

Summary General Fund Revenue Budget			
Council Services - Directorate Summary	2022/23 Original Budget	2022/23 Current Budget	2023/24 Proposed Budget
	£	£	£
Adults and Health	111,206,080	115,510,525	131,913,061
Public Health	18,956,706	18,895,470	20,356,124
Assurance	8,424,122	9,526,980	9,519,980
Childrens Family Services	75,893,248	78,692,294	73,735,006
Customer and Place	51,277,520	55,506,789	55,247,439
Strategy and Resources	70,834,346	58,248,307	78,914,576
Total Service Expenditure Budget	336,592,022	336,380,365	369,686,186

Summary General Fund Subjective Analysis by Directorate

Directorate Breakdown	2022/23 Original Budget	2022/23 Current Budget	2023/24 Proposed Budget
Capital Financing	19,272,196	15,022,647	13,128,963
Employee Related	112,522,662	122,160,557	121,685,851
Premises Related	9,159,541	9,371,971	10,085,888
Secondary Recharges	(17,812,241)	(18,397,719)	(18,578,589)
Supplies/Services	137,522,761	134,827,767	153,081,967
Third Party Payments	185,053,186	184,636,011	199,840,556
Transfer Payments	228,806,676	230,746,008	231,311,260
Transport Related	4,883,168	4,456,055	4,583,425
Expenditure	679,407,949	682,823,297	715,139,321
Customer & Client Receipts	(108,465,178)	(106,438,968)	(106,280,500)
Government Grants	(202,137,406)	(204,598,419)	(202,135,553)
Other Grants, Reimbursements	(32,213,343)	(35,405,540)	(37,037,082)
Income	(342,815,927)	(346,442,927)	(345,453,135)
Total Council	336,592,022	336,380,370	369,686,186

Adults and Health			
Directorate Breakdown	2022/23 Original Budget	2022/23 Current Budget	2023/24 Proposed Budget
Capital Financing	0	(2,557,220)	(90,000)
Employee Related	21,030,730	25,660,572	23,683,073
Premises Related	1,283,432	1,283,289	1,362,289
Secondary Recharges	(529,661)	(744,283)	(744,283)
Supplies/Services	7,790,365	7,055,570	7,231,362
Third Party Payments	106,424,127	109,198,126	124,318,650
Transfer Payments	18,466,280	20,023,864	21,654,573
Transport Related	153,020	183,439	183,439
Expenditure	154,618,293	160,103,357	177,599,103
Customer & Client Receipts	(21,629,067)	(17,989,804)	(17,833,945)
Government Grants	(219,383)	(217,530)	(217,530)
Other Grants, Reimbursements	(21,563,763)	(26,385,498)	(27,634,567)
Income	(43,412,213)	(44,592,832)	(45,686,042)
Adults and Health Total	111,206,080	115,510,525	131,913,061

Assurance			
Directorate Breakdown	2022/23 Original Budget	2022/23 Current Budget	2023/24 Proposed Budget
Capital Financing	166,379	166,379	166,379
Employee Related	6,645,099	7,098,421	7,146,422
Premises Related	741,920	741,920	741,920
Secondary Recharges	(315,893)	(315,893)	(315,893)
Supplies/Services	871,111	970,732	970,732
Third Party Payments	1,352,980	1,352,980	1,352,980
Transfer Payments	677,496	978,496	978,496
Transport Related	34,420	33,880	18,880
Expenditure	10,173,512	11,026,915	11,059,915
Customer & Client Receipts	(1,189,390)	(939,935)	(979,935)
Other Grants, Reimbursements	(560,000)	(560,000)	(560,000)
Income	(1,749,390)	(1,499,935)	(1,539,935)
Assurance Total	8,424,122	9,526,980	9,519,980

Childrens Family Services			
Directorate Breakdown	2022/23 Original Budget	2022/23 Current Budget	2023/24 Proposed Budget
Capital Financing	(250,500)	(251,631)	(43,150)
Employee Related	36,214,222	41,250,195	38,715,329
Premises Related	1,071,578	908,955	1,035,263
Secondary Recharges	(6,281,354)	(6,359,511)	(6,581,354)
Supplies/Services	16,558,904	19,557,128	17,893,843
Third Party Payments	31,323,099	28,262,165	24,953,926
Transfer Payments	8,050,993	8,131,230	6,966,131
Transport Related	365,960	223,590	365,960
Expenditure	87,052,902	91,722,121	83,305,947
Customer & Client Receipts	(1,174,821)	(2,212,343)	(835,177)
Government Grants	(4,154,342)	(6,617,208)	(4,154,342)
Other Grants, Reimbursements	(5,830,491)	(4,200,276)	(4,581,422)
Income	(11,159,654)	(13,029,827)	(9,570,941)
Children's Family Services Total	75,893,248	78,692,294	73,735,006

Customer and Place			
Directorate Breakdown	2022/23 Original Budget	2022/23 Current Budget	2023/24 Proposed Budget
Capital Financing	(721,731)	(114,933)	440,123
Employee Related	30,136,041	32,528,406	32,483,493
Premises Related	6,062,611	6,437,807	6,946,416
Secondary Recharges	(12,196,213)	(12,488,912)	(12,383,239)
Supplies/Services	84,941,409	87,229,303	87,126,618
Third Party Payments	22,208,657	22,208,657	22,041,408
Transfer Payments	1,471,000	1,471,000	1,570,642
Transport Related	4,328,553	4,013,931	4,013,931
Expenditure	136,230,327	141,285,259	142,239,392
Customer & Client Receipts	(81,617,900)	(82,442,886)	(83,655,042)
Government Grants	(2,224,331)	(2,224,331)	(2,224,331)
Other Grants, Reimbursements	(1,110,576)	(1,111,253)	(1,112,580)
Income	(84,952,807)	(85,778,470)	(86,991,953)
Customer and Place Total	51,277,520	55,506,789	55,247,439

Public Health			
Directorate Breakdown	2022/23 Original Budget	2022/23 Current Budget	2023/24 Proposed Budget
Employee Related	2,134,220	2,739,448	2,739,449
Secondary Recharges	3,299,000	3,299,000	3,299,000
Supplies/Services	171,634	157,634	157,634
Third Party Payments	13,420,637	12,768,173	14,228,827
Transport Related	1,215	1,215	1,215
Expenditure	19,026,706	18,965,470	20,426,124
Customer & Client Receipts	(70,000)	(70,000)	(70,000)
Income	(70,000)	(70,000)	(70,000)
Public Health	18,956,706	18,895,470	20,356,124

Strategy and Resources			
Directorate Breakdown	2022/23 Original Budget	2022/23 Current Budget	2023/24 Proposed Budget
Capital Financing	20,078,048	17,780,052	12,655,611
Employee Related	13,635,350	12,883,515	12,457,264
Secondary Recharges	(1,788,120)	(1,788,120)	(1,852,820)
Supplies/Services	19,746,338	19,857,400	26,418,039
Third Party Payments	10,323,686	10,845,910	12,944,766
Transfer Payments	200,140,907	200,141,418	200,141,418
Expenditure	262,136,209	259,720,175	262,764,278
Customer & Client Receipts	(2,784,000)	(2,784,000)	(2,906,400)
Government Grants	(195,539,350)	(195,539,350)	(195,539,350)
Other Grants, Reimbursements	(3,148,513)	(3,148,513)	(3,148,513)
Income	(201,471,863)	(201,471,863)	(201,594,263)
Strategy and Resources	60,664,346	58,248,312	61,170,015
<i>Total Pay inflation to be allocated to services</i>	2,727,000	0	4,460,822
<i>Total Non-Pay inflation to be allocated to services</i>	7,443,000	0	13,283,740
Strategy and Resources - Revised Total	70,834,346	58,248,312	78,914,576
Total Service Net Expenditure Budget	336,592,022	336,380,370	369,686,186

Revenue Budget - Council Tax Summary Information

Property values (Based on 1 April 1991 valuations)	2022/23 Rate (£)	2023/24 Rate (£)	2023/24 Tax Yield £
Band A: Up to £40,000	1,164.20	1,224.11	3,191,634
Band B: Over £40,000 & Up To £52,000	1,358.23	1,428.12	8,545,456
Band C: Over £52,000 & Up To £68,000	1,552.26	1,632.14	37,384,428
Band D: Over £68,000 & Up To £88,000	1,746.29	1,836.16	57,940,851
Band E: Over £88,000 & Up To £120,000	2,134.36	2,244.20	63,844,101
Band F: Over £120,000 & Up To £160,000	2,522.42	2,652.23	48,253,002
Band G: Over £160,000 & Up To £320,000	2,910.49	3,060.27	46,824,059
Band H: Over £320,000	3,492.59	3,672.32	15,084,091
Total			281,067,622

	2022/23	2023/24	2023/24
Band D Equivalents	Band D Equivalents	Band D Equivalents	Tax Yield £
Total Properties	180,654	182,427	334,965,772
Exemptions, disabled relief, discounts and premiums	(15,904)	(16,294)	(29,917,449)
Ministry of Defence Contributions	4	4	7,345
Council Tax Support Scheme Discount	(14,741)	(14,457)	(26,544,516)
Adjustments (projections):			
New properties	3,117	4,635	8,511,043
Exemptions (Students)*	0	(119)	(218,503)
Non-collection @ 2.0%	(2,297)	(3,124)	(5,736,069)
Total Council Tax Base and Yield (£)	150,834	153,073	281,067,622

*Students exemptions were not adjusted for in 2022/23 due to a reduction in numbers at Middlesex University of over 1,000 in Oct/Nov 21 and the impact of the Omicron wave

Revenue Budget - Council Tax Requirement Summary			
Council Tax Requirement Summary	2022/23 Original	2022/23 Current	2023/24 Original
	£	£	£
Total Service Expenditure	336,592,022	336,380,372	369,686,186
Contribution to / (from) Specific Reserves	0	0	0
Net Expenditure	336,592,022	336,380,372	369,686,186
Other Grants	(60,985,325)	(60,773,674)	(66,204,554)
Budget Requirement	275,606,697	275,606,698	303,481,632
Business Rates Retention	(42,825,304)	(42,825,305)	(57,278,212)
Business rates top-up	(19,731,211)	(19,731,211)	(22,132,016)
Business Rates & authority pool income	(2,800,000)	(2,800,000)	(1,700,000)
Business Rates Income	(65,356,516)	(65,356,516)	(81,110,228)
RSG	(6,518,401)	(6,518,401)	(7,758,994)
Barnet's Element of Council Tax Requirement	203,731,781	203,731,781	214,612,410
Greater London Authority – Precept	59,668,313	59,668,313	66,455,212
Total Council Tax Requirement	263,400,094	263,400,094	281,067,622

Components of Band D Council Tax Rate (£)	2022/23	2023/24	Change
Mayors Office for Policing and Crime	277.13	292.13	5.41%
London Fire & Emergency Planning Authority and Mayor, Administration, Transport for London, Olympic Games and Boroughs' Collection Fund balances.	118.46	142.01	19.88%
GLA Precept	395.59	434.14	9.74%
London Borough of Barnet	1,350.70	1,402.02	3.80%
Total Council Tax Rate (£) Band D Equivalent	1,746.29	1,836.16	5.15%

Budget Summary and Forward Plan					
Adults and Health		2023/24 £	2024/25 £	2025/26 £	2026/27 £
Original Budget		122,724,209	131,913,061	133,821,770	137,079,345
Savings	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.	(100,000)	(70,000)	0	0
	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	(210,000)	0	0
	This is a continuation of a saving 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. Working with people who use care and support services to be more independent and where appropriate to be supported with less intensive forms of support. This includes using more evidence based approaches to commissioning placements and assistive technology to support adults in supported living settings.	(500,000)	(150,000)	0	0
	The saving is based on Prevention Co-coordinators 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.	(200,000)	(200,000)	0	0
	This is a saving based on the principle of 'progression', which is that each person with a Mental Health need has the potential to increase independence if they are given the appropriate care and support. Working with people who use care and support services to be more independent and where appropriate to be supported with less intensive forms of support. This includes using more evidence based approaches to commissioning placements.	(200,000)	(200,000)	0	0
	The work of the debt project will support residents to increase recovery rates, including through default direct debit set up to make payment easier.	(100,000)	0	0	0
	A new Council wide carved employment scheme to provide a useful step on the work undertaken by BOOST. Promotes independence and reduces need for more traditional day services and their associated costs. DEPENDENCY – Creation of a council wide carved employment scheme which provides 15 job opportunities over first two years. We are ambitious about this and want to bring this to the Barnet Partnership Board to roll out across partnership organisations. This is a cost avoidance saving based on lower use of day services as a result of employment.	(30,000)	(60,000)	0	0
	Increased joint working with housing to increase access to settled social housing tenancies for adults who require care and support. This is a cost avoidance saving.	(75,000)	(150,000)	0	0
	Alternative commissioning arrangements for legal services for adult social care.	0	0	0	0
Savings Total		(1,205,000)	(1,040,000)	0	0
	Maximising income against current agreements for Continuing Health Care. Based on process improvements, exploring opportunities to update arrangements if any opportunities are being missed. This is also based on a 2.8% increase in numbers of people coming forward for support, this is a proportionate increase. This links to the demographic growth pressure.	(1,100,000)	(100,000)	0	0

Adults and Health		2023/24 £	2024/25 £	2025/26 £	2026/27 £
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.	(184,000)	0	0	0
	Over-delivery against projected income from the GLL leisure services contract	(258,000)	0	0	0
	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	(200,000)	0	0
	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.	(24,000)	(24,000)	0	0
	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.	(38,000)	(37,000)	0	0
	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.	(20,000)	(20,000)	0	0
	Under the Environment Act 2021, all planning permissions granted in England (with a few exemptions) will have to deliver at least 10% biodiversity net gain, expected to be in November 2023. BNG will be measured using Defra's biodiversity metric and habitats will need to be secured for at least 30 years. Improvements can be delivered on site (in Borough) or off site (out of Borough), purchased through a statutory biodiversity credits scheme.	(12,000)	(12,000)	(12,000)	0
Income Generation Total	(1,636,000)	(393,000)	(12,000)	0	
Pressures	Increasing Demographic (1) - estimated cost of the continued upward movement in service user core activity	1,683,060	1,683,060	1,683,060	1,683,060
	Mortuary Service	71,500	78,650	86,515	0
	Leisure - pressure relating to a reduction in expected income levels as a direct consequence of the pandemic and related disruption to the leisure industry.	1,000,000	0	0	0
	Increasing demographic (2) Estimated increase in unit cost of the expected increase in activity, reflects the more complex nature of services being commissioned.	1,500,000	1,500,000	1,500,000	1,500,000
	ASC Reform costs (£1m workforce and £2m fair cost of care)	3,000,000	0	0	0
	Adults Placements full year effect of 22/23 activity and unit cost increase	4,592,000	0	0	0
	Parks and open spaces maintenance	79,000	50,000	0	0
	Playground Maintenance	55,000	30,000	0	0
	Application process for all Events in Parks.	45,000	30,000	0	0
Business Rates Revaluations	4,292	0	0	0	
Pressures Total	12,029,851	3,341,710	3,269,575	3,183,060	
Budget	131,913,061	133,821,770	137,079,345	140,262,404	

Adults and Health

	Original Estimate 2022/23	Current Estimate 2022/23	Original Estimate 2023/24
ASC Prevention Services	2,708,507	2,563,213	2,563,213
A&H Prevention Services	2,708,507	2,563,213	2,563,213
ASC Workforce	17,656,875	19,055,532	19,055,533
A&H Workforce	17,656,875	19,055,532	19,055,533
Integrated Care - Learning Disabilities	30,782,271	29,964,713	29,434,713
Integrated care - Mental Health	10,398,597	9,363,065	9,163,065
Integrated Care - Older Adults	39,381,645	43,120,890	49,320,950
Integrated Care - Physical Disabilities	9,837,377	10,639,590	10,639,590
Social Care 18-25	0	0	7,213,683
Strategic Commissioning	90,399,890	93,088,258	105,772,001
Leisure, Sports and Physical Activity	(1,735,293)	(1,596,577)	(1,038,577)
Leisure, Sports and Physical Activity	(1,735,293)	(1,596,577)	(1,038,577)
Green Spaces & Leisure	1,607,556	1,651,554	1,740,846
Green Spaces & Leisure	1,607,556	1,651,554	1,740,846
Mortuary	568,545	568,545	640,045
Mortuary	568,545	568,545	640,045
Adults transformation programme	0	180,000	3,180,000
Adults transformation programme	0	180,000	3,180,000
Adults and Health	111,206,080	115,510,525	131,913,061

Budget Summary and Forward Plan					
Assurance		2023/24 £	2024/25 £	2025/26 £	2026/27 £
Original Budget		9,526,980	9,519,980	9,459,980	9,434,980
Savings	Explore savings opportunities through Governance Team restructure moving into Cabinet system.	0	(60,000)	0	0
	Explore possible savings in the Mayors Officer through Car Leasing arrangements.	(15,000)	0	0	0
Total Savings		(15,000)	(60,000)	0	0
Income Generation	Opportunities for phased increase in income through re negotiating Proceeds of Crime (POCA) gain-share arrangements with other Local Authorities and partners.	0	0	(50,000)	(50,000)
	Use Cross Council Assurance Service (CCAS) levy income to fund Internal Audit posts.	(40,000)	0	0	0
	Increase Cross Council Assurance Service (CCAS) levy income by moving to multi-supplier framework when contract is re-procured.	0	0	(25,000)	0
Total Income Generation		(40,000)	0	(25,000)	0
Pressures	New Electoral Services staffing structure to comply with new Elections Act requirements upon ERO (subject to possible insufficient funding from DLUHC)	48,000	0	0	0
Total Pressures		48,000	0	0	0
Budget		9,519,980	9,459,980	9,434,980	9,434,980

Assurance

	Original Estimate 2022/23	Current Estimate 2022/23	Original Estimate 2023/24
Assurance & Business Development	875,219	924,513	924,513
Counter Fraud Operations	1,126,658	290,389	290,389
Electoral Service	777,139	836,792	884,792
Governance	2,200,527	2,158,690	2,143,691
Internal Audit	385,460	407,226	367,226
Community Safety	839,995	2,249,322	2,249,322
Assurance Management	861,724	980,924	980,924
Organisational Resilience	1,346,400	1,412,165	1,412,165
Assurance	8,413,122	9,260,021	9,253,022
Legal Advice and Monitoring	11,000	266,959	266,958
Legal Advice and Monitoring	11,000	266,959	266,958
Assurance	8,424,122	9,526,980	9,519,980

Budget Summary and Forward Plan					
Children's Family Services		2023/24 £	2024/25 £	2025/26 £	2026/27 £
Original Budget		71,478,607	73,735,006	73,962,156	74,750,306
Savings	In line with the Public Law Outline review, increase the use of pre-proceedings to address recognised needs and reduce the number of families going to court, which will reduce costs.	(50,000)	0	0	0
	North London Adoption RAA - negotiate reduced contribution	0	(300,000)	0	0
	Increase income generation in BELS through selling more services to schools.	(80,000)	0	0	0
	Barnet Early Years Alliance (BEYA) to start paying the £80k lease for St Margaret's from Early Years funding which previously the Council has been paying. This saving will only be taken forward if the increase in government funding to Maintained Nursery Schools, which has recently been consulted on, goes ahead.	(80,000)	0	0	0
	Use DSG High Needs block for e.g. increased contribution to placements or other LA funded service that can legitimately be funded by DSG. Modelling work still needs to be done.	(300,000)	0	0	0
	Reduce the pressure on SEN Transport through e.g. multi pick up points	0	(200,000)	(200,000)	(200,000)
Total Savings		(510,000)	(500,000)	(200,000)	(200,000)
Income Generation	Additional income generated through the new Parenting Hub	(150,000)	0	0	0
	Remodelling of contact centre to increase income generation by selling to other local authorities	0	(150,000)	(200,000)	0
	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, as well as identifying other traded services income opportunities.	(124,000)	(311,000)	0	0
Total Income Generation		(274,000)	(461,000)	(200,000)	0
	The Troubled Families reserve, which delivered a saving in previous years, has been fully used.	207,350	0	0	0
	Home to school transport cost pressure as a result of rising Education and Health Care Plans	507,650	507,650	507,650	507,650

Children's Family Services		2023/24 £	2024/25 £	2025/26 £	2026/27 £
Pressures	<p>11502 : Respite & Home Support Pressures in costs and numbers of young people supported. ' - Since 2019-20, the Respite and Home Support budget has remained static at £266,316, at which point this was sufficient to cover costs and activity levels. However, since then providers have increased costs and families have come under increased pressure and need for respite. - In 2019-20 we supported 29 young people at an average cost of £8.5k over the year. In 2021-22 we supported 46 young people at an average cost of £11.2k, which resulted in a £295k overspend. It is forecast that costs and activity will continue at similar levels. - The service are working on mitigations to reduce packages of care through a more effective disabilities resources panel and looking at different ways to commission, however there are statutory limits to reductions that can be made. - The bid is equal to the forecast overspend for 2022-23.</p>	295,000	295,000	295,000	295,000
	<p>18+ UASC Provider costs and activity levels in excess of funding available.</p>	219,000	0	0	0
	<p>10549 : Ext Residential Care Pressures in costs of high cost placements. ' - Gross expenditure has increased by £1.95m since 2018-19, but income from DSG and Tripartite agreements has only increased by £1.1m. - After a £1.9m increase to the budget in 19-20, the budget was reduced again by £0.6m - Numbers of young people in external residential placement have increased by 11% (5) from 2018-19 and average cost per young person have increased by £22.9k per year to £161.5k. - Work is ongoing to mitigate high costs through high cost placement reviews, using more internal placements where possible, working with commissioning to find better value for money, and working with Health and Education partners to increase Tripartite contributions where eligible. - The significant pressure is the consistent increase in weekly rates being charged by external providers. A recent CMA report found that providers have a disproportionate power in the market due to low placement sufficiency and high demand. There are no current mechanisms in place from central government or OFSTED, putting a major pressure on external providers to reduce costs and profits. - The bid of £400k is requested based on the 19-20 budget, less £200k to be met by the above mitigations.</p>	200,000	200,000	200,000	200,000
	<p>10550 : Indp Fostering Agency's Placement sufficiency pressures and activity increases.</p>	356,000	0	0	0
	<p>Rate increase for payments to Children's Centres, 6 of 11 attached to schools. Rate increase of 20% to cover increase in utilities, service charges, rents etc. as well as general running of the centres. Big drive around early years, need to increase Fee2 numbers.</p>	223,527	0	0	0

Children's Family Services		2023/24	2024/25	2025/26	2026/27
		£	£	£	£
	ISS School Catering - contract extension / renegotiation.	165,000	0	0	200,000
	Additional capacity to support children with Special Educational needs. The increase in numbers of pupils with EHCPs has continued.	248,000	0	0	0
	11076 : Resid Ord & Sp G'ship Cohort size increases. ' - The gross cost of Special Guardianship placements has increased £190k (12%) from 2018-19 to 2021-22 and the number of young people in SGO arrangements has increased by 15 (7%). - The service has reported an increase in court-ordered SGO arrangements, particularly for younger children, with an associated expectation of longer placements than the previous cohort. - The bid is based on the 2021-22 overspend plus a conservative estimate of 2 more SGOs, costed at the average reported in 21-22.	185,500	185,500	185,500	185,500
	11138 : Short Breaks Activity increases	390,347	0	0	0
	Business Rates Revaluations	43,025	0	0	0
Total Pressures		3,040,399	1,188,150	1,188,150	1,388,150
Budget		73,735,006	73,962,156	74,750,306	75,938,456

Childrens Family Services

	Original Estimate 2022/23	Current Estimate 2022/23	Original Estimate 2023/24
Assessmnt, Intervntion&Planning	8,947,871	10,197,521	9,177,461
Clinical Services	1,371,193	1,971,934	1,545,054
CSC 18-25	8,823,963	6,736,213	300,000
Permanence, Transitions & Corporate	3,224,704	3,739,832	3,421,248
Parenting			
Placements	19,981,525	21,364,084	21,524,500
Safeguarding, QA & Work force Development	3,044,796	3,175,513	3,219,191
Social Care Management	1,352,552	1,329,111	1,375,641
Children's Homes	2,217,816	2,359,864	2,326,817
Leaving Care	1,577,012	862,012	1,796,012
Children with disabilities	3,163,124	3,604,350	3,494,611
YOT, Risk and Vulnerability	2,916,501	2,916,085	3,075,055
Adolescents & adults at risk	413	271,775	413
Children's Social Care	56,621,470	58,528,294	51,256,003
Central Education (Commissioning)	139,690	111,527	144,702
Comms, Complaints & Business Support	1,561,764	1,577,532	1,680,034
Commissioning	1,259,805	1,504,414	1,375,146
Early Help 0-19	5,125,172	5,684,005	5,739,201
Education Skills	5,807,827	6,547,270	7,408,756
Libraries	3,791,340	4,164,311	4,206,488
Partnership and Voice of Child	130,711	152,640	140,922
Performance Improvement & Customer Engagement	1,294,476	1,310,162	1,364,228
Early Intervention & Prevention	19,110,785	21,051,861	22,059,477
Family Services Management	160,993	(887,861)	419,527
Family Services Management	160,993	(887,861)	419,527
Children's Family Services	75,893,248	78,692,294	73,735,006

Budget Summary and Forward Plan

Customer and Place		2023/24	2024/25	2025/26	2026/27
		£	£	£	£
Original Budget		55,406,786	55,247,439	52,858,901	53,005,779
Savings	Review of Estates running costs to identify efficiencies.	(303,500)	0	0	0
	Reduce the Sustainability team budget	(100,000)	0	0	0
	Reduce the frequency of contracted cleaning at council offices	(115,000)	0	0	0
	Eliminate Street Scene re-charges	(5,480)	0	0	0
	Commercial team - partnership (cost of clienting major contracts)	0	(80,000)	0	0
	Customer Services & Digital: Centralisation of the IT estate	(100,000)	0	0	0
	Targeted efficiencies across the Performance, Programmes and Risk service	0	(110,000)	0	0
	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.	0	(278,000)	0	0
	Buyback of properties through GLA Buyback grant, which the council will use for temporary accommodation.	(95,000)	(22,000)	0	0
	The Modular Homes programme will increase the council's housing supply and result in Temporary Accommodation cost avoidance savings.	0	(50,000)	0	0
	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.	(435,000)	(418,000)	0	0
	The delivery of 52 homes on Hermitage Lane, of which 15 will be affordable and available for letting to Barnet housing applicants. Provision of this affordable supply will result in increased temporary accommodation cost avoidance.	0	(48,000)	0	0
	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 will result in increased temporary accommodation cost avoidance and a general fund benefit.	0	(320,000)	(160,000)	0
	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 a premium to the council for each property.	0	(209,000)	(23,000)	0
	Review of prior year pressures bid for the kick start of Feasibility studies, considering bringing forward sites for new regen schemes. Budget no longer required as alternative funding has been identified.	(59,500)	(120,000)	0	0
	Efficiencies from insourcing Estates function	0	(80,000)	0	0

Customer and Place		2023/24 £	2024/25 £	2025/26 £	2026/27 £
	Review of the Estates service budget, has identified efficiencies in the legal budgets which can provide additional savings..	(100,000)	0	0	0
	Review of the winter maintenance routes and rounds with the move to new depot facilities. Potential to reduce by 2 rounds from the current configuration and remain statutory compliant	(50,000)	(50,000)	0	0
	Reduction in Highways and Transportation Management Budget with the reduction in the clienting function as services transfer back into the councils control.	(194,000)	0	0	0
	Stop/reduce weed spray treatments across Borough. It is expected that 3 treatments per annum should be sufficient as supported by scheduled street cleaning (minimum 2 deep cleans per year / alternate side cleansing delivered to all residential roads)	(37,000)	0	0	0
	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.	(750,000)	(750,000)	0	0
	Expansion of Damage to Highways service based upon successful delivery model currently delivered in one third of the borough. Expansion of the delivery model will require additional resources - on site inspector and back office administration.	(50,000)	(50,000)	0	0
	Stop/reduce pleasant parks littering activity	(169,000)	(124,000)	0	0
Total Savings		(2,563,480)	(2,709,000)	(183,000)	0
	Solar panels – To accelerate de-carbonisation and either sell energy back to grid or offset existing council energy bills.	0	(50,000)	(100,000)	0
	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. (*2)	(75,000)	0	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	(30,000)	0	0	0
	Income received as dividends on completion of the additional 72 homes for affordable rent built by Open Door Homes.	0	(130,000)	(14,000)	0
	Income received as dividends on completed affordable homes delivered by Opendoor Homes	(71,000)	0	0	0
	Increased income from room rental and Hendon Town Hall and the Colindale office through improvements and quality of office space; additional income from Staff parking and opportunities to generate advertising income on council properties, on non-highways Land.	(13,000)	0	0	0

Customer and Place		2023/24 £	2024/25 £	2025/26 £	2026/27 £
Income Generation	Additional income from the existing commercial portfolio, including new lettings and rent reviews.	(40,000)	(45,000)	(25,000)	(20,000)
	Income generation from 500+ EV charge points installed in residential roads.	186,000	71,000	(126,000)	(310,000)
	Commercial income generation pilot - Grounds Maintenance & Street Cleansing	(15,000)	(17,000)	(20,000)	(30,000)
	Letting out an additional floor of the Colindale office.	0	(323,000)	0	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. This will be reported under Matt Lang and will not be part of Street Scene targets.	(50,000)	(25,000)	0	0
Introduction of a "Green Claims" insurance reclaim model in cooperation with the central insurance team. Currently the council is configured to defend insurance claims from third parties as a result of an alleged incident on the councils land e.g. slips / trips falls etc., these are called "Red Claims". There is a proven industry model that the council can deploy to seek recovery of costs from third parties where they have damaged council property, the Highways and Insurance teams have been trialing this approach in 2022. The proposal is to formalise this approach to pursue cost recovery by third parties on the network	(50,000)	(75,000)	0	0	
Total Income Generation		(158,000)	(154,000)	(265,000)	(330,000)
Pressures	Re - Highways Decapitalisation	500,000	0	0	0
	Housing General Fund - Temporary Accommodation (Current change notices and TA support required)	123,544	94,098	75,246	0
	TA Landlord incentives - current package is not competitive enough and is reducing supply of suitable homes for TA who can then be taken off LBB TA responsibility as they transfer to private leasehold	99,642	25,533	25,926	26,327
	TA costs - increase from offering increased TA rate to landlord to ensure supply of suitable TA or alternative would be use of more costly hotels. The estimate allows for demand to increase from current levels and increase in costs.	362,751	200,832	58,706	0
	Capital Betterment Lump Sum – moving to revenue – funded through reserves in 2022/23 – moving to fully revenue in 23/24 - £100,000 is the final shortfall element to be covered through revenue.	100,000	0	0	0
	Growth in number of properties and household waste collection	170,000	0	170,000	0
	Town Keeper x 1.5 - To cover West Hendon and Hendon to cover the redeployment within the area.	80,000	0	0	0

Customer and Place		2023/24	2024/25	2025/26	2026/27
		£	£	£	£
	Loss of income due to Highways responsive works transferred to Tarmac Kere by RE, resulting in at least £0.350m income at risk of which £0.150m is to be achieved by increase in flexi pave work, resulting in pressure of £0.200m.	200,000	0	0	0
	Increase in energy prices for 2023/24. This includes a 40% increase in electricity and 100% increase in Gas prices.	495,773	0	0	0
	Leasing in a property to deliver the Barnet Food Hub	100,000	0	0	0
	Business Rates Revaluations	330,423	0	0	0
Pressures Total		2,562,133	320,462	329,878	2,562,133
Budget		55,247,439	52,858,901	53,005,779	55,567,911

Customer and Place

	Original Estimate 2022/23	Current Estimate 2022/23	Original Estimate 2023/24
Environment Management	1,485,282	1,496,140	1,496,140
Highways and Transport Management	529,985	394,228	200,228
Environment Management	2,015,267	1,890,368	1,696,368
Commercial Services Streetscene	(2,137,671)	(2,112,882)	(2,127,882)
Fleet and Transport	881,349	1,565,376	1,565,376
Ground Maintenance (Front line)	3,196,790	3,342,130	3,173,130
Management and Service Support	880,760	1,550,787	1,550,787
Street Cleansing (Front Line)	5,022,334	5,376,494	5,419,494
Street Scene Management	1,319,705	1,056,965	1,056,966
Waste (Front Line)	7,440,521	7,820,444	7,940,443
Smarter Cities	(25,000)	7,017	193,017
Advertising	(314,000)	(314,000)	(314,000)
Streetscene	16,264,788	18,292,331	18,457,331
Highway Inspection/Maintenance	773,538	825,092	975,091
Parking	(373,240)	(365,659)	(365,659)
Street Lighting	6,640,852	7,098,968	7,098,967
Transportation and Highways	7,041,150	7,558,401	7,708,400
Special Parking Account	(13,882,645)	(13,314,965)	(14,114,965)
Special Parking Account	(13,882,645)	(13,314,965)	(14,114,965)
Commercial Management	907,023	795,551	795,551
Customer Services & Digital	1,224,221	1,284,606	1,109,606
Programmes, Performance & Risk	830,069	881,567	881,567
Commercial and ICT	2,961,313	2,961,724	2,786,724
CSG Managed Budget	3,766,070	4,233,678	4,682,893
CSG Management Fee	22,047,010	22,046,101	21,946,101
Customer Support Group	25,813,080	26,279,779	26,628,994
Re Managed Budgets	2,647,522	2,874,649	3,424,647
RE Management Fee	17,778,786	18,037,750	19,186,000
Guaranteed Income	(16,351,472)	(16,792,418)	(17,940,668)
RE	4,074,836	4,119,981	4,669,980
Deputy Chief Executive	867,090	885,423	885,423
Deputy Chief Executive	867,090	885,423	885,423
Employment Skills & Ec Dev	626,132	674,509	674,509
Estates	1,445,308	1,494,002	1,394,002
Growth and Housing	721,433	765,097	705,597
Housing Strategy	5,343,000	5,343,032	5,297,969
Brent Cross Revenue	(2,013,232)	(1,988,124)	(1,988,124)
Transformation Programme - DCE	0	43,955	43,955
Growth and Development	6,122,641	6,332,471	6,127,908
Sustainability	0	501,276	401,276
Sustainability	0	501,276	401,276
Customer and Place	51,277,520	55,506,789	55,247,439

Budget Summary and Forward Plan				
Public Health	2023/24 £	2024/25 £	2025/26 £	2026/27 £
Original Budget	18,895,471	20,356,124	20,356,124	20,356,124
Grossing up of grants Public Health Grant	1,460,654			
Grossing up of grants total	1,460,654	0	0	0
Budget	20,356,124	20,356,124	20,356,124	20,356,124

Public Health

	Original Estimate 2022/23	Current Estimate 2022/23	Original Estimate 2023/24
Public Health	18,956,706	18,895,470	20,356,124
Public Health	18,956,706	18,895,470	20,356,124
Public Health	18,956,706	18,895,470	20,356,124

Budget Summary and Forward Plan					
Strategy and Resources		2023/24 £	2024/25 £	2025/26 £	2026/27 £
Original Budget		58,348,312	78,914,576	99,480,702	114,354,639
Savings	Payments from the budget put aside for the Teachers early retirement fund are starting to reduce, this saving reflects the reduction in cost against budget.	(200,000)	(85,000)	0	0
	Re-baseline of levies, post Covid, based on actuals trend; including a provision for future estimated cost increases, has resulted in a budget surplus being offered as a saving	(88,900)	(6,500)	0	0
	Reduction in budget to factor in actual spend in HR	(13,000)	0	0	0
Total Savings		(301,900)	(91,500)	0	0
Income Generation	Increase in treasury income via better investment options and improvements in capital forecasting - net as expected new actuals against budget	(235,000)	0	0	0
	Increased recovery of housing benefit overpayments	(122,400)	0	0	0
	Income generation - additional charge to the pension fund including overheads	(64,700)	0	0	0
	Deletion of budgets relating to specialist finance advice. As the finance transformation process has evolved, reliance of specialist advice is less relied on. This reduction in budget is consistent with actuals.	(192,040)	0	0	0
	Saracens Loan interest and ODH Loan interest receivable (Resources)	(3,881,000)	(500,000)	0	0
Total Income Generation		(4,495,140)	0	0	0
Other Changes	Total Pay inflation to be allocated to services	4,460,822	4,639,254	2,412,412	2,460,661
	Total Non-Pay inflation to be allocated to services	13,283,740	7,443,743	2,903,060	3,732,367
	North London Waste Authority levy	500,000	1,500,000	1,500,000	1,500,000
	Contingency	7,089,580	5,000,000	5,000,000	5,000,000
	Concessionary Fares (Freedom Pass)	1,598,856	850,261	850,261	0
	Capital Financing (Minimum Revenue Provision)	(1,569,693)	1,224,366	2,208,203	1,215,823
Total		25,363,304	20,657,625	14,873,937	13,908,850
Budget		78,914,576	99,480,702	114,354,639	128,263,489

Strategy and Resources

	Original Estimate 2022/23	Current Estimate 2022/23	Original Estimate 2023/24
Finance	3,363,983	3,674,402	12,736,138
Revs & Bens	(60,102)	(60,102)	(182,502)
Grants	29,001	29,001	29,001
Central Expenses	7,913,520	4,829,095	4,665,087
Levies and Capital Financing	44,999,545	45,071,769	39,372,076
Finance	56,245,947	53,544,165	56,619,800
Human Resources	2,021,978	2,211,113	2,128,219
Human Resources	2,021,978	2,211,113	2,128,219
Strategy & Communications	2,396,421	2,493,034	2,421,995
Strategy & Communications	2,396,421	2,493,034	2,421,995
Total Pay inflation to be allocated to services	2,727,000	0	4,460,822
Total Non-Pay inflation to be allocated to services	7,443,000	0	13,283,740
Inflation	10,170,000	0	17,744,561
Strategy and Resources	70,834,346	58,248,307	78,914,576