

Summary General Fund Revenue Budget			
Council Services - Directorate Summary	2023/24 Original Budget	2023/24 Current Budget	2024/25 Proposed Budget
	£	£	£
Communities, Adults and Health	131,913,061	135,680,603	146,998,095
Public Health	20,356,124	19,598,540	20,144,540
Assurance	9,519,980	12,050,015	11,916,753
Children and Family Services	73,735,006	81,515,462	85,526,418
Customer & Place	55,247,439	62,844,593	57,914,945
Strategy & Resources	78,914,576	57,133,976	72,718,486
Cross-Council	0	0	(6,000,000)
Total Service Expenditure Budget	369,686,186	368,823,189	389,219,236

Revenue Budget - Council Tax Summary Information

Property values (Based on 1 April 1991 valuations)	2023/24 Rate (£)	2024/25 Rate (£)	2024/25 Tax Yield £
Band A: Up to £40,000	1,224.11	1,295.49	3,379,597
Band B: Over £40,000 & Up To £52,000	1,428.12	1,511.41	9,075,911
Band C: Over £52,000 & Up To £68,000	1,632.14	1,727.32	40,212,321
Band D: Over £68,000 & Up To £88,000	1,836.16	1,943.24	65,745,354
Band E: Over £88,000 & Up To £120,000	2,244.20	2,375.07	68,151,874
Band F: Over £120,000 & Up To £160,000	2,652.23	2,806.90	51,071,405
Band G: Over £160,000 & Up To £320,000	3,060.27	3,238.73	49,679,009
Band H: Over £320,000	3,672.32	3,886.48	15,997,490
Total			303,312,960

	2023/24	2024/25	2024/25
Band D Equivalents	Band D Equivalents	Band D Equivalents	Tax Yield £
Total Properties	182,427	184,280	358,099,619
Exemptions, disabled relief, discounts and premiums	(16,294)	(17,101)	(32,731,083)
Ministry of Defence Contributions	4	4	7,190
Council Tax Support Scheme Discount	(14,457)	(14,154)	(27,504,675)
Adjustments (projections):			
New properties	4,635	6,072	11,798,608
Exemptions (Students)	(119)	(91)	(176,835)
Non-collection @ 2.0%	(3,124)	(3,180)	(6,179,864)
Total Council Tax Base and Yield (£)	153,073	155,829	303,312,960

Revenue Budget - Council Tax Requirement Summary			
Council Tax Requirement Summary	2023/24 Original	2023/24 Current	2024/25 Original
	£	£	£
Total Service Expenditure	369,686,186	368,823,189	389,219,236
Contribution to / (from) Specific Reserves	0	0	0
Net Expenditure	369,686,186	368,823,189	389,219,236
Other Grants	(66,204,554)	(65,341,555)	(73,314,330)
Budget Requirement	303,481,632	303,481,632	315,904,906
Business Rates Retention	(57,278,212)	(57,278,212)	(52,850,593)
Business rates top-up	(22,132,016)	(22,132,016)	(22,513,759)
Business Rates & authority pool income	(1,700,000)	(1,700,000)	(2,028,000)
Business Rates Income	(81,110,228)	(81,110,228)	(77,392,352)
RSG	(7,758,994)	(7,758,994)	(8,657,442)
Barnet's Element of Council Tax Requirement	214,612,410	214,612,410	229,855,382
Greater London Authority – Precept	66,455,212	66,455,212	73,457,578
Total Council Tax Requirement	281,067,622	281,067,622	303,312,959

Components of Band D Council Tax Rate (£)	2023/24	2024/25	Change
Mayors Office for Policing and Crime	292.13	305.13	4.45%
London Fire & Emergency Planning Authority and Mayor, Administration, Transport for London, Olympic Games and Boroughs' Collection Fund balances.	142.01	166.27	17.08%
GLA Precept	434.14	471.40	8.58%
London Borough of Barnet	1,402.02	1,471.84	4.98%
Total Council Tax Rate (£) Band D Equivalent	1,836.16	1,943.24	5.83%

Budget Summary and Forward Plan

Communities, Adults and Health		2024/25	2025/26	2026/27	2027/28
		£	£	£	£
Original Budget		135,605,603	146,998,095	146,454,610	143,454,610
Savings	More effective and efficient purchasing for home care, older adult residential, and nursing care.	(700,000)	0	0	0
	This opportunity aims to manage the cost of new/ existing placements via additional uplift negotiation capacity; ensuring value for money in care packages.	(125,000)	0	0	0
	Review of how we best meet resident needs in 3 sheltered plus housing schemes and potential change to the delivery model.	(200,000)	0	0	0
	Assistive technology aims to achieve savings through preventative benefits and the potential to increase independence if individuals are given the appropriate Assistive Technology support; both in individuals' homes and in residential and nursing care.	(350,000)	0	0	0
	Aligned with capital programme priorities, current revenue spend of £1m on Telecare that meets the capitalisation definition.	(1,000,000)	0	0	0
	In line with our policy on how Direct Payments are monitored and reviewed, any unspent direct payment funds may be recouped by the council, while ensuring eligible needs are still being met.	(150,000)	0	0	0
	This opportunity seeks to maximise the independence of people being discharged from hospital, supporting them at home where safe and appropriate to do so. In line with our enablement offer, enablement care will close at 6 weeks unless a need is identified for ongoing care and support.	(875,000)	0	0	0
	Further enhancing work on strengths-based conversations and technology first approaches at the first point of contact for adult social care.	0	(500,000)	0	0
	Adult Social Care's The Right Home commissioning plan will set out the council's commissioning intentions for accommodation and support services for adults with additional needs, including those who are aged over 65+ with dementia and learning disabilities, and those aged 18-64 with learning disabilities and autism, physical disabilities and sensory impairment, and/or mental health needs. Savings would be delivered from more appropriate and accessible accommodation options that better meets people's needs; this reducing the associated costs of care and support; and enabling people to stay in their own homes for longer.	0	(200,000)	0	0
	Reviewing the overall commissioning approach for Supported living, in particular relating to learning disabilities and mental health. This will increase the range and choice of services available in Barnet, increasing the availability of services which are cost effective and services which maximise independence.	0	(370,000)	0	0
	Reviewing and updating models of delivery for enablement providers to support a progression approach, which is that we should look for opportunities to increase independence with the appropriate care and support. This opportunity will also review the commissioning approach for short term residential and nursing care, to strengthen the pathway post-discharge before moving home or to permanent placement, to increase the range and choice of services available in Barnet, increasing the availability of services which are cost effective and services which maximise independence.	0	(200,000)	0	0
	Reviewing the overall commissioning strategy, in particular relating to transitions, to increase the range and choice of services available in Barnet, increasing the availability of services which are cost effective and services which maximise independence.	0	(160,000)	0	0

Communities, Adults and Health		2024/25 £	2025/26 £	2026/27 £	2027/28 £
	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.	(70,000)	0	0	0
	A third Extra-Care Housing scheme has ben developed at Cheshir House, with 75 units. Current savings projections are based on conservative assumptions using evidence from the first scheme.	(53,000)	0	0	0
	This is a continuation of a saving based on the principle of 'progression', which is that we should look for opportunities for people with a learning disability to increase independence with 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.	(500,000)	0	0	0
	The saving is based on Prevention Co-ordinators working with more people at the first point of contact for adults requesting care and support, to delay the development of care needs and ensure that preventative / alternative options to formal care are fully considered and utilised.	(200,000)	0	0	0
	This is a continuation of a saving based on the principle of 'progression', which is that we should look for opportunities for people with a mental health to increase independence with 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.	(500,000)	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.	(60,000)	0	0	0
	Increased joint working with housing to increase access to settled social housing tenancies for adults who require care and support and more effective use of the approved framework, including neighbourhood networks and floating support lots.	(150,000)	0	0	0
	Reductions in demand pressures due to prevention work	0	0	(3,000,000)	(3,000,000)
	Additional funding - increase to the council element of the Better Care Fund Discharge Fund	(2,200,000)	2,200,000	0	0
	CIL funding to support the operation and improvement of park improvements that relate to infrastructure, re-greening; re-planting; increased footfall due to development in areas.	(2,014,158)	0	0	0
Savings Total		(9,147,158)	770,000	(3,000,000)	(3,000,000)
Income generation	Fairer charging fees and charges policy - The implementation of the £300 fee for the cost of the council arranging care for self-funders, and the implementation of an increased average homecare charge rate for self funders, in line with existing approved policies.	(380,000)	0	0	0
	Over-delivery against projected income from Greenwich Leisure Ltd (GLL) - the organisation responsible for running leisure centres in Barnet, on the council's behalf	0	(1,200,000)	0	0
	Ensuring that residents are not unfairly paying for their own care when they are eligible for NHS funding via Continuing Health Care (CHC). North Central London has a relatively low rate of CHC funding at present.	(1,000,000)	0	0	0
	Introduction of semi-permanent café buildings at five sites within the Borough, generating revenue through lease arrangements.	(24,000)	0	0	0
	Improvement plan for tennis delivery and facilities within Barnet, with the intention of establishing a revenue generating model.	(37,000)	0	0	0
	Under the Environment Act 2021, all planning permissions granted will have to deliver at least 10% biodiversity net gain. Improvements can be purchased through a statutory biodiversity credits scheme.	(12,000)	0	0	0

Communities, Adults and Health		2024/25 £	2025/26 £	2026/27 £	2027/28 £
	Delivery of West Hendon Playing Fields Masterplan. Progress with Royal Institute of British Architects (RIBA). Potential phased development would return savings from prioritised facilities.	0	(200,000)	0	0
	Introduction of charging for assistive technology. Charging options being reviewed include: to financially assess for the service & charge self-funders in full; charge a notional amount (e.g. £5) for all, or a blended model.	(400,000)	0	0	0
	Introduction of an annual fee of £375 for acting as an appointee, to bring us into line with charges for deputyship. This charge would only be levied on people with a current account balance above a set level to be determined.	(20,000)	0	0	0
	Increase charges for respite care: The current charge rate is based on Basic Rate of State Pension, less PEA rate (personal expenses allowance). Local authorities have discretion here as to how we charge for the service and our charge rate is lower than many other local authorities	(10,000)	0	0	0
Income Generation Total		(1,883,000)	(1,400,000)	0	0
Pressures	Placements over 25s- Full Year effect and growth and complexity	10,692,000	0	0	0
	Placements 18-25 - Full year effect and growth	3,500,000	0	0	0
	Prevention Team	400,000	0	0	0
	Coroners Pressure	200,000	0	0	0
	Cemeteries and crematoriums	900,000	0	0	0
	Mortuary Service	78,650	86,515	0	0
	Parks and open spaces maintenance	50,000	0	0	0
	Playground Maintenance	30,000	0	0	0
	Application process for all Events in Parks.	30,000	0	0	0
	Inflation - over 25s (above corporate funding)	855,000	0	0	0
	Growth in number and unit costs - over 25s	3,553,000	0	0	0
	Growth in complexity - over 25s	1,494,000	0	0	0
	Growth - 18-25s	550,000	0	0	0
Inflation - VCS contracts	90,000	0	0	0	
Pressures Total		22,422,650	86,515	0	0
Budget		146,998,095	146,454,610	143,454,610	140,454,610

Budget Summary and Forward Plan

Assurance		2024/25 £	2025/26 £	2026/27 £	2027/28 £
Original Budget		11,998,753	11,916,753	11,866,753	11,816,753
Savings	Deletion of vacant post in Records and Information Management Team, and change to joint funding of project and policy officer.	(85,000)	0	0	0
	Review of structure, operation costs and income maximisation	(98,000)	0	0	0
	New operating model aligned to newly defined priorities in the Community Safety team	(303,000)	0	0	0
	Governance efficiencies – detailed review of operational running costs in the Governance, Mayor’s Office and Members Allowances service budgets has identified various efficiency savings.	(46,000)	0	0	0
Total Savings		(532,000)	0	0	0
Income Generation	Review of staffing structure (vacant post) and income maximisation.	(45,000)	0	0	0
	Opportunities for phased increase in income through re negotiating Proceeds of Crime (POCA) gain-share arrangements with other Local Authorities and partners.	0	(50,000)	(50,000)	0
Total Income Generation		(45,000)	(50,000)	(50,000)	0
Pressures	The Prevent co-ordinator undertakes statutory duties. The council currently received funding for this post from Central Government. Post funding will end in March 2024, but the statutory responsibility remains with Barnet council. The existing post requires based budget funding if it is to continue.	78,000	0	0	0
	CST FPN challenge The pressure largely relates to fewer Fixed Penalty Notices generated by the Community Safety team than original forecast. • Officer time has also been diverted to wider council priorities, so expected targets are proving challenging under current arrangements. • No drawdown from contingency budget awarded for Hubs and walks is reflected within this.	417,000	0	0	0
Total Pressures		495,000	0	0	0
Budget		11,916,753	11,866,753	11,816,753	11,816,753

Budget Summary and Forward Plan

Children and Family Services		2024/25	2025/26	2026/27	2027/28
		£	£	£	£
Original Budget		81,515,462	85,526,418	85,712,418	85,746,418
Savings	Reduction in use of agency staffing and implementation of Pan London rates	(60,000)	0	0	0
	Take the reserve that has been built up through Troubled Families (now Strengthening Families) funding as a one-off saving so that this money can be used in other ways	(672,000)	672,000	0	0
	Recommission Emergency Duty Team including exploration of in-house model	(30,000)	(60,000)	0	0
	Cease using any external providers for contact and only use the Family Services contact centre	(150,000)	(200,000)	0	0
	Reduction in the media budget for Libraries	(20,000)	0	0	0
	Increase the number of children with SEND (Special educational needs and disabilities), including post 16, being transported through personal budgets or multi pick up points, rather than individual taxis	(800,000)	(100,000)	(100,000)	0
	Reduce contribution by £50k to the Special Education Needs Inclusion Fund (SENIF) offset by an increased contribution from DSG High Needs. Increase DSG contribution by 50k to central costs in line with central government consultation on Early Years funding, which extends the scope of the pass through to include disadvantaged 2 year old funding. This proposal will only proceed if the central government proposal is approved.	(100,000)	0	0	0
	Stop paying for Welfare Call and Asset as new DfE system will monitor attendance	(24,000)	0	0	0
	Pay for senior management staff time through SEND Regional Expert Partnership funding	(30,000)	0	30,000	0
	Reduce social care taxi spend, including for children in care, through delivery of alternative approaches such as Personal Transport Budgets and route sharing	(40,000)	(40,000)	(40,000)	0
	INVEST TO SAVE- Increase use of in-house foster care to reduce Independent Fostering Agency spend	(200,000)	(200,000)	(200,000)	(200,000)
	INVEST TO SAVE-Conversion of 2, 4 bedroom houses or former carer properties, to semi independent provision.	(150,000)	(150,000)	(150,000)	(150,000)
	INVEST TO SAVE- Increase in-house care provision such as small homes provision to reduce external placement spend	(375,000)	(375,000)	(375,000)	(375,000)
	CIL funding for costs associated with libraries and other new / existing libraries in areas with new development / regeneration.	(565,044)	0	0	0
Dedicated Schools Fund to fund education aspects of high cost placements	(150,000)	0	0	0	
Schools Modernisation Grant to part fund staff in Building Services delivering the programme	(50,000)	0	0	0	
Total Savings		(3,416,044)	(453,000)	(835,000)	(725,000)
Income Generation					

Children and Family Services		2024/25 £	2025/26 £	2026/27 £	2027/28 £
Generation					
Total Income Generation		0	0	0	0
Pressures	External residential increase in market costs and numbers and complexity of young people supported	4,100,000	0	0	0
	Increased use of Independent Fostering Agencies	1,400,000	0	0	0
	Section 17 - Social Care Placements	300,000	0	0	0
	Risk of NEET (Not in Education, Employment or Training) Programme due to S106 funding not being assured	250,000	0	0	0
	Section 17 - Children in Need (AIP)	430,000	0	0	0
	Emergency Duty Team (in-house or external)	120,000	0	0	0
	Libraries - staffing budget not currently at the midpoint for the agreed establishment	87,000	0	0	0
	Libraries - unachievable income for the whole service	76,000	0	0	0
	Additional Pressure as linked to a saving	0	0	30,000	0
	Additional security costs for Child Protection Conferences	25,000	0	0	0
	Home to school transport cost pressure as a result of rising Education and Health Care Plans	308,000	308,000	308,000	0
	Respite & Home Support Pressures in costs and numbers of young people supported.	145,000	145,000	145,000	0
	Residence Orders & Special Guardianship Cohort size increases.	186,000	186,000	186,000	0
ISS School Catering - contract extension / renegotiation	0	0	200,000	0	
Total Pressures		7,427,000	639,000	869,000	0
Budget		85,526,418	85,712,418	85,746,418	85,021,418

Budget Summary and Forward Plan

Customer & Place		2024/25 £	2025/26 £	2026/27 £	2027/28 £
Original Budget		62,844,591	57,914,945	55,666,474	53,924,287
	Street Scene Alternate Side Cleansing	(65,000)	0	0	0
	Colindale Gardens - Purchase of 249 units to be let at social rents, reducing the demand for Temporary Accommodation across the borough.	(872,000)	(26,000)	(27,000)	(28,000)
	Bespoke cash incentive offer to private landlords on 80 additional larger units to retain Temporary Accommodation tenants.	0	(262,000)	(277,000)	(31,000)
	Acquire Houses in Multiple Occupancy, to reduce the need to place people in hotels.	0	(93,000)	(98,000)	0
	Targeted acquisitions of affordable homes through Open Door Homes (subsidised with grant)	(300,000)	(622,500)	(653,438)	(362,466)
	Improved Homelessness prevention with early intervention and targeted activity	(132,000)	(255,000)	(12,000)	(12,000)
	Silk House & Shoelands Estate regeneration project of circa 26 net new social rent homes.	0	0	0	0
	Coppies Grove redevelopment project of circa 6 net new social rent homes.	0	0	0	0
	Moss Hall Grove redevelopment project of circa 6 net new social rent homes.	0	0	0	(15,000)
	Daws Lane development project of circa 10 new social rent homes.	0	0	0	(25,000)
	Grahame Park North East phase 1 regeneration project of circa 30 new social rent homes.	0	0	0	0
	Focus on optimising existing council stock that can be used to house households residing in TA, discretionary succession, tenants who have moved into a care setting or have a custodial sentence.	(33,759)	(93,320)	(4,270)	(4,210)
	Downsizing properties to free up larger HRA properties	(63,875)	(54,000)	(17,500)	(13,000)
	Acceleration of estate optimisation - Review of Managed Estate and Community Assets to see what available space can be used for corporate lettings and options to co-locate services	(100,000)	(20,000)	0	0
	Increased income through Section 42 Valuations, during lease extension process.	(19,800)	0	0	0
	Increased income to property services by increasing the charge for valuations of right to buy properties, to be in line with market.	(19,800)	0	0	0
	Increased income through charging for Surveyors Costs on lease variations	(18,000)	0	0	0
	On-going rental income from three Build to Rent schemes on former car parks	0	0	0	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
	Additional income from the existing commercial portfolio, including new lettings and rent reviews.	(20,000)	(20,000)	(10,000)	0
	Letting out a second floor of the Colindale office.	(323,000)	0	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.	(68,000)	0	0	0

Customer & Place		2024/25 £	2025/26 £	2026/27 £	2027/28 £
Savings	The delivery of 250 homes across 3 schemes. Units will be funded through Housing Revenue Account borrowing and delivered in 2025/26. Provision of this affordable supply will result in increased temporary accommodation cost avoidance and a general fund benefit.	0	(77,000)	0	(150,000)
	Delivery of 60 affordable homes on Fosters Estate	0	(145,000)	(150,000)	0
	Basing Way - 46 homes resulting in Temporary Accommodation cost avoidance	(217,000)	0	0	0
	Buyback of properties through GLA Buyback grant, which the council will use for temporary accommodation.	(217,000)	(48,000)	0	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.	(120,000)	0	0	0
	Reduction in Commercial team - partnership (cost of clienting major contracts)	(80,000)	0	0	0
	Targeted efficiencies across the Performance, Programmes and Risk service	(59,000)	0	0	0
	Targeted efficiencies across the Street Scene service.	(122,000)	0	0	0
	Commercial income generation pilot - Grounds Maintenance & Street Cleansing	(17,000)	(20,000)	(30,000)	0
	Cease COVID litter picking arrangements in parks.	(124,000)	0	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)	0	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	(75,000)	0	0	0
	Realising opportunities to deliver potential efficiencies arising from the creation of the Customer & Place Directorate by working together and delivering services differently. The Customer & Place Directorate consolidated the Growth & Corporate, Street Scene, Highways, key Re Services and CSG Estates functions.	(50,000)	(200,000)	0	0
	CIL funding for Employment Skills & Economic Development that support development in the borough.	(799,458)	0	0	0
	Reducing staff parking by 50 spaces	(50,000)	0	0	0
	Letting out a third floor of the Colindale office.	0	(300,000)	0	0
	Uplift visitor parking permit fee that are sold to residents for use by their guests/visitors to park in areas where parking controls are in place.	(100,000)	0	0	0
Review bin provision (size)/ Policy	0	(100,000)	(200,000)	0	
Targeted efficiencies across Sustainability and Transport Service	(170,000)	0	0	0	
Increase green waste charge	(1,000,000)	0	0	0	
Total Savings	(5,285,692)	(2,385,820)	(1,579,208)	(640,676)	

Customer & Place		2024/25 £	2025/26 £	2026/27 £	2027/28 £
Income Generation	Street Scene Commercial Waste Fees & Charges	(100,000)	0	0	0
	Street Scene EV Charge Points	(204,000)	(291,000)	(310,000)	0
	Parking Traffic Management (CPZ programme)	0	0	(378,000)	(300,000)
	Reduce requirement to provide Breakfast for TA in hotels with no access to cooking facilities, as demand for use of hotels begins to reduce.	0	(40,768)	(43,375)	(58,341)
	Reduce need for prevention staff and contract costs which were increased in 2024/25 to manage the increase in homelessness demand.	0	0	(210,605)	(250,587)
	Reduce short-term Estates Planned Maintenance budget.	0	0	(200,000)	0
	Reduce short-term Caretakers Houses condition surveys and works budget.	0	0	(20,000)	0
	Increase in existing and new Planning fee income and Building Control and Land Charges fees and charges income. Including increasing resources to generate additional volume of income generating activities across the borough.	0	(590,000)	(229,000)	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	0	(54,000)	0
	Income received as dividends on completion of the additional 72 homes for affordable rent built by Open Door Homes.	0	0	(22,000)	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	(94,000)	(288,000)	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)	0	0	0
	Identifying opportunities to deliver potential efficiency savings by implementing new operating models that consolidate cross-service operations and processes that currently interface from different Directorates. The suggested areas of focus are: -interface between Grounds Maintenance and Cemeteries teams -interface between Street Scene and BELS on Passenger Transport -consolidated enforcement activity -Highways insurance claims -interface between Grounds Maintenance and Green Spaces teams	(150,000)	(150,000)	0	0
	Highways Investment Strategy Efficiencies	(768,000)	0	0	0
	CIL funding to support maintenance of community buildings and libraries that support the development of an area.	(1,653,858)	0	0	0

Customer & Place		2024/25 £	2025/26 £	2026/27 £	2027/28 £
	Introduce chargeable dispensation parking product which will allow a vehicle to park in a controlled parking area when they would not ordinarily be able to e.g. contractors and utilities companies may request this while they are undertaking in an adjacent road or area.	(10,000)	(25,000)	0	0
	Neighbourhood CIL to support street cleansing services to improve streets	(200,000)	0	0	0
	Enhance biodiversity by reducing grass cutting on average to eight times a year	0	(75,000)	0	0
	Income generation relating to Brent Cross Plot 1	(500,000)	0	0	0
	Providing ultra-rapid DC electric vehicle charging points in public locations such as car parks, shopping centres, and high traffic roads etc to provide the required infrastructure to the community;	(1,500,000)	(1,100,000)	(1,600,000)	(2,000,000)
Total Income Generation		(5,110,858)	(2,365,768)	(3,354,980)	(2,608,928)
Pressures	Introduction of new food waste service	0	0	2,000,000	0
	Increased Operating Cost Electric Vehicles (Street Scene's own fleet)	100,000	0	0	0
	Replacement for the Street Scene system that links calls and e-mails from residents to front line officers who dealt with street scene issues.	150,000	0	0	0
	Mobile Phones for front line staff	36,000	0	0	0
	Jolt Charge - Pressure income reduced by £1500 per site	0	0	0	0
	IT Licences and IT Equipment	75,000	0	0	0
	IT Licences - Confirm (capital support ending) (Nov24)	180,000	0	0	0
	Rising Temporary Accommodation (TA) costs not met by increased TA Rental (supply/demand)	1,894,909	2,240,000	1,166,000	659,000
	Breakfast for Temporary Accommodation in hotels with no access to cooking facilities	179,200	0	0	0
	Increased staff for Temporary Accommodation Prevention and Contract change notices to support administrative costs not fully funded through homelessness grants.	1,042,795	62,117	0	0
	Fire Safety Pressure	50,000	0	0	0
	Increased Planned Maintenance pressure	100,000	100,000	0	0
	Caretakers Houses condition surveys and works	20,000	0	0	0
	Consultancy Fees for Land Transaction	50,000	0	0	0
	Planning, Building Control and Land Charges Income Pressure	1,234,000	0	0	0
The Digital Inclusion officer post is funded until 31 March 2024. Following this date there is no on-go	75,000	0	0	0	
Bespoke incentive offer (80 additional larger units)	160,000	0	0	0	
Change notices and Temporary Accommodation support increased costs	94,000	75,000	0	0	
Increase in Landlord incentives package	26,000	26,000	26,000	0	
Pressures Total		5,466,904	2,503,117	3,192,000	659,000
Budget		57,914,945	55,666,474	53,924,287	51,333,683

Budget Summary and Forward Plan

Public Health		2024/25 £	2025/26 £	2026/27 £	2027/28 £
Original Budget		19,598,540	20,144,540	20,124,540	20,104,540
Savings	Reduce general fund contribution to Intelligence and Insight and Health, Safety and Wellbeing Team.	(54,000)	(20,000)	(20,000)	(20,000)
Total Savings		(54,000)	(20,000)	(20,000)	(20,000)
Pressures	Healthy Child Programme has been underfunded and it is currently not able to deliver to its service specification. Furthermore, as private provider, no Agenda for Change uplift has been received from the NHS. Negotiations are in place to agree a way forward. Providers are requesting additional 1.2m investment.	600,000	0	0	0
Total Pressures		600,000	0	0	0
Budget		20,144,540	20,124,540	20,104,540	20,084,540

Budget Summary and Forward Plan

Strategy & Resources		2024/25 £	2025/26 £	2026/27 £	2027/28 £
Original Budget		57,260,239	72,718,486	89,526,711	112,536,762
Savings	A budget exists for early retirement costs for teachers which has tapering costs based on activity. This saving is due to budget that can be released based on average current costs.	(437,304)	0	0	0
	Stopping the cash collection service to schools and council departments - channel shifting to more secure alternatives that the council provide such DD, standing orders, PayPoint etc.	(68,000)	0	0	0
	investment in Oracle resulting in review of licenses across the organisation due to retiring legacy systems	0	(300,000)	0	0
	Reduction in support to Live Unlimited as it becomes financially sustainable	(30,000)	(30,000)	0	0
	Temporary reduction in employer contribution	(6,400,000)	0	6,400,000	0
	Review Financial support to voluntary sector	(100,000)	0	0	0
	Digital proposition being taken forward to the next stage of due diligence to develop a 'live' Single Citizen View, that can be used to check eligibility for Single Person Discount for Council Tax and detect potential fraud.	(500,000)	(500,000)	0	0
Total Savings		(7,535,304)	(830,000)	6,400,000	0
Income Generation					
Total Income Generation		0	0	0	0
Pressures	Housing Benefits Payments is facing a net pressure resulting from the gap between Temporary Accommodation expenditure and the recoverable subsidy income.	3,324,000	(500,000)	(500,000)	(250,000)
	Future year pressure is reduced by Targeted acquisitions of affordable homes through Open Door Homes (subsidised with grant)				
	Financing costs of targeted acquisitions of affordable homes through Open Door Homes	453,966	920,208	937,753	489,842
Total Pressures		3,777,966	420,208	437,753	239,842
Other Changes	Inflation - Non Pay	7,443,743	3,870,746	3,948,161	4,027,125
	Inflation - Pay	4,639,254	2,412,412	2,460,661	2,509,874
	Inflation - Pay	(500,000)	1,500,000	1,500,000	2,000,000
	Capital Financing (MRP & Interest)	312,366	2,413,203	1,241,823	518,205
	Contingency	5,444,000	5,000,000	5,000,000	5,000,000
	Concessionary Fares (Freedom Pass)	2,021,654	2,021,654	2,021,654	2,021,654
	Council tax & Housing Benefits Admin grants gross up	(145,434)	0	0	0
Total		19,215,585	17,218,016	16,172,299	16,076,857
Budget		72,718,486	89,526,711	112,536,762	128,853,461

Budget Summary and Forward Plan

Cross Council		2024/25	2025/26	2026/27	2027/28
		£	£	£	£
Original Budget		0	(6,000,000)	(6,400,000)	(6,800,000)
Savings	Senior Management Review	(500,000)	0	0	0
	Reduce establishment across the organisation	(2,000,000)	0	0	0
	Digital propositions are being taken forward to the next stage of due diligence. 1. Combining data from multiple council systems, health organisations and schools to detect House in Multiple Occupancy (HMO) fraud; 2. Stopping financial leakage by using analytics capabilities against policies to identify anomalies to ensure that the correct services are being provided; and 3. Using automated simple email and text reminders to remind people behind on debt payments and for automatic renewals.	(1,000,000)	(400,000)	(400,000)	0
	Increase income from NHS on CHC/CC	(1,500,000)	0	0	0
	Recharges to DSG/HRA and ringfenced grants	(1,000,000)	0	0	0
Total Savings		(6,000,000)	(400,000)	(400,000)	0
Income Generation					
Total Income Generation		0	0	0	0
Pressures					
Total Pressures		0	0	0	0
Budget		(6,000,000)	(6,400,000)	(6,800,000)	(6,800,000)