

Summary General Fund Revenue Budget			
Council Services - Directorate Summary	2021/22 Original Budget	2021/22 Current Budget	2022/23 Proposed Budget
	£	£	£
Adults and Health	101,126,262	103,032,488	109,029,979
Public Health	17,820,708	18,244,007	18,956,705
Assurance	8,057,654	7,833,686	8,438,122
Childrens Family Services	70,501,269	73,839,348	75,893,248
Growth and Corporate Services	42,928,459	42,015,906	41,301,881
Environment	9,315,419	12,877,541	14,534,161
Resources	82,267,449	75,258,652	68,437,925
Total Service Expenditure Budget	332,017,220	333,101,628	336,592,022

Summary General Fund Subjective Analysis by Directorate

Directorate Breakdown	2021/22 Original Budget	2021/22 Current Budget	2022/23 Proposed Budget
Capital Financing	42,706,653	31,312,190	28,943,974
Employee Related	102,812,821	108,289,452	112,742,313
Premises Related	7,884,011	8,991,541	9,001,991
Secondary Recharges	(18,868,739)	(18,411,009)	(18,048,241)
Supplies/Services	126,592,586	129,348,368	137,240,511
Third Party Payments	179,654,634	182,381,496	175,700,050
Transfer Payments	244,702,216	227,866,210	228,432,187
Transport Related	4,834,202	4,877,377	4,975,518
Expenditure	690,318,384	674,655,625	678,988,303
Customer & Client Receipts	(109,084,133)	(107,438,248)	(107,835,178)
Government Grants	(216,117,023)	(201,902,406)	(202,547,760)
Other Grants, Reimbursements	(33,100,008)	(32,213,343)	(32,013,343)
Income	(358,301,164)	(341,553,997)	(342,396,281)
Total Council	332,017,220	333,101,628	336,592,022

Adults and Health			
Directorate Breakdown	2021/22 Original Budget	2021/22 Current Budget	2022/23 Proposed Budget
Capital Financing	0	0	0
Employee Related	19,967,756	20,420,766	20,420,766
Premises Related	99,860	99,860	99,860
Secondary Recharges	(629,051)	(629,051)	(629,051)
Supplies/Services	6,593,807	6,593,807	6,593,807
Third Party Payments	98,974,783	100,427,999	106,425,490
Transfer Payments	18,091,280	18,091,280	18,091,280
Transport Related	136,840	136,840	136,840
Expenditure	143,235,275	145,141,501	151,138,992
Customer & Client Receipts	(20,325,867)	(20,325,867)	(20,325,867)
Government Grants	(219,383)	(219,383)	(219,383)
Other Grants, Reimbursements	(21,563,763)	(21,563,763)	(21,563,763)
Income	(42,109,013)	(42,109,013)	(42,109,013)
Adults and Health Total	101,126,262	103,032,488	109,029,979

Assurance			
Directorate Breakdown	2021/22 Original Budget	2021/22 Current Budget	2022/23 Proposed Budget
Capital Financing	153,379	141,379	166,379
Employee Related	5,531,002	5,723,163	6,645,099
Premises Related	741,920	741,920	741,920
Secondary Recharges	(322,043)	(315,893)	(315,893)
Supplies/Services	1,202,901	772,111	860,111
Third Party Payments	1,499,198	1,352,980	1,352,980
Transfer Payments	0	677,496	677,496
Transport Related	34,420	34,420	34,420
Expenditure	8,840,777	9,127,576	10,162,512
Customer & Client Receipts	(345,876)	(733,890)	(1,164,390)
Other Grants, Reimbursements	(437,247)	(560,000)	(560,000)
Income	(783,123)	(1,293,890)	(1,724,390)
Assurance Total	8,057,654	7,833,686	8,438,122

Childrens Family Services			
Directorate Breakdown	2021/22 Original Budget	2021/22 Current Budget	2022/23 Proposed Budget
Capital Financing	(250,500)	(450,500)	(250,500)
Employee Related	35,744,469	35,794,999	36,583,104
Premises Related	1,062,848	1,072,128	1,071,578
Secondary Recharges	(6,027,864)	(6,624,122)	(6,281,354)
Supplies/Services	15,021,945	17,008,819	16,427,896
Third Party Payments	27,747,622	30,117,493	31,403,229
Transfer Payments	7,997,993	7,485,016	8,050,993
Transport Related	364,410	360,169	458,310
Expenditure	81,660,923	84,764,002	87,463,256
Customer & Client Receipts	(1,174,821)	(1,174,821)	(1,174,821)
Government Grants	(4,154,342)	(3,919,342)	(4,564,696)
Other Grants, Reimbursements	(5,830,491)	(5,830,491)	(5,830,491)
Income	(11,159,654)	(10,924,654)	(11,570,008)
Children's Family Services Total	70,501,269	73,839,348	75,893,248

Environment			
Directorate Breakdown	2021/22 Original Budget	2021/22 Current Budget	2022/23 Proposed Budget
Capital Accounting Charges	0	0	0
Capital Financing	0	0	0
Employee Related	23,392,591	25,213,889	24,993,889
Premises Related	1,592,622	1,472,622	1,472,622
Secondary Recharges	(1,828,491)	(1,808,491)	(1,788,491)
Supplies/Services	17,892,007	17,173,876	18,415,926
Third Party Payments	320,030	341,637	406,637
Transport Related	4,229,436	4,266,784	4,266,784
Expenditure	45,598,195	46,660,317	47,767,367
Customer & Client Receipts	(36,242,148)	(33,742,148)	(33,392,578)
Government Grants	(40,628)	(40,628)	(40,628)
Other Grants, Reimbursements	0	0	200,000
Income	(36,282,776)	(33,782,776)	(33,233,206)
Environment Total	9,315,419	12,877,541	14,534,161

Growth and Corporate Services			
Directorate Breakdown	2021/22 Original Budget	2021/22 Current Budget	2022/23 Proposed Budget
Capital Financing	(316,000)	(621,031)	(721,731)
Employee Related	6,449,614	6,892,112	7,192,112
Premises Related	4,386,761	5,605,011	5,616,011
Secondary Recharges	(10,869,627)	(10,534,942)	(10,534,942)
Supplies/Services	69,078,281	68,750,608	68,450,626
Third Party Payments	23,819,759	22,902,000	22,593,657
Transfer Payments	1,020,000	1,471,000	1,471,000
Transport Related	67,881	77,949	77,949
Expenditure	93,636,669	94,542,707	94,144,682
Customer & Client Receipts	(48,766,421)	(49,232,522)	(49,548,522)
Government Grants	(950,000)	(2,183,703)	(2,183,703)
Interim Budgets	0	0	0
Other Grants, Reimbursements	(991,789)	(1,110,576)	(1,110,576)
Income	(50,708,210)	(52,526,801)	(52,842,801)
Growth and Corporate Services Total	42,928,459	42,015,906	41,301,881

Public Health			
Directorate Breakdown	2021/22 Original Budget	2021/22 Current Budget	2022/23 Proposed Budget
Employee Related	1,962,219	2,134,220	2,134,220
Secondary Recharges	3,079,847	3,299,000	3,299,000
Supplies/Services	85,634	171,634	171,634
Third Party Payments	12,761,793	12,707,938	13,420,636
Transport Related	1,215	1,215	1,215
Expenditure	17,890,708	18,314,007	19,026,705
Customer & Client Receipts	(70,000)	(70,000)	(70,000)
Income	(70,000)	(70,000)	(70,000)
Public Health	17,820,708	18,244,007	18,956,705

Resources			
Directorate Breakdown	2021/22 Original Budget	2021/22 Current Budget	2022/23 Proposed Budget
Capital Financing	43,119,774	32,242,342	29,749,826
Employee Related	9,765,170	12,110,303	12,046,123
Secondary Recharges	(2,271,510)	(1,797,510)	(1,797,510)
Supplies/Services	16,718,011	18,877,513	18,877,511
Third Party Payments	14,531,449	14,531,449	10,322,198
Transfer Payments	217,592,943	200,141,418	200,141,418
Expenditure	299,455,837	276,105,515	269,339,566
Customer & Client Receipts	(2,159,000)	(2,159,000)	(2,159,000)
Government Grants	(210,752,670)	(195,539,350)	(195,539,350)
Interest	0	0	0
Other Grants, Reimbursements	(4,276,718)	(3,148,513)	(3,148,513)
Income	(217,188,388)	(200,846,863)	(200,846,863)
Resources	82,267,449	75,258,652	68,492,703
<i>Total Pay inflation to be allocated to services</i>	<i>0</i>	<i>0</i>	<i>2,727,000</i>
<i>Total Non-Pay inflation to be allocated to services</i>	<i>0</i>	<i>0</i>	<i>7,443,000</i>
<i>Covid-19 Grant grossing up</i>			<i>(10,224,778)</i>
Resources - Revised Total	82,267,449	75,258,652	68,437,925

Total Service Net Expenditure Budget	332,017,220	333,101,628	336,592,022
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Revenue Budget - Council Tax Summary Information

Property values (Based on 1 April 1991 valuations)	2021/22 Rate (£)	2022/23 Rate (£)	2022/23 Tax Yield £
Band A: Up to £40,000	1,133.99	1,164.20	3,032,089
Band B: Over £40,000 & Up To £52,000	1,323.00	1,358.23	8,228,239
Band C: Over £52,000 & Up To £68,000	1,511.99	1,552.26	35,087,859
Band D: Over £68,000 & Up To £88,000	1,700.99	1,746.29	53,013,352
Band E: Over £88,000 & Up To £120,000	2,078.98	2,134.36	59,922,413
Band F: Over £120,000 & Up To £160,000	2,456.99	2,522.42	45,645,006
Band G: Over £160,000 & Up To £320,000	2,834.98	2,910.49	44,199,749
Band H: Over £320,000	3,401.98	3,492.59	14,271,386
Total			263,400,094

Band D Equivalentents	2021/22 Band D Equivalentents	2022/23 Band D Equivalentents	2022/23 Tax Yield £
Total Properties	179,060	180,654	315,475,381
Exemptions, disabled relief, discounts and premiums	(15,448)	(15,904)	(27,772,464)
Ministry of Defence Contributions	4	4	6,985
Council Tax Support Scheme Discount	(14,774)	(14,741)	(25,742,387)
Adjustments (projections):			
New properties	1,628	3,117	5,443,745
Exemptions (Students)*	(120)	0	0
Non-collection @ 1.5%	(2,256)	(2,297)	(4,011,167)
Total Council Tax Base and Yield (£)	148,094	150,834	263,400,094

*Students exemptions are not adjusted for in 2022/23 due to a reduction in numbers at Middlesex University of over 1,000 in Oct/Nov and the recent Omicron wave

Revenue Budget - Council Tax Requirement Summary			
Council Tax Requirement Summary	2021/22 Original	2021/22 Current	2022/23 Original
	£	£	£
Total Service Expenditure	332,017,220	333,100,118	336,592,022
Contribution to / (from) Specific Reserves	0	0	0
Net Expenditure	332,017,220	333,100,118	336,592,022
Other Grants	(69,615,258)	(70,301,157)	(60,985,325)
Budget Requirement	262,401,962	262,798,961	275,606,697
Business Rates Retention	(38,302,644)	(38,699,644)	(42,825,304)
Business rates top-up	(19,731,251)	(19,731,251)	(19,731,211)
Business Rates & authority pool income	0	0	(2,800,000)
Business Rates Income	(58,033,895)	(58,430,896)	(65,356,516)
RSG	(6,317,958)	(6,317,958)	(6,518,401)
Barnet's Element of Council Tax Requirement	198,050,108	198,050,108	203,731,781
Greater London Authority – Precept	53,855,755	53,855,755	59,668,313
Total Council Tax Requirement	251,905,863	251,905,863	263,400,094
Components of Band D Council Tax Rate (£)	2021/22	2022/23	Change
Mayors Office for Policing and Crime	267.13	277.13	3.74%
London Fire & Emergency Planning Authority and Mayor, Administration, Transport for London, Olympic Games and Boroughs' Collection Fund balances.	96.53	118.46	22.72%
GLA Precept	363.66	395.59	8.78%
London Borough of Barnet	1,337.33	1,350.70	1.00%
Total Council Tax Rate (£) Band D Equivalent	1,700.99	1,746.29	2.66%

Budget Summary and Forward Plan

Adults and Health	2022/23 £	2023/24 £	2024/25 £	2025/26 £
Original Budget	103,032,488	109,029,979	111,426,039	113,151,593
<u>Savings</u>				
<p>Extra Care development of fully integrated service for older people to rent, offering a wide range of services as an alternative to more expensive residential care. Proposed scheme of 50 units based with 50% high needs, 25% medium needs and 25% low needs. Saving is modelled on a 10K saving per person per year, based on the difference between the costs of residential care and extra-care. Saving will be achieved if the scheme is targeted at those who would otherwise have their needs met by residential care.</p>	(30,000)	(100,000)	(70,000)	0
<p>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.</p>	0	(50,000)	(210,000)	0
<p>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.</p>	(200,000)	0	0	0
<p>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:</p> <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 	(225,000)	(75,000)	(75,000)	0
<p>LD - Continuation of progression reviews, supported by care cubed and new negotiator role (inc. OoB, DP), check any areas where daycare seems to be 'double-funded', and legacy arrangements with providers</p>	(275,000)	0	0	0

Adults and Health	2022/23 £	2023/24 £	2024/25 £	2025/26 £
<p>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.</p> <p>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.</p> <p>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.</p> <p>Homecare -work with providers to reduce hourly rates and ensure accurate monitoring of hours delivered. Review brokerage processes to manage costs.</p> <p>Bedded Care - Increase block contracts level for resi / nursing (dementia / more complex care), in line with demand</p> <p>Review options for constraining high cost spot purchases</p> <p>Reablement - Continued service development leading to increased utilisation of block contracted hours, and increased levels of independence for those having gone through reablement</p> <p>MH - Continuation of reviews / step down work and increased use of Shared Lives</p>	(100,000)	0	0	0
	0	(200,000)	(200,000)	0
	(150,000)	0	0	0
	(100,000)	0	0	0
	(100,000)	0	0	0
	(250,000)	0	0	0
Savings Total	(1,430,000)	(425,000)	(555,000)	0
Income generation				
Working with our leisure services provider to maximise the VAT efficiency of their contract and service, with the Council benefitting from the saving.	(159,000)	(184,000)	0	0
Over-delivery against projected income from the GLL leisure services contract	(373,000)	(258,000)	0	0
Income generation Total	(532,000)	(442,000)	0	0
Grossing up of grants				
ASC reform funding	977,055			
Grossing up of grants total	977,055	0	0	0
Pressures				
Transitions cases from Childrens Services to Adults	1,384,000	1,384,000	1,384,000	1,384,000
Increasing Demographic 1 - FYE of increase in service user numbers presented during financial year 2020/21	3,853,080	0	0	0
Cost of funding the London Living Wage across specific residential settings	375,000	0	0	0
Increasing Demographic 2 - estimated cost of the continued upward movement in service user numbers during 2022/23	870,356	879,060	896,554	914,223

Adults and Health	2022/23 £	2023/24 £	2024/25 £	2025/26 £
Leisure - pressure relating to a reduction in expected income levels as a direct consequence of the pandemic and related disruption to the leisure industry.	500,000	1,000,000	0	0
Pressures Total	6,982,436	3,263,060	2,280,554	2,298,223
Budget	109,029,979	111,426,039	113,151,593	115,449,816

Adults and Health

	Original Estimate 2021/22	Current Estimate 2021/22	Original Estimate 2022/23
ASC Prevention Services	2,742,457	2,708,507	2,708,507
A&H Prevention Services	2,742,457	2,708,507	2,708,507
ASC Workforce	17,304,694	17,656,875	17,656,875
A&H Workforce	17,304,694	17,656,875	17,656,875
Integrated Care - Learning Disabilities	29,364,321	29,398,271	30,507,271
Integrated care - Mental Health	9,421,542	9,421,542	9,171,542
Integrated Care - Older Adults	34,059,993	35,513,209	40,683,700
Integrated Care - Physical Disabilities	10,037,377	10,037,377	10,037,377
Strategic Commissioning	82,883,233	84,370,399	90,399,890
Leisure, Sports and Physical Activity	(1,804,122)	(1,703,293)	(1,735,293)
Leisure, Sports and Physical Activity	(1,804,122)	(1,703,293)	(1,735,293)
Adults and Health	101,126,262	103,032,488	109,029,979

Budget Summary and Forward Plan

Assurance	2022/23 £	2023/24 £	2024/25 £	2025/26 £
Original Budget	7,822,686	8,438,122	8,438,122	8,438,122
Savings				
Savings Total	0	0	0	0
Income Generation				
FPN / Enforcement penalties by CST (littering Fly tipping trade waste etc) estimated	(430,500)	0	0	0
Income generation Total	(430,500)	0	0	0
Pressures				
Electoral Services - > Household Notification Letter costs pressures previously funded by Individual Electoral Reform (IER).	70,000	0	0	0
> On-going budget increase to the reserve contribution to meet £0.7m requirement to cover costs of Local Elections every 4 years.	25,000	0	0	0
Counter Fraud, Community Safety and Protection Review - > Community Safety restructure and service re-design	877,212	0	0	0
Corporate and LGSCO Complaints - Implementation of new Complaints Case Management system including cost for on-going annual service charges	29,000	0	0	0
Business Support Officer - Creation of new post (expected to be Grade G) in the last quarter of 2021/22. Ongoing salary pressure for future years.	44,724	0	0	0
Pressures Total	1,045,936	0	0	0
Budget	8,438,122	8,438,122	8,438,122	8,438,122

Assurance

	Original Estimate 2021/22	Current Estimate 2021/22	Original Estimate 2022/23
Assurance & Business Development	732,838	801,495	875,219
Counter Fraud Operations	249,446	249,446	249,446
Electoral Service	682,139	682,139	777,139
Governance	2,255,527	2,200,527	2,200,527
Internal Audit	385,460	385,460	385,460
Community Safety	2,109,530	1,295,495	1,742,207
Assurance Management	785,632	861,724	861,724
Organisational Resilience	846,400	1,346,400	1,346,400
Assurance	8,046,972	7,822,686	8,438,122
Legal Advice and Monitoring	10,682	11,000	0
Legal Advice and Monitoring	10,682	11,000	0
Assurance	8,057,654	7,833,686	8,438,122

Budget Summary and Forward Plan

Children's Family Services	2022/23 £	2023/24 £	2024/25 £	2025/26 £
Original Budget	75,639,346	75,893,248	77,126,161	77,707,217
Savings				
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)	0	0	0
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	(392,055)	0	0	0
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	(226,784)	0	0	0
Savings on the provision of Passenger Assistants for SEN transport through closer alignment with the SEN team and management efficiencies.	(20,000)	0	0	0
Due to more than 0.07% of the child population in Barnet being Unaccompanied Asylum Seeking Children, an additional 25% enhanced rate per child is expected from the Home Office	(410,354)	0	0	0
Managing demand for SEND to reduce the need for the additional staff that were previously agreed for a two year period with the Barnet Education and Learning Service	0	(265,000)	0	0
Managing the demand on the Section 17 budget by reducing the number of families facing homelessness	(100,000)	0	0	0
In line with the Public Law Outline review, increase the use of pre-proceedingsto address recognised needs and reduce the number of families going to court, which will reduce costs	0	(100,000)	0	0
Savings Total	(1,483,193)	(365,000)	0	0
Income generation				
Additional income generated through the new Parenting Hub	0	(150,000)	0	0
Remodelling of contact centre to create staffing savings and increase income generation by selling to other local authorities	0	0	(150,000)	(200,000)
Following Covid impact on income, move to full cost recovery for Traded Services: DofE and Finchley Youth Theatre in 23/24 and Newstead and Greentops in 24/25.	0	(124,000)	(311,000)	0
Income generation Total	0	(274,000)	(461,000)	(200,000)
Pressures				

Children's Family Services	2022/23 £	2023/24 £	2024/25 £	2025/26 £
Demographics and complexity- there has been an increase in demand for family assessments and remand services and an increase in cost of Independent Fostering Agencies.	791,185	750,000	750,000	750,000
There are increasing numbers of Unaccompanied Asylum Seeking Children care leavers in Barnet. This will reduce in later years and bring a saving as this group of care leavers leaves the system.	115,000	125,000	(70,000)	(70,000)
The Troubled Families reserve, which delivered a saving in previous years, has been fully used	242,650	207,350	0	0
Agency staffing pressures within the Intervention and Planning and Duty and Assessment Teams	373,016	59,548	60,548	61,548
Recognition of budget pressures and efficiencies in several service areas, addressing the overall funding shortfall	122,894	222,365	301,508	228,432
Home to school transport cost pressure as a result of rising EHCP's	92,350	507,650	0	0
Pressures Total	1,737,095	1,871,913	1,042,056	969,980
Budget	75,893,248	77,126,161	77,707,217	78,477,196

Children's Family Services

	Original Estimate 2021/22	Current Estimate 2021/22	Original Estimate 2022/23
Assessmnt, Intervention & Planning	8,482,454	9,871,699	8,947,871
Clinical Services	1,358,121	1,409,005	1,371,193
CSC 18-25	6,022,963	7,023,963	8,823,963
Permanence, Transitions & Corporate Parenting	3,252,656	3,324,704	3,224,704
Placements	19,924,189	19,402,750	19,981,525
Safeguarding, QA & Work force Development	3,023,027	3,044,796	3,044,796
Social Care Management	1,350,126	1,327,552	1,352,552
Children's Homes	1,943,082	2,217,816	2,217,816
Leaving Care	1,646,337	1,762,012	1,577,012
Children with disabilities	3,159,169	3,163,124	3,163,124
YOT, Risk and Vulnerability	2,910,345	3,055,694	2,916,914
Children's Social Care	53,072,469	55,603,115	56,621,470
Central Education (Commissioning)	(250,996)	139,690	139,690
Communications, Complaints & Business Support	1,554,024	1,578,217	1,561,764
Commissioning	1,252,692	1,259,805	1,259,805
Early Help 0-19	4,850,149	4,964,906	5,125,172
Education Skills	5,750,915	5,933,477	5,807,827
Libraries	3,775,506	3,791,340	3,791,340
Partnership and Voice of Child	140,524	130,711	130,711
Performance Improvement & Customer Engagement	1,290,217	1,240,211	1,294,476
Early Intervention & Prevention	18,363,031	19,038,357	19,110,785
Family Services Management	(934,231)	(802,124)	160,993
Family Services Management	-934,231	-802,124	160,993
Children's Family Services	70,501,269	73,839,348	75,893,248

Budget Summary and Forward Plan

Environment	2022/23 £	2023/24 £	2024/25 £	2025/26 £
Original Budget	12,877,541	14,534,161	15,923,661	14,746,311
Savings				
<p>Parking - A review of services and policies to ensure a consistent, fair approach to improving traffic, highway air quality and road safety. Meeting existing unaddressed needs and demands on the highway.</p>	0	(750,000)	(750,000)	0
<p>Fundamental Service Review of existing waste collection arrangements, following the passage of the environment bill and issue of all relevant guidance.</p>	0	0	(1,000,000)	0
<p>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 the 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.</p>	0	0	(900,000)	0
<p>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.</p>	0	0	0	0
<p>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.</p>				
<p>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.</p>	0	0	(200,000)	0
<p>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.</p>	0	(24,000)	(24,000)	0
<p>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.</p>	(20,000)	(38,000)	(37,000)	0

Environment	2022/23 £	2023/24 £	2024/25 £	2025/26 £
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	(20,000)	(20,000)	0
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.	(25,000)	(50,000)	(25,000)	0
Green Waste Cost Recovery - Medium Term Financial Strategy associated with this chargeable service following launch in 2019/20 and continuation in 2020/21.	0	0	0	0
Rebanding. Assumes approved (GLA) and implemented for full year.	(966,000)	0	0	0
Review of disposal costs associated with the new disposal point at Wembley (£305k); savings from reduction in ULEZ vehicle hire and other operating efficiencies.	(412,000)	0	0	0
Senior Management Review	(200,000)	0	0	0
Savings Total	(1,623,000)	(882,000)	(2,956,000)	0
Pressures				
Mortuary Service	65,000	71,500	78,650	86,515
Shortfall of advertising income due to unmitigated pressures in base budget	131,000	0	0	0
Income shortfall in base budget due to unforeseen constraints on Digital Ad Sites and Lamp Post Banners	45,000	0	0	0
Paid parking income. Significantly affected by changed work and leisure patterns due to Covid. Assuming recovery to 85% of pre-Covid levels based on current coverage and no change to fees. However this is dependent on, but not limited to recovery of rail commuter car parks.	377,560	0	0	0
Cleansing, litter picking and minor maintenance work of car parks	112,000	0	0	0
Increase in business rates liability	58,550	0	0	0
EV Charging & 5G	50,000	0	0	0
Moving traffic income. Reduced peak traffic flow reduces contravention, also affected by increased compliance over time resulting from effective enforcement and changes to traffic management arrangements. Assuming recovery to 85% of pre-Covid levels based on existing sites.	501,000	0	0	0
Paid parking income. Significantly affected by changed work and leisure patterns due to Covid. Assuming recovery to 85% of pre-Covid levels based on current coverage and no change to fees. (Included in paid parking income above)	0	0	0	0

Environment	2022/23 £	2023/24 £	2024/25 £	2025/26 £
Permit parking fees. Moderate effect from Covid. Assuming some reduction to income based on changing profile of vehicle emissions from vehicle turnover and effective incentives (VED, permit pricing, ULEZ). Assuming 95% of 2019-20 levels based on current CPZ coverage and no changes to fees.	128,000	0	0	0
Parking Penalties and Suspensions. Significantly affected by changed work and leisure patterns. Assuming recovery to 85% of pre-Covid levels	1,583,010	0	0	0
Increased debt registration and TEC charges: Proportional to PCN issue, with delay and fluctuation.	100,000	0	0	0
Fees and charges review. Assumes implemented for Q4. 15% on permit and paid parking. (net against paid parking income - see above)	0	0	0	0
CPZ programme - a review of services and policies to ensure a consistent, fair approach to improving traffic, highway air quality and road safety. Meeting existing unaddressed needs and demands on the highway.	(1,500,000)	0	0	0
New MTC sites. Assumes 4 new sites, income of £75k per annum per site. Net revenue effect, excludes all capital costs. (Net against Moving Traffic Income pressure - see above)	0	0	0	0
Fees and charges review. Assumes implemented for Q4. 15% on permit and paid parking. (Net against Moving Traffic Income pressure - see above)	0	0	0	0
Parking suspensions. Increased income expected to be sustained provided fee structure retained and supported by removals service. (net against penalties and suspensions above)	0	0	0	0
Bus Lane PCNs. Increased income from 2019-20 based on new enforcement equipment expected to be sustained, supported by additional enforcement locations. Possible small increase if A1000 bus lane retained. (Net against parking penalties - see above)	0	0	0	0
Removals service costs required to continue to support suspensions service.	100,000	0	0	0
Abandoned vehicles excess cost over income	74,000	0	0	0
Removal of current levy refunds due to COVID19 as businesses re-emerge from pandemic	200,000	0	0	0
Tree Management – existing tree contract has been extended to 2022. The current contract is circa 7 years old and will be re-procured. It is expected that due to existing market conditions and the establishment of a new contract the value will increase circa 20% (estimated).	110,000	0	0	0
Resourcing – no existing budget to accommodate new proposals such as introduction of a Park Patrol Service. Anticipated cost = growth £200,000 pa.	200,000	0	0	0
Rate pressure due to change in maintenance contractors from Conway to Kier Tarmac	225,000	0	0	0
Tarmac Kier Pension contribution in line with DoV and Contract (Contract commitment)	35,000	0	0	0
Support the ongoing maintenance of the signs and lines across the network to avoid them falling into further decline	50,000	0	0	0

Environment	2022/23 £	2023/24 £	2024/25 £	2025/26 £
The level of damage to public highways is increasing as a result of the level of development being undertaken in the borough. Even though efforts are taken to recover costs they are insufficient at this point in time to cover the level of repair required to the footway network	30,000	0	0	0
Maintain the Confirm System which underpins the Street Works service (major Guaranteed Income generator) and wider Asset Management system there is a need for the licences to continue from 2223	52,500	0	0	0
Costs identified to cover hosting and ongoing maintenance of new standalone database.	30,000	0	0	0
IT licences to deliver the asset management systems and associated KPI reporting	22,000	0	0	0
Re - Highways Decapitalisation	500,000	500,000	0	0
recommended additional pressure	0	1,700,000	1,700,000	1,700,000
Pressures Total	3,279,620	2,271,500	1,778,650	1,786,515
Budget	14,534,161	15,923,661	14,746,311	16,532,826

Environment

	Original Estimate 2021/22	Current Estimate 2021/22	Original Estimate 2022/23
Environment Management	1,916,330	1,988,827	2,053,827
Highways and Transport Management	528,199	529,985	1,474,485
Environment Management	2,444,529	2,518,812	3,528,312
Green Spaces & Leisure	1,388,319	1,467,556	1,757,556
Green Spaces & Leisure	1,388,319	1,467,556	1,757,556
Commercial Services Streetscene	(2,138,981)	(2,137,671)	(2,137,671)
Fleet and Transport	960,327	881,349	881,349
Ground Maintenance (Front line)	2,631,075	2,896,790	3,046,790
Management and Service Support	2,257,228	1,292,760	1,292,760
Street Cleansing (Front Line)	4,708,390	5,172,334	5,022,334
Street Scene Management	1,193,996	1,319,705	1,319,705
Waste (Front Line)	6,733,291	7,440,521	7,003,521
Smarter Cities	(75,000)	(75,000)	(25,000)
Advertising	(490,000)	(490,000)	(314,000)
Streetscene	15,780,326	16,300,788	16,089,788
Highway Inspection/Maintenance	765,973	773,538	773,538
Parking	(730,350)	(730,350)	(485,800)
Street Lighting	6,484,525	6,640,852	6,640,852
Transportation and Highways	6,520,148	6,684,040	6,928,590
Special Parking Account	(16,817,903)	(14,093,655)	(13,770,085)
Special Parking Account	-16,817,903	-14,093,655	-13,770,085
Environment	9,315,419	12,877,541	14,534,161

Budget Summary and Forward Plan

Growth and Corporate Services	2022/23 £	2023/24 £	2024/25 £	2025/26 £
Original Budget	41,683,424	41,301,881	40,676,436	39,252,251
Savings				
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.	(664,017)	(435,190)	(417,482)	0
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	(48,300)	0
Provision of this affordable supply would result in increased temporary accommodation cost avoidance.				
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	(320,000)	(160,000)
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	(209,300)	(22,540)
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	0	(278,400)	0
Buyback of properties through GLA Buyback grant, which the council will use for temporary accomodation.	(56,000)	(95,000)	(21,500)	0
Solar panels - To accelerate de-carbonisation and either to sell energy back to grid or offset existing council energy bills..	0	0	(50,000)	(100,000)
Review of Commercial, Performance and Executive Support Budgets have identified an on-going budget reduction in the Commercial team legal budget.	(134,200)	0	0	0
Savings Total	(854,217)	(530,190)	(1,344,982)	(282,540)
Income generation				
Registrars income increase. 2021/22 is forecasted to see a £0.200m increase due to a backlog of services post-pandemic. 2022/23 will require additional investment in the town hall (carpets, paint etc.) and promotion. Current plans aim to achieve increased targets for weddings.	(75,000)	(75,000)	0	0
Income received as dividends on completed affordable homes on Hermitage Lane, of which 15 will be affordable and available for letting to Barnet housing applicants	0	(30,000)	0	0
Income received as dividends on completion of the additional 72 homes for affordable rent built by Open Door Homes.	0	0	(130,000)	(14,000)

Growth and Corporate Services	2022/23 £	2023/24 £	2024/25 £	2025/26 £
Additional income from the existing commercial portfolio, including new lettings and rent reviews	(50,000)	0	(10,000)	0
Income received from renting floor space in Colindale Office	(75,000)	0	0	0
Income received as dividends on completed affordable homes delivered by Opendoor Homes	(116,000)	(71,000)	0	0
Income generation Total	(316,000)	(176,000)	(140,000)	(14,000)
Pressures				
Increased O365 Licence costs due to increased staff numbers	77,000	0	0	0
Brent Cross - Revenue pressures and loss of income from property disposals	300,000	0	0	0
Housing General Fund - Temporary Accommodation (Current change notices and TA support required)	26,674	123,544	94,098	75,246
Kick start of Feasibility studies, considering bringing forward sites for new regen schemes. Will result in increased Council tax and improved local environment if schemes are brought on earlier. (design/ financial modelling/ survey)	229,500	(59,500)	0	0
Housing Pressures - The Barnet Group (including NIC, Pensions, disrepair claims, Wage inflation)	155,500	16,700	(33,300)	(8,600)
Pressures Total	788,674	80,744	60,798	66,646
Budget	41,301,881	40,676,436	39,252,251	39,022,357

Growth and Corporate Services

	Original Estimate 2021/22	Current Estimate 2021/22	Original Estimate 2022/23
Commercial Management	927,023	907,023	772,823
Customer Services & Digital	660,221	1,222,221	1,224,221
Programmes, Performance & Risk	802,069	830,069	830,069
Commercial and ICT	2,389,313	2,959,313	2,827,113
CSG Managed Budget	4,041,070	3,891,070	3,902,070
CSG Management Fee	23,047,332	22,181,210	22,181,210
Customer Support Group	27,088,402	26,072,280	26,083,280
Re Managed Budgets	1,703,022	1,703,022	1,703,022
RE Management Fee	17,245,502	17,778,786	17,778,786
Guaranteed Income	(15,818,188)	(16,351,472)	(16,351,472)
RE	3,130,336	3,130,336	3,130,336
Deputy Chief Executive	514,090	867,090	867,090
Deputy Chief Executive	514,090	867,090	867,090
Employment Skills & Economic Development	756,132	626,132	626,132
Estates	841,308	1,445,308	1,320,308
Growth and Housing	502,813	592,633	876,933
Housing Strategy	5,996,844	5,996,843	5,187,500
Brent Cross Revenue	(257,200)	(2,313,232)	(2,013,232)
Transformation Programme - DCE	0	242,782	0
Growth and Development	7,839,897	6,590,466	5,997,641
Strategy & Communications	1,966,421	2,396,421	2,396,421
Strategy & Communications	1,966,421	2,396,421	2,396,421
Growth & Corporate Services	42,928,459	42,015,906	41,301,881

Budget Summary and Forward Plan

Public Health	2022/23 £	2023/24 £	2024/25 £	2025/26 £
Original Budget	18,244,007	18,956,705	18,956,705	18,956,705
Grossing up of grants Public Health Grant	712,698			
Grossing up of grants total	712,698	0	0	0
Budget	18,956,705	18,956,705	18,956,705	18,956,705

Environment

	Original Estimate 2021/22	Current Estimate 2021/22	Original Estimate 2022/23
Public Health	17,820,708	18,244,007	18,956,705
Public Health	17,820,708	18,244,007	18,956,705
Environment	17,820,708	18,244,007	18,956,705

Budget Summary and Forward Plan

Resources	2022/23 £	2023/24 £	2024/25 £	2025/26 £
Original Budget	73,802,136	68,437,925	67,576,724	66,761,598
Savings				
Human Resources staffing	(6,000)	(54,000)	(50,000)	0
Finance Business Partnering - staffing	(116,184)	0	0	0
Investments & Innovations	(109,829)	(601,941)	(593,866)	0
Capital Finance - additional interest income	(500,000)	(500,000)	(500,000)	0
0				
Savings Total	(732,013)	(1,155,941)	(1,143,866)	0
Income generation				
Investments & Innovations	(553,000)	(34,000)	0	0
Income generation Total	(553,000)	(34,000)	0	0
Pressures				
Human Resources staffing	0	53,500	53,500	0
Accountancy Staffing	83,767	0	0	0
Finance Business Partnering - staffing	101,064	0	0	0
Investments & Innovations	0	56,080	56,080	0
Pressures Total	184,831	109,580	109,580	0
Other Changes				
Total Pay inflation to be allocated to services	2,727,000			
Total Non-Pay inflation to be allocated to services	7,443,000			
Covid-19 Grant grossing up	(10,225,820)			
North London Waste Authority levy	1,000,000			
Discretionary CT support	(1,000,446)			
Concessionary Fares (Freedom Pass)	(4,207,763)			
Inflation Total	(4,264,029)	219,160	219,160	0
Budget	68,437,925	67,576,724	66,761,598	66,761,598

Resources

	Original Estimate 2021/22	Current Estimate 2021/22	Original Estimate 2022/23
Finance	2,483,481	14,647,155	9,326,722
Revs & Bens	492,898	492,898	492,898
Grants	29,001	29,001	29,001
Central Expenses	30,473,304	9,354,312	7,914,796
Levies and Capital Financing	47,016,276	48,707,308	48,707,308
Finance	80,494,960	73,230,674	66,470,725
Human Resources	1,772,489	2,027,978	2,021,978
Human Resources	1,772,489	2,027,978	2,021,978
Total Pay inflation to be allocated to services	0	0	2,727,000
Total Non-Pay inflation to be allocated to servic	0	0	7,443,000
Covid-19 Grant grossing up	0	0	(10,224,778)
Inflation	0	0	-54,778
Resources	82,267,449	75,258,652	68,437,925