support, and short breaks	(334,000)	(334,000)	(334,000)	(334,000)
CES7	Remodelling of Contact Centre as per Business Case, including staffing model and income generation	0	(150,000)	(200,000)	0
CES8	Remodelling of placements to reduce number of children in high cost placements. Range of measures from increased recruitment of internal foster carers and supported lodgings hosts, developing in-house therapeutic provision to expanding lower cost internal semi-independent options	(405,000)	(550,000)	(725,000)	0
CES9	Creation of a respite unit that is a centre of excellence to support parents/carers and their children with autism. Earlier intervention to avoid significant future growth in high cost packages/placements for young people with high functioning autism with challenging behaviour	0	0	(200,000)	0
CES10	Back office saving through voluntary option for back office staff to work 4 day weeks	0	0	(270,000)	(270,000)
CES14	Savings delivered through reducing the number of agency workers by increasing Newly Qualified Social Work capacity for one year alongside a targeted international recruitment campaign to increase the number of permanent social work staff	(200,000)	0	0	0
CES15	Use of reserves as a one off saving	(250,000)	0	250,000	0
CES16	Reduce commissioning tender budget for Family Group Conferencing.	(55,500)	0	0	0
CES18	Develop an under 5's Parenting Centre, which complements the Children Centre offer, with specialist/intensive parenting interventions aimed at reducing the need for statutory interventions.	0	(300,000)	0	0
CES22	Reduce demand on external residential. through on-going reviews of high cost placements, as well as utilisation of our new forthcoming Woodside Avenue Children's Home and attached Intervention Centre. The new home will allow for earlier step-down from residential, and the Intervention Centre will support specialist foster care provision; an alternative provision to some lower need residential placements.	0	0	(760,000)	(240,000)
CES23	Decrease in usage of Independent Fostering Agencies (IFAs), instead increase usage of internal foster carers. This forms part of our Demand Transformation of Placements.	0	(250,571)	0	0
CES24	As a result of demand management there has been a decrease in the number of families that are homeless or other usage of section 17. This means that the budget for Section 17 placements , where this is utilised, can be decreased to reflect current need.	0	(250,000)	0	0
CES25	Restructure of senior posts within Commissioning & Business Improvement Division including deletion of vacant posts (2xHoS) and creation of a single HoS to achieve greater service integration.	(107,487)	0	0	0
CES26	Restructure of senior posts within Commissioning & Business Improvement Division including deletion of vacant posts (Inspection & Improvement Lead) and integrate activity into Strategy & Insight	(74,642)	0	0	0
CES27	Restructure business support function including deletion of PSA Officer post and managing the PSAs within the operational service to improve integration across they system and support to frontline delivery.	(53,482)	0	0	0
CES28	Further opportunities to integrate business support and back office functions	0	0	0	(79,204)

Children's Family Services		2021/22 £	2022/23 £	2023/24 £	2024/25 £
CES31	Savings on the provision of Passenger Assistants for SEN transport through closer alignment with the SEN team and management efficiencies.	(209,000)	(20,000)	0	0
CES32	Transferring the Education and Skills Service into the Barnet Education and Learning Service (BELS), which delivered management savings. Further savings being delivered by BELS through further efficiencies and income generation.	(250,000)	0	0	0
CES34	Release DSG funding to deliver savings. Specifics on how this saving will be made are subject to an independent review which is currently underway.	(340,000)	0	0	0
Savings Total		(2,279,111)	(1,854,571)	(2,239,000)	(923,204)
Income generation Ref	Description				
CES19	18-25- potential invest to save - Supported living project. Redesigning the commissioning of shared accommodation for young adults with a Learning Disability.	0	0	0	(749,000)
CES20	In 2020-21, the Home Office increased funding for LAs that meet UASC benchmark (future years are yet to be confirmed). Increase the number of UASC that London Borough of Barnet have in our care to above Home Office benchmark figures (this is approx. +5 UASC).	0	(623,000)	0	0
CES21	Increased Continuing Health Care contribution to appropriate placements for 18-25 year olds	(496,000)	0	0	0
Income generation Total		(496,000)	(623,000)	0	(749,000)
Share of Indicative Non-Pay Inflation		736,207	0	0	0
Pressures					
Growth3:	Demographics and complexity (placements and care leavers)	1,420,000	1,486,000	1,900,000	1,900,000
Growth39	School Condition's Survey	325,000	0	0	0
Growth 4	Apprenticeship Levy unachievable saving	130,000	0	0	0
Growth 5	Mental Health	200,000	0	0	0
Growth 7	Elective home education coordinator and Welfare benefit advisors	150,000	0	0	0
Growth 8	18-25 Service Pressures due to increased placement demands	1,000,000	235,000	300,000	300,000
Growth 40	SEND and Ed Psych staffing to meet increased demand (via BELS)	385,000	0	0	0
Pressures Total		3,610,000	1,721,000	2,200,000	2,200,000
Proposed Budget		71,247,885	70,491,313	70,452,313	70,980,109

Children's Family Services

Directorate Summary

Children's Family Services	2020/21 Original Budget	2020/21 Base Budget	2021/22 Proposed Budget
Assessmnt, Intervention & Planning	9,016,681	7,607,954	7,552,454
Children with disabilities	2,873,792	3,159,169	3,159,169
Clinical Services	1,418,131	1,276,121	1,276,121
CSC 18-25	6,368,963	5,018,963	5,522,963
Permanence Trns & CorParenting	4,688,793	4,502,443	4,502,443
Placements	20,871,515	21,704,670	22,719,670
Safeguarding,QA&WorkfrCDvlpmnt	2,630,240	2,893,027	3,023,027
Social Care Management	1,231,203	1,350,126	1,350,126
YOT, Risk and Vulnerability	2,924,404	2,910,345	2,910,345
Children's Social Care Total	52,023,721	50,422,818	52,016,318
Central Education (Commissioning)	(331,609)	(346,236)	(346,236)
Communications, Complaints & Business Support	1,396,193	1,488,846	1,435,364
Commissioning	1,185,204	1,252,414	1,252,414
Early Help 0-19	4,368,481	4,514,169	4,264,169
Libraries	3,734,367	3,775,506	3,775,506
Partnership and Voice of Child	223,467	140,524	140,524
Performance Improvement & Customer Engagement	1,308,962	1,472,216	1,290,217
Early Intervention & Prevention Total	11,885,064	12,297,439	11,811,958
Education Skills	5,832,102	5,882,102	5,793,102
Education and Skills Total	5,832,102	5,882,102	5,793,102
Family Services Management	(362,064)	1,074,430	890,430
Family Services Management Total	(362,064)	1,074,430	890,430
Children's Family Services Total	69,378,824	69,676,789	70,511,808
<i>Indicative Non-Pay Allocation</i>	<i>0</i>	<i>0</i>	<i>736,207</i>
Revised Children's Family Services Total	69,378,824	69,676,789	71,248,015

Subjective Analysis

Children's Family Services	2020/21 Original Budget	2020/21 Base Budget	2021/22 Proposed Budget
Capital Financing	(500)	(500)	(250,500)
Employee Related	34,758,113	34,939,495	35,554,014
Premises Related	1,016,548	1,074,548	1,074,548
Secondary Recharges	(6,572,080)	(6,849,864)	(6,849,864)
Supplies/Services	14,738,611	15,355,386	15,006,886
Third Party Payments	26,966,130	27,507,283	28,822,283
Transfer Payments	7,997,993	7,997,993	7,997,993
Transport Related	341,102	316,102	316,102
Expenditure	79,245,917	80,340,443	81,671,462
Customer & Client Receipts	(1,174,821)	(1,174,821)	(1,174,821)
Government Grants	(3,733,451)	(4,154,342)	(4,154,342)
Other Grants & Reimbursments	(4,958,821)	(5,334,491)	(5,830,491)
Income	(9,867,093)	(10,663,654)	(11,159,654)
Children's Family Services	69,378,824	69,676,789	70,511,808
<i>Indicative Non-Pay Allocation</i>	<i>0</i>	<i>0</i>	<i>736,207</i>
Revised Children's Family Services Total	69,378,824	69,676,789	71,248,015

Environment Budget Summary and Forward Plan					
Environment		2021/22 £	2022/23 £	2023/24 £	2024/25 £
Original Budget		24,879,234	11,370,725	12,186,725	11,187,725
Virements approved in prior period		(15,305,333)			
Revised Base Budget		9,573,901	11,370,725	12,186,725	11,187,725
Saving Ref	Saving Description				
ENV7	Fundamental Service Review of existing waste collection arrangements.	0	0	(1,000,000)	0
ENV8	Highways and Transportation, Post 2023 Service Redesign - The end of the current Highways service arrangement offers an opportunity to redesign a new service which offers to potential to deliver savings and efficiencies. The year 6/7 review will provide an options analysis for the new service which will enable the authority to ascertain which service model best meets the needs of the borough.	0	0	0	(900,000)
ENV10	Street Lighting Service Delivery Proposed Changes - Amending the contractual requirements in respect to the roads that are included within the Post Core Investment Programme (PCIP). This programme includes the replacement of some 2,500 lighting columns over the next 6/7 years. This could be accommodated whilst still complying with recommended lighting standards. Making best use of the new street lighting control systems installed as part of the LED conversion project to optimise lighting levels as appropriate at various times, whilst still ensuring compliance with recommended lighting standards.	(100,000)	0	0	0
ENV27	Improved Management of Skips placed on the Public Highway - Utilise available legislation to better manage the safety impact of skips being placed on the Public Highway, including ensuring that all skips placed have been approved with appropriate Licences and that such licence conditions are fully compliant. Whilst there will be costs involved in increased resources to monitor this activity there are also mechanisms within the legislation to recover costs where non-compliance is evident. Currently a low level of compliance is occurring and this raises safety concerns for all highway users and therefore increased focus in this area will be beneficial for all.	0	(100,000)	0	0
Savings Total		(100,000)	(100,000)	(1,000,000)	(900,000)
Income generation Ref	Description				
ENV4	Smart Cities - Opportunities to positively impact residents and businesses by providing better access to emerging technologies whilst also reviewing opportunities for commercialisation; such as electric vehicle infrastructure and 5G capacity.	(25,000)	(25,000)	(50,000)	0
ENV5	Parking - A review of services and policies to ensure a consistent, fair approach to improving traffic, highway air quality and road safety. Unlocking under-used potential from Council assets and meeting existing unaddressed needs and demands on the highway.	(750,000)	(750,000)	(750,000)	(750,000)
ENV11	Delivery of West Hendon Playing Fields Masterplan, Progress with Royal Institute of British Architects (RIBA) .The stages will include professional fees required to deliver planning consent; including but not limited to site surveys and investigations, multi disciplinary design team, project management, cost consultancy, civil and structural engineering and planning fees. Potential phased development of proposal would return savings from prioritised facilities. Saving is predicated on securing capital investment to deliver financial benefit. Detail will be presented in the Outline Business Case to be presented to Committee for approval.	0	0	0	(200,000)

Environment		2021/22 £	2022/23 £	2023/24 £	2024/25 £
ENV12	Review of feasibility of installing renewable energy solutions such as batteries at substations and solar farms. Initial investment required to undertake feasibility and undertake planning assessment.	0	0	(75,000)	0
ENV13	Introduction of semi-permanent café buildings at five sites within the Borough, generating revenue through lease arrangements. Purchase and installation of five cafes at £150k each, funded by ten-year loan. First year surplus estimated at £24k for five sites, allowing for loan repayment and interest. Saving is predicated on securing capital investment to deliver financial benefit.	0	0	(24,000)	(24,000)
ENV14	Improvement plan for tennis delivery and facilities within Barnet. Introduction of booking system and programme of investment in facilities, with the intention of establishing sustainable, revenue-generating model. Saving is predicated on securing capital investment to deliver financial benefit, detail will be outlined in the Business Case.	0	(20,000)	(38,000)	(37,000)
ENV16	Consideration as to the possibility of establishing a trading arm for trees service, offering tree management and policy services to neighbouring local authorities as a commercial enterprise. Initial investment required to confirm feasibility and approach to matters including legal, governance and resources required.	0	0	(20,000)	(20,000)
ENV28	Green Waste Cost Recovery - Increase of the original Medium Term Financial Strategy commitment associated with this chargeable service following launch in 2019/20 and the popularity of the service with residents.	(500,000)	0	0	0
Income generation Total		(1,275,000)	(795,000)	(957,000)	(1,031,000)
Share of Indicative Non-Pay Inflation		362,824	0	0	0
Pressures					
Growth10:	Growth due to number of households	100,000	78,000	100,000	100,000
Growth11:	Food Waste Service	0	658,000	0	0
Growth12:	Waste Transfer Site	1,072,000	0	0	0
Growth13:	Winter Gritting	150,000	0	0	0
Growth15:	Street Lighting PFI Contract - re-establish ring-fence reserve	228,000	195,000	250,000	250,000
Growth17:	Highways Emergency Service	110,000	0	0	0
Growth18:	Legal Charges	50,000	0	0	0
Growth19:	Public Rights of Way (PROW) activities	113,000	(12,000)	0	0
Growth20:	Confirm Street Manager	68,000	(41,000)	0	0
Growth26:	Mortuary Service	60,000	0	0	0
Growth27:	Greenspaces	350,000	0	0	0
Growth28:	Tree Management	0	156,000	0	0
Growth29:	Growth due to number of households, increase in footfall and residential streets cleansing	8,000	6,000	8,000	8,000
Growth30:	Food Waste Service	0	280,000	0	0
Growth9:	Highways decapitalisation	500,000	391,000	600,000	0
Pressures Total		2,809,000	1,711,000	958,000	358,000
Proposed Budget		11,370,725	12,186,725	11,187,725	9,614,725

Environment

Directorate Summary

Environment	2020/21 Original Budget	2020/21 Base Budget	2021/22 Proposed Budget
Environment Management	1,776,360	1,856,330	1,916,330
Environment Management	1,776,360	1,856,330	1,916,330
Green Spaces & Leisure	1,023,901	1,027,779	1,377,779
Green Spaces & Leisure	1,023,901	1,027,779	1,377,779
Re Managed Budgets	472,022	972,022	1,703,022
RE Managed Budgets	472,022	972,022	1,703,022
Commercial Services Streetscene	(2,138,981)	(2,138,981)	(2,138,981)
Fleet and Transport (CFS)	864,507	960,327	960,327
Ground Maintenance (Front line)	2,659,075	2,631,075	2,631,075
Management and Service Support	2,781,048	1,185,228	2,257,228
Street Cleansing (Front Line)	3,510,390	4,700,390	4,708,390
Street Scene Management	1,153,996	1,193,996	1,193,996
Waste (Front Line)	6,835,291	7,133,291	6,733,291
Streetscene	15,665,326	15,665,326	16,345,326
Advertising	(490,000)	(490,000)	(490,000)
Highway Inspection/Maintenance	498,923	505,973	765,973
Highways and Transport Management	357,768	528,199	528,199
Parking	(730,350)	(730,350)	(730,350)
Smarter Cities	(50,000)	(50,000)	(75,000)
Special Parking Account	0	(16,067,903)	(16,817,903)
Street Lighting	6,355,284	6,356,525	6,484,525
Transportation and Highways	5,941,625	(9,947,556)	(10,334,556)
Environment Total	24,879,234	9,573,901	11,007,901
<i>Indicative Non-Pay Allocation</i>	<i>0</i>	<i>0</i>	<i>362,824</i>
Revised-Environment Total	24,879,234	9,573,901	11,370,725

Subjective Analysis

Environment	2020/21 Original Budget	2020/21 Base Budget	2021/22 Proposed Budget
Capital Accounting Charges	16,074,781	0	0
Employee Related	23,841,240	23,664,848	23,664,848
Premises Related	1,414,977	1,474,422	1,582,422
Secondary Recharges	(3,456,365)	(3,278,383)	(3,228,383)
Supplies/Services	17,967,591	18,521,324	20,722,324
Third Party Payments	321,050	320,030	320,030
Transport Related	3,621,936	4,229,436	4,229,436
Expenditure	59,785,210	44,931,677	47,290,677
Customer & Client Receipts	(34,865,348)	(35,317,148)	(36,242,148)
Government Grants	(40,628)	(40,628)	(40,628)
Income	(34,905,976)	(35,357,776)	(36,282,776)
Environment Total	24,879,234	9,573,901	11,007,901
<i>Indicative Non-Pay Allocation</i>	<i>0</i>	<i>0</i>	<i>362,824</i>
Revised-Environment Total	24,879,234	9,573,901	11,370,725

Growth and Corporate Services Budget Summary and Forward Plan					
Growth and Corporate Services		2021/22 £	2022/23 £	2023/24 £	2024/25 £
Original Budget		39,352,666	41,862,779	39,609,579	36,848,379
Virements approved in prior period		3,879,021			
Revised Base Budget		43,231,687	41,862,779	39,609,579	36,848,379
Saving Ref	Saving Description				
G&CS16	RE Management fee arrangements and Guaranteed Income arrangements to be reviewed	(100,000)	(100,000)	(100,000)	(100,000)
G&CS11	The delivery of 250 homes across 3 schemes. Units will be funded through Housing Revenue Account borrowing and delivered in 2023/24 and 2024/25. Provision of this affordable supply would result in increased temporary accommodation cost avoidance and a general fund benefit.	0	0	(173,359)	(350,263)
G&CS12	The delivery of 40 affordable homes on one or more car park sites. All car parks will remain in operation. Units will be built on podium developments above existing car park facilities. The development is proposed to be privately funded by an investment fund. Units will be leased back to the council and ownership of units reverting to the council at the expiration of a long-term lease. Provision of this affordable supply would result in less cost due to not having to incur costs in providing expensive temporary accommodation.	0	0	(26,505)	(55,870)
G&CS24	Energy cost reductions through contract review	0	(150,000)	0	0
G&CS28	Solar panels on roofs of commercial buildings roofs - either to sell energy back to grid, or opportunity cost on existing council energy bills. Statutory consultation required as for any planning applications.	0	(100,000)	(100,000)	0
G&CS4	500 additional acquisitions of properties for use as affordable temporary accommodation by Open Door Homes supported by Loan from Council, as a cheaper alternative to existing temporary arrangements which utilise the private rented sector.	(120,952)	(115,619)	(146,854)	(101,712)
G&CS5	Savings also enhanced by premium of 1.24% interest on loans made by the council to Open Door Homes. Transfer of 156 properties acquired by Council for use as affordable temporary accommodation to Open Door Homes. Savings achieved by charging premium of 1.24% interest on loans made by the council to Open Door Homes.	(220,234)	34,620	40,116	41,545
G&CS7	Build 87 new council homes for rent on top of existing council housing blocks .Savings achieved as these homes will provide a cheaper alternative to temporary accommodation. Statutory consultation required as for any planning applications.	0	(103,208)	(120,348)	(7,163)
G&CS9	An additional 300 affordable homes acquired in Greater London through a lease and sale back model funded privately and ownership shall revert back to the council at lease expiry. Properties would be let with rents set at Local Housing Allowance rates. Provision of this affordable supply would result in increased temporary accommodation cost avoidance.	(330,814)	(311,584)	(203,446)	(57,303)
G&CS33	Barnet House (a council office) - saving of all running costs once the lease is extinguished on 31 October 2020	(1,500,000)	0	0	0
G&CS34	Saving of the remaining residual budget for North London Business Park building 2 (a former council office) following the exit from the lease	(300,000)	0	0	0
G&CS41	Review of The Barnet Group Contract Change Notices	(120,000)	0	0	0
G&CS13	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.	(272,000)	(141,000)	0	0
G&CS14	Reconfigure Commercial, Performance and Executive Support (yr 1 counted in snr mgt line) Year 6/7 of the Customer Service Contract (CSG) review to focus on reduced costs or increased income	(20,000)	(134,200)	(138,200)	0
G&CS15	(generation/recovery) - 10% net budget (CSG management fee is £27m Gross Expenditure budget, so 2.7m saving reduction over 4 years, split over all 4 years). This is a general reduction in the cost of CSG services not necessarily the management fee paid to Capita	(168,750)	(675,000)	(675,000)	(675,000)
G&CS21	Cross-council review of procurement and contract management activity to maximise efficiency of approach.	0	(100,000)	(260,000)	0
G&CS22	Digital, IT and licences review (general digital workplace programme management)- More aggressive stance on Laptops and centralise costs to look at reductions but work required to assess real value. £100k saving out of the deployment of O365 product suite which cuts across laptops, RSA tokens, variable storage, BES server decommission etc. but many budgets held locally so would require budget virement work to centralise before savings can be realised	(50,000)	(100,000)	0	0
G&CS25	IT contract review (procuring IT services taking smaller and more agile approach)	0	(100,000)	0	0
G&CS26	Review/reduction in provided mobiles for either senior staff or non-frontline staff. Focus on Bring Your Own Device (Est £400k contract, 50% reduction)	(100,000)	(100,000)	0	0
Savings Total		(3,302,750)	(2,195,991)	(1,903,597)	(1,305,767)

Growth and Corporate Services		2021/22 £	2022/23 £	2023/24 £	2024/25 £
Income generation Ref		Description			
G&CS17	Registrars income increase, whereby income was over achieved by circa £200k in 2019/20, but 2020/21 has taken a hit as a result of COVID-19 and still meeting budget. 2021/22 will see a £200k increased income target built in, then 2022/23 will require additional investment in the town hall (carpets, paint etc.) and promotion to increase income targets for weddings. Likely will need an invest to save bid in 2021/22 if the spend is going to be substantial but not anticipated at this stage.	(200,000)	(150,000)	0	0
G&CS10	General 2022/23 bid is for both improving facilities and capacities The delivery of 52 homes on Hermitage Lane, of which 15 will be affordable and available for letting to Barnet housing applicants. The council has approved the investment of £1m, of which £0.25m is already committed.	0	0	(30,803)	(32,233)
G&CS2	Provision of this affordable supply would result in increased temporary accommodation cost avoidance.	0	0	0	(1,832,000)
G&CS3	Increased rent from potential development (Hendon Campus)	0	(500,000)	0	0
G&CS6	Commercial property acquisitions which will benefit local communities and help meet other strategic in-borough objectives, resulting in incidental income.	0	(22,209)	(78,800)	0
G&CS35	Additional 72 homes for affordable rent built by Open Door Homes. Savings Achieved as these homes will provide a cheaper alternative to temporary accommodation and Open Door Homes will pay an premium to the council for each property.	0	0	(500,000)	(50,000)
G&CS36	Additional revenue from housing development at Bunns Lane Car Park. Statutory consultation required as for any planning applications.	0	0	(600,000)	(60,000)
G&CS37	Additional revenue from housing development at Northway / Fairway. Statutory consultation required as for any planning applications.	0	0	(93,000)	(20,000)
G&CS38	Additional income from the existing commercial portfolio, including new lettings and rent reviews	(90,000)	(50,000)	0	(10,000)
G&CS39	Income received from renting floor space in Colindale Office	(75,000)	(75,000)	0	0
G&CS40	Income received as dividends on completed affordable homes delivered by Opendoor Homes	(398,000)	(116,000)	(71,000)	0
G&CS19	Web advertising & filming income: Film income took a very substantial hit in 20/21 as a result of COVID but is starting to recover. The implementation of web advertising has been substantially delayed but due to come on-line in 21/22	(20,000)	(20,000)	0	0
G&CS32	Creation of a self-funding external grants and funding manager to generate additional financial benefits across the council.	(50,000)	0	0	0
Income generation Total		(833,000)	(933,209)	(1,373,603)	(2,004,233)
Share of Indicative Non-Pay Inflation		637,342	0	0	0
Pressures					
Growth31:	Housing General Fund - Temporary Accommodation	0	590,000	500,000	0
Growth35:	Unfunded structural estates pressures, principally around Oakleigh Road Depot	1,664,000	0	0	0
Growth36:	Increase in cyclical repairs	150,000	0	0	0
Growth38:	Growth required for Saving G&CS2	0	286,000	16,000	0
Growth37:	Additional staffing for Growth and Corporate Services to support strategic priorities	315,500	0	0	0
Pressures Total		2,129,500	876,000	516,000	0
Proposed Budget		41,862,779	39,609,579	36,848,379	33,538,379
Virement proposed for approval in 2021/22		(2,056,032)			
Revised Total		39,806,747			

Growth and Corporate Services

Directorate Summary

Growth and Corporate Services	2020/21 Original Budget	2020/21 Base Budget	2021/22 Proposed Budget
Commercial Management	1,008,898	927,023	927,023
Customer Services & Digital Programmes, Performance & Risk	1,004,170	1,010,221	660,221
	654,374	822,069	802,069
Commercial and ICT	2,667,442	2,759,313	2,389,313
CSG Managed Budget (Estates Management)	3,920,329	4,222,070	4,041,070
CSG Management Fee	20,318,229	23,478,082	23,047,332
Customer Support Group	24,238,558	27,700,152	27,088,402
Deputy Chief Executive	515,271	514,090	514,090
Deputy Chief Executive	515,271	514,090	514,090
Employment Skills & Economic Development	750,061	756,132	756,132
Estates Management (LBB)	855,337	841,308	841,308
Growth and Housing	496,726	502,813	502,813
Housing Strategy	7,186,831	7,186,844	5,996,844
Regeneration	0	0	0
Growth and Development	9,288,955	9,287,097	8,097,097
Guaranteed Income	(15,676,882)	(15,818,188)	(15,818,188)
RE Managed Budgets	(15,676,882)	(15,818,188)	(15,818,188)
RE Management Fee	17,299,676	17,345,502	17,245,502
RE Managed Fee	17,299,676	17,345,502	17,245,502
Strategy & Communications	1,097,045	1,700,921	1,966,421
Strategy & Communications	1,097,045	1,700,921	1,966,421
Transformation Programme - DCE	(77,400)	(257,200)	(257,200)
Transformation Programme	(77,400)	(257,200)	(257,200)
Growth and Corporate Services	39,352,666	43,231,687	41,225,437
<i>Indicative Non-Pay Allocation</i>	<i>0</i>	<i>0</i>	<i>637,342</i>
Revised-Growth and Corporate Services Total	39,352,666	43,231,687	41,862,779

Subjective Analysis

Growth and Corporate Services	2020/21 Original Budget	2020/21 Base Budget	2021/22 Proposed Budget
Capital Financing	(280,000)	(316,000)	(316,000)
Employee Related	5,058,767	6,134,114	6,449,614
Premises Related	5,836,751	6,036,761	4,386,761
Secondary Recharges	(10,192,777)	(9,844,647)	(9,844,647)
Supplies/Services	70,071,905	66,802,354	67,635,604
Third Party Payments	24,053,438	24,491,759	23,819,759
Transfer Payments	0	1,020,000	1,020,000
Transport Related	67,881	67,881	67,881
Expenditure	94,615,965	94,392,222	93,218,972
Customer & Client Receipts	(47,627,561)	(47,933,421)	(48,766,421)
Government Grants	477,170	(950,000)	(950,000)
Interim Budgets	(1,285,325)	(1,285,325)	(1,285,325)
Other Grants & Reimbursments	(6,827,583)	(991,789)	(991,789)
Income	(55,263,299)	(51,160,535)	(51,993,535)
Growth and Corporate Services	39,352,666	43,231,687	41,225,437
<i>Indicative Non-Pay Allocation</i>	<i>0</i>	<i>0</i>	<i>637,342</i>
Revised-Growth and Corporate Services Total	39,352,666	43,231,687	41,862,779

Resources Budget Summary and Forward Plan					
Resources		2021/22 £	2022/23 £	2023/24 £	2024/25 £
Original Budget		64,154,322	79,044,266	78,985,266	78,947,266
Virements approved in prior period		(5,598,384)			
Revised Base Budget		58,555,938	79,044,266	78,985,266	78,947,266
Saving Ref	Saving Description				
Fin2	Strategic HR services were previously provided through the CSG contract which contained a reduction in the cost of back office services including Strategic HR. Strategic HR has been returned to the council on the same basis, with savings targets for future years.	(9,000)	(6,000)	(4,000)	0
Savings Total		(9,000)	(6,000)	(4,000)	0
Income generation Ref	Description				
Fin1	Increased recovery of housing benefit overpayments	(69,000)	(53,000)	(34,000)	0
Income generation Total		(69,000)	(53,000)	(34,000)	0
Share of Indicative Non-Pay Inflation					
Funding for Non-Pay inflation		49,291			
Indicative Non-Pay to Services Funded from Resources		(3,272,475)			
Inflation Total		(3,223,184)	0	0	0
Pressures					
Inflation - Non Pay		3,272,475			
Inflation - Pay		1,674,252			
North London Waste Authority levy		1,500,000			
Capital Financing: Minimum Revenue Provision		659,252			
Pension Deficit Recover Costs		500,000			
Covid-19 Grant: Expenditure		10,225,000			
Contingency - general risks		7,088,533			
Section 13A Payments		1,000,000			
Concessionary Fares (Freedom Pass)		(2,130,000)			
Pressures Total		23,789,512	0	0	0
Proposed Budget		79,044,266	78,985,266	78,947,266	78,947,266
Virement proposed for approval in 2021/22	Financing Cost - Brent Cross Retail Park (offset by rental income in G&CS)	2,056,032			
Revised Total		81,100,298			

Resources

Directorate Summary

Resources	2020/21 Original Budget	2020/21 Base Budget	2021/22 Proposed Budget
Central Expenses	56,314,068	53,432,068	77,489,580
Finance	3,588,743	2,501,481	2,483,481
Grants	29,001	29,001	29,001
Revs & Bens	2,673,692	811,899	492,899
Finance	62,605,504	56,774,449	80,494,961
Human Resources	1,548,819	1,781,489	1,772,489
Human Resources	1,548,819	1,781,489	1,772,489
Resources	64,154,322	58,555,938	82,267,450
<i>Indicative Non-Pay Allocation</i>	0	0	49,291
<i>Indicative Non-Pay to Services Funded from Resources</i>	0	0	(3,272,475)
Revised-Resources Total	64,154,322	58,555,938	79,044,266

Subjective Analysis

Resources	2020/21 Original Budget	2020/21 Base Budget	2021/22 Proposed Budget
Capital Financing	22,521,011	20,999,117	45,787,629
Employee Related	9,240,762	9,765,170	9,765,170
Secondary Recharges	(1,101,510)	(2,271,510)	(2,271,510)
Supplies/Services	14,378,740	15,346,011	16,718,011
Third Party Payments	17,728,220	16,911,449	14,531,449
Transfer Payments	234,759,939	217,592,944	217,592,944
Expenditure	297,527,162	278,343,181	302,123,693
Customer & Client Receipts	(2,090,000)	(2,090,000)	(2,159,000)
Government Grants	(228,313,151)	(210,752,670)	(210,752,670)
Interest	(1,198,250)	(2,667,855)	(2,667,855)
Other Grants & Reimbursments	(1,771,439)	(4,276,718)	(4,276,718)
Income	(233,372,840)	(219,787,243)	(219,856,243)
Resources	64,154,322	58,555,938	82,267,450
<i>Indicative Non-Pay Allocation</i>	0	0	49,291
<i>Indicative Non-Pay to Services Funded from Resources</i>	0	0	(3,272,475)
Revised-Resources Total	64,154,322	58,555,938	79,044,266

Public Health Budget Summary and Forward Plan

Public Health		2021/22 £	2022/23 £	2023/24 £	2024/25 £
Original Budget		17,617,269	17,820,708	17,720,708	17,468,708
Virements approved in prior period		303,439			
Revised Base Budget		17,920,708	17,820,708	17,720,708	17,468,708
Saving Ref	Saving Description				
PH1	Health Improvement - smaller scales initiatives will be replaced by awareness raising campaigns	0	(100,000)	0	0
PH2	Staffing - Proposed restructure to centralise public health functions across the Council and increase resilience and capacity of the team	0	0	(143,000)	0
PH3	Health Checks - Reconfiguration of health checks via GP federation to focus on hub approach will result in management cost reduction	0	0	(50,000)	0
PH5	Healthy Child Programme - redesigning support for teenage parents.	0	0	(59,000)	0
PH10	Sexual Health Services / Insight & Equalities funded by PH Grant	(100,000)	0	0	0
Savings Total		(100,000)	(100,000)	(252,000)	0
Share of Indicative Non-Pay Inflation		0	0	0	0
Pressures Total		0	0	0	0
Proposed Budget		17,820,708	17,720,708	17,468,708	17,468,708

Public Health

Directorate Summary

Public Health	2020/21 Original Budget	2020/21 Current Budget	21/22 Proposed Budget
Public Health	17,617,269	17,920,708	17,820,708
Public Health Total	17,617,269	17,920,708	17,820,708
<i>Indicative Non-Pay Allocation</i>	<i>0</i>	<i>0</i>	<i>0</i>
Revised-Public Health Total	17,617,269	17,920,708	17,820,708

Subjective Analysis

Public Health	2020/21 Original Budget	2020/21 Current Budget	21/22 Proposed Budget
Employee Related	2,006,024	2,042,219	1,962,219
Secondary Recharges	3,029,000	2,989,000	2,989,000
Supplies/Services	89,074	87,634	67,634
Third Party Payments	12,561,956	12,870,640	12,870,640
Transport Related	1,215	1,215	1,215
Expenditure	17,687,269	17,990,708	17,890,708
Customer & Client Receipts	(70,000)	(70,000)	(70,000)
Income	(70,000)	(70,000)	(70,000)
Public Health Total	17,617,269	17,920,708	17,820,708
<i>Indicative Non-Pay Allocation</i>	<i>0</i>	<i>0</i>	<i>0</i>
Revised-Public Health Total	17,617,269	17,920,708	17,820,708