

Financial Forward Plan and Capital Programme

Council Budget 2017 – 2018



Budget 2017/18 Index

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Summary

On 15 December 2016, Department for Communities and Local Government (CLG) published the provisional local government finance settlement which set out the individual authority grant allocations. Consultation around the budget proposals ran from 5 December 2016 to 19 January 2017 and the results of that are analysed and presented in this report. This report proposes a balanced budget for agreement based on a revised Medium Term Financial Strategy (MTFS); in line with the DCLG publication and consultation results.

The report sets out the savings proposals and capital programme for the period 2017-20 and Council Tax for 2017/18.

Recommendations

The report recommends that the Committee:

- 1.1 Consider the issues that have emerged from the consultation when making their decisions. That the committee are also mindful of the equalities impact assessments, including the cumulative equalities impact assessments, when making the decision below;**
- 1.2 Recommend to Council for approval the MTFS attached as Appendix A and the detailed revenue budgets in Appendices B1 and B2. The MTFS sets out all of the budget changes over the period 2017-20, including assumptions around inflation, changes to levies, pressures, savings and grant funding. It is the model around which the council's financial strategy is based. Taking the consultation responses and the equality impact assessments into consideration;**
- 1.3 Recommend to Council that the budget for 2017/18 is prepared on the basis of no increase to council tax in 2017/18, other than for the increase set out below in 1.4;**
- 1.4 Recommend to Council applying a social care precept at 3% in 2017/18 – to help fund care for the elderly;**
- 1.5 Note that the Chief Finance Officer, under their delegated powers in accordance with para 4.3.2 of the Financial Regulations, has calculated 139,049 (band D equivalents) as the amount for the Council Tax base for the year 2017/18 [item T in the formula in Section 31B (1) of the Local Government Finance Act 1992, as amended (the “Act”)];**
- 1.6 Recommend to Council for approval, the following amounts calculated for the year 2017/18 in accordance with Sections 31(A) and (B), 34, 35 and 36 of the Act:**
 - a) £936,231,444 being the aggregate of the amounts which the council estimates for the items set out in Section 31A(2) (a) to (f) of the Act;**
 - b) £775,671,564 being the aggregate of the amounts which the council estimated for the items set out in Section 31A(3) (a) to (d) of the Act;**
 - c) £160,559,880 being the amount by which the aggregate at 1.6(a) above**

exceeds the aggregate at 1.6(b) above, calculated by the council in accordance with Section 31A(4) of the Act as its Council Tax requirement for the year (Item R in the formula section 31A(4) of the Act);

- d) £1,154.70 being the amount at 1.6(c) above (item R), divided by Item T (Item 1.5 above), calculated by the council, in accordance with Section 31B(1) of the Act, as the basic amount of its Council Tax for the year;

London Borough of Barnet Valuation Bands (£)

A	B	C	D	E	F	G	H
769.80	898.10	1,026.40	1,154.70	1,411.30	1,667.90	1,924.50	2,309.40

Being the amounts given by multiplying the amounts at 1.6(d) above by the number which, in proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in valuation band D, calculated by the council, in accordance with Section 36(1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands;

- 1.7 Recommend to Council, on the advice of the Chief Finance Officer, that it determines that the council's basic amount of Council Tax for 2017/18 as set out in 1.6(d) above is not excessive in accordance with the principles approved under section 52ZB and 52ZC of the Local Government Finance Act 1992, set out in the Referendums Relating to Council Tax Increases (Principles)(England) Report 2017/18 - subject to any changes to that Report; which at the time of publication of this report was still in draft;

- 1.8 Note that for the year 2017/18 the Greater London Authority has provisionally indicated that the following amounts in precepts will be issued to the council, in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of the dwellings shown below:

Greater London Authority Valuation Bands (£)

A	B	C	D	E	F	G	H
186.68	217.79	248.91	280.02	342.25	404.47	466.70	560.04

- 1.9 Recommend that having calculated the aggregate in each case of the amounts at 1.6(d) with the amounts at 1.8, the council, in accordance with Section 30(2) of the Local Government Finance Act 1992, sets the following amounts as the amounts of Council Tax for the year 2017/18 for each of the categories dwellings shown below:

Council Tax for Area (£)

A	B	C	D	E	F	G	H
956.48	1,115.89	1,275.31	1,434.72	1,753.55	2,072.37	2,391.20	2,869.44

- 1.10 Recommend to Council for approval the Barnet Council Tax Support Scheme, adopted in January 2015, remain unchanged except for uprating in line with Department for Work and Pension changes for housing benefit (see 1.11 below).

- 1.11 Notes that the working age non-dependent (ND) charges be uprated as set out in paragraph 1.7.13

- 1.12 Recommend to Council that in accordance with Section 38(2) of the Act the Chief Executive be instructed to place a notice in the local press of the amounts set under recommendation 1.9 above within a period of 21 days following the Council's decision;**
- 1.13 Recommend to Council for approval the capital programme as set out in Appendix C1 and C2, and the capital budget changes as set out in Appendix C3 and that the Chief Officers be authorised to take all necessary actions for implementation;**
- 1.14 Recommend to Council that the Chief Finance Officer be authorised to adjust capital project budgets and financing in 2017/18 throughout the capital programme after the 2016/17 accounts are closed and the amount of slippage and budget carry forward required are known;**
- 1.15 Recommend to Council the approval of the Treasury Management Strategy for 2017/18 as set out in Appendix I;**
- 1.16 Approve the following in relation to the Housing Revenue Account:**
- a) The proposed rent decrease by 1% for council dwelling as set out in paragraph 1.10.3 to take effect from 1 April 2017;**
 - b) The proposed increase to service charges for council dwelling as set out in paragraph 1.10.9 to take effect from 1 April 2017; and**
 - c) The proposed rent increase of 2.2% for council garages as set out in paragraph 1.10.9 to take effect from 1 April 2017.**
- 1.17 Approve the Housing Revenue Account estimates for 2017/18 as set out in Appendix D;**
- 1.18 Note the submission of the Authority Proforma Tool in relation to the Dedicated Schools Budget as set out in Appendix E;**
- 1.19 Approve the fees and charges for hire of Hendon Town Hall as detailed in Appendix F2 and note the Adult's, Children's, Environment and Housing fees and charges that were approved at their relevant Theme Committee as detailed in Appendix F1 and F3;**
- 1.20 Note the summary equality impact assessment (EIA) and cumulative assessment set out in section 5.6. Appendix H (not included) provides the cumulative impact and individual Delivery Unit assessments where significant changes to service delivery are proposed;**
- 1.21 Recommend to Council approval of the reserves and balances policy as set out in Appendix K and indicative amounts as set out in para 1.12 and the Chief Finance Officer's assessment of adequacy of reserves in section 1.12. The Committee recommend to Council that the CFO be authorised to adjust balances in 2017/18 after 2016/17 accounts are closed and the amount of balances carry forward required are known;**
- 1.22 Approve revenue budget movements as set out in para 1.14;**

1.23	Note the progress of the transformation programme as detailed in Appendix J (not included);
1.24	Recommend to Council to approve the debt write offs as detailed in Appendix L and summarised in para 1.14.11;
1.25	Note the corporate risk register and recommend it to Council as set out in Appendix M; and
1.26	Recommend to Council for approval the Corporate Plan – 2017/18 addendum attached as Appendix N.

1. WHY THIS REPORT IS NEEDED

1.1 Executive Summary

- 1.1.1 Business planning and strategic management enable the council to plan its future direction on the basis of the best strategic fit between the resources available to meet stakeholder needs and expectations and the environmental conditions which prevail. This report sets out how the council intends to do this and the assumptions it has made.
- 1.1.2 On 23 November 2016, the Chancellor of the Exchequer set out the Autumn Statement 2016. The Autumn Statement is based on the latest forecasts from the Office for Budget Responsibility (OBR) for the economy and public finances. On 15 December 2016, the Provisional Local Government Finance Settlement 2017/18 was announced by Department for Communities and Local Government (CLG).
- 1.1.3 In March 2016 the Council agreed plans to achieve reductions of £61.5m for the period 2017 to 2020. This included savings of £56.5m and a commitment to support the budget in 2019 with £5m from reserves.
- 1.1.4 Policy and Resources committee received a report in December 2016, which revised the MTFS and identified that Theme Committees had confirmed savings of £53.3m, use of reserves of £9m (up to 2020), leaving a gap of £3.2m, of which £2.9m would fall in 2017/18.
- 1.1.5 This report sets out the savings proposals and use of reserves, revised by Theme Committees, in line with commissioning priorities, to close this budget gap. It also sets out consultation responses, equality impact assessments and capital investment proposals that are required to ensure Barnet is able to support the growth needed.

1.2 Strategic Context

- 1.2.1 The past six years has been a period of significant challenge for local authorities due to a combination of reduced funding and increasing demand.

Barnet has risen to this challenge, having successfully saved over £112m between 2011 and 2016, whilst maintaining high levels of resident satisfaction. The latest Residents' Perception Survey indicates that 89% of residents are satisfied with their local area as a place to live and over 75% feel that the council is doing a good job. With financial pressure on the council set to continue, the next five years and beyond will present further challenges. However, this is also a time of significant opportunity.

Delivering quality services

- 1.2.2 Over the next financial year the council has ambitious plans and will strive to ensure that, despite the challenges, quality local services are provided. This means making sure we get the basics right, and focussing on those services that matter the most to our residents; keeping our neighbourhoods and town centres clean and safe; maintaining our parks and open spaces; ensuring that our roads and pavements are well looked after and that we are reaching the highest possible standards of air quality. To support this, we are taking a strong enforcement approach against those who litter and fly-tip, including businesses who do not dispose of their waste responsibly. We will ensure that developers pay for any damage that they cause to our roads and pavements through a deposit scheme for those erecting hoardings, and recording the highway condition before and after development. We are also developing a borough-wide Transport Strategy that will outline an approach to supporting sustainable travel, encouraging the use of electric vehicles and car clubs and using fees and charges based on environmental impact to help improve air quality.
- 1.2.3 Doorstep recycling and waste collection remain our highest rated services in terms of resident satisfaction, with 73% and 77% rating these services excellent or good respectively. We will continue to work in line with our new Recycling and Waste Strategy to ensure that we provide the best possible service to our residents whilst also promoting waste minimisation and increasing recycling, especially food recycling. We aim to meet the target set by the Strategy to recycling 50% of municipal waste by 2020.
- 1.2.4 We will provide easy access to information, advice and services and improve our green spaces to support our residents to stay happy, healthy, independent, and enjoy a good quality of life. Alongside this, we will put in place additional support for our most vulnerable residents. This means we will encourage all those who are able to participate in the community, be in work or education, and to look after the physical and mental well-being of themselves and their family. A key focus of this will be to make Barnet the most family friendly place to live in London. We will work with partners to make sure our children, young people and their families are safe, healthy, resilient and knowledgeable, as well as responsible, informed and listened to.

Responsible growth, regeneration, and investment

- 1.2.5 Despite the increasing pressure on resources, a key part of Barnet's strategy, while we continue to reduce day to day spending, is to invest in the borough's critical infrastructure over the coming years to ensure that Barnet remains a

great place to live, work, and study. We are doing this by investing the proceeds of growth, from developers and external funding, into essential infrastructure for all residents. Whilst improving the built environment, we will also ensure that we protect what matters to our residents, such as the character of the borough, our parks and green spaces and our excellent schools.

- 1.2.6 Growth is a key part of supporting the council in the future as funding from central government reduces and the council increasingly has to raise its income locally through Council Tax, business rates, and some fees and charges. Our capital investment programme – which totals £834 million to 2020 – is in place to ensure the future sustainability of the council through laying the foundation for generating future income locally and using the proceeds of growth to invest in further infrastructure in the borough.
- 1.2.7 The council's regeneration programme will see £6bn of private sector investment over the next 25 years, which will create around 20,000 new homes and up to 30,000 new jobs. The Treasury has made financial commitments to support our regeneration plans at Grahame Park which is part of the wider Colindale regeneration scheme, and Brent Cross Cricklewood, including £97m to fund a new Thameslink station which will link the new shopping centre to central London. The council has also invested almost £20m in highway improvements in Colindale and West Hendon to support the wider regeneration in these areas, as well as an additional £2m that is being invested in highways improvements across the borough.
- 1.2.8 The council is investing £1.5m in building new community hubs, including the Childs Hill Library and Community Hub, putting more local services under one roof to bring people together and better equip residents to help themselves. We are also investing, in 2018/19, over £3.7m in early education and childcare places to ensure that each child is able to get the best start in life. This is in addition to the £3.2m that has been invested as part of the existing capital programme.
- 1.2.9 The council is committed to keeping all libraries open and is investing significantly to ensure that they are technology enabled to enhance the number of hours that residents can access the service.
- 1.2.10 Alongside the creation of jobs that will come through our regeneration scheme, the council is also working with partners to ensure the right support is in place to allow our residents to access these opportunities. Barnet is currently trialling a number of programmes that aim to get our residents better equipped to find sustainable work, including 'Opportunities for Young People' which aims to cut the number of NEETs by half through targeting at risk Year 8 students, and the 'Skills Escalator' which supports working people on low incomes to obtain higher paid work to reduce their dependency on benefits.

Building resilience in residents and managing demand for our services

- 1.2.11 The £61.5m revenue budget gap to 2020 is not simply due to continued reductions in Government funding; changing demographics, a growing

population, and a rising cost of living are placing an increased demand on the public services we offer. This challenge is going to intensify over the years ahead as London and Barnet continue to grow.

- 1.2.12 A core part of our strategy is ensuring that services across the council are designed to reduce demand so that our resources can be targeted at those most in need, while delivering better outcomes for residents. This includes investing in early intervention and prevention – treating the cause rather than the symptom of an issue and stepping in before a critical stage is reached – reducing failure demand through ensuring that our processes are working as effectively and efficiently as possible, and promoting independence in the community to avoid reliance on statutory services.
- 1.2.13 Barnet currently has the largest population of any London borough (376,065) and this is expected to continue increasing. Barnet has the second largest population of children and young people in London and a 0 – 15 population significantly higher than the UK's as a whole. Demand in Children's Social Care had been increasing over the years as the number of vulnerable children in the borough increases, with a 10% increase in referrals to social care over the past two years. A resilience based strategy is being implemented across Children's Services which focuses on strengths of families and the opportunities available to them. By intervening early in this way, we are also able to reduce the demand into higher cost services, such as residential care, by addressing and responding to issues as they arise rather than waiting until they reach a critical stage.
- 1.2.14 Barnet is also an ageing borough with a higher 85+ population than other outer London boroughs and the rest of the UK, adding further pressure to Adult Social Care services. To reduce the ongoing and increasing cost of social care, Barnet Homes is investing in two additional sites for Extra Care schemes to support independence and allow people to stay in their own homes as long as possible through purpose built supported living sites. To help people to become more resilient, Adult Social Care has adopted a strengths-based approach which focuses on the strengths of individuals and how they will be able to achieve the outcomes they desire. To support this approach, two Care Space 'hubs' have been set up in community settings as a different space for people to have strengths-based conversations with a social care practitioner. This has helped people to better manage their own health and social care needs by using community resources. Feedback collated from these trials shows high levels of client satisfaction.
- 1.2.15 Another example of how we are working to manage demand is our digital by default agenda which is a key part of the Customer Access Strategy, aiming to move towards 80% of contact with the council being online or via other digital means by 2020. This is more flexible for our customers and reduces the resource required to deal with transactions, whilst still supporting those who are digitally excluded and directing resources to those who require more targeted support.

Transforming local services

1.2.16 For all of our services, we are considering the case for delivering differently in order to meet our priority outcomes. In Adult Social Care this has meant the move to a 'prevention and early support at scale' vision. We are working with other parts of the public sector to achieve this through more joined up services that will deliver better outcomes for residents, as well as costing less by working together more efficiently. An example of this is the Barnet Integrated Locality Team (BILT) which works across the borough to provide community based support to service users and patients who are at risk of an unplanned accident and emergency attendance or unplanned admission into an acute setting within the next 12 months. This integrated health and social care approach helps vulnerable adults to stay well and living in their own home, easing demand for costly residential care and reducing pressure on the NHS.

1.2.17 A further example of service transformation is changing the way we work with local partners. The Burnt Oak Opportunities Support Team (BOOST) is a two-year project that puts all relevant services – Barnet Homes, Love Burnt Oak, Future Path, and Barnet Council – in one place to help those in the Burnt Oak area develop new skills and overcome any obstacles to employment. This allows targeted support and aims to support people into work as well as improving the wellbeing of those who have been helped. Burnt Oak is one of our most deprived wards with high levels of unemployment, and since its launch in June 2015, the BOOST team has supported nearly 200 people into work.

1.2.18 The council is transforming the way it works to help staff do their jobs more effectively and make the organisation more accessible to those who use its services, whilst also reducing the amount spent on accommodation. The office move to Colindale is a key part of our smarter working approach and will support the ongoing regeneration in the west of the borough as well as bringing us closer to the community.

Promoting engagement, facilitating independence, and building community capacity

1.2.19 As the council has to do less over the next few years due to reduced funding, we will work with communities to help them take on more responsibility for their local areas. The council will play a facilitating role in empowering and equipping communities to do more for themselves to reduce dependency on statutory services. Where appropriate, this also includes working with the community to tailor services to their needs; engaging the community in the design and delivery of our services will ensure that they are matched to local need and more successful in reaching the desired outcomes.

1.2.20 Community capacity refers to the community's ability and willingness to carry out civic responsibilities. To support community capacity building, the council's Community Participation Strategy aims to build stronger partnerships between the council and the community, coordinate and improve the support the council can give to communities, and take more account of community activity when making decisions about delivering the borough's priorities. The strategy has several work streams to help meet these aims, for example,

developing a comprehensive database of voluntary, community, and faith sector organisations so residents can find local support.

1.2.21 We are committed to fair treatment for all our citizens, balancing their different needs and rights as we support our more vulnerable residents and incorporate the principles of equality into everything we do as a council. The council's strategic equalities objective that "citizens will be treated equally, with understanding and respect, and will have equal access to quality services which provide value to the taxpayer" is outlined in our Corporate Plan.

Autumn Statement and Local Government Settlement 2016

1.2.22 On 23 November the Chancellor of the Exchequer announced the Autumn Statement 2016, in it he made a number of policy announcements including confirmation that the Autumn Statement will be abolished and the Budget will move to the autumn, with a Spring Statement introduced from 2018.

1.2.23 The key headlines for London and Local Government are as below:

- Previously announced Local Growth Fund, worth £2.3bn by 2020/21, to be allocated to Local Enterprise Partnerships (LEPs); £492m for London and South East;
- £2.3bn by 2020/21 for Housing Infrastructure Fund, funded by the National Productivity Investment Fund (NPIF), and allocated to local government on a competitive basis;
- Devolution of adult education budget (subject to readiness conditions) and the Work and Health programme were confirmed, and the Government will 'continue to work with London to explore further devolution of powers over the coming months';
- It was announced that there would be no changes to local government funding, including no increases to social care funding. However, on 15 December 2016, the Government announced the Local Government Finance Settlement for 2017/18 which included a proposal to allow all councils to increase the level of social care precept to 3% (previously 2%), with options for a further 3% increase in 2018/19. Note that rather than an increase in funding for social care, this would simply bring forward the funding generated, as the Settlement confirmed that councils will be unable to generate more than 6% through the precept over the next three financial years.

1.2.24 The existing 1.99% limit imposed on increases to general Council Tax, before triggering a local referendum, remains in place. This reduces the flexibility for councils to use Council Tax as a means of reducing the gap.

UK economy to 2020

1.2.25 Government predicts that the UK is likely to face a period of uncertainty, followed by adjustment.

1.2.26 Compared to OBR's forecast in Budget 2016, borrowing is higher in every year of the forecast and £32bn higher in 2020/21. Debt peaks at over 90% of

GDP in 2017/18 due to a combination of higher borrowing, lower asset sales and the impact of the Bank of England's monetary policy operations.

1.2.27 The Government is no longer seeking a budget surplus in 2019/20 and will return the public finances to balance 'at the earliest possible date in the next Parliament', with an interim objective of reducing the structural deficit to less than 2% of GDP, and for debt as a percentage of GDP to be falling by the end of this Parliament.

Public spending to 2020

1.2.28 The Government's Spending Review in autumn 2015 set out total public spending reductions of £21.5bn to 2020. This was subsequently revised at the 2016 Budget, with a further £3.5bn of savings to be made in 2019/20. These are to remain in place.

1.2.29 The Government will take forward a series of 'efficiency reviews' across departments to achieve these additional reductions, which will report in autumn 2017. Of the £3.5bn savings to be identified, £1bn is intended for reinvestment in priority areas. There are no further details at this stage, although Local Government funding will be in scope.

Service specific national and regional context

School improvement

1.2.30 The Government's 'Schools that work for everyone' consultation ended in December 2016. The consultation had four main strands relating to selective (grammar) schools, faith schools, independent schools, and universities.

1.2.31 The Government is also consulting on the move towards a national funding formula for schools. The first part of the consultation is now complete, with stage 2 launched in December 2016. Barnet's Schools Forum and the Children, Education, Libraries and Safeguarding Committee have received reports setting out what is currently known but it is too early to indicate the financial impact on school funding in Barnet.

Children's Social Care

1.2.32 The Children and Social Work Bill, unveiled in the Queen's Speech in May 2016, aims to reduce delays in placing children with an adoptive family. The new law will also aim to improve social care standards across England.

1.2.33 At present the funding arrangements for the implementation of the new requirements has not been confirmed or identified.

Migrants

1.2.34 Section 67 of the Immigration Act 2016 (the Dubs Amendment) sets out the legislative framework for the accommodation of up to 3,000 child migrants by

local authorities in the UK. The first of these children have arrived from Calais and further group of children are expected throughout the year.

1.2.35 Central Government has set out the funding arrangements for these children although there is a consensus within local government that this resource is not sufficient to cover the costs.

1.2.36 Barnet has worked with neighbouring authorities in London to secure 100 places for children from Calais. The council could be required to increase our numbers of unaccompanied asylum seeking children by a further 26 to meet this legislative requirement.

1.2.37 The council is on course to meet its commitment to resettle 50 Syrian refugees through the government's Vulnerable Persons Relocation Scheme by spring 2017.

Adult Social Care

1.2.38 During 2016, every health and care system worked together to produce a multi-year Sustainability and Transformation Plan (STP), showing how local services will evolve and become sustainable over the next five years – ultimately delivering the Five Year Forward View vision. Local health and care systems have come together in STP 'footprints' with Barnet included in the North Central London sub-regional area. The health and care organisations within these geographic footprints will work together to narrow the gaps in the quality of care, their population's health and wellbeing, and in NHS finances.

Housing

1.2.39 The Housing White Paper 'fixing the broken housing market' was published on 7 February 2017, this sets out the government's plans to reform the housing market and boost the supply of new homes in England.

1.2.40 For local authorities, the Government is offering higher fees and new capacity funding to develop planning departments, simplified plan-making, and more funding for infrastructure. This is intended to make it easier for local authorities to take action against those who do not build out once permissions have been granted. The Government asks local authorities to be as ambitious and innovative as possible to get homes built in their area. All local authorities should develop an up-to-date plan with their communities that meets their housing requirement (or, if that is not possible, to work with neighbouring authorities to ensure it is met), decide applications for development promptly and ensure the homes they have planned for are built out on time. The government are interested in the scope for bespoke housing deals to make the most of local innovation. Where local authorities are not making sufficient progress on producing or reviewing their plans, the Government will intervene. Where the number of homes being built is below expectations, a new housing delivery test will ensure that action is taken.

- 1.2.41 The Government intends on bringing social sector housing in line with the private market by capping social sector rents to the Local Housing Allowance (LHA) rates. In the Autumn Statement 2016 the government announced a delay to the implementation by one year, to April 2019. The cap will be applied to all new tenants in supported accommodation from April 2019, and the government will provide additional funding to local authorities, so that they can meet the additional costs of supported housing in their area. For general needs housing, the cap will now apply from April 2019 for all tenants on Universal Credit, and to Housing Benefit tenants whose tenancies began or were renewed since 2016.
- 1.2.42 Government announced a Housing Infrastructure Fund, funded by the National Productivity Investment Fund (NPIF), totalling £2.3bn by 2020/21. This will be allocated to local authorities on a competitive basis to provide infrastructure targeted at unlocking new private house building in the areas where housing need is greatest.
- 1.2.43 A regional pilot will be funded by Government to trial Right to Buy for Housing Association tenants enabling over 3,000 tenants to access discounts. There has been no further detail about the disposal of high value assets which is supposed to fund the wider roll out of this policy.
- 1.2.44 The Mayor had indicated that he wished to introduce a number of measures in relation to housing, the impact of which is not yet known.

North London Waste Authority (NLWA)

- 1.2.45 The North London Waste Authority submitted a Development Consent Order (DCO) application for an Energy Recovery Facility at Edmonton EcoPark, to replace the existing Energy from Waste plant at the EcoPark, which is coming to the end of its operational life. The Secretary of State decision on the DCO is due by 24 February 2017.
- 1.2.46 Decisions will then need to be made on the most effective way to fund the construction costs of the new replacement facility. This will bring financial challenges as it is anticipated that the levy that the seven constituent boroughs will pay to NLWA will be higher than they are now, as the constituent boroughs are currently benefitting from a low levy due to an existing plant that is over 45 years old.
- 1.2.47 The delivery and funding method of the preferred option has not been explored by the Authority yet, however early indications of the impact on the levy show an increase of £6m by 2020/21 and a further £4m by 2025/26. This estimate is based on all constituent boroughs achieving 50% recycling rates, which looking at current recycling rates, is an optimistic assumption and therefore the increase in levy could be more.

1.3 Corporate Plan - 2017/18 addendum

- 1.3.1 In April 2015, Council approved a five-year Corporate Plan covering the period 2015 to 2020. Each year, an addendum is published with revised activities and indicators for the year ahead. These are aligned to the strategic

priorities - delivering quality services; responsible growth, regeneration and investment; building resilience in residents and managing demand; transforming local services; and promoting community engagement, independence and capacity – and ensure the council remains focused on the things that matter most.

1.3.2 The activities and indicators, including new and revised targets, have been reviewed by Performance and Contract Management Committee on 5 January 2017; and performance will be monitored throughout the year.

1.3.3 The 2017/18 addendum is included as Appendix N.

1.4 Medium Term Financial Strategy

1.4.1 The Medium Term Financial Strategy (MTFS) is the Council's major financial planning document. It puts the financial perspective on the council's Corporate Plan priorities, expressing the aims and objectives of various plans and strategies in financial terms up to March 2020. It is a key element of sound corporate governance and robust financial management.

1.4.2 The Medium Term Financial Strategy from 2017/18 to 2019/20 is set out at Appendix A. It takes into account national economic factors such as forecasts to Government spending and inflation, along with local factors which will have an impact on the councils budget such as population change, housing development and regeneration as well as other demand pressures on services.

1.4.3 The Council meeting in March 2016 agreed plans to achieve reductions of £61.5m for the period 2017 to 2020. This included savings of £56.5m and a commitment to support the budget in 2019 of £5m from reserves.

1.4.4 Policy and Resources Committee received a report in December 2016, which revised the MTFS and identified that Theme Committees had confirmed savings of £53.3m, use of reserves of £9m (up to 2020), leaving a gap of £3.2m, of which £2.9m would fall in 2017/18.

1.4.5 The provisional 2017/18 local government finance settlement in December 2016 set out the Government's council tax referendum principles for 2017/18 and the core principle of a 1.99% referendum trigger remains in place for an authority's council tax increase.

1.4.6 The main change to Council Tax announced as part of the 2017/18 settlement is the increase in the flexibility permitted in the use of the Social Care Precept (SCP). The council will have the freedom to increase by up to 3% in 2017/18 or 2018/19, but cannot exceed 6% in total over the three-year period (2017-20). An addendum to the budget consultation document was published on 19 December 2016 to take account of this announcement.

1.4.7 Other implications for this council from the provisional local government finance settlement in December 2016 are as follows:

- New Homes Bonus (NHB): Reduction in the number of years for which NHB is paid – the current scheme makes payments for six years and this

will be reduced to five years in 2017/18 and then to four years from 2018/19. The estimated impact is a reduction in funding of £5m over the period to 2020. There is still no confirmation about the future of NHB post 2020.

- Education Services Grant (ESG): Reduction of £3.6m.
 - The ESG is additional funding given to academies and local authorities for services such as school improvement, education welfare services, asset management and strategic planning. It is made up of two elements – a retained duties element (£0.8m) which covers statutory duties in relation to all schools (including Academies and Free Schools) and a general fund element (£2.8m) that relates to local authority statutory duties in respect of maintained schools.
 - The DfE has moved the retained duties element into the Dedicated Schools Grant (DSG) and has allowed local authorities to retain the funding, subject to agreement of the Schools Forum. The Schools Forum has agreed this for 2017/18.
 - The general fund element £2.8m relates to statutory duties in respect of maintained schools only and will be withdrawn entirely by 2018/19. However, there is transitional funding of £1m for 2017/18 only meaning the reduction is £1.8m in 2017/18.
 - The DfE has also announced allocations of a School Improvement Fund, a separate grant for School Improvement, which was previously funded from the ESG. Barnet's provisional part-year allocation (September 2017 to March 2018) for 2017/18 is £0.192m.
 - Local authorities (LA) may top-slice schools block funding for maintained schools for the general fund element with the approval of the maintained school members of the Schools' Forum. If the LA and Schools Forum are unable to reach consensus on the level of the DSG to be retained by the local authority, the matter will need to be referred to the Secretary of State.
 - In the light of the allocation of transitional funding for 2017/18, it is not proposed to ask for retention of DSG funds (from the allocations to maintained schools) for 2017/18. However, it may be necessary to consider the position in respect of 2018/19 and future years, having regard to the overall budget position facing the council and the various factors impacting on school budgets.
- Better Care Fund (BCF): Increase in 2018/19 of £2.7m and an increase in 2019/20 of £5.9m. However, specific requirements for use of this fund in future years may not stay the same. There is uncertainty around how much of this will be for social care until each year's BCF guidance is published and joint agreement is required with the NHS.
- Adult Social Care Grant: this is a one-off grant of £1.4m for 2017/18 only. This is the allocation of the NHB "saving" in proportion to the adult social care relative needs formula from 2013/14 so that all authorities with responsibility for social care receive a share of this funding.

1.4.8 Consultation with the public took place between 5 December 2016 and 19 January 2017 on the overall budget for 2017/18, the savings proposed and the options for Council Tax. The options to close the £2.9m gap were to either increase general council tax by 1.99% in 2017/18 or meet it from reserves and then allocate a further £2.9m to the Theme Committee savings target in 2018/19. The view from the consultation was not to increase general council

tax but to use reserves, find additional savings and apply the adult social care precept of 3%.

1.4.9 Main assumptions within the MTFS are:

- **Pressures:** an assumption has been made in the MTFS for future demographic pressures specifically for Adults and Children's Social Care costs. This is based on the latest demographic projections from the GLA and specific data from the Projecting Older People Population Information System (POPPI) and the Projecting Adult Needs and Service Information System (PANSI). Based on existing budget monitoring, underlying budget pressures have also been factored into the budget;
- **Inflation (pay):** the local government pay award has been confirmed as 1% increase for 2017/18;
- **Inflation (non-pay):** contractual inflationary amounts have been included, but general inflation has to be met from existing budgets;
- **North London Waste Authority (NLWA) levy:** figures for the NLWA levy are based on the latest information from the NLWA but levy information for 2017/18 will be finalised in February 2017;
- **Capital financing costs:** the council's borrowing requirement has been reviewed, taking into account the latest projections on the current capital programme spend;
- **Concessionary fares:** increases have been projected in line with demographic changes of the 60+ population in Barnet;
- **Business rates:** the business rates revaluation, which will come into effect on 1 April 2017, has increased the value of the property base by 11.91%. Due to the nature of the national rating scheme the multiplier will also be adjusted to take into account the national growth. Accordingly, this has been reduced to 46.6p. The income for Barnet for 2017/18 is forecast at £35.091m with an additional grant for government incentivised schemes such as small business rates relief, of £1.383m;
- **Revenue Support Grant:** this reflects the multi-year funding settlement to 2020 following the councils successful submission to the Department for Communities and Local Government of its 'Efficiency Plan';
- **Social Care Precept:** the MTFS assumes 3% for 2017/18 and 1.5% for 2018/19 and 2019/20;
- **General Council tax:** no increase assumed in the MTFS;
- **Individual Electoral Registration:** government grant funding towards this has ended and to continue the work £190k will be allocated towards this from contingency in 2017/18.

1.4.10 Current pressures provided for in the MTFS

- Adult social care pressure (includes existing overspend and future projected demographic growth) of £7.4m;
- Vulnerable children pressures of £500k, including changes associated with Lord Dubs' amendment to the Immigration Bill;
- Children's, Education and Family services demographic pressures £1.9m
- Environment related pressures £1m
- Estates - increased security costs and increased costs relating to Health and Safety compliance checks £500k (net of mitigating factors)

- Homelessness pressure, estimated to be £1.3m (net of mitigations being put in place)
- Apprenticeship levy for council employed staff and maintained schools £650k

1.4.11 Mid to Long-Term Pressures (post 2020)

- North London Waste Authority (NLWA): funding of future of residual waste management arrangements is likely to incur costs in the region of £6m by 2025

1.4.12 There are known risks which have not been factored into the current MTFS, these are:

- Impact of not achieving 50% recycling rates: the estimated impact of the new facility on the borough levy is an increase of £6m from 2021 onwards. However this is predicated on achieving 50% recycling rate. There are poster campaigns planned to achieve behaviour change through education and information, however this will require a change in current practices;
- Demographic increases and increases in complexity of social care packages: the MTFS factors in an increase in demographic pressures, however if the increase that services experience are more than this, then this could result in an overspend across those services impacted, as seen in 2016/17 in Adults services;
- Business rates: on the current business rates retention scheme, there is a risk that the current deficit will continue to grow. The increase in permitted development schemes will add to this pressure;
- Non-pay inflation: the current MTFS assumes an average 2% increase in contract spend, however inflation on some of the contracts is being assessed at 4%, if this is the case on most of the contracts, then this could result in an overspend across services.

Local Government Finance - Post 2020

1.4.13 Although there is still a great deal of uncertainty around the local government funding, any new Local Government Finance System will no doubt place increasing emphasis on the council being more self-sufficient.

1.4.14 The Government's consultations on "Self-sufficient local government: 100% business rates retention" and "Fair Funding Review: Call for evidence on Needs and Redistribution" both closed on 26 September 2016. The Department for Communities and Local Government (CLG) are analysing responses.

1.4.15 The proposals in the consultation indicated that retention of business rates at local authority level will be in exchange for additional responsibility and a reduction in separate grants. The Fair Funding Review will consider what the relative needs assessment formula should be following the implementation of 100% business rates retention. It will deliver an assessment of relative needs within a fixed amount of business rates income. The distribution of funding for new responsibilities will be considered on a case by case basis once these responsibilities are confirmed; they are likely to have bespoke distributions.

1.4.16 The Local Government Finance Bill, is currently passing through parliament. This creates an opportunity for the Greater London Authority to be part of a pilot in 2017, although that will not affect Barnet at this stage. Government have announced that the full retention scheme will be in place by 2020.

1.4.17 The Local Government Finance Bill aims to:

- provide the legislative framework for the introduction of full retention of business rate revenue by local authorities;
- give effect to a number of adjustments to liability for business rates arising from recent policy reviews and decisions, and permits initiatives towards greater digitisation of rates collection;
- permit the imposition of 'infrastructure supplements' by mayoral combined authorities and the Mayor of London, as agreed in a number of the 'devolution deals' concluded in 2014-16; and
- introduce a new 'property owner levy', built upon the concept of 'property owner Business Improvement Districts' developed in 2014, and extends the power to create business rate supplements to mayoral combined authorities.

Barnet's response

1.4.18 The council will be undertaking a 'Priorities and Spending Review' (PSR) to fully revise the MTFS through to 2023, presenting options to the new administration following the May 2018 local elections.

1.5 Savings proposals

1.5.1 The proposed budget for 2017/18 reflects a budget gap of £19.825m, with savings proposals to reach a balanced position. These savings are set out in detail in Appendix B1 and B2.

	2017/18 £000
Budget Gap before savings and pressures	19,825
Proposed Savings	(19,825)
Budget Gap after savings	0

1.5.2 The 2017/18 savings targets by Theme Committee are as below:

Theme Committee	2017/18 £000
Adults & Safeguarding	4,867
Assets, Regeneration & Growth	4,976
Children, Education, Libraries & Safeguarding	3,656
Environment	3,965
Policy & Resources	2,361

Theme Committee	2017/18
	£000
Total	19,825

1.5.3 The combined Theme Committee savings targets from 2017 through to 2020 are set out below:

Theme Committee	2017-18	2018-19	2019-20	Total
	£000	£000	£000	£000
Adults & Safeguarding	4,867	4,854	5,348	15,069
Assets, Regeneration & Growth	4,976	4,995	2,088	12,059
Children, Education, Libraries & Safeguarding	3,656	2,624	5,679	11,959
Community Leadership	-	-	243	243
Environment	3,965	1,915	680	6,560
Policy & Resources	2,361	2,289	3,323	7,973
Total	19,825	16,677	17,361	53,863

1.5.4 The detailed savings plans are included at Appendix B, and the main savings in each theme committee are listed below:

- Adults and Safeguarding Committee- £15.069m
 - 3rd party spend
 - Shared services and new delivery models
 - Transformation of 'Your Choice Barnet' supported living and day care services
 - Support for working age adults
 - Mental health service users - step down/independent living
 - Integrated later life care
 - Assistive technology
- Assets, Regeneration and Growth Committee - £12.059m
 - Accommodation strategy
 - Increase in council tax base
- Children's, Education, Libraries and Safeguarding Committee - £11.959m
 - Contract management
 - LAC placement commissioning and social care demand management
 - Early years
 - Libraries
- Community Leadership Committee - £0.243m
 - CCTV reducing expenditure

- Environment Committee - £6.560m
 - Street scene – commercial waste and cleansing income
 - Street scene – waste and recycling collection

- Policy and Resources Committee - £7.973m
 - Shared services
 - Borrowing costs and deposit income
 - CSG contract

1.6 The 'ring fenced' budgets are shown below:

Better Care Fund (BCF)

- 1.6.1 The total 2016/17 Barnet BCF allocation is £24.3m and is used to fund health services, social care services, major adaptations through the Disabled Facilities Grant and to make investments into the development of integrated services.
- 1.6.2 In 2016/17 the Council was allocated £7.7m of BCF funding; Adult Social Care service spends £6.7m for the protection of social care with the remainder being spent on health and social care integration projects.
- 1.6.3 The monies within Barnet's BCF form a pooled budget under section 75 of the NHS Act 2006 overseen by the Barnet Health and Wellbeing Board. The section 75 agreement allows for resources to be easily transferred between health and social in order to meet the objectives of the pooled fund.
- 1.6.4 The success of the BCF and therefore the pooled budget is measured through the achievement of a reduction in emergency hospital admissions and initiatives with the BCF are targeting resources on preventing admissions to hospital through 7-day social work service, rapid response services and enablement.
- 1.6.5 At this stage it is expected that there will be a small uplift in-line with the NHS tariff (1.5% or 1.1%) in 2017/18. In 2018-20 it is expected that there will be a national increase of £600m for BCF. However, there has been no indication that any additional funding will come into the local authority social care allocation within the BCF funding pot.
- 1.6.6 The total Improved Better Care Fund represents an additional £105 million in 17/18, £825 million in 18/19 and £1.5 billion in 19/20. It is distributed to authorities with social care responsibility based on their adult social care relative needs formula and a calculation for increasing council tax by the additional 2% under the adult social care precept referendum principle. Barnet's distribution is zero in 17/18, £2.7m in 18/19 and £5.9m in 19/20. The Department of Health (DH) and the Department for Communities and Local Government (DLCG) are still finalising the policy framework for the implementation of the Better Care Fund in 2017/18 and 2018/19. The Planning Guidance will be published at the same time or shortly after the Policy Framework.

Dedicated Schools Grant (DSG) and Schools Budgets

- 1.6.7 The details behind the way in which the Schools' Budget has been put together is shown in Appendix E, it also includes a table showing a summary breakdown of the Schools' Budget.
- 1.6.8 The council is required to submit a completed Authority Proforma Tool (the APT), to the Department for Education (DfE) annually, which shows all the detailed assumptions underpinning the proposals for allocating budgets to schools and early years' providers in the following year. This is included in the appendix.
- 1.6.9 The key factors are as follows:
- The government's minimum funding guarantee (MFG) for schools remains the same as in 2016/17 (-1.5%). This means that the maximum reduction in per pupil funding for any school is 1.5%.
 - Barnet's 'Primary:Secondary funding ratio' has remained consistent at 1:1.29 and, in order to maintain this ratio in 2017/18, Schools Forum agreed to increase the secondary age weighted pupil unit (AWPU) by £5 per annum.
 - To ensure the affordability of the MFG protection that means schools do not lose more than 1.5% per pupil in their formula funding, Schools Forum also agreed a change to the amount schools can gain by applying a cap. Schools would keep formula funding gains up to a maximum of 2.25% per pupil.
 - As explained last year, the December 2015 IDACI (Income Deprivation Affecting Children Index) release meant that IDACI scores for all Barnet schools (and in London generally) were lower than in the previous year. To reflect the lower deprivation scores, the DfE has redesigned the IDACI bands to return them to a similar size to previous years. In light of this, Barnet has reverted to funding the 3 most deprived IDACI bands, now classified as A, B and C. The total deprivation expenditure as a percentage of total distribution remains consistent with previous years.
 - All academies and free schools are treated in the same way as maintained schools in that their pupils are used to determine the Schools Block of the DSG, and the local authority calculates and submits their funding on the authority proforma tool (APT) so the money can be recouped by the Education Funding Agency from Barnet's DSG.
 - Local authorities are responsible for pupil growth at all schools, except in the first year of opening a new free school. A total of £3.8m is needed in the growth fund budget for 2017/18 to pay for new year groups opening in academies and free schools as well as expansions at maintained schools.
 - As a result of the move to the Early Years National Funding Formula (EYNFF), Barnet will receive £5.90 per hour for three- and four-year-olds, an increase from the £4.80 per hour per child received in 2016/17. It is a requirement of the EYNFF that LAs must set a universal base rate per hour for all providers and it is also mandatory to include a deprivation supplement in the new formula. A further requirement is that in 2017/18 at least 93% of the funding for 3 and 4 year olds is passed on to providers through a combination of the formula funding for places and an Inclusion Fund to support children with low level or emerging special educational needs in Early Years settings. All these requirements are met in the draft budget that forms the basis of the APT submission.

1.6.10 The funding rates proposed for the 2017/18 financial year are as follows:

	Primary	Secondary	Primary	Secondary
	£	£	£	£
Age Weighted Pupil Unit	3,325.75	4,782.86	3,325.75	4,772.86
Free School Meals (Ever 6)	1,423.56	505.00	1,423.56	505.00
Lump sum per school	122,000.00	122,000.00	122,000.00	122,000.00
Deprivation: IDACI C	880.00	2,189.44	Bands not in use in 2016/17	
Deprivation: IDACI B	2,100.00	5,224.80		
Deprivation: IDACI A	4,000.00	9,952.00		
Deprivation: IDACI 4	Bands not in use in 2017/18		350.00	1,045.00
Deprivation: IDACI 5			2,100.00	5,225.00
Deprivation: IDACI 6			4,200.00	10,450.00
English as Additional Language 2	530.00	1,378.00	530.00	1,378.00
Mobility	422.90	618.53	422.90	618.53

Housing

1.6.11 Housing Committee has savings that deliver benefits to the Housing Revenue Account (HRA) business plan. These total £2.168m from 2017/18 to 2019/20 and comprise of the proposals below:

- Reduction in management and repairs costs due to forecast stock losses through estate regeneration and Right to Buy sales - £1m;
- Reduced operating costs relating to service redesign - £293k;
- Enhancing the value of contract arrangements, reduced accommodation costs and new ways of effective use of IT – £830k; and
- Stopping 'non-essential' works and re-prioritisation of certain types of non-urgent repairs - £45k.

Public Health

1.6.12 The Spending Review and Autumn Statement 2015 confirmed that the ringfence on public health spending would continue in 2016/17 and 2017/18, with funding expected to reduce by an average of 3.9% per annum over the next 5 years.

1.6.13 The provisional Local Government Finance Settlement in December 2016 confirmed that £17.609m grant had been allocated to Barnet for 2017/18.

- 1.6.14 Public Health budgets have been modelled based on the notified grant allocation for 2017/18, plus 2.65% reductions thereafter. However, there is no clarity how Public Health will be funded in the future, pending the results of the Governments consultation on localisation of business rates.
- 1.6.15 To contain spend within the grant allocation, the Public Health outcomes have been reviewed to ensure key priorities remain funded and the public health spending of £17.609m within the councils budgets reflects the grant allocation published for 2017/18.
- 1.6.16 The Council has to consider the most appropriate way for public health funding to be spent, taking account of the joint strategic needs assessment and the Council's overarching statutory duties. The spend on the wider determinants of health, notably in Early Years, has increased. As a result, investment of £147k per annum (until March 2018) into Adult Social Care Prevention and £250k per annum (until March 2019) for CAMHS has been assumed. These investments will mitigate the impact of savings that will be delivered.
- 1.6.17 Underspend of approximately £1.3m from current and previous years will be used to fund and support outcomes that support 'wider determinants of health' in Adults social care.
- 1.6.18 Commissioning intentions and the budget for 2017/18 is due to be presented to Health and Wellbeing Board at its meeting on 9 March 2017.

1.7 Council Tax and Social Care Precept

- 1.7.1 The Council needs to ensure that it has adequate resources to meet its statutory and mandatory obligations and its priorities. Its approach is to deliver a budget that is affordable and with a prudent and realistic level of Council Tax over the period of the MTFS.
- 1.7.2 The council tax base is an important step towards setting the basic amount of Council Tax. The detailed council tax base schedule is included at Appendix B. The Chief Finance Officer, under delegated powers, has determined the 2017/18 council tax base to be 139,049 (Band D equivalents), the calculations are shown in the following table:

Council Tax Base	2017/18 Band D equivalents	2016/17 Band D equivalents
Total properties (per Valuation List)	169,714	168,206
Exemptions	(2,513)	(2,454)
Disabled reductions	(111)	(112)
Discounts (10%, 25% & 50%)	(28,258)	(28,938)
Adjustments	2,319	605
Aggregate Relevant Amounts	141,151	137,307
Non-Collection (1.5% both years)	(2,118)	(2,060)
Contributions in lieu from MoD	16	77
	139,049	135,324

1.7.3 The Localism Act gave local communities the power to decide on council tax increases. The Government determines the limit for council tax increases and if an authority proposes to raise taxes above this limit they will have to hold a referendum to get approval for this from local voters who will be asked to approve or to veto the rise. The Government has indicated that the level that it considers excessive for general council tax in 2017/18 is 1.99%.

Adult Social Care Precept

1.7.4 The Chancellor's budget announcement on 25 November 2015 allowed the flexibility of applying a precept of up to 2% annually from 2016/17 to 2019/20 in order to mitigate the impact of the pressures on care for the elderly.

1.7.5 On 15 December 2016, as part of the Provisional Local Government Finance Settlement 2017/18, it was announced that there would be increased flexibility to local authorities with social care responsibilities through the Social Care Precept. This flexibility is in the form of enabling councils to raise it by 3%, rather than the 2% originally planned, although there would not be any additional funding over the remaining three-year period of the social care precept – with no more than 6% to be raised in total (over the period 2017-20).

1.7.6 The current underlying pressure in Adult social care is estimated to be at least £6.4m for 2016/17, which includes risks around increasing demand, new statutory requirements, inflationary pressure as a result of an increase in National Living Wage and increased referrals from the NHS. This has been built into the assumptions for setting the budget requirement and considering the level of social care precept.

1.7.7 The Localism Act requires Council approval of the Council Tax requirement (including settlement funding assessment) in place of budget requirement (excluding settlement funding assessment).

1.7.8 If the Adult Social Care (ASC) Precept is applied at 3%, the council tax for Barnet will be as per the following table:

BUDGET	2016/17 Original	2016/2017 Current	2017/2018 Original
	£	£	£
Total Service Expenditure	271,782,521	272,715,521	270,333,880
Contribution to / (from) Specific Reserves	10,735,156	10,735,136	1,234,000
NET EXPENDITURE	282,517,677	283,450,657	271,567,880
Other Grants	(38,829,000)	(39,761,980)	(36,612,000)
BUDGET REQUIREMENT	243,688,677	243,688,677	234,955,880
Business Rates Retention	(35,484,000)	(35,484,000)	(36,484,000)
Business rates top-up	(18,265,000)	(18,265,000)	(18,362,000)
BUSINESS RATES INCOME	(53,749,000)	(53,749,000)	(54,846,000)
RSG	(36,849,000)	(36,849,000)	(23,413,000)
Collection Fund Adjustments	(3,636,000)	(3,636,000)	(3,000,000)
Additional income from Council Tax	2,253,000	2,253,000	6,863,000
BARNET'S ELEMENT OF COUNCIL TAX REQUIREMENT	151,707,677	151,707,677	160,559,880
BASIC AMOUNT OF TAX	1,121.07	1,121.07	1,154.70
GLA TAX	276.00	276.00	280.02
TOTAL COUNCIL TAX (BAND D EQUIVALENT)	1,397.07	1,397.07	1,434.72

1.7.9 The provisional Greater London Authority (GLA) precept is £38,936,501 making the total estimated demand on the collection fund and Council Tax requirement £199,496,381.

London Borough of Barnet	£155,883,662
Social Care Precept	£4,676,218
Barnet's Council Tax Requirement	£160,559,880
Greater London Authority	£38,936,501
Total Requirement for Council Tax	£199,496,381

1.7.10 The levels of council tax for each category of dwelling will be:

Council Tax Band	Barnet £	ASC Precept £	GLA £	Total Council Tax £
A	734.71	35.09	186.68	956.48
B	857.17	40.93	217.79	1,115.89
C	979.62	46.78	248.91	1,275.31
D	1,102.07	52.63	280.02	1,434.72
E	1,346.97	64.33	342.25	1,753.55
F	1,591.88	76.02	404.47	2,072.37
G	1,836.78	87.72	466.70	2,391.20
H	2,204.14	105.26	560.04	2,869.44

1.7.11 Individual Council Tax bills will reflect occupancy status with discounts for low occupancy (one or no adults) and exemptions for specific circumstances. In addition, some residents will be eligible for Council Tax support.

Council Tax Support Scheme

1.7.12 The Council adopted, on 13 January 2015, following a consultation, a revised Local Council Tax Reduction Scheme called Council Tax Support. The scheme had the following features:

- Contribution of 20% for working age claimants unless in a protected group;
- Continued protection from the impact of the minimum contribution for war pensioners;
- War pension income disregarded from both the working age scheme and the pension credit age scheme;

1.7.13 The working age Non-dependant (ND) charges be uprated as follows:

Description	Deduction
Gross income greater than or equal to £196.95 per week from any source (unless the non-dependant is receiving an income in category 3)	£11.55 per week
Gross income less than or equal to £196.94 per week (unless the non-dependant is receiving an income in category 3)	£5.00 per week
In receipt of Income Support, Income based Jobseekers Allowance, Income related Employment and Support Allowance, State Pension Credit or Universal Credit where the award is calculated on the basis that the recipient has no earned income	Nil

1.8 Capital Investment Programme

1.8.1 Investing in the future is a key strand of the council's response to the scale of the challenge facing Local Government from funding reductions and increasing demand. Barnet will not be able to support the growth needed to ensure the council's financial independence without investment for the future. The capital programme doesn't only support the growth agenda but also includes a number of additions that enable the achievement of the revenue savings proposals.

1.8.2 The MTFS includes provision for future capital expenditure on council priorities through to 2020.

1.8.3 A review of the capital programme has been undertaken to apportion the expected spend, as far as possible, to accord with the latest project or delivery plans for each scheme. Projects have been reassessed for the amount of funding needed and available, and adjusted where appropriate. The changes are included in Appendix C3.

1.8.4 The current capital programme now totals £834m up to 2020, funded from a combination of capital receipts, borrowing, revenue and external grant contributions. The following table summarises the revised capital programme by Theme Committee. The detail is set out in Appendices C1 and C2.

Theme Committee	2016-17	2017-18	2018-19	2019-20	Total
	£'000	£'000	£'000	£'000	£'000
Adults & Safeguarding	2,625	21,903	11,540	-	36,068
Assets, Regeneration & Growth	37,818	100,102	41,630	7,700	187,250
Children, Education, Libraries & Safeguarding	45,536	52,824	60,640	51,426	210,426
Community Leadership	208	-	-	-	208
Environment	21,906	28,652	13,932	10,430	74,920
Housing	13,123	38,409	33,866	16,141	101,539
Policy & Resources	15,366	24,999	1,000	1,000	42,365
Housing Revenue Account	39,218	77,118	36,128	28,509	180,973
Total	175,800	344,007	198,736	115,206	833,749

1.8.5 There are a number of capital additions at different stages of development and approval, which may have a significant up front borrowing requirement. The costs of these are still being worked up and therefore at this stage these have not been added to the capital programme from 2017/18 but these are estimated to be:

- Brent Cross Thameslink station: estimated to be in the region of £215m; and will enable the regeneration of Brent Cross south side. £97m of this will be funded by central government grant, for which we have a signed agreement, and ring-fenced increased business rates generated in the area (Barnet and GLA share);
- Development Pipeline Tranche 1: estimated to be in the region of £70m (2017-20); this mixed tenure development will generate capital receipts in excess of the investment which will enable us to continue investing in other projects across the borough;

1.8.6 In the period up to 2020, there are a number of non-HRA projects and programmes including office building at Colindale, Thameslink station, secondary school builds and investment in roads and pavements that require significant capital funding. The Treasury Management team has undertaken work to review the current strategy with specific regard to the borrowing strategy and reviewing capital financing requirement, cash balances, other capital proceeds, cashflow and phasing of new borrowing requirements. This

forms part of the Treasury Management Strategy, in order to utilise cash balances as much as possible and reduce the need to take out new external borrowing.

1.9 Treasury Management Strategy

1.9.1 The Treasury Management Strategy is included in Appendix I. The main recommended revisions to the Treasury Management Strategy are:

- taking external borrowing from 2017/18 and using temporary borrowing as long as practical, to maintain cash investments of circa £100m at year end
- to extend the sovereign counterparty list to invest worldwide with minimum AA rated counterparties.

1.9.2 The council's treasury management advisers, Capita Asset Services, recommend that the counterparty list includes non-UK, including European, banks. Having the scope to invest in non UK banks improves the risk profile through providing further diversification. As the council would maintain the use of banks with a minimum AA rated counterparty rating there should be no higher risk to the council's funds as a result of investing in non-UK compared to investing in UK banks. The decision to invest in any bank will continue to be subject, at the time, to seek to obtain the highest rate of return consistent with proper levels of security and liquidity.

1.9.3 Temporary borrowing will be in the form of either short term loans from other local authorities or variable Public Works Loan Board (both less than one year).

1.10 Housing Revenue Account

1.10.1 The Local Government and Housing Act 1989 requires the Housing Revenue Account (HRA) to be maintained as a ring-fenced account. Any surpluses generated from the HRA can be used to support the account when it fails to break even. One budget can be set so that there is a drawing on balances, but it is not permissible for an overall HRA budget deficit to be set. It is for the Council to determine what level of balances should be maintained. The HRA balance at 31 March 2016 was £8.8m. The 2016/17 quarter 3 monitoring position indicated that the HRA balances are forecast to be £11.2m at 31 March 2017.

1.10.2 The principal items of expenditure within the HRA are management and maintenance costs, together with charges for capital expenditure (depreciation and interest). This is substantially met by rent and service charge income from dwellings, garages and commercial premises.

Council Dwelling Rents

1.10.3 Council rents are required to be reduced by 1% a year for the four years from April 2016, following which they are expected to increase by the Consumer Prices Index (CPI) + 1%. This is required by the Welfare Reform and Work Act.

1.10.4 When a dwelling is re-let to a new tenant then the rent will be reset at the formula rent level, minus 1% for four years from April 2016 as required by the Government policy for social rents.

1.10.5 Where a dwelling rent is already above formula rent levels at the point it becomes empty, there will be no adjustment to the rent when the property is re-let.

1.10.6 Once a property has been let, the rent will reduce by 1% a year at the start of the following financial year for the current tenant up to and including 2019/2020.

1.10.7 New homes being delivered on the Council's land will be subject to affordable rents set at 65% of average private sector market rents or the Local Housing Allowance (LHA) whichever is lower. In line with Government Policy, the affordable rent that applies at the end of each financial year will be reduced by 1% at the start of the next financial year for the current tenant up to and including 2019/2020.

1.10.8 The current average weekly rent on a 48 week basis will be £110.53. This has decreased from an existing weekly average rent of £111.65. The average formula rent (for new tenants on re-let) will be £118.28; this has decreased from an existing average of £119.47.

Service Charges and Garages

1.10.9 The table below outlines the changes that are recommended to take effect from 1 April 2017 (on a 48 week basis):

	2016/17	2017/18	Increase £	Increase %
Grounds Maintenance	£2.71	£2.77	£0.06	2.2%
Lighting	£1.16	£1.21	£0.05	4.3%
Heating - Grahame Park	1 Bed - £12.20	1 Bed - £12.20	1 Bed - £0.00	0%
	2 Bed - £16.92	2 Bed - £16.92	2 Bed - £0.00	
	3 Bed - £18.27	3 Bed - £18.27	3 Bed - £0.00	
Heating – excluding Grahame Park	0%			
Digital Television	£0.84	£1.47	£0.63	75%
Weekly Caretaking	£6.61	£6.71	£0.10	1.5%
Caretaking Plus	£8.53	Service no longer being provided		
Quarterly Caretaking	£1.34	£1.36	£0.02	1.5%
Enhanced Housing Management and Alarm Service (sheltered housing)	2.2% increase applied to existing charges for these services			
Garages	2.2% increase applied to existing rents for			

	2016/17	2017/18	Increase £	Increase %
	these services			
Door entry systems (new charge)	£2.22 per week (for all new and replacement systems installed from 01/04/2017)			

1.10.10 The proposed changes reflect increases in the cost of providing the services described. In the case of heating charges, no increases are recommended as the cost of fuel has not increased during 2016/17.

1.10.11 The cost of providing access to digital television has been reviewed, and it has been identified that the current service charge does not reflect the cost of providing this service. It is therefore recommended that the charge is increase by 63 pence a week, which represents a significant % increase.

1.10.12 It is proposed that a new charge is introduced for new and replacement installations of door entry phone systems. This charge will also cover the on-going maintenance costs. New and replacement door entry phone systems will not be installed without first consulting with tenants and leaseholders.

HRA Summary and working balance

1.10.13 Total expenditure for 2017/18 is estimated at £59m, including charges for financing HRA debt.

1.10.14 The HRA for 2017/18 shows a contribution to balances of £2.2m. The estimated HRA balance as at 31 March 2017 is £13.5m.

1.10.15 There is uncertainty around government policy on rents beyond 2019/20. This could have a significant impact on the Business Plan in the medium term; the plan will continue to be up-dated as more information is received about such risks.

Housing - Right to Buy (RTB) Receipts

1.10.16 The council has entered into an agreement with the Department for Communities and Local Government (DCLG) to retain an element of the RTB receipts for investment in building or acquisition of new social housing. Up to 30% of the retained receipts must be spent on the cost of replacement affordable rented homes.

1.10.17 Retained RTB receipts must be spent within three years of being received. If retained RTB receipts are not spent within the three years' time limit they must be returned to DGLC, with interest charge at 4 per cent above base rate (Bank of England), calculated from the date of the relevant RTB receipts.

1.10.18 The council has undertaken purchase of property to add to the stock of social housing to ensure that the receipts do not have to be repaid to DCLG.

1.11 Robustness of the budget and assurance from Chief Finance Officer

1.11.1 The Chief Finance Officer is required under section 25 of the Local Government Act 2003 to report to the council on the robustness of the estimates and adequacy of reserves. The council's reserves and balance policy is attached at Appendix K.

Robustness of Estimates

1.11.2 The Council is a going concern and the budget process is part of a continuous service planning and financial cycle. Therefore, knowledge and understanding of the previous and current national and local financial and economic environments are used to make informed assumptions and judgements about the future. This activity seeks to establish a robust budget which is appropriate and realistic having taken a practical assessment of risk.

1.11.3 The impact on the MTFS from previous financial settlements has been mitigated by using collection fund surplus, new homes bonus and use of reserves.

1.11.4 The reduction of funding in contingency means that if the social care precept is not applied, additional savings options will need to be developed of at least £3m (on-going) to ensure there is a balanced and sustainable budget going forward.

1.11.5 The financial planning process has been managed at officer level through the Delivery Unit Board and Commissioning Group Management Team meetings. These Director level groups have overseen the process for financial planning, including medium-term resource projections, the strategic context for the borough, and the quantification of new pressures on resources, and the identification of potential budget savings. This has happened alongside budget challenge sessions with members of Performance and Contract Management Committee and Policy and Resources Committee.

1.11.6 Extensive consultation has taken place in respect of the budget proposals in general, and also in respect of specific planned changes. Consultation feedback has been taken into consideration as final proposals to the council have been formulated.

1.11.7 At Member level, the Theme Committees have considered the financial planning process and made recommendations to the Policy and Resource Committee. The savings will then be referred to Council and agreed in March 2017.

Robustness of Budget Setting Process

1.11.8 The process that has been undertaken to set the budget has included engagement of officers from service departments throughout the year, regular reporting to Theme Committees and Council, consultation with the public, along with due consideration of statutory duties, particularly in respect of equalities. For these reasons, it can be confirmed that the budget setting process has been robust.

Effectiveness of Budget Management

1.11.9 The council has robust arrangements for managing budgets and performance. Close attention will continue to be paid to the implementation of agreed savings, with regular reporting to the Performance and Contract Management Committee.

1.12 Reserves and balances

1.12.1 It is the role of the Section 151 officer to recommend a level of reserves within the council's budget. However, it is important that members understand the level of reserves that the council holds, and ensure that the reserves policy fits in line with the organisational strategy. The council's policy on reserves and balances is attached at Appendix K.

1.12.2 The council expects to hold general non ring-fenced and not earmarked annual reserves of £10m to deal with any in year and unplanned pressures. The council will seek in time to increase this to £15m, which is equivalent to 5% of annual expenditure and in line with audit and regulatory good practice. The council needs to ensure an adequate level of reserves and contingencies, which will enable it to manage the risks associated with delivery of the budget including equalities impacts and unforeseen events.

1.12.3 Ring fenced reserves include money that is ring fenced by statute and can only be used for their designated purpose (such as schools and public health balances), funding held to service a long term PFI contract, and also funding held on behalf of other organisations such as the North London Sub Region.

1.12.4 The council held specific reserves at the end of the last financial year of £123.6m, a general fund balance of £12.5m and HRA balance of £8.9m. The following table indicates the estimated balances that the council will hold up to March 2020.

1.12.5 The reserve balances will be reviewed as part of the accounts closing process for 2016/17 to enable the council to have £25m available by 2020 for the 'balancing the MTFS' reserve.

Specific Reserves	Mar-16	Mar-17	Mar-18	Mar-19	Mar-20
	£m	£m	£m	£m	£m
Risk	9.1				
'Balancing the MTFS' Reserve	0	15.6	15.6	15.6	15.6
Transformation	12.7	6.7	4.5	2.2	0
PFI	4.3	4.3	4.3	4.3	4.3
Service Development	10.6	3.5	4.5	4.5	4.5
Infrastructure	35.7	23.6	0.6	5.3	11.1
Service Reserves	39.6	19.7	19.7	19.7	19.7
Council total	112	73.3	49.2	51.6	55.2
Schools reserves	11.6	7.9	7.9	7.9	7.9
Total	123.6	81.2	57.1	59.5	63.1

General Reserves	Mar-16	Mar-17	Mar-18	Mar-19	Mar-20
	£m	£m	£m	£m	£m
General Fund	12.5	10.4	10.4	10.4	10.4
Housing Revenue Account (ring fenced)	8.9	11.2	9.9	4.5	3.1

1.13 Fees and Charges

1.13.1 For the fees and charges within their remit, theme Committees, Planning Committee and Licensing Committee must approve changes to fees and charges that are above inflation by 2% or more, the introduction of new fees and charges, and changes to fees and charges outside the normal annual cycle.

1.13.2 Changes to fees and charges approved by theme Committees, Planning Committee and Licensing Committee must be reported to Policy and Resources Committee for noting.

1.13.3 Appendix F1 sets out the council's schedule of fees and that require noting by this committee.

1.13.4 This committee considered and approved its fees and charges on 1 December. The fees set for hire of Hendon Town Hall were set per event. These have now been revised to indicate charges for a half day or full day event. The committee are asked to approve a revised set of charges for the hire of Hendon Town Hall, these are set out in Appendix F2.

1.14 2016/17 Revenue Budget management

1.14.1 The forecast General Fund **revenue outturn** (after reserve movements) is £282.684m, with an adverse variance of £7.706m (2.8 per cent) compared with the revised budget of £274.978m.

1.14.2 The projected outturn expenditure on the council's **capital programme** is £175.800m (£136.582m of which relates to the General Fund programme and £39.218m to the HRA capital programme). There is a variance of £84.760m against the 2016/17 revised budget of £260.560m.

1.14.3 The Delivery Units with significant overspends are listed below with a summary of their main pressures:

- **Adults and Communities** - the current projected overspend of £6.054m represents 6.8 per cent of the total Delivery Budget (£88.968m). The care budgets within Adults have seen significant overspends since 2014/15 due to rising demand for services and increasing complexity in relation to those supported. Pressures also exist due individuals transitioning from

children's services into adult services and from 'Ordinary Residents' clients transitioning into Barnet. The Deprivation of Liberty Safeguards (DOLS) service continues to have significant pressures in 2016/17, as a result of Supreme Court judgements in 2014/15 and a loss of grant funding since 2015/16. Some of the current pressures are offset by underspends within the non-placement budget areas and these budgets continue to be closely monitored and managed.

- **Family Services** - the projected overspend of £0.988m represents 1.9 per cent of the total Delivery Unit budget (£51.044m). This is primarily due to an increase on '0-25 year olds' in relation to the increase in the cost of current placements, costs transferred from 'children looked after' or 'special educational needs' and young people moving out of home into supported living as they become more independent. There is also an increase in the number of agency staff covering vacant posts and pressure on the unaccompanied asylum seeking children budget.
- **Customer and Support Group** - the projected overspend of £0.500m represents 2.3 per cent of the total Delivery Unit budget (£22.090m). The projected overspend is due to additional security costs and reduced income.

1.14.4 Recovery plans for forecast in-year overspends are monitored by Performance and Contract Management Committee through the year.

1.14.5 Pressures identified in 2016/17 have been built into the MTFS, these are as outlined in paragraph 1.4.10.

1.14.6 Specific risks in the MTFS takes the pressures above into consideration, however relevant Directors will need to ensure existing overspends are being addressed in order to ensure delivery of future savings proposals are not at risk.

1.14.7 **Capital Budget** - the 'variance from approved budget' column is a net figure based on movements to and from budget allocated to future financial years, and additions and deletions to the capital programme.

1.14.8 The principal variances from the capital budget and reasons for these are as follows:

- **Adults and Communities** capital programme shows a variance from budget of £0.341m. This is due to a transfer from the IT Strategy project in Commissioning.
- **Commissioning Group** forecast includes the IT Strategy budget transfer to Adults (£0.341m), slippage in relation to the Depot relocation (£8.000m), community centre build (£2.000m) where the procurement phase has taken longer than expected and the Sports and Physical Activity project where a longer design phase than planned has delayed the start of the build from the original January date (£5.717m).

- **Education and Skills** forecast includes slippage of £31.376m, mainly as a result of school build and expansion funding being re-profiled into future years.
- **Family Services** capital programme is forecasting slippage of £4.139m. This is largely due to slippage on the implementation of the Library Strategy where work has started but not anticipated to complete until 2017/18, Residential and Fostering expansions that will not take place in this financial year.
- **Housing Needs and Resources** programme has decreased by £5.056m. This is in relation to the development pipeline, which, in the proposed current budget being submitted to Policy and Resources in February, will form part of a consolidated budget for support to Open Door.
- **Re** delivery unit capital programme has decreased by £26.594m. This is due to deletions of £1.152m where various small projects are no longer going ahead and slippage of £25.442m. The slippage is largely due to Brent Cross land acquisitions now not taking place in 2016/17 (£14.351m) and delays to the schedule for the investment in roads and pavements and carriageways resulting in the re-profiling of the budget (£8.932m).
- **HRA** forecast shows an addition of £0.313m for the New Affordable Homes project where section 278 costs are higher than expected and slippage of £0.885m. The slippage relates to Moreton Close where delays in the appointment of a contractor have extended this project further into 2017/18.

Transfers to reflect budget changes

1.14.9 Insurance budgets in 2016/17 need to be re-aligned across all delivery units to capture the total cost of running the service. This virement will be on a one-off basis as per the following table:

Service Area	£
Adults and Communities	(6,210)
Assurance	(7,710)
Births Deaths & Marriages	(1,640)
Children's Education & Skills	2,840
Children's Family Services	(40,540)
Commissioning	14,810
Customer Support Group	(47,270)
Housing Needs Resources	(430)
Regional Enterprise	(4,410)
Streetscene	75,520
Central Expenses	15,040
Grand Total	0

1.14.10 **Other Transfers** – at the start of the year some budgets are held in contingency and allocated to cover pressures or other events during the year. The funding for the 0-25 service has been held in both Adult services and contingency and now requires to be transferred to Family Services. The tables below show the movements of budget required. This is not additional funding.

'0-25' 2016/17 and ongoing	£
Tranche 1 clients	2,284,430
Transitions team – net	182,210
Total transfer from Adults to Family services	2,466,640
Tranche 1 clients - transfer from contingency to Family Services	1,370,000
Total budget transfer for Tranche 1	3,836,640
Transfer from Adults	(2,466,460)
Transfer from Contingency	(1,370,000)
Grand total	0

Adults 2016/17 and ongoing	£
Transfer to Adults from contingency in 2016/17 to cover MTFs savings	300,000
Transfer from contingency	(300,000)
Grand total	0

'0-25' 2017/18 and ongoing	£
Tranche 2 clients	915,260
Staffing	67,880
Total budget transfer for Tranche 2 to Family Services)	983,140
Transfer from Adults	(983,140)
Grand total	0

Debt Write off

1.14.11 The council has a duty to pursue all debt owed to it. The debt management policy has been reviewed and amended to cover all aspects of debt due to the council and this is included as Appendix L1. No matter how good the recovery procedures are, inevitably there is debt which has to be written off. It should be noted that although debt is written off for the purposes of the council's accounting, if there is an opportunity to pursue this debt at a later stage it will be undertaken. The following write offs over £5k, be referred to Full Council. The full detail is included in Appendix L2 (not included);

- Sundry Debt write offs totalling £0.049m
- Council Tax write offs totalling £0.046m
- Non-Domestic Rates write offs totalling £3.140m

- Housing write offs totalling £0.179m
- 1.14.12 Council tax – one of the debts relates to bankruptcy and the remainder are in respect of closed accounts of which most are in respect of debtors who have absconded, including some who are known to be abroad.
- 1.14.13 Non domestic rates - all the debts are in respect of closed accounts. Most are in respect of debtors who have become insolvent or absconded, including some who are known to be abroad. Other debts are either limited companies that have been dissolved or wound up, or companies registered abroad.

1.15 Transformation Programme

- 1.15.1 Delivery of the outcomes set through the Corporate Plan and the savings required by the MTFS will continue to be achieved by the transformation programme, established in December 2014. At the heart of this approach is an invest-to-save model, aiming to achieve cumulative benefits of £167m by 2020.
- 1.15.2 This transformation programme has been delivering since 2015 and by March 2017 financial year it will have delivered £17.65m in savings.
- 1.15.3 The Council has delivered a range of improvements through the transformation programme, which are set out in Appendix J (not included):
- 1.15.4 The transformation programme will continue to be a key mechanism for delivering the Council's MTFS savings and wider desired outcomes, providing the additional skilled capacity and delivery arrangements, beyond current business as usual operations, which will be required. In total, the programme aims to achieve £62.5m budget savings. Cumulatively this would mean £167m of savings delivered by March 2020. Progress of the programme is reported to the Performance and Contract Management Committee each quarter to oversee delivery of the financial benefits.

2. REASONS FOR RECOMMENDATIONS

- 2.1 The council is legally obliged to set a budget each year which must balance service expenditure against available resources. It is also a key element of effective financial management for the council to put together a financial forward plan to ensure that it is well placed to meet future challenges, particularly in the context of cuts to local authority funding, demographic increases and legislative changes.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 This report sets out a range of options across the council's remit to meet the budget challenge. This includes proposals for workforce savings, as well as generating income. Alternatives to this could include more significant cuts to services the council provides, but these are not included in this report.

4 POST DECISION IMPLEMENTATION

- 4.1 Following approval of these recommendations, these budget proposals and council tax requirement will be considered by Council on 7 March 2017.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The Council's Corporate Plan for 2015-20 sets the vision and strategy for the next five years based on the core principles of **fairness, responsibility** and **opportunity**, to make sure Barnet is a place:

- Of opportunity, where people can further their quality of life;
- Where people are helped to help themselves, recognising that prevention is better than cure;
- Where responsibility is shared, fairly; and
- Where services are delivered efficiently to get value for money for the taxpayer.

5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)

- 5.2.1 The revenue budget proposals will enable the council to meet its savings target as set out in the MTFs. These budgets will be formally agreed each year, after appropriate consultation and equality impact assessments, as part of the council budget setting process. For this reason, the proposals are subject to change annually.

- 5.2.2 A number of budget saving proposals are expected to result in a reduction in posts in the organisation. As the detail is worked up, these proposals will be considered by the General Functions Committee, in line with the council's human resources regulations. The current estimate on posts affected is shown below:

Delivery Unit	Full Time Equivalents (FTE)
Adults and Communities	5
Family Services	1
Street Scene	50
Commissioning Group	1
Total	57

5.3 Social Value

- 5.3.1 In taking forward the proposals due regard will be paid to the Social Value Act. The Social Value Act will be a useful tool in ensuring that our activities are embedded in prevention and early intervention. We will seek to look for added value that providers can bring in delivering our services, such as where apprenticeships are provided.

5.3.2 The Public Services (Social Value) Act 2013 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. Before commencing a procurement process, commissioners should think about whether the services they are going to buy, or the way they are going to buy them, could secure these benefits for their area or stakeholders.

5.4 Legal and Constitutional References

5.4.1 Section 151 of the Local Government Act 1972 states that: “without prejudice to section 111, every local authority shall make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs”. Section 111 of the Local Government Act 1972, relates to the subsidiary powers of local authorities.

5.4.2 Section 28 of the Local Government Act 2003 (the Act) imposes a statutory duty on a billing or major precepting authority to monitor, during the financial year, its income and expenditure against the budget calculations. If the monitoring establishes that the budgetary situation has deteriorated, the authority must take such action as it considers necessary to deal with the situation. Definition as to whether there is deterioration in an authority’s financial position is set out in sub-section 28(4) of the Act.

5.4.3 All proposals emerging from the review of the budget setting process must be considered in terms of the council’s legal powers and obligations, including its overarching statutory duties such as the Public Sector Equality Duty.

5.4.4 Constitution Responsibilities for Functions Annex A sets out the terms of the Policy and Resources Committee, which include:

- To be the principal means by which advice on strategic policy and plans is given and co-ordinated on strategic issues such as the Council’s Capital and Revenue Budget setting, Medium Term Financial Strategy and ensuring effective Use of Resources and Value for Money.
- To be responsible for the overall strategic direction of the Council including strategic partnerships, Treasury Management Strategy and internal transformation programmes.
- To consider and take any necessary action on proposals for new legislation, Bills before Parliament, Acts of Parliament and other proceedings before Parliament affecting or likely to affect the interests of the Borough or its inhabitants generally, where not the specific concern of any other committee(s). The promotion of Bills and Provisional and Statutory Orders in Parliament shall be dealt with by the council.

5.4.5 As a matter of public law the duty to consult with regards to proposals to vary reduce or withdraw services will arise in 4 circumstance:

- Where there is a statutory requirement in the relevant legislative framework;
- Where the practice has been to consult or where a policy document states the council will consult then the council must comply with its own practice or policy;

- Exceptionally, where the matter is so important that there is a legitimate expectation of consultation; and
- Where consultation is required to complete an equalities impact assessment.

5.4.6 Regardless of whether the council has a duty to consult, if it chooses to consult, such consultation must be carried out fairly. In general, a consultation can only be considered as proper consultation if:

- Comments are genuinely invited at the formative stage;
- The consultation documents include sufficient reasons for the proposal to allow those being consulted to be properly informed and to give an informed response;
- There is adequate time given to the consultees to consider the proposals;
- There is a mechanism for feeding back the comments and those comments are conscientiously taken into account by the decision maker / decision making body when making a final decision;
- The degree of specificity with which, in fairness, the public authority should conduct its consultation exercise may be influenced by the identity of those whom it is consulting; and
- The consultation is clear on the reasons why, and the extent to which alternatives and discarded options, have been considered.

5.4.7 Barnet Council is committed to involving residents, businesses and service users in shaping the borough and the services they receive. Consultation and engagement is one of the key ways the council interacts with and involves local communities and residents, providing them with opportunities to:

- Gain greater awareness and understanding of what the council does
- Voice their views and understand how they can get involved
- Feed in their views to the democratic decision making process.

5.4.8 There will be staff consultation about these proposals in compliance with s188 of the Trade Union & Labour Relations (Consolidation) Act 1992. The Council may be required to publish a statutory notice to the Secretary of State and undertake consultation should we reach the minimum thresholds for potential redundancies resulting from these proposals

5.4.9 Decision makers should have due regard to the Public Sector Equality Duty when making their decisions. If negative equality impacts are found then decision makers may decide to change their decisions after balancing all of the factors, including but not limited to equality considerations. The equalities duties are ongoing duties – they are not duties to secure a particular outcome. The equalities duties should be taken into account before a decision is made. It is important that decision makers have regard to the statutory requirements on them and make decisions in light of all available material. This will include the results of consultation and other comments that residents and organisations make on the proposals.

5.4.10 Full equality impact assessments have been prepared for the Policy and Resources Committee for those savings that will make up the budget for 2017/18 taking into account the results of the public consultation before the budget is referred to Council. Where proposals are at early stages then the

equality impact assessment will be completed prior to decisions being made. Council will set the budget envelope and the themed committees will work within it. There are contingencies within the budget so that if an unacceptable equalities impact is found then decision makers may make an alternative decision.

5.5 Risk Management

- 5.5.1 The Council has undertaken a review of its approach to risk management; an updated Risk Management Framework has been developed. This was approved by the Performance and Contract Monitoring Committee at its meeting on 15th November 2016 and the Corporate Risk Register forms a key part of the quarterly Performance Report, which is considered each quarter by that Committee.
- 5.5.2 The Council has taken steps to improve its risk management processes by integrating the management of financial and other risks facing the organisation.
- 5.5.3 The inability to deliver a balanced budget is one of the Council's key corporate risks. The proposals within this report are aimed at trying to mitigate this risk. The savings programme will be monitored robustly to ensure that Strategic Commissioning Board (SCB) and members are kept up to date with the progress.
- 5.5.4 The Council faces risks in relation to securing sufficient income and managing any overspend against its budget. This has been exacerbated by the recent local government finance settlement, which provided no extra funding to relieve growing demand pressures in relation to adult social care. This could lead to the Council missing its target for the Medium Term Financial Strategy, a reduction in its reserves, a negative impact on services, and resident dissatisfaction. It could also lead to potential failure of contracts, which are predicated on growth assumptions in the budget. Monitoring of the council's budget and reserves are undertaken in various forums, with Performance and Contract Monitoring Committee receiving quarterly reports on the state of the councils finances.
- 5.5.5 Other changes at the national level could further exacerbate this, such as reform of the Business Rate system.
- 5.5.6 The challenges set out in this report require fundamental change in the way Council services are delivered, which impacts on the human resources of the organisation and related policies and practices. This process will be managed in conjunction with Trade Unions and staff.
- 5.5.7 The future savings proposals are significantly challenging and dependent on a range of factors often outside of the control of the service and with longer lead in times. The achievement of savings predicated on reducing demand through improved preventative work and social work practice should lead to better outcomes. However the relationship between early intervention/prevention and reduced demand on social care is not always linear and is subject to a range of both controllable and uncontrollable variables. There is therefore a risk that the savings set out may not be deliverable as the Council must

always ensure that safeguarding of adults, children and young people remains paramount.

5.5.8 A key element of the Council's response to these risks is its major transformation programme, including Brent Cross, Mill Hill depot, relocation to offices in Colindale, Alternative Delivery Models for Street Scene and Adults and Communities, the Libraries programme, and Social Care Practice Improvement. The complex nature of these programmes means that there is also significant risk attached to them. This is controlled and mitigated through the leadership of Commissioning Directors, clear decision-making processes, the effective application of project management methodology, and robust governance (including member challenge).

5.5.9 The corporate risk register as at 2016/17 quarter 3, which will be considered by the Performance and Contract Monitoring Committee on 27 February 2017, is included in Appendix M.

5.6 Equalities and Diversity

5.6.1 The public sector equality duty is set out in s149 of the Equality Act 2010: A public authority must, in the exercise of its functions, have due regard to the need to:

- (a) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- (b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
- (c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- (a) Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
- (b) Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it; and
- (c) Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, the need to:

- (a) Tackle prejudice, and
- (b) Promote understanding.

Compliance with the duties in this section may involve treating some persons more favourably than others but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act. The relevant protected characteristics are:

- Age;
- Disability;
- Gender reassignment;
- Pregnancy and maternity;
- Race;
- Religion or belief;
- Sex; and
- Sexual orientation.

Equalities impact of budget and consultation

- 5.6.2 The Cumulative Equalities Impact Assessment (CEIA) is shown at Appendix H (not included) together with a diversity and cohesion data summary and theme committee savings templates which indicate the equalities impact of the budget savings proposals for 2017/18.
- 5.6.3 The CEIA reports the impact of budget savings proposals on the nine characteristics protected under the Equality Act 2010 and other groups who may be considered disadvantaged and/or vulnerable. This includes carers, unemployed people, families on low wage, and people with a particular disability such as a learning disability or a mental health condition, which might mean that our proposals will impact more heavily on them.
- 5.6.4 The demographic data shows continuing and increasing pressure and demand for our services especially for children and older people, as the borough continues to grow, change and become increasingly diverse in race, ethnicity and religion due to natural growth, regeneration and migration.
- 5.6.5 The CEIA shows that our savings proposals will result in many positive benefits for Barnet residents and businesses including the protected characteristics and other groups who may be disadvantaged. Each year, as theme committees work more strategically, in an inclusive and holistic manner, the CEIA shows relatively more positive impacts and relatively fewer negative impacts. However the following negative impacts have also been noted:
 - The adult social care fairer contributions policy will impact on better off older residents. The mitigation is that an affordability assessment will be carried out in each case.
 - People with mental health issues, older people, people in receipt of social care benefit, carers and some people with disabilities including learning difficulties will be affected by service changes to mental health support, floating support and grant funding changes to Chinese Mental health Association, Asian Women's Association, Community Focus and Inclusion Barnet. Mitigations include a changed service delivery model and

sustained communication with service users and service provider organisations.

- Government policy has resulted in people on in work and out of work benefits seeing those benefits frozen for four years until 2020.
- The impact of any increase in council tax increase is likely to impact disproportionately on those with low income.
- The mitigations for these negative impacts are outlined in the individual EIAs.

Budget Consultation

5.6.6 The CEIA has taken into account the public consultation of 2017/18 budget proposals, which was open for six and a half weeks, from 5 December 2016 to 19 January 2017. This resulted in 783 responses, 91¹ from the general public and 692 from Citizens Panel. Responses to the budget consultation are not showing any significant differences in response rates by protected characteristic.

5.7 Consultation and Engagement

Preliminary consultation

5.7.1 The Council has already undertaken a range of consultation and engagement activities to inform the Council's development of the Corporate Plan strategic priorities and five-year commissioning priorities and plans, along with indicative savings proposals to inform the Medium Term Financial Strategy (MTFS). The preliminary consultation was designed to:

- a. Inform the Priorities and Spending Review by gathering insight to explore where savings and income generation can be made across the Council
- b. Understand residents' views of Council priorities and valued services
- c. Gain an in-depth understanding of stakeholders' priorities and how they would want the council to approach the budget and allocation of resources over the next five years.

5.7.2 In 2015 formal consultation also took place on the Strategic Plan to 2020. The results of which were presented to Policy and Resources Committee in February 2015 and Full Council in March 2015, before signing off the final Strategic Plan and MTFS to 2020.

5.7.3 The Strategic Plan consultation was designed to consult on the combined package of the Corporate Plan; commissioning priorities; and budget to 2020.

The consultation aimed to:

- Create a stronger link between strategy, priorities and resources
- Place a stronger emphasis on commissioning as a driver of the business planning process
- Focus on how the council will use its resources to achieve its Commissioning Plans.

5.7.4 The table below outlines the phases of engagement to date:

¹ 10 responses were received prior to the 15 December 2016 Local Government Finance Settlement announcement and 81 received after the 15 December)

Phase	Date	Summary
Phase 1: Setting out the challenge	Summer 2013	The council forecast that its budget would reduce by a further £72m between 2016/17 and 2019/20, setting the scene for the PSR consultation
Phase 2: PSR consultation to inform development of options	October 2013 - June 2014	<ul style="list-style-type: none"> • Engagement through Citizens' Panel workshops which focused on stakeholder priorities and how they would want the Council to approach the Priorities and Spending Review • An open 'Call for Evidence' asking residents to feedback ideas on the future of public services in Barnet.
Phase 3: Engagement through Committees	Summer 2015	<ul style="list-style-type: none"> • Focus on developing commissioning priorities and MTFS proposals for each of the six committees • Engagement through Committee meetings and working groups.
Phase 4: Strategic Plan to 2020 Consultation	December 2014 - 2015	<ul style="list-style-type: none"> • A series of six workshops with a cross-section of residents recruited from the Citizens' Panel and Youth Board, plus two workshops with users² of council services. • An online survey.

The council has also conducted annual budget consultations each year as part of its business planning process.

Formal consultation on 2017/18 budget

- 5.7.5 Preliminary consultation and engagement has informed the development of the Council's 2017/18 budget proposals to be put forward for consultation.
- 5.7.6 The general budget consultation began after Policy and Resources Committee on 5 December 2016 and concluded on 19 February 2017.
- 5.7.7 The following paragraphs set out the headline findings from the general budget consultation 2017/18 which will be presented to Full Council on 7 March 2017. The detailed findings can be found in Appendix G (not included).

General consultation on 2017/18 budget

Method

- 5.7.8 The 2017/18 general budget consultation asked for views on:

² One "service user" workshop was for a cross-section of residents who are users of non-universal services from across the Council. The second workshop was for adults with learning disabilities.

- Options for Council Tax increases next year;
- The overall budget and the saving proposals;
- The budget and savings proposals within each theme committee.

5.7.9 The general public consultation was published on Engage Barnet with detailed background information about the Council's budget setting process and the financial challenges the Council faces.

- Respondents' views were gathered via online questionnaire. Paper copies and an easy-read version of the consultation were also made available on request;
- As part of the Council's statutory duty to consult with National Non Domestic Rate (NNDR) payers, letters were sent out to all the Council's NNDR payers inviting them to take part in the consultation;
- The consultation was widely promoted via the Council's residents' magazine, Barnet First; Barnet Online; local press; Twitter; Facebook; and posters in libraries and other public places;
- Super-users, i.e. users of non-universal services, were also invited to take part in the consultation through Community Barnet; Communities Together Network, Youth Board, and Delivery Unit newsletters/circulars and super user mailing lists;
- A separate questionnaire was sent to the Citizens' Panel³ to ensure the views of a representative sample of the borough's population were captured on the different options for Council Tax increases in 2017/18.

5.7.10 However, on 15 December 2016, during the consultation period, the Local Government Finance Settlement for 2017/18 was announced. Within this settlement the Government set out proposals to provide councils with additional flexibility to increase the social care precept by a further 1% for 2017/18 on top of the existing 2% social care precept flexibility. Councils therefore now have the flexibility to increase the precept by up to 3% in 2017/18.

When the announcement was made, the public consultation had already been launched and had received 10⁴ completed responses. In order to gather views on the new announcement:

- The public consultation was updated with additional questions to reflect the Government's additional social care precept flexibility;
- The Citizens' Panel questionnaire had not been mailed out when the announcement was made; the additional questions were therefore added to the Citizens' Panel questionnaires in time for the Citizens' Panel mail out.

³ The Citizens' Panel is currently made up of 2,056 Barnet residents, selected to be representative of the adult population of the borough in terms of ward, age, gender, ethnicity, housing tenure, faith and disability

⁴ There was 1 online questionnaire where the respondent skipped all the questions. This has now been removed from the data set.

5.7.11 As the new information could have impacted how residents responded to the public consultation, the findings prior to the 15 December 2016 announcement and the findings to the updated public consultation after 15 December 2016 have been reported on separately throughout this report.

Response to the consultation:

5.7.12 A total of 783 questionnaires have been completed:

- 10⁴ questionnaires were completed by the general public consultation prior to the Government's announcement on 15 December;
- 81 questionnaires were completed by the general public consultation after the Government's announcement on 15 December;
- 692 questionnaires were completed by the Citizens' Panel after the Government's announcement on 15 December.

The findings have been reported in order of the largest sample size: Citizens' Panel (692), the updated consultation after 15 December announcement (81), and then the consultation prior to the December announcement (10).

5.7.13 There were also four written responses which did not answer the questions included in the public consultation questionnaire. The written responses were from:

- One member of the general public (email response);
- Three businesses (one written letter and two email responses).

These responses have been reported on separately and further details are provided in Appendix G.

Response Profile

5.7.14 The Citizens' Panel response was weighted to ensure the achieved sample was representative of the borough's population. More information on the Citizens' Panel methodology can be found in Appendix G (not included).

5.7.15 Due to low completion rate of the diversity monitoring questions to the general public consultations, the response cannot be compared to the borough's population in its entirety and it is therefore difficult to say how representative it was of the borough's population.

5.7.16 It is also important to note that the consultation methods differ and their findings cannot be reported in a single result. For this reason the findings have been reported on separately, so that comparisons can be made between the much larger representative sample from the Citizens' Panel and the open general public consultations. For more information on how the results have been reported and interpreted please refer to Appendix G (not included).

Key findings are summarised below:

Council Tax – views on options for Council Tax increase in 2017/18

5.7.17 The Citizens' Panel and the online general public consultations were asked their views on a series of options for Council Tax increases next year.

5.7.18 It should be noted that only those who respondents who either support or oppose the options for Council Tax next year have only been included in this summary report. The full findings of who answered 'neither agree or disagree' or 'don't know' can be found in Appendix G (not included).

5.7.19 Throughout the findings the base size may vary from question to question as respondents did not all provide a response to every question.

Social Care Precept Council Tax:

The proposal to apply a further 2% social care precept increase in 2017/18

5.7.20 Overall, the majority of both the Citizens' Panel members (65%), and the majority of general public respondents responding to the updated consultation after 15 December (62%, 50 out of 81 respondents), support the proposal to applying a further 2% social care precept next year.

5.7.21 There was a larger majority supporting this proposal by those responding to the general public consultation prior to the Government's announcement on 15 December. All 9 respondents who answered the question supported this proposal, with 8 out of 9 (89%) strongly supporting it.

Applying a full 3% social care precept increase to Council Tax bills in 2017/18

5.7.22 Half (48%) of the Citizens' Panel support applying the Government's new proposal that allows councils to apply a further 1% increase on social care precepts – 3% in total

5.7.23 41% of the Citizens' Panel opposes applying the Government's new proposal that allows councils to apply a further 1% increase on social care precept.

5.7.24 In terms of the updated public consultation after the 15 December 2016 announcement, nearly three fifths (58%, 44 out of 76 respondents) support a full 3% social care precept increase to Council Tax bills in Barnet next year, and 40% (30 out of 76) oppose the proposal.

5.7.25 This question was not asked of the general public consultation prior to the Government's announcement on 15 December.

General Council Tax

Applying an additional 1.99% increase to general Council Tax on top of the planned 2% social care precept in 2017/18

5.7.26 Just over a third of the Citizens' Panel (36%) support an additional increase on general Council Tax of 1.99% on top of the proposed 2% social care precept. Nearly three fifths (58%) of the panel oppose this increase.

5.7.27 Almost three fifths (57%, 41 out of 72 respondents) of those responding to the updated general public consultation after the Government announcement on 15 December 2016 support a 1.99% increase in the general Council Tax on top of the proposed 2% social care precept increase next year. Two fifths (41%, 29 out of 72 respondents) oppose this increase.

5.7.28 7 out of 8 respondents of those responding to the general budget consultation prior to the Government announcement on 15 December supported a 1.99% increase in the general Council Tax on top of the proposed 2% social care precept. 1 respondent opposed this increase.

Applying an additional 1.99% increase to general Council Tax on top of a 3% social care precept increase in 2017/18

5.7.29 A quarter (25%) of the Citizens Panel support a 1.99% increase in the general Council Tax on top of a 3% social care precept increase next year. Nearly two thirds (64%) oppose this type of increase.

5.7.30 Half (51%, 36 out of 71 respondents) of those responding to the updated general public consultation support a 1.99% increase in the general Council Tax on top of a 3% social care precept increase next year, and just under half of the sample oppose this increase (45%, 32 out of 71 respondents).

5.7.31 This question was not asked of the general public consultation prior to the Government's announcement on 15 December.

Type of reasons why respondents said they support or oppose these Council Tax increases

Reasons why respondents support a social care precept increase

5.7.32 The most frequently mentioned reasons for support of a social care precept increase was that respondents regard social care as being underfunded, followed by respondents indicating that they felt the increase seems acceptable/fair; recognition that we must support the elderly and the vulnerable; and recognition that we have an ageing population. Some also added the caveat that the money must be ring-fenced.

Reasons why respondents oppose a social care precept increase

5.7.33 The most frequently mentioned reasons why respondents oppose a social care precept was around affordability; there was also a particular reference to pensioners not being able to afford an increase.

5.7.34 Other frequently mentioned reasons were that Council Tax is already too high; that the council still needs to cut more waste, for example overheads and executive pay; that the Government should pay more; the effect of lower

increases should be monitored first; and funding for other services was needed.

Reasons why respondents support an additional 1.99% increase to general Council Tax on top of a 2% or 3% social care precept

5.7.35 The reasons why respondents support an additional 1.99% increase to general Council Tax on top of a social care precept were very similar to the reasons for the support of a social care precept.

5.7.36 The most frequently mentioned reason why respondents support an additional 1.99% increase to general Council Tax on top of the social care precept was again because respondents regard social care as being underfunded. Other frequently mentioned reasons include: it is an acceptable increase; recognition that there is a need to support the vulnerable; other services need an increase in funding; and we need to all accept responsibility and share the cost. Many respondents also mentioned they support but added the caveat they will need to see where the extra money is being spent.

Reasons why respondents oppose an additional 1.99% increase to general Council Tax on top of a 2% or 3% social care precept

5.7.37 Again the reasons why respondents oppose an additional 1.99% increase to general Council Tax on top of a social care precept were very similar to the reasons for opposing a social care precept.

5.7.38 The most frequently mentioned reasons why respondents oppose an additional 1.99% increase to general Council Tax on top of a social care precept was the increase was just too high and concerns about affordability; there was again a particular reference to pensioners not being able to afford an increase. Answers also included: the council still needs to cut more waste; and the need to monitor the effect of lower increases first.

Analysis of demographic sub-groups who are significantly more likely to support or oppose the different type of Council Tax increases

5.7.39 The demographics of the Citizens' Panel have been analysed to identify any sub-groups which have a statistically significant different response to the overall response. The sample sizes of the two public consultations are too small to draw any significant conclusions in terms of demographics.

In terms of the Citizens' Panel there are two main demographic sub-groups that stand out in regards to their responses:

5.7.40 The Hendon Constituency responses are statistically significantly different across each of the four options for Council Tax compared to the overall response. They are **less likely to support** the 2% and 3% social care precept increase. They are also **more likely to oppose** the proposed 2% social care precept plus 1.99% and **more likely to oppose** the proposed 3% social care precept plus 1.99%. To summarise, they were not supportive of any Council Tax increase.

5.7.41 Users of Housing Services are also more likely to oppose any increase in the social care precept or general Council Tax and less likely to support a further 2% social care precept.

5.7.42 There are also other demographic sub-groups whose responses are statistically significantly different from the overall response in terms of whether they support or oppose the different options for Council Tax increases next year. However the differences in these sub-groups did not appear across all four options. Full details can be found in Appendix G (not included).

Overall budget and savings for 2017/18 – online general public consultations only

5.7.43 The Citizens' Panel were not asked questions on the overall budget and saving proposals for 2017/18. These were only asked of the general public.

5.7.44 Respondents were asked if they had any comments to make on the overall budget, in particular on how the 2017/18 proposed savings have been allocated across the Theme Committees:

- 25 out of 81 respondents who took part in the updated public consultation after 15 December gave comments on the overall budget
- 1 out of 10 respondents who took part in the consultation prior to 15 December gave comments.

5.7.45 The four most frequently most mentioned comments were: concerns about a Council Tax increase and its affordability (6%, 5 out of 81 respondents); agreement that the balance across the themes and savings are reasonable (5%, 4 out of 81 respondents); concerns about the Library savings; and concerns about reduced spending on children and education (5%, 4 out of 81 respondents).

5.7.46 The 1 respondent who gave a comment to the consultation prior to 15 December did not mention the aforementioned, and instead felt the council should ensure they protect adult social care and children's social care.

Theme Committee savings proposals 2017/18 – online general public consultation only

5.7.47 The Citizens' Panel were also not asked the questions on the Theme Committee savings proposals for 2017/18. These were only asked of the general public consultation. Respondents were asked the following questions on the saving proposals within each Theme Committee for 2017/18:

- Do you have any comments to make about the savings being proposed within this committee's budget for 2017/18?
- Overall, to what extent do you agree or disagree with the savings that have been proposed within this committee's budget for 2017/18?
- If you disagree, please give reasons for your answer;
- If you disagree, do you have any alternative suggestions for where the council could make these savings or generate income?

5.7.48 This report provides the headline findings on the extent to which respondents agree or disagree with the savings proposed within each committee.

5.7.49 Detailed analysis on the other open-ended questions on each committee is provided in Appendix G (not included). Sample sizes are small for these particular questions but it is recommended that Commissioning Directors consider these responses in detail when implementing their savings.

Theme Committee	Consultation Findings ⁵
Policy and Resources	<p>Opinion was mixed on the savings proposals within this committee, with no clear majority agreeing or disagreeing. 32% (12 out of 37 respondents) responding to the updated general public consultation after 15 December agree with the savings proposals. 30% (11 out of 37 respondents) disagree, and the remainder neither agree nor disagree 22% (8 out of 37) or did not know 16% (6 out of 37).</p> <p>2 out of 6 of the general public consultation, prior to 15 December, agree with the savings proposals. 2 out of 6 disagree, and 2 out of 6 neither agree nor disagree.</p>
Adults and Safeguarding	<p>Slightly more respondents disagree rather than agree with the proposed savings within the Adults and Safeguarding Committee. 30% (7 out of 23 respondents) responding to the updated general public consultation, agree with the savings proposals within the Adults and Safeguarding Committee. 39% (9 out of 23 respondents) disagree, and the remainder neither agree nor disagree 26% (6 out of 23), or don't know 4% (1 out of 23).</p> <p>2 out of 4 of the general public consultation, prior to 15 December, agree with the savings proposals within the Adults and Safeguarding Committee and 2 out of 4 disagree.</p>
Children, Education, Libraries and Safeguarding	<p>Respondents are more likely to disagree with the proposed savings within the Children, Education, Libraries and Safeguarding Committee rather than agree. 23% (9 out of 40 respondents) responding to the updated general public consultation agree with these savings proposals. Half of respondents (50%, 20 out of 40 respondents) disagree. The remainder neither agree nor disagree 13% (5 out of 40) or don't</p>

⁵ Where percentages do not add up to 100 this is due to rounding.

Theme Committee	Consultation Findings ⁵
	<p>know 15% (6 out of 40).</p> <p>1 out of 7 responding to the general public consultation, prior to 15 December, agree with the savings proposals within the Children, Education, Libraries and Safeguarding Committee, 5 out of 7 disagree and 1 respondent neither agrees nor disagrees.</p>
Environment	<p>In Environment Committee, respondents are more likely to agree with the proposed savings rather than disagree. Half of respondents (50%, 18 out of 36 respondents), responding to the updated general public consultation, agree with the savings proposals within the Environment Committee compared to 33% (12 out of 36 respondents) who disagree. The remainder neither agree nor disagree (17%, 6 out of 36).</p> <p>4 out of 5, responding to the general public consultation, prior to 15 December, agree with the savings proposals within the Environment Committee and 1 out of 5 disagree.</p>
Assets, Regeneration and Growth	<p>As with Environment Committee, more respondents agree with the proposed savings within Assets, Regeneration and Growth than disagree. Just under half agree (48%, 10 out of 21 respondents), responding to the updated general public consultation, with these savings proposals. 38% (8 out of 21 respondents) disagree and the remainder neither agree nor disagree (14%, 3 out of 21).</p> <p>2 out of 3, responding to the general public consultation prior to 15 December, agree with the savings proposals within the Assets, Regeneration and Growth Committee and 1 out of 3 disagree.</p>
Community Leadership	<p>Opinion on Community Leadership Committee savings were slightly more mixed within this committee. Slightly more respondents agree with the proposed savings within this committee than disagree. 37% (7 out of 19 respondents) responding to the updated general public consultation agree with the savings proposals within this committee, whereas 27% (5 out of 19 respondents) disagree and 37% (7 out of 19 respondents) neither agree nor disagree.</p> <p>1 out of 2, responding to the general public</p>

Theme Committee	Consultation Findings ⁵
	consultation, prior to 15 December, agree with the savings proposals within the Community Leadership Committee, and 1 out of 2 neither agree nor disagree.
Housing	<p>More respondents disagree with the proposal not to make savings in this committee rather than agree. 35% (8 out of 23 respondents), responding to the updated general public consultation, agree with the decision not to make any savings in the Housing Committee. However half, (48%, 11 out of 23 respondents) disagree and 17% (4 out of 23 respondents) neither agree nor disagree.</p> <p>1 out of 2, responding to the general public consultation, prior to 15 December, agree with the decision not to make any savings within the Housing Committee, and 1 out of 2 disagree.</p>

5.8 Insight

- 5.8.1 The Adults and Safeguarding and Children's, Education, Libraries and Safeguarding proposals have been developed using the Joint Strategic Needs Assessment (JSNA) which outlines the current and projected needs of the borough's population.
- 5.8.2 All the proposals have used evidence of best practice and guidance (such as NICE guidance), where available and relevant, to develop their initiatives.

6. BACKGROUND PAPERS

COMMITTEE	ITEM & DECISION	LINK
Housing Committee 8 February 2017	Decision item 10 - Annual Review of Council Dwelling Rents and Service Charges for 2017/18	http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=699&MId=8630
Policy and Resources Committee 1 December 2016	Decision item 9 – Business Planning Medium Term Financial Strategy 2017 – 2020 and draft budget 2017/18	http://committeepapers.barnet.gov.uk/ieListDocuments.aspx?CId=692&MId=8731&Ver=4
Adults Theme Committee 10 November 2016	Decision item 11 – Business Planning	http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=698&MId=8674&Ver=4
Assets & Regeneration Theme	Decision item 7 – Business Planning	http://barnet.moderngov.co.uk/ieListDocuments.aspx

COMMITTEE	ITEM & DECISION	LINK
Committee 28 November 2016	2017/18 to 2019/20	x?CId=696&MId=9082&Ver=4
Children, Education & Libraries Theme Committee 17 November 2016	Decision item 9 – Business Planning	http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=697&MId=8687&Ver=4
Environment Theme Committee 8 November 2016	Decision item 9 – Business Planning	http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=695&MId=8591&Ver=4
Policy and Resources Committee 28 June 2016	Decision item 8 – Business Planning 2017 - 2020	http://committeepapers.barnet.gov.uk/ieListDocuments.aspx?CId=692&MId=8728&Ver=4
Policy and Resources Committee 16 February 2016	Decision item 7 – Business Planning 2016 - 2020	http://committeepapers.barnet.gov.uk/ieListDocuments.aspx?CId=692&MId=8351&Ver=4
Policy and Resources Committee 16 December 2015	Decision item 7 – Business Planning	http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=8349&Ver=4
Assets, Regeneration and Growth Committee 30 November 2015	Decision Item 15 – Business Planning	http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=8311&Ver=4
Children’s Education, Libraries and Safeguarding Committee 18 November 2015	Decision Item 8 – Annual Business Planning	http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=697&MId=8259&Ver=4
Adults & Safeguarding Committee 12 November 2015	Decision Item 7 – Business Planning 2016/17	http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=698&MId=8362&Ver=4
Environment Committee 10 November 2015	Decision Item 7 – Business Planning	http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=695&MId=8334&Ver=4
Housing Committee 19 October 2015	Decision Item 11 – Housing Revenue Account (HRA) Business Plan	http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=699&MId=8268&Ver=4
Policy and Resources Committee 9 July 2015	Decision Item 10 - Business Planning – 2015/16- 2019/20	http://barnet.moderngov.co.uk/documents/s24390/Finance%20and%20Business%20Planning%20Medium

COMMITTEE	ITEM & DECISION	LINK
		m%20Term%20Financial%20Strategy%20201617%20to%20201920.pdf

Medium Term Financial Strategy	2017/18	2018/19	2019/20
	£000	£000	£000
Budget brought forward	283,451	271,567	259,817
Statutory/cost drivers			
Inflation (pay)	1,108	1,119	1,130
Inflation (non-pay)	3,376	3,443	3,512
Capital financing costs	0	1,000	2,500
Public Health	(445)	(874)	(837)
Statutory/cost drivers sub-total	4,039	4,688	6,305
Contingency - general risks	(746)	(725)	3,844
North London Waste Authority (NLWA) levy	0	758	1,035
Proposed Pressures (as per para 1.4.10 of main report)	8,564	472	3,686
Care for the elderly funded by specific grant	1,453		
Care for the elderly funded by social care precept	4,676	2,187	2,640
Education services funded by DSG (delegated by Schools Forum)	(798)		
Concessionary Fares	255	292	346
Central Expenses sub-total	13,404	2,984	11,551
Balances to/(from) reserves			
Specific reserves contribution 2015/16 NHB			
Specific reserves contribution 2016/17 NHB	(10,735)		
Specific reserves contribution 2017/18 NHB	8,903	(8,903)	
Specific reserves contribution 2018/19 NHB		6,233	(6,233)
Specific reserves contribution 2019/20 NHB			5,900
Specific reserves contribution 2017/18	(7,669)	7,669	
Specific reserves contribution 2018/19		(7,745)	7,745
Specific reserves contribution 2019/20			(9,950)
Reserves sub-total	(9,501)	(2,746)	(2,538)
Total expenditure	291,392	276,493	275,134
New Formula Grant Funding			
Business Rates	36,484	37,658	38,999
Business Rates - Top up	18,362	18,953	19,627
Revenue Support Grant (RSG)	23,413	14,865	6,182
New Formula grant sub-total	78,259	71,476	64,808
Council Tax			
Council Tax Income (excluding ARG savings)	146,450	148,450	150,637
Social Care precept 2016-17	2,571	2,571	2,571
Social Care precept 2017-18	4,676	4,676	4,676
Social Care precept 2018-19		2,187	2,187
Social Care precept 2019-20			2,640
Collection Fund contribution (CT)	3,000	-	-
Private Finance Initiative (PFI) credit	2,235	2,235	2,235
Education Services Transitional Grant	985	0	0
New Homes Bonus (NHB)	10,903	8,233	7,900
Housing and Council Tax Benefit Administration Grant	2,001	1,801	1,621
Public Health	17,609	16,735	15,898
Transitional Grant	1,426		
Adults Social Care Grant / iBCF	1,453	1,453	2,600
Other funding sub-total	193,309	188,341	192,965
Total Income from Grant and Council Tax	271,567	259,817	257,773
Budget Gap before savings & pressures	19,825	16,677	17,361
Proposed Savings	(19,825)	(16,677)	(17,361)
Budget Gap after savings	0	0	0

Appendix B1: Revenue Budget 2017/18			
	2016/2017		2017/2018
	Original Estimate	Current Estimate	Original Estimate
	£	£	£
<u>Council Services</u>			
Adults and Communities	85,566,270	86,801,533	87,140,941
Assurance	3,792,773	3,855,193	3,847,673
Births Deaths & Marriages	(60,820)	(60,820)	(60,820)
Central Expenses	51,381,147	41,963,237	52,723,188
Children's Education & Skills	6,939,683	7,081,553	6,524,813
Children's Family Services	46,480,663	54,880,765	52,444,980
Commissioning	19,287,520	20,185,641	20,562,941
Customer Support Group	22,119,555	22,090,555	21,160,935
HB LAW	2,011,397	2,011,397	2,011,397
Housing Needs Resources	4,975,749	5,559,749	5,559,749
Parking & Infrastructure	6,119,479	6,106,494	5,935,749
Public Health	18,544,000	18,055,000	17,610,000
Regional Enterprise	1,133,957	1,133,957	(824,393)
Streetscene	13,796,593	13,346,437	12,881,092
Special Parking Account	(8,052,445)	(8,042,170)	(10,321,365)
Additional Income from Council Tax	(2,253,000)	(2,253,000)	(6,863,000)
Total Service Expenditure	271,782,521	272,715,521	270,333,880

REVENUE BUDGET 2017/18

BUDGET	2016/2017 Original	2016/2017 Current	2017/2018 Original
	£	£	£
Total Service Expenditure	271,782,521	272,715,521	270,333,880
Contribution to / (from) Specific Reserves	10,735,156	10,735,136	1,234,000
NET EXPENDITURE	282,517,677	283,450,657	271,567,880
Other Grants	(38,829,000)	(39,761,980)	(36,612,000)
BUDGET REQUIREMENT	243,688,677	243,688,677	234,955,880
Business Rates Retention	(35,484,000)	(35,484,000)	(36,484,000)
Business rates top-up	(18,265,000)	(18,265,000)	(18,362,000)
BUSINESS RATES INCOME	(53,749,000)	(53,749,000)	(54,846,000)
RSG	(36,849,000)	(36,849,000)	(23,413,000)
Collection Fund Adjustments	(3,636,000)	(3,636,000)	(3,000,000)
Additional income from Council Tax	2,253,000	2,253,000	6,863,000
BARNET'S ELEMENT OF COUNCIL TAX REQUIREMENT	151,707,677	151,707,677	160,559,880
Greater London Authority - Precept	37,349,424	37,349,424	38,936,501
COUNCIL TAX REQUIREMENT	189,057,101	189,057,101	199,496,381
Components of the Council Tax (Band D)	2016/2017	2017/18	Increase
	£	£	
Mayors Office for Policing and Crime	202.11	206.13	1.99%
London Fire & Emergency Planning Authority	47.04	47.04	0.00%
Mayor, Administration, Transport for London, Olympic Games and Boroughs' Collection Fund balances.	26.85	26.85	0.00%
Greater London Authority	276.00	280.02	1.46%
London Borough of Barnet	1,121.07	1,154.70	3.00%
Total	1,397.07	1,434.72	2.69%

REVENUE BUDGET 2017/18

COUNCIL TAX SUMMARY

Council Tax Bands (based on property values @ 1 April 1991)		2016/17	2017/18	Tax Yield
[Up to £40,000]	Band A	£ 931.38	£ 956.48	£ 2,109,440
[Over £40,000 & up to £52,000]	Band B	1,086.61	1,115.89	6,398,167
[Over £52,000 & up to £68,000]	Band C	1,241.84	1,275.31	25,518,048
[Over £68,000 & up to £88,000]	<u>Band D</u>	<u>1,397.07</u>	<u>1,434.72</u>	40,437,515
[Over £88,000 & up to £120,000]	Band E	1,707.53	1,753.55	44,429,724
[Over £120,000 & up to £160,000]	Band F	2,017.99	2,072.37	35,130,505
[Over £160,000 & up to £320,000]	Band G	2,328.45	2,391.20	34,444,375
[Over £320,000]	Band H	2,794.14	2,869.44	11,028,607
				199,496,381

COUNCIL TAXBASE

Council Taxbase	2016/17	2017/18	Income
	Band D Equivalents	Band D Equivalents	
Total properties (per Valuation List)	168,206	169,714	243,492,069
Exemptions	(2,454)	(2,513)	(3,605,451)
Disabled reductions	(112)	(111)	(159,254)
Discounts (10%, 25% & 50%)	(28,938)	(28,258)	(40,542,318)
Adjustments	605	2,319	3,327,116
Aggregate Relevant Amounts	137,307	141,151	202,512,162
Non-Collection (1.5% both years)	(2,060)	(2,118)	(3,038,737)
Contributions in lieu from MoD	77	16	22,956
	135,324	139,049	199,496,381

Budget Summary and Forward Plan

Adults and Communities	2017/18 £	2018/19 £	2019/20 £
Base Budget Virements	85,566,270 1,295,593	87,140,941	82,286,941
<u>Efficiencies</u>	86,861,863	87,140,941	82,286,941
<p>A review of contracts was undertaken and those contracts that duplicated service provision, that were poor value for money due to low levels of activity or could be provided more efficiently have been identified.</p> <p>Proposals are being developed in relation to individual contracts (including contracts held with the voluntary and community sector, please see the separate paper titled 'Prevention and Early Support Services' from Adults and Safeguarding Committee 10 November https://barnet.moderngov.co.uk/ielist/Documents.aspx?CId=698&MIId=8674&Ver=4). The changes include commissioning different models of service delivery, choosing not to renew historic contracts, terminating contacts, improved contract management and negotiation of better rates for 2017/18.</p> <p>Further savings will be secured from our expenditure on supported living services for those with complex needs by putting in place an early intervention service that will stop people needing very high levels of care and by reducing the number of spot purchases outside of the contract rates.</p>	(762,000)	(791,000)	(681,000)

Adults and Communities	2017/18 £	2018/19 £	2019/20 £
<p>The Better Care Fund will continue into future years and evidence from other parts of the UK indicates that efficiencies can be delivered across health and social care by using social and community care instead of hospital care. This saving is assumed on the following basis: increased joint commissioning and budget pooling with the NHS on a larger scale to deliver savings across the system, with the local authority receiving a proportionate share of the efficiencies achieved.</p> <p>A workforce restructure was implemented in 2016/17. The proposals included reviewing management roles, skills mix (i.e. reducing qualified social workers and having more unqualified social workers) and back office efficiencies. The saving in 2017/18 is the full year impact of the saving.</p> <p>The saving in 2019/20 is anticipated from the implementation of a new IT case management system.</p>	(400,000)		(727,000)

Adults and Communities	2017/18 £	2018/19 £	2019/20 £
<p>A revised business case for an alternative delivery vehicle (ADV) was agreed by the Adults and Safeguarding Committee on 19th September. It was agreed by Committee that further work be undertaken to establish a revised business case including detailed proposals for a shared service with the NHS (Option B). The vision for the shared service option is based on creating an integrated, single health and social care pathway providing a seamless care journey for service users and patients. The potential for savings from the shared service option are based on aligning commissioning plans between the local authority and the NHS, as well as generating efficiencies through economies of scale / removing duplicate management capacity for a shared organisation (e.g. reduced senior management costs or A&C, as well as reduced management overheads for functions such as Finance, Performance and Communications).</p> <p>The savings will be secured through a four year programme of changes to the range of services individuals are offered and help them progress towards independence, more efficient use of building and some reductions in the price of care. None of the current services will close and any changes to individual packages will be agreed with individuals, families and carers. The Adults and Safeguarding Board took a report on the proposed savings in June (https://barnet.moderngov.co.uk/documents/s32576/Your%20Choice%20Barnet%20Agreement%20-%20FINAL.pdf). Paragraphs 3.1 – 3.20 detail the areas the savings will come from over the next four years and paragraphs 9.4 to 9.9 provide further details on the methods being used.</p>	(283,000)	(654,000)	(654,000)
	(1,445,000)	(1,788,000)	(2,871,000)

Adults and Communities	2017/18 £	2018/19 £	2019/20 £
<u>Service Reductions</u>	0	0	0
<p data-bbox="368 1848 400 2094"><u>Service Redesign</u></p> <p data-bbox="405 1016 647 1924">Integrated Care for frail elderly/over 50 years with long-term conditions. The proposal to develop a 5 tier model to support the development of an integrated health and social care system for older frail people was agreed at the Health and Wellbeing Board in March 2014 and has formed the key element of the Council and CCG's national Better Care Fund plan. Saving is modelled on the impact of reducing demand on acute and residential care by working to reduce unplanned care.</p> <p data-bbox="684 987 887 1924">Increased use of assistive technology (e.g. sensors, alarms, monitoring systems) both in individuals' homes and in residential and nursing care, is expected to lead to a reduction in care package costs (e.g. reduction in requirement for waking/sleeping nights). The Council is currently procuring a partner to co-develop and implement this approach from April 2017.</p>	(385,000)	(300,000)	(470,000)
	(885,000)	(800,000)	(470,000)

Adults and Communities	2017/18 £	2018/19 £	2019/20 £
<p><u>Reducing Demand, Promoting Independence</u></p> <p>Continuation and further development of work to deliver savings through supporting older people in alternative ways, such as community support, instead of high cost care packages and residential placements. This will be applied to existing and new service users and will lead to increased use of universal services, enablement, telecare, equipment and direct payments which cost less than traditional home care and residential care. Eligible needs will therefore be met by a lower personal budget. The savings will be delivered by social workers incorporating elements in care and support plans which cost less than traditional care or that do not require Council funding. This might include support from volunteers and local clubs, for example.</p> <p>An intensive evidence-based model of support for carers of people with dementia, in order to increase carer sustainability, delay residential care and manage adult social care demand. The saving is modelled on 10 couples. The programme to deliver support to sustain carers of people with dementia to stay in their own homes has been developed internally.</p> <p>Generating general fund savings from providing specialist integrated housing for older people based on the provision of 52 flats with 50% high needs, 25% medium needs and 25% low needs. Saving is modelled on the difference between unit cost of residential care and extra care for 51 people.</p>	(350,000)	(350,000)	(91,000)
	(160,000)	(160,000)	(180,000)
		(465,000)	

Adults and Communities	2017/18 £	2018/19 £	2019/20 £
<p>Implement a 0-25 disabilities service that better brings together health, care and education to ensure that growth is enabled for young people with disabilities.</p> <p>This should reduce the cost to adult social care arising from lower care package costs for those transitioning at the age of 18 over this period than has been the case for past transitions cases. Thorough review of all young people currently placed in residential care and activity is underway to enable young people to move into more independent accommodation options, improving outcomes and reducing cost to the Adult Social Care budget. Savings from the new ways of working, designed to increase service user independence, are also expected.</p>	(350,000)	(150,000)	(100,000)
<p>Increasing choice in retirement and for younger disabled adults - investment in an increased advice and support service promoting adaptations and moving to a more suitable home. Savings are based on incremental impact of adaptation/move avoiding costs of enablement, increased homecare and residential care admission for c.20 adults.</p>	(80,000)	(170,000)	(170,000)
<p>Increase the number of personal assistants in Barnet to provide a larger scale alternative to the use of home care agencies. Service users directly employ the personal assistant and therefore are able to personalise and control their care and support to a very high level. Savings are based on lower unit costs than home care agencies but assume all PAs are paid the national Living Wage.</p>	(200,000)	(140,000)	

Adults and Communities	2017/18 £	2018/19 £	2019/20 £
<p>Review support packages and develop support plans to meet needs at a lower cost. This is likely to include the following:- Increase the supply and take-up of supported living and independent housing opportunities - Supporting transitions to the above for people currently in residential care- Ensure that the review and support planning process is more creative and cost effective- Ensure that this considers how technology can enable people with disabilities to live more independently.</p> <p>Work has taken place to identify and review service users currently in high cost residential placements who have been identified as suitable for more independent living. Social Workers will continue to work with these individuals to ensure they continue to have all their eligible needs met but can become more integrated into their local community and enjoy greater independence. The saving is modelled on lower cost support plans as community alternatives are used instead of high cost care.</p>	(450,000)	(350,000)	(300,000)
<p>The saving is also modelled on a small number of new build wheelchair housing units funded from HRA headroom. The saving is expected from a reduction in the cost of care package following review, preparation and transfer of individuals to more suitable placements, based on an average saving of £25K per year for high cost residential placements, and £10K per year for lower cost placements. Wheelchair accessible housing will be best suited to individuals with physical disabilities, or multiple disabilities and these are the primary cohort. Saving is modelled on people placed, saving the difference between care in one's own home and high cost residential placements.</p>	(500,000)	(250,000)	(250,000)
	(54,000)	(54,000)	(54,000)

Adults and Communities	2017/18 £	2018/19 £	2019/20 £
<p>Encourage use of Older people home share schemes (where older people make space in their properties available at no/reduced rent to younger people/ students in return for support with domestic tasks such as cooking, cleaning, shopping etc.). This will reduce reliance and requirement for home care and the cost of some care packages and is expected to have a positive impact on loneliness. Saving is based on a reducing the uptake of homecare hours for older people and stepping some users down. The saving will be £2k per year for each additional home sharing arrangement (120 homes). Saving will be delivered if home share scheme is targeted at those who would otherwise have those needs met by the Council. However, home share will also be developed as a preventative service in addition.</p> <p>Extra Care development of fully integrated service for older people to rent, offering a wide range of services as an alternative to more expensive residential care. 51 units. 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 the council.</p>		(72,000)	(102,000)
Income	(2,144,000)	(2,161,000)	(2,007,000)
<p>As part of the BCF pooled budget the council is expected to receive a minimum uplift, it is anticipated that at a minimum the council will receive an uplift of 130k in 17/18.</p> <p>Uplifting the current rates used to assess contributions to reflect the current cost of care. Remove a partial disregard on disability benefits. Changing the approach to personal allowances.</p>	(103,000)	(105,000)	
	(393,000)	(105,000)	0

Adults and Communities	2017/18 £	2018/19 £	2019/20 £
<u>Pressures</u>	4,676,218		
Social care Precept	1,453,000		
Adults Social Care grant expenditure	(983,140)		
<u>Transfers</u>			
Tranch 2 0-25 transfer to Children's	5,146,078	0	0
Budget	87,140,941	82,286,941	76,938,941

Adults and Communities

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Care Quality	4,736,000	4,437,771	3,675,231
Customer Care	334,275	253,687	253,637
Integrated care - LD & MH	40,587,214	37,892,951	35,971,933
Integrated care - OP & DP	35,609,356	38,672,026	41,945,537
Safeguarding	603,751	674,458	682,218
Social Care Management	411,845	735,588	741,233
Adults Social Care	82,282,441	82,666,481	83,269,789
Community Well-being	733,370	537,828	540,998
Customer Finance	719,079	842,271	839,611
Performance & Improvement	992,187	1,412,222	1,411,272
Prevention & Well Being	652,753	561,127	561,127
Community Well-being	3,097,389	3,353,448	3,353,008
Dir Adult Soc Serv & Health	186,440	781,604	518,144
Dir Adult Soc Serv & Health	186,440	781,604	518,144
Adults and Communities	85,566,270	86,801,533	87,140,941

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Employee Related	13,723,719	13,571,758	13,232,088
Premises Related	33,228	54,943	54,943
Secondary Recharges	25,623	37,813	37,813
Supplies/Services	8,785,509	5,730,304	5,950,424
Third Party Payments	75,232,599	93,665,565	94,810,073
Transfer Payments	14,372,999	945,996	515,196
Transport Related	1,279,389	1,144,591	1,144,591
Expenditure	113,453,066	115,150,970	115,745,128
Customer & Client Receipts	(10,872,765)	(11,650,365)	(11,940,355)
Government Grants	(2,199,643)	(1,658,474)	(1,658,474)
Other Grants, Reimbursements & Contributions	(14,814,388)	(15,040,598)	(15,005,358)
Income	(27,886,796)	(28,349,437)	(28,604,187)
Adults and Communities	85,566,270	86,801,533	87,140,941

Budget Summary and Forward Plan

Assurance	2017/18 £	2018/19 £	2019/20 £
Base Budget Virements	3,792,773 54,900	3,847,673	3,847,673
<u>Efficiencies</u>			
	0	0	0
<u>Service Reductions</u>			
	0	0	0
<u>Service Redesign</u>			
	0	0	0
<u>Reducing Demand, Promoting Independence</u>			
	0	0	0
<u>Income</u>			
	0	0	0
<u>Pressures</u>			
	0	0	0
Budget	3,847,673	3,847,673	3,847,673

Assurance

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Assurance Management	565,008	579,268	579,358
Assurance Management	565,008	579,268	579,358
Elections	348,195	356,820	357,505
Elections	348,195	356,820	357,505
Governance	2,143,500	2,164,730	2,158,330
Governance Total	2,143,500	2,164,730	2,158,330
Internal Audit & CAFT	736,070	754,375	752,480
Internal Audit & CAFT	736,070	754,375	752,480
Assurance	3,792,773	3,855,193	3,847,673

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Employee Related	3,488,303	3,510,843	3,503,323
Premises Related	520	1,520	1,520
Secondary Recharges	120,607	99,017	100,907
Supplies/Services	391,890	452,550	450,660
Transport Related	28,230	28,040	28,040
Expenditure	4,029,550	4,091,970	4,084,450
Customer & Client Receipts	(59,530)	(59,530)	(59,530)
Other Grants, Reimbursements & Contributions	(177,247)	(177,247)	(177,247)
Income	(236,777)	(236,777)	(236,777)
Assurance	3,792,773	3,855,193	3,847,673

Budget Summary and Forward Plan

	2017/18 £	2018/19 £	2019/20 £
Births Deaths & Marriages			
Base Budget	(60,820)	(60,820)	(60,820)
Virements			
<u>Efficiencies</u>	(60,820)	(60,820)	(60,820)
<u>Service Reductions</u>			
	0	0	0
<u>Service Redesign</u>			
	0	0	0
<u>Reducing Demand, Promoting Independence</u>			
	0	0	0
<u>Income</u>			
	0	0	0
<u>Pressures</u>			
	0	0	0
Budget	(60,820)	(60,820)	(60,820)

Births Deaths & Marriages

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Births Deaths & Marriages	(60,820)	(60,820)	(60,820)
Births Deaths & Marriages	(60,820)	(60,820)	(60,820)
Births Deaths & Marriages	(60,820)	(60,820)	(60,820)

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Employee Related	344,020	344,020	344,020
Premises Related	55,075	55,075	55,075
Secondary Recharges	1,590	1,590	1,590
Supplies/Services	37,865	37,865	37,865
Third Party Payments	1,020	1,020	1,020
Transport Related	1,000	1,000	1,000
Expenditure	440,570	440,570	440,570
Customer & Client Receipts	(501,390)	(501,390)	(501,390)
Income	(501,390)	(501,390)	(501,390)
Births Deaths & Marriages	(60,820)	(60,820)	(60,820)

Budget Summary and Forward Plan

Central Expenses	2017/18 £	2018/19 £	2019/20 £
Base Budget Virements	51,381,147 (9,300,100)	52,723,188	52,223,188
	42,081,047	52,723,188	52,223,188
<u>Efficiencies</u>			
<p>The Council sets aside a budget each year to fund future borrowing costs for additional capital expenditure. The council has an ambitious investment programme, however over recent years, the Council has not borrowed to fund additional capital expenditure and used cash balances instead. In addition, the interest rate on loans is currently less than 4%, leading to an annual saving. If future borrowing costs remain below 4%, then this saving should be deliverable.</p> <p>If interest rates increase, then the Council will be able to generate additional interest income on deposits, so this saving should still be achievable.</p>			
Reduction in Levies	(505,000)	(500,000)	(1,000,000)
Reduction in Corporate Subscriptions	(120,000)		
Reduction in External Audit fees	(30,000)		
	(1,155,000)	(500,000)	(1,000,000)

Central Expenses	2017/18 £	2018/19 £	2019/20 £
<u>Service Reductions</u>			
<u>Service Redesign</u>	0	0	0
<u>Reducing Demand, Promoting Independence</u>			
Reduction in grants budget for London Councils Grants Scheme	(304,000)		
	(304,000)	0	0
<u>Income</u>			
Increasing Council Tax Support payments to 20%	(456,000)		
	(456,000)	0	0
<u>Pressures</u>			
General Provision for Inflation	4,484,000		
Contingency	(746,000)		
Service / Demographic Pressures	8,564,141		
Increase in Concessionary fare	255,000		
	12,557,141	0	0
Budget	52,723,188	52,223,188	51,223,188

Central Expenses

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Capital Financing	19,259,670	17,279,670	16,779,670
Car Leasing	2,210	0	2,210
Central Contingency	7,876,506	438,596	12,402,547
Corporate Fees & Charges	263,940	263,940	233,940
Corporate Subscriptions	314,220	314,220	194,220
Early Retirement	3,577,321	3,577,321	3,577,321
Levies	19,242,250	19,242,250	18,688,250
Local Area Agreement	105,000	105,000	105,000
Miscellaneous Finance	740,030	742,240	740,030
Central Expenses Total	51,381,147	41,963,237	52,723,188
Central Expenses Total	51,381,147	41,963,237	52,723,188

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Capital Financing	28,401,416	18,983,506	30,447,457
Employee Related	2,871,491	2,871,491	2,871,491
Premises Related	740,400	740,400	740,400
Secondary Recharges	(191,230)	(191,230)	(191,230)
Supplies/Services	890,420	886,790	740,420
Third Party Payments	20,210,470	20,210,470	19,656,470
Transfer Payments	1,180	0	1,180
Transport Related	2,210	0	2,210
Expenditure Total	52,926,357	43,501,427	54,268,398
Customer & Client Receipts	176,040	183,060	176,040
Interest	(1,703,120)	(1,703,120)	(1,703,120)
Other Grants, Reimbursements & Contributions	(18,130)	(18,130)	(18,130)
Income Total	(1,545,210)	(1,538,190)	(1,545,210)
Central Expenses Total	51,381,147	41,963,237	52,723,188

Central Expenses (Levies)

Levies	Original Estimate 2016-17	Current Estimate 2016-17	Original Budget 2017-18
	£	£	£
<u>Other Establishments - Third part Payments</u>			
Environment Agency	320,730	320,730	320,730
Lea Valley Regional Park	428,350	428,350	378,350
London Pension Funds	707,000	707,000	607,000
Traffic Control Signals Unit	519,400	519,400	469,400
Concessionary Fares	16,145,280	16,145,280	16,095,280
	18,120,760	18,120,760	17,870,760
<u>Joint Authorities - Third Party Payments</u>			
Coroners Court	284,000	284,000	284,000
	284,000	284,000	284,000
<u>Other Local Authorities - Third Party</u>			
London Boroughs Grants	837,490	837,490	533,490
Total Levies	19,242,250	19,242,250	18,688,250

Budget Summary and Forward Plan

Children's Education & Skills	2017/18 £	2018/19 £	2019/20 £
Base Budget Virements	6,939,683 141,870	6,524,813	6,269,813
	7,081,553	6,524,813	6,269,813
<u>Efficiencies</u>			
	0	0	0
<u>Shared Service's Model</u> Contractual savings to be delivered as part of the strategic partnership with Cambridge Education to provide Education and Skills services.	(160,000)	(255,000)	(350,000)
	(160,000)	(255,000)	(350,000)
<u>Service Redesign</u>			
	0	0	0
<u>Reducing Demand, Promoting Independence</u>			
	0	0	0

Children's Education & Skills	2017/18 £	2018/19 £	2019/20 £
<u>Income</u>			
The strategic partnership with Cambridge Education for Education and Skills services in Barnet includes a contractual requirement for gainshare of profits from the trading of services externally.			(300,000)
The council's share of any surplus that is available through Gainshare will be allocated as savings achieved as a result of the growth in services. This saving target is over and above the agreed contractual savings.			
<u>Pressures</u>	0	0	(300,000)
CS DSG sub - SF de-delegation	(396,740)		
	(396,740)	0	0
<u>Budget</u>	6,524,813	6,269,813	5,619,813

Children's Education & Skills

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Education & Skills Management	6,939,683	7,081,553	6,524,813
Education Management Team	6,939,683	7,081,553	6,524,813
Edu Partnership & Commercial		0	0
School Improvement		0	0
SEND & Inclusion		0	0
Inclusion & Skills	0	0	0
Children's Education & Skills	6,939,683	7,081,553	6,524,813

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Employee Related		41,870	41,870
Supplies/Services	16,258,686	7,039,683	(396,740)
Third Party Payments		0	6,879,683
Expenditure	16,258,686	7,081,553	6,524,813
Customer & Client Receipts	(9,043,273)	0	
Government Grants	(107,090)	0	
Other Grants, Reimbursements & Contributions	(168,640)	0	
Income	(9,319,003)	0	0
Children's Education & Skills	6,939,683	7,081,553	6,524,813

Budget Summary and Forward Plan

Children's Families	2017/18 £	2018/19 £	2019/20 £
Base Budget Virements	46,480,663 8,477,177	52,444,980	50,075,980
	54,957,840	52,444,980	50,075,980
<u>Efficiencies</u>	(315,000)	(365,000)	(334,000)
	(315,000)	(365,000)	(334,000)
<u>Shared Service's Model</u>			(800,000)
<p>The Council will look at emerging best practice across the country to ensure the highest quality of purposeful social work and wider children's service, with a focus on targeted early intervention and prevention. Professionally lead by children's workers, the approach may include established practice models such as a not for profit charitable trust or a Community Interest Company. Early evidence suggests that these models, by focussing on effective practice, have achieved greater productivity and delivered efficiencies. The integration of the delivery of services with other local London Boroughs will also be considered.</p> <p>Government is proposing for all adoption agencies to move to a regional model of provision. Savings would come from regionalisation of adoption and integrating services across London.</p>		(150,000)	
	0	(150,000)	(800,000)

Children's Families	2017/18 £	2018/19 £	2019/20 £
<p>Service Redesign</p> <p>Savings through implementing an Early Years Review aimed at ensuring early years services function effectively in the face of limited resources. Use of public health grant to fund service levels above the statutory minimum (£1.5m), intervening early before needs escalate.</p> <p>Proposal to reconfigure Early Years, building on the locality model and further integrating services. The integration of services will include looking at different ways of delivering some elements of the Healthy Child Programme through Children's Centres. A review is being undertaken and papers will go to CELS in 2017.</p> <p>Implementing an alternative approach to providing library services by maintaining the size of the libraries network and increasing opening hours through the use of technology. £546k of this is income generated for Family Services through Estates Services.</p> <p>Following the implementation of the libraries review the implementation will be monitored to see if additional income over and above the present model is being delivered. If not alternative savings will need to be found.</p> <p>This saving was delivered in 16/17 through a contract negotiation.</p> <p>Proposal to remodel the Council's existing youth service, focusing resources on a more targeted service, and exploring opportunities to generate income. A Strategic Outline Case is going to CELS in November 16.</p>	<p>(375,000)</p> <p>(131,000)</p> <p>(1,501,000)</p> <p>(200,000)</p>	<p>(375,000)</p> <p>(160,000)</p> <p>(53,000)</p>	<p>(375,000)</p> <p>(549,000)</p> <p>(12,000)</p> <p>(573,000)</p> <p>(800,000)</p>
	(2,207,000)	(588,000)	(2,309,000)

Children's Families	2017/18 £	2018/19 £	2019/20 £
<p><u>Reducing Demand, Promoting Independence</u></p> <p>Reduce cost of placements for children in care by growing and strengthening the in-house foster care service; intervening early to prevent placement breakdown, transitioning placements from residential to foster care, and ensuring provision of high quality, competitively priced residential placements in appropriate locations. By 2019 Barnet will have one of the largest proportions of children in care placed with in-house foster carers in the country.</p> <p>Additional social care demand management. This will focus on considering new models for social care practice. These approaches include a focus on preventing periods of accommodation for children and preventing escalation of needs.</p>	(144,000)	(589,000)	(1,336,000)
	(144,000)	(589,000)	(1,336,000)
<p><u>Income</u></p> <p>Savings through appropriate allocation of education costs for joint placements for children under the age of 18.</p> <p>As a result of Government consultation there will be an opportunity to reduce spending in this area. Proposals to reduce spending on No Recourse to Public Funds will not affect any new asylum seeking families who are likely to receive support from the Government.</p> <p>The council will ensure that all eligible children with disabilities and other limiting conditions are receiving continuing care funding from the NHS to better meet their health and care needs.</p>	(250,000)	(250,000)	(250,000)
	(580,000)	(227,000)	(200,000)
	(830,000)	(677,000)	(250,000)

Children's Families	2017/18 £	2018/19 £	2019/20 £
<u>Pressures</u>			
<u>Transfers</u>			
Tranch 2 0-25 transfer to Children's	983,140		
	983,140	0	0
Budget	52,444,980	50,075,980	45,046,980

Children's Family Services

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
CSC 0-25	2,212,140	6,103,902	7,092,757
Intake and Assessment	2,531,985	3,067,635	3,076,025
Intervention and Planning	2,584,945	3,264,750	3,286,965
Permanence Trns & CorParenting	3,183,712	3,430,387	3,419,202
Placements	17,467,895	17,728,995	16,768,445
Safeguarding & Quality	1,787,250	2,125,215	2,125,920
Social Care Management	1,174,958	1,744,218	1,751,698
Children Social Care	30,942,885	37,465,102	37,521,012
Commissioning & Business Imp.	3,024,568	3,698,328	3,520,054
Early Years	2,764,784	3,841,000	3,352,134
Libraries & Comm.Engagemnt	5,425,825	5,648,685	4,142,175
Youth & Family Support	3,222,914	3,561,709	3,564,904
Early Intervention & Prevention	14,438,091	16,749,722	14,579,267
Family Services Management	1,099,687	665,941	344,701
Family Services Management	1,099,687	665,941	344,701
Children's Family Services	46,480,663	54,880,765	52,444,980

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Capital Financing	(343,490)	(248,900)	(248,900)
Employee Related	24,158,154	28,344,236	26,988,191
Premises Related	1,108,514	1,175,119	1,175,119
Secondary Recharges	66,960	67,220	67,220
Supplies/Services	4,348,115	4,582,661	4,417,341
Third Party Payments	13,906,510	17,527,332	17,581,152
Transfer Payments	5,578,290	6,078,290	6,078,290
Transport Related	501,380	480,269	480,269
Expenditure	49,324,433	58,006,227	56,538,682
Customer & Client Receipts	(1,284,600)	(1,448,686)	(1,448,686)
Government Grants	(511,660)	(511,660)	(511,660)
Other Grants, Reimbursements & Contributions	(1,047,510)	(1,165,116)	(2,133,356)
Income	(2,843,770)	(3,125,462)	(4,093,702)
Children's Family Services	46,480,663	54,880,765	52,444,980

Budget Summary and Forward Plan

Commissioning Group	2017/18 £	2018/19 £	2019/20 £
Base Budget Virements	19,287,520 1,609,061	20,562,941	19,773,941
	20,896,581	20,562,941	19,773,941
<p><u>Efficiencies</u></p> <p>This saving comes from Commissioning Group and Assurance contract spending, which include communications and engagement contracts, internal audit and insurance. This saving could be made either from keeping the costs of contracts stable, or through improved contract management and negotiation of better rates.</p> <p>A review of the current staffing structure in Commissioning Group and Assurance is expected to be undertaken in 2018. The aim of the review will be to ensure that the staffing structure is still fit for purpose to deliver the outcomes and corporate priorities expected. One of the aims of the review will also be to review if efficiencies can be found.</p> <p>There are a number of opportunities to share services with other local authorities. These services include health and safety, emergency planning, insurance, internal audit and governance. In practice, this saving would involve shared management of these functions between Barnet and another local authority. Similar arrangements are already in place with Harrow Council, Brent Council and other bodies in respect of legal services and public health. Options will be considered to ensure that this is deliverable before 2018.</p>	(46,000)	(45,000)	(44,000)
	(46,000)	(689,000)	(1,323,000)

Budget Summary and Forward Plan

Commissioning Group	2017/18 £	2018/19 £	2019/20 £
<u>Service Reductions</u>	0	0	0
<u>Service Redesign</u>	0	0	0
<u>Reducing Demand, Promoting Independence</u> Movement to menu pricing within the North London Waste Authority and waste disposal diversion projects: The current cost of waste disposal is based on a long-standing system where each Council pays an average price per tonne in proportion to its relative size. This payment is made two years in arrears. The introduction of menu pricing will see the Council pay a price per tonne specifically for the type and volume of waste sent for disposal within the year that the disposals occurs. This will incentivise Councils to minimise waste and will generate a saving based on Barnet sending less waste for disposal compared with other members of the North London Waste Authority. Future waste diversion savings are reliant on demand management projects, changes to collection services and the success of communications campaigns.	(50,000)	(100,000)	(300,000)
	0	0	0

Budget Summary and Forward Plan

Commissioning Group	2017/18 £	2018/19 £	2019/20 £
<u>Service Reform</u> Reduce expenditure associated with CCTV once the capital contribution towards investment has been paid off			(243,000)
<u>Shared Services Model</u>	0	0	(243,000)
<u>Income</u>	(50,000)	(100,000)	(786,000)
<u>Pressures</u>	0	0	0
CS DSG sub - SF de-delegation	(237,640)		
	(237,640)	0	0
Budget	20,562,941	19,773,941	17,664,941

Commissioning

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Commercial	1,049,180	902,045	901,430
Commercial & Customer	1,049,180	902,045	901,430
Finance	739,684	959,424	929,909
Information Management	879,623	920,623	878,453
Programme & Resources	810,270	816,585	819,535
Deputy Chief Operating Officer	2,429,577	2,696,632	2,627,897
Adults and Health	1,258,234	1,283,859	1,275,534
Children & Young people	443,391	560,625	255,971
Environment	12,048,945	12,842,985	13,429,748
Growth & Development	174,956	195,126	217,604
Strategic Commissioning	13,925,526	14,882,595	15,178,857
Strategic Commissioning Board	767,950	560,430	560,430
Strategic Commissioning Board	767,950	560,430	560,430
Commissioning Strategy	441,400	505,097	655,440
Communications	673,887	638,842	638,887
Strategy & Communications	1,115,287	1,143,939	1,294,327
TP-Adults		0	0
TP-Child's Family Services		0	0
Transformation Programme	0	0	0
Commissioning	19,287,520	20,185,641	20,562,941

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Expenditure			
Capital Financing	(42,514)	(57,514)	(57,514)
Employee Related	8,633,634	9,326,759	9,266,179
Premises Related	17,970	17,970	17,970
Secondary Recharges	(1,665,409)	(1,514,091)	(2,221,851)
Supplies/Services	12,597,577	12,819,848	13,186,828
Third Party Payments	2,779,688	1,244,678	2,764,298
Transfer Payments	258,000,000	258,000,000	258,000,000
Transport Related	18,190	15,260	15,260
Expenditure	280,339,136	279,852,910	280,971,170
Customer & Client Receipts	(1,265,650)	(1,285,293)	(544,223)
Government Grants	(256,099,206)	(257,862,595)	(256,099,206)
Interest	45,430	45,430	0
Other Grants, Reimbursements & Contributions	(3,732,190)	(564,811)	(3,764,800)
Income	(261,051,616)	(259,667,269)	(260,408,229)
Commissioning	19,287,520	20,185,641	20,562,941

Budget Summary and Forward Plan

Customer Support Group	2017/18 £	2018/19 £	2019/20 £
Base Budget	22,119,555	21,160,935	19,560,935
Virements	(29,000)		
	22,090,555	21,160,935	19,560,935
<u>Efficiencies</u>		(500,000)	(1,500,000)
<p>Moving from rented accommodation to new offices in Colindale will generate further savings from the civic buildings budget. There are plans to implement locality strategy which will result in further consolidation of council assets.</p> <p>The Customer Transformation Programme uses insight about customers and their experiences to design improvements to the council's existing customer services model. The strategy identifies a number of opportunities to make savings by directing customers away from face to face, increasing use of the Coventry contact centre, changing service standards and exploring possibilities for income generation.</p>		(500,000)	

Customer Support Group	2017/18 £	2018/19 £	2019/20 £
<p>The Council entered into the Customer & Support Group contract for customer and back office services in the autumn of 2013. This contract will deliver a total £125m saving over a 10 year period. This includes a reduction in the cost of back office services of £70m, or £7m per annum (average across the contract). The contract price has already been reduced and forms part of the Council's existing budget and Medium Term Financial Strategy. A further reduction as a result of the year 3 review of the contract is anticipated in 2017/18.</p> <p>The scope of the contract will then be kept under review to identify any further savings.</p>	(400,000)	(600,000)	(1,000,000)
	(400,000)	(1,600,000)	(2,500,000)
<u>Service Reductions</u>			
<u>Service Redesign</u>	0	0	0
<u>Reducing Demand, Promoting Independence</u>	0	0	0
	0	0	0

Customer Support Group	2017/18 £	2018/19 £	2019/20 £
<u>Income</u>			
Income to be generated through surplus space available in libraries.	(366,000)	0	(151,000)
<u>Pressures</u>			
	(366,000)	0	(151,000)
CS DSG sub - SF de-delegation	(163,620)		
	(163,620)	0	0
Budget	21,160,935	19,560,935	16,909,935

Customer Support Group

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
CSG Managed Budget	4,117,596	1,195,070	867,611
CSG Management Fee	18,001,959	20,895,485	20,293,324
Customer Support Group	22,119,555	22,090,555	21,160,935
Customer Support Group	22,119,555	22,090,555	21,160,935

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Premises Related	7,057,410	4,505,360	4,505,360
Secondary Recharges	197,140	(1,025,270)	(1,188,890)
Supplies/Services	22,285,513	29,120,195	28,681,654
Expenditure	29,540,063	32,600,285	31,998,124
Customer & Client Receipts	(6,126,488)	(9,215,710)	(9,543,169)
Government Grants	(422,830)	(422,830)	(422,830)
Other Grants, Reimbursements & Contributions	(871,190)	(871,190)	(871,190)
Income	(7,420,508)	(10,509,730)	(10,837,189)
Customer Support Group	22,119,555	22,090,555	21,160,935

Budget Summary and Forward Plan

HB Law	2017/18 £	2018/19 £	2019/20 £
Base Budget Virements	2,011,397	2,011,397	2,011,397
<u>Efficiencies</u>		2,011,397	2,011,397
<u>Service Reductions</u>	0	0	0
<u>Service Redesign</u>	0	0	0
<u>Reducing Demand, Promoting Independence</u>	0	0	0
<u>Income</u>	0	0	0
<u>Pressures</u>	0	0	0
Budget	2,011,397	2,011,397	2,011,397

HB LAW

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
HB Law	2,011,397	2,011,397	2,011,397
HB Law Total	2,011,397	2,011,397	2,011,397
HB LAW	2,011,397	2,011,397	2,011,397

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Supplies/Services	2,791,229	2,791,229	2,791,229
Expenditure	2,791,229	2,791,229	2,791,229
Customer & Client Receipts	(779,832)	(779,832)	(779,832)
Income	(779,832)	(779,832)	(779,832)
HB LAW	2,011,397	2,011,397	2,011,397

Budget Summary and Forward Plan

Housing Needs Resources	2017/18 £	2018/19 £	2019/20 £
Base Budget Virements	4,975,749 584,000	5,559,749	5,559,749
	5,559,749	5,559,749	5,559,749
<u>Efficiencies</u>			
	0	0	0
<u>Service Reductions</u>			
	0	0	0
<u>Service Redesign</u>			
	0	0	0
<u>Reducing Demand, Promoting Independence</u>			
	0	0	0
<u>Income</u>			
	0	0	0
<u>Pressures</u>			
	0	0	0
Budget	5,559,749	5,559,749	5,559,749

Housing Needs Resources

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Housing Needs Resources	4,975,749	5,559,749	5,559,749
Housing Needs Resources	4,975,749	5,559,749	5,559,749
Housing Needs Resources	4,975,749	5,559,749	5,559,749

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Employee Related	84,670	84,670	84,670
Secondary Recharges	140	140	140
Supplies/Services	3,485,097	3,485,097	3,485,097
Third Party Payments	17,635,900	25,659,072	18,219,900
Expenditure	21,205,807	29,228,979	21,789,807
Customer & Client Receipts	(15,741,808)	(23,180,980)	(15,741,808)
Other Grants, Reimbursements & Contributions	(488,250)	(488,250)	(488,250)
Income	(16,230,058)	(23,669,230)	(16,230,058)
Housing Needs Resources	4,975,749	5,559,749	5,559,749

Budget Summary and Forward Plan

Parking & Infrastructure	2017/18 £	2018/19 £	2019/20 £
Base Budget	6,119,479	5,935,749	5,785,749
Virements	(42,080)		
	6,077,399	5,935,749	5,785,749
<u>Efficiencies</u>		(150,000)	
<p>Re-procure the Parking Contract: The current contract for parking and enforcement services is due to expire in 2017. The decision to re-procure the service allows further cost savings to be identified through sharing services with partnering authorities, making contract management savings using varied specifications or through investing in modern IT systems.</p> <p>Review historic and current highways asset maintenance regime, categorise it between “emergency repair” (which would remain a revenue cost and not form part of this saving) and “investment in our asset”. Investment in our asset spending would be that which increases the life and /or enhances the usability of the asset. As such this money can be capitalised. Additionally further capital investment will be focused on permanent highway repair and repair of the highways infrastructure asset base that both prolongs the life of the asset and enhances the overall use of the public realm. This will reduce revenue expenditure</p>	(141,650)	141,650	
	(141,650)	(150,000)	141,650

Parking & Infrastructure	2017/18 £	2018/19 £	2019/20 £
<u>Service Reductions</u>			
	0	0	0
<u>Service Redesign</u>			
	0	0	0
<u>Reducing Demand, Promoting Independence</u>			
	0	0	0
<u>Income</u>			
	0	0	0
<u>Pressures</u>			
	0	0	0
Budget	5,935,749	5,785,749	5,927,399

Parking & Infrastructure

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Highway Inspection/Maintenance	353,727	421,317	255,397
Parking	(457,750)	(537,750)	(537,750)
Parking & Infrastructure	(104,023)	(116,433)	(282,353)
Special Parking Account	0	0	0
Special Parking Account	0	0	0
Street Lighting	6,223,502	6,222,927	6,218,102
Street Lighting	6,223,502	6,222,927	6,218,102
Parking & Infrastructure	6,119,479	6,106,494	5,935,749

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Capital Accounting Charges	8,052,445	8,042,170	10,321,365
Employee Related	1,291,169	1,768,459	1,730,169
Premises Related	192,260	192,260	192,260
Secondary Recharges	(140,097)	(140,097)	(203,667)
Supplies/Services	11,444,100	12,264,100	12,191,020
Transport Related	67,790	67,790	62,790
Expenditure	20,907,667	22,194,682	24,293,937
Customer & Client Receipts	(14,788,188)	(16,088,188)	(18,358,188)
Income	(14,788,188)	(16,088,188)	(18,358,188)
Parking & Infrastructure	6,119,479	6,106,494	5,935,749

Budget Summary and Forward Plan

Public Health	2017/18 £	2018/19 £	2019/20 £
Base Budget Virements	18,544,000 (489,000)	17,610,000	17,610,000
<u>Efficiencies</u>	18,055,000	17,610,000	17,610,000
<u>Service Reductions</u>	0	0	0
<u>Service Redesign</u>	0	0	0
<u>Reducing Demand, Promoting Independence</u>	0	0	0
<u>Income</u>	0	0	0
<u>Pressures</u>	0	0	0
Reduction in PH grant	(445,000)		
	(445,000)	0	0
Budget	17,610,000	17,610,000	17,610,000

Public Health

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Public Health	18,544,000	18,055,000	17,610,000
Public Health	18,544,000	18,055,000	17,610,000
Public Health	18,544,000	18,055,000	17,610,000

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Third Party Payments	18,544,000	18,055,000	17,610,000
Expenditure	18,544,000	18,055,000	17,610,000
Public Health	18,544,000	18,055,000	17,610,000

Budget Summary and Forward Plan

Regional Enterprise	2017/18 £	2018/19 £	2019/20 £
Base Budget Virements	1,133,957	(5,434,393)	(10,129,393)
<u>Efficiencies</u>	1,133,957	(5,434,393)	(10,129,393)
	0	0	0
<u>Service Reductions</u>	0	0	0
<u>Service Redesign</u> Review historic and current highways asset maintenance regime, categorise it between “emergency repair” (which would remain a revenue cost and not form part of this saving) and “investment in our asset”. Investment in our asset spending would be that which increases the life and /or enhances the usability of the asset. As such this money can be capitalised. Additionally further capital investment will be focused on permanent highway repair and repair of the highways infrastructure asset base that both prolongs the life of the asset and enhances the overall use of the public realm. This will reduce revenue expenditure	(1,958,350)		1,958,350
	(1,958,350)	0	1,958,350

Regional Enterprise	2017/18 £	2018/19 £	2019/20 £
<u>Reducing Demand, Promoting Independence</u>			
<u>Income</u>	0	0	0
Regeneration and development schemes across the borough are projecting an increase in Council Tax over the MTFS. This increase is above current baseline projections and can therefore be used to reduce savings targets for other theme committees. Possible introduction of a permit charges to reduce damage to footways. Permit would be issued when development is planned to allow skips and building material to cross the footway	(4,610,000)	(4,495,000)	(437,000)
<u>Pressures</u>	(4,610,000)	(4,695,000)	(437,000)
	0	0	0
<u>Budget</u>	(5,434,393)	(10,129,393)	(8,608,043)

Regional Enterprise

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Guaranteed Income	(14,661,463)	(15,581,075)	(14,661,463)
Re Managed Budgets	1,056,852	1,144,852	(901,498)
RE Projects	0	0	0
Re Managed Budgets	(13,604,611)	(14,436,223)	(15,562,961)
Management Fee	14,738,568	15,570,180	14,738,568
Re Management Fee	14,738,568	15,570,180	14,738,568
Regional Enterprise	1,133,957	1,133,957	(824,393)
Additional Income from Council Tax			(4,610,000)
Regional Enterprise Total			(5,434,393)
	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Capital Financing	(150,000)	(150,000)	(150,000)
Employee Related	910	910	910
Premises Related	5,810	5,810	5,810
Secondary Recharges	(2,336,960)	(2,336,960)	(2,336,960)
Supplies/Services	23,106,418	23,938,030	21,148,068
Expenditure	20,626,178	21,457,790	18,667,828
Customer & Client Receipts	(14,749,463)	(15,581,075)	(14,749,463)
Interim Budgets	(1,285,325)	(1,285,325)	(1,285,325)
Other Grants, Reimbursements & Contributions	(3,457,433)	(3,457,433)	(3,457,433)
Income	(19,492,221)	(20,323,833)	(19,492,221)
Regional Enterprise	1,133,957	1,133,957	(824,393)
Additional Income from Council Tax			(4,610,000)
Regional Enterprise Total			(5,434,393)

Budget Summary and Forward Plan

Streetscene	2017/18 £	2018/19 £	2019/20 £
Base Budget Virements	13,796,593 629,499	12,881,092	11,756,092
	14,426,092	12,881,092	11,756,092
<u>Efficiencies</u>	(345,000)		
<p>Service changes and Community Engagement Regarding Parks Services: Under this proposal the management of bowling greens would transfer from the council's responsibility to a range of locally-based community organisations, the delivery of annual bedding planting would either cease or transfer to "adopt a place" schemes. In addition, officers will look to return areas of parks and open spaces to "natural" areas and so reduce the level of maintenance as well as revising highway grass cutting frequencies and improving scheduling</p> <p>Increased Productivity and Reduction of Overheads: Restructure of the Street Scene business model - options may include a social enterprise, mutual, LATCO shared service or outsourcing for Waste, Recycling, Street Cleansing and Grounds Maintenance services. A decision about a future alternative model will be subject to a full detailed business case and options appraisals.</p>	(250,000)	(450,000)	

Streetscene	2017/18 £	2018/19 £	2019/20 £
<p>Review of Street Cleansing Services: Reduction in Street Cleansing by reducing overall number of operational teams. Detailed proposals will determine areas that might be suitable for reductions including :- Fly-tip frequencies, frequency of Deep Cleanse, extension of litter picking and monitoring intervals and Town Centre servicing. There will be a corresponding change to levels of supervision including utilising the latest technology to design better routes and monitor them more effectively. Officers will introduce an increased level of enforcement activity to reduce the need for street cleansing in areas of littering and fly tipping and greater use will be made of people serving community sentences.</p>	(600,000)		
<u>Service Reductions</u>	(1,195,000)	(450,000)	0
<u>Service Redesign</u>	0	0	0
<p>Following the specific site surveys for all green spaces in the Parks and Open spaces strategy 2016, we will review and look at changes to how we maintain all our greenspace and who maintains our greenspaces, especially those that are "low quality / low value". This could be as whole greenspaces or parts there within, and could included offering the spaces to local groups, planting as urban forests (mayor's air quality strategy), change to allotments (positive health benefits) etc.</p>		(50,000)	(150,000)
	0	(50,000)	(150,000)

Streetscene	2017/18 £	2018/19 £	2019/20 £
<p><u>Reducing Demand, Promoting Independence</u></p> <p>Revised waste offer to increase recycling: The planned ending of central Government support for weekly refuse collection will necessitate a revised waste collection offer to residents that will need to focus on the delivery of challenging recycling targets. The Council collects residual waste, recyclables, and food waste from all households. The proposal is for a comprehensive and targeted communications and engagement campaign which aims to change resident behaviours and drive up recycling rates in order to reduce collection and disposal costs. This includes making it easier to recycle food waste and compulsory recycling of dry and food waste; increasing recycling in flats by working with managing agents to identify the most suitable mix of containers and limiting the capacity for residual waste. The proposals will be supported by small scale pilot projects, incentive schemes and targeted communications projects. However it may become necessary to go to alternate weekly collection if recycling rates continue to plateau and/or the savings identified are not realised.</p> <p>Increased Productivity and Reduction of Overheads: Develop a range of alternative management models for parks and open spaces including trusts, management by friends groups and volunteers. Ensure that all costs are recovered from External Agencies such as Barnet Homes and ensure that suitable specifications are in place.</p>	(50,000)	(100,000)	(900,000)
	(50,000)	(100,000)	(1,000,000)

Streetscene	2017/18 £	2018/19 £	2019/20 £
<p><u>Income</u></p> <p>Invest in 3G Pitches (x3): This proposal will see the Council secure additional investment (in partnership with funding bodies such as The Football Foundation) in modern 3G sports pitches across the borough. The Council will benefit from a mechanism for sharing the additional income generated from new pitches with any delivery partner.</p> <p>Income generation from Non-Statutory Waste Services and Green Waste: A challenging income generation target across a range of chargeable services including but not limited to: additional collections, and the identification of new services where charging the user more in order to offset the impact of wider budget reductions is appropriate. To be delivered through a fundamental review of all transactional services e.g. development of the trade and commercial waste services including recycling and a review of commercial activity to identify new or improved income opportunities. Further work to be done with commercial waste to both obtain contracts and offer recycling services.</p>	(200,000)	(100,000)	(1,000,000)

Streetscene	2017/18 £	2018/19 £	2019/20 £
<p>Reduce Demand for Services through targeted enforcement and Education - increase the investment in enforcement and public communication activities to reduce the amount of fly tipping, littering and ASB - provides a reduction in overall operating costs and a small revenue stream above investment costs.</p> <p>Improve service Efficiencies to Reduce Growth Demand: Current budget forecasts include growth related to the new developments to waste collection and recycling service. Service efficiencies will be introduced to absorb additional work within the current workforce</p> <p>Advertising in Council Parks and Open space. There are no current plans for income generation through advertising within parks and open spaces, so a expansion into advertising in these areas will rolled out and suitable sites and types of advertising found.</p>	<p>(25,000)</p> <p>(75,000)</p>	<p>(25,000)</p> <p>(100,000)</p>	
<u>Pressures</u>	(300,000)	(525,000)	(1,000,000)
	0	0	0
Budget	12,881,092	11,756,092	9,606,092

Streetscene

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Business Improvement	264,227	333,975	326,755
Business Improvement	264,227	333,975	326,755
Transport	- 327,530	- 44,500	- 44,940
Contract Management	- 327,530	- 44,500	- 44,940
Green Spaces	4,329,682	4,343,350	3,955,500
Green Spaces	4,329,682	4,343,350	3,955,500
Street Cleansing	3,526,540	3,580,387	2835437
Parks, Street Cleaning & Groun	3,526,540	3,580,387	2,835,437
Street Scene Management	652,091	592,243	542,243
Street Scene Management	652,091	592,243	542,243
Recycling	1,021,398	364,237	364,237
Trade Waste	- 1,929,805	- 1,751,490	- 1,959,585
Waste	6,259,990	5,928,235	6,861,445
Waste & Recycling	5,351,583	4,540,982	5,266,097
Streetscene	13,796,593	13,346,437	12,881,092

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Employee Related	12,946,476	12,953,175	11,693,850
Premises Related	1,429,790	1,374,320	1,349,320
Secondary Recharges	- 6,762,343	- 7,041,673	- 7,041,693
Supplies/Services	2,879,977	2,678,847	2,113,847
Third Party Payments	3,925	-	-
Transport Related	9,625,438	9,618,438	9,482,438
Expenditure	20,123,263	19,583,107	17,597,762
Customer & Client Receipts	- 4,564,670	- 4,474,670	- 4,716,670
Government Grants	- 1,762,000	- 1,762,000	-
Income	- 6,326,670	- 6,236,670	- 4,716,670
Streetscene	13,796,593	13,346,437	12,881,092

Budget Summary and Forward Plan

Special Parking Account	2017/18 £	2018/19 £	2019/20 £
Base Budget	(8,052,445)	(10,321,365)	(10,561,365)
Virements	(1,998,920)		
	(10,051,365)	(10,321,365)	(10,561,365)
<u>Efficiencies</u>			
	0	0	0
<u>Service Reductions</u>			
	0	0	0
<u>Service Redesign</u>			
	0	0	0
<u>Reducing Demand, Promoting Independence</u>			
	0	0	0
<u>Income</u>			
Cost recovery from a full review of fees and charges across all Environmental Committee business areas. This will include making sure that all fees are collected.	(270,000)	(240,000)	(130,000)
	(270,000)	(240,000)	(130,000)
<u>Pressures</u>			
	0	0	0
Budget	(10,321,365)	(10,561,365)	(10,691,365)

Revenue Budget 2017-2018

Special Parking Account

	2016-2017		2016-2017		2017-2018	
	Original Estimate	£	Current Estimate	£	Original Estimate	£
Income						
Penalty Charge Notices - Including MTC	(6,635,010)		(9,915,010)		(10,915,010)	
Permits	(2,550,000)		(1,550,000)		(1,820,000)	
Pay & Display	(3,060,000)		(3,180,000)		(3,680,000)	
CCTV Bus lanes	(1,470,000)		(370,000)		(370,000)	
Total Income	(13,715,010)		(15,015,010)		(16,785,010)	
Operating Expenditure	5,662,565		6,972,840		6,463,645	
Net Operating Surplus	(8,052,445)		(8,042,170)		(10,321,365)	
Add Capital Expenditure / Debt Charge						
Net Expenditure in Year	(8,052,445)		(8,042,170)		(10,321,365)	
Balance brought forward	0		0		0	
Appropriation to General Fund	8,052,445		8,042,170		10,321,365	
Balance Carried Forward	0		0		0	

The SPA is a ringfenced statutory account covering the estimated impact of implementing On-Street Parking and Penalty Charge Notice enforcement, as required by the Road Traffic Act 1991.

Council on 4 November 1997 noted that the provision of further off-street parking places was unnecessary for the time being and that there was no further demand on the ringfenced account in respect of further off-street parking. Accordingly, The net projected surplus on the SPA is available for implementation of parking schemes and as a general support for public transport improvement projects that fall within the criteria set out in the Highways Act 1980.

HOUSING REVENUE ACCOUNT		
	2016/17	2017/18
	Original Budget	Original Budget
Income	£	£
Dwelling rents	(50,604,854)	(51,553,868)
Non-dwelling rents	(1,613,781)	(1,713,886)
Tenants Charges for services and facilities	(3,927,160)	(4,044,757)
Leaseholder Charges for Services and Facilities	(3,049,752)	(3,094,000)
Grants and other income	(1,274,486)	(167,238)
Total Income	(60,470,033)	(60,573,749)
Expenditure		
Repairs and Maintenance	7,701,000	7,485,519
Supervision and management		
General	14,503,736	13,948,050
Special	6,834,476	6,488,694
Rents, Rates, taxes and other charges	430,535	129,484
Depreciation and impairment of fixed assets	12,837,638	12,837,635
Contribution to Major Repairs Reserve	8,313,362	8,313,365
Impairment write off for HRA commercial properties	820,000	820,000
Debt Management Costs	7,413,628	7,413,627
Increase in bad debt provision	516,376	1,100,000
Total Expenditure	59,370,752	58,536,374
Net Cost of HRA Services	(1,099,281)	(2,037,375)
Interest and investment income	(147,200)	(147,200)
(Surplus) or deficit for the year on HRA services	(1,246,481)	(2,184,575)

Appendix B2: Revenue Budget 2017/18

<u>Council Theme Committee</u>	2016/2017		2017/2018	
	Original Estimate	Current Estimate	Original Estimate	Original Estimate
	£	£	£	£
Adults & Safeguarding Committee	86,824,504	88,085,392	88,416,475	
Assets, Regeneration & Growth	(256,656)	(5,547,922)	(5,648,392)	
Children, Education, Libraries & Safeguarding	53,863,737	54,402,098	56,087,844	
Community Leadership Committee	2,259,420	2,283,705	2,281,370	
Environment Committee	38,242,322	38,766,138	36,554,894	
Housing Committee	4,698,069	5,281,603	5,282,069	
Policy & Resources	77,912,570	81,684,677	86,933,985	
Public Health	18,544,000	18,055,000	17,610,000	
Special Parking Account	(8,052,445)	(8,042,170)	(10,321,365)	
Additional income from Council Tax	(2,253,000)	(2,253,000)	(6,863,000)	
Total	271,782,521	272,715,521	270,333,880	

REVENUE BUDGET 2017/18

BUDGET	2016/2017 Original	2016/2017 Current	2017/2018 Original
	£	£	£
Total Service Expenditure	271,782,521	272,715,521	270,333,880
Contribution to / (from) Specific Reserves	10,735,156	10,735,136	1,234,000
NET EXPENDITURE	282,517,677	283,450,657	271,567,880
Other Grants	(38,829,000)	(39,761,980)	(36,612,000)
BUDGET REQUIREMENT	243,688,677	243,688,677	234,955,880
Business Rates Retention	(35,484,000)	(35,484,000)	(36,484,000)
Business rates top-up	(18,265,000)	(18,265,000)	(18,362,000)
BUSINESS RATES INCOME	(53,749,000)	(53,749,000)	(54,846,000)
RSG	(36,849,000)	(36,849,000)	(23,413,000)
Collection Fund Adjustments	(3,636,000)	(3,636,000)	(3,000,000)
Additional income from Council Tax	2,253,000	2,253,000	6,863,000
BARNET'S ELEMENT OF COUNCIL TAX REQUIREMENT	151,707,677	151,707,677	160,559,880
Greater London Authority - Precept	37,349,424	37,349,424	38,936,501
COUNCIL TAX REQUIREMENT	189,057,101	189,057,101	199,496,381
Components of the Council Tax (Band D)	2016/2017	2017/18	Increase
	£	£	
Mayors Office for Policing and Crime	202.11	206.13	1.99%
London Fire & Emergency Planning Authority	47.04	47.04	0.00%
Mayor, Administration, Transport for London, Olympic Games and Boroughs' Collection Fund balances.	26.85	26.85	0.00%
Greater London Authority	276.00	280.02	1.46%
London Borough of Barnet	1,121.07	1,154.70	3.00%
Total	1,397.07	1,434.72	2.69%

REVENUE BUDGET 2017/18

COUNCIL TAX SUMMARY

Council Tax Bands (based on property values @ 1 April 1991)		2016/17	2017/18	Tax Yield
[Up to £40,000]	Band A	£ 931.38	£ 956.48	£ 2,109,440
[Over £40,000 & up to £52,000]	Band B	1,086.61	1,115.89	6,398,167
[Over £52,000 & up to £68,000]	Band C	1,241.84	1,275.31	25,518,048
[Over £68,000 & up to £88,000]	<u>Band D</u>	<u>1,397.07</u>	<u>1,434.72</u>	40,437,515
[Over £88,000 & up to £120,000]	Band E	1,707.53	1,753.55	44,429,724
[Over £120,000 & up to £160,000]	Band F	2,017.99	2,072.37	35,130,505
[Over £160,000 & up to £320,000]	Band G	2,328.45	2,391.20	34,444,375
[Over £320,000]	Band H	2,794.14	2,869.44	11,028,607
				199,496,381

COUNCIL TAXBASE

Council Taxbase	2016/17	2017/18	Income
	Band D Equivalents	Band D Equivalents	
Total properties (per Valuation List)	168,206	169,714	243,492,069
Exemptions	(2,454)	(2,513)	(3,605,451)
Disabled reductions	(112)	(111)	(159,254)
Discounts (10%, 25% & 50%)	(28,938)	(28,258)	(40,542,318)
Adjustments	605	2,319	3,327,116
Aggregate Relevant Amounts	137,307	141,151	202,512,162
Non-Collection (1.5% both years)	(2,060)	(2,118)	(3,038,737)
Contributions in lieu from MoD	77	16	22,956
	135,324	139,049	199,496,381

Budget Summary and Forward Plan

Adults & Safeguarding	2017/18 £	2018/19 £	2019/20 £
Base Budget	86,824,504	88,416,475	83,562,475
Virements	1,312,893		
	88,137,397	88,416,475	83,562,475
<u>Efficiencies</u>	(762,000)	(791,000)	(681,000)
<p>A review of contracts was undertaken and those contracts that duplicated service provision, that were poor value for money due to low levels of activity or could be provided more efficiently have been identified.</p> <p>Proposals are being developed in relation to individual contracts (including contracts held with the voluntary and community sector, please see the separate paper titled 'Prevention and Early Support Services' from Adults and Safeguarding Committee 10 November https://barnet.moderngov.co.uk/ie/ListDocuments.aspx?CId=698&MId=8674&Ver=4). The changes include commissioning different models of service delivery, choosing not to renew historic contracts, terminating contracts, improved contract management and negotiation of better rates for 2017/18.</p> <p>Further savings will be secured from our expenditure on supported living services for those with complex needs by putting in place an early intervention service that will stop people needing very high levels of care and by reducing the number of spot purchases outside of the contract rates.</p>			

Adults & Safeguarding	2017/18 £	2018/19 £	2019/20 £
<p>A workforce restructure was implemented in 2016/17. The proposals included reviewing management roles, skills mix (i.e. reducing qualified social workers and having more unqualified social workers) and back office efficiencies. The saving in 2017/18 is the full year impact of the saving.</p> <p>The saving in 2019/20 is anticipated from the implementation of a new IT case management system.</p> <p>A revised business case for an alternative delivery vehicle (ADV) was delivered to the Adults and Safeguarding Committee on 19th September. The recommendations agreed by Committee include removing the Public Service Mutual as an option for future delivery.</p> <p>It was agreed by Committee that further work be undertaken to establish a revised business case including detailed proposals for Option B - a shared service with the NHS.</p> <p>The potential for savings from the shared service option is based on generating efficiencies through economies of scale / removing duplicate management capacity for a shared organisation (e.g. reduced senior management costs or A&C, as well as reduced management overheads for functions such as Finance, Performance and Communications).</p>	(400,000)	(654,000)	(213,000)

Adults & Safeguarding	2017/18 £	2018/19 £	2019/20 £
<p>It is now known that the Better Care Fund will continue into 2016/17. Evidence from other parts of the UK indicates that efficiencies can be delivered across health and social care by using social and community care instead of hospital care. This saving is assumed on the following basis: increased joint commissioning and budget pooling with the NHS on a larger scale to deliver savings across the system, with the local authority receiving a proportionate share of the efficiencies achieved.</p>			(727,000)
<p>The savings will be secured through a four year programme of changes to the range of services individuals are offered and help them progress towards independence, more efficient use of building and some reductions in the price of care. None of the current services will close and any changes to individual packages will be agreed with individuals, families and carers. The Adults and Safeguarding Board took a report on the proposed savings in June (https://barnet.moderngov.co.uk/documents/s32576/Your%20Choice%20Barner%20Agreement%20-%20FINAL.pdf). Paragraphs 3.1 – 3.20 detail the areas the savings will come from over the next four years and paragraphs 9.4 to 9.9 provide further details on the methods being used.</p>	(283,000)	(343,000)	(596,000)
	(1,445,000)	(1,788,000)	(2,871,000)

Adults & Safeguarding	2017/18 £	2018/19 £	2019/20 £
<u>Service Reductions</u>	0	0	0
<p data-bbox="405 1850 437 2089"><u>Service Redesign</u></p> <p data-bbox="485 965 724 1924">Integrated Care for frail elderly/over 50 years with long-term conditions. The proposal to develop a 5 tier model to support the development of an integrated health and social care system for older frail people was agreed at the Health and Wellbeing Board in March 2014 and has formed the key element of the Council and CCG's national Better Care Fund plan. Saving is modelled on the impact of reducing demand on acute and residential care by working to reduce unplanned care.</p> <p data-bbox="788 965 995 1924">Increased use of assistive technology (e.g. sensors, alarms, monitoring systems) both in individuals homes and in residential and nursing care providers, is expected to lead to a reduction in care package costs (e.g. reduction in requirement for waking/sleeping nights). The Council is currently procuring a partner to co-develop and implement this approach from April 2017.</p>	(385,000)	(300,000)	(470,000)
	(885,000)	(800,000)	(470,000)

Adults & Safeguarding	2017/18 £	2018/19 £	2019/20 £
<p><u>Reducing Demand, Promoting Independence</u></p> <p>Continuation and further development of work to deliver savings through supporting older people in alternative ways, such as care in the community, instead of high cost care packages and residential placements. This will be applied to existing and new service users and will lead to increased use of universal services, enablement, telecare, equipment and direct payments which cost less than traditional home care and residential care. Eligible needs will therefore be met by a lower personal budget. The savings will be delivered by social workers incorporating elements in care and support plans which cost less than traditional care or that do not require Council funding. This might include support from volunteers, local clubs or local libraries, for example.</p> <p>An intensive evidence-based model of support for Barnet carers of people with dementia, in order to increase carer sustainability, delay residential care and manage adult social care demand. The saving is modelled on 10 couples. The programme to deliver support to sustain carers of people with dementia to stay in their own homes has been developed internally.</p> <p>Generating general fund savings from providing specialist integrated housing for older people based on the provision of 52 flats with 50% high needs, 25% medium needs and 25% low needs. Saving is modelled on the difference between unit cost of residential care and extra care for 51 people.</p>	(350,000)	(350,000)	(91,000)
	(160,000)	(160,000)	(180,000)
		(465,000)	

Adults & Safeguarding	2017/18 £	2018/19 £	2019/20 £
<p>Implement a 0-25 disabilities service that better brings together health, care and education to ensure that growth is enabled for young people with disabilities.</p> <p>This should reduce the cost to adult social care arising from lower care package costs for those transitioning at the age of 18 over this period than has been the case for past transitions cases. Thorough review of all young people currently placed in residential care and activity is underway to enable young people to move into more independent accommodation options, improving outcomes and reducing cost to the Adult Social Care Budget. Savings from the new ways of working, designed to increase service user independence, are also expected.</p>	(350,000)	(150,000)	(100,000)
<p>Increasing choice in retirement and for younger disabled adults - investment in an increased advice and support service promoting adaptations and moving to a more suitable home. Savings are based on incremental impact of adaptation/move avoiding costs of enablement, increased homecare and residential care admission for c.20 adults.</p>	(80,000)	(170,000)	(170,000)
<p>Increase the number of personal assistants in Barnet to provide a larger scale alternative to the use of home care agencies. Service users directly employ the personal assistant and therefore are able to personalise and control their care and support to a very high level. Savings are based on lower unit costs than home care agencies but assume all PAs are paid the Barnet Living Wage.</p>	(200,000)	(140,000)	

Adults & Safeguarding	2017/18 £	2018/19 £	2019/20 £
<p>Review support packages and develop support plans to meet needs at a lower cost. This is likely to include the following:- Increase the supply and take-up of supported living and independent housing opportunities - Supporting transitions to the above for people currently in residential care- Ensure that the review and support planning process is more creative and cost effective- Ensure that this considers how technology can enable people with disabilities to live more independently.</p> <p>Work has taken place to identify and review service users currently in high cost residential placements who have been identified as suitable for more independent living. Social Workers will continue to work with these individuals to ensure they continue to have all their eligible needs met but can become more integrated into their local community and enjoy greater independence. The saving is modelled on lower cost support plans as community alternatives are used instead of high cost care.</p>	(450,000)	(350,000)	(300,000)
	(500,000)	(250,000)	(250,000)

Adults & Safeguarding	2017/18 £	2018/19 £	2019/20 £
<p>The saving is also modelled on a small number of new build wheelchair housing units funded from HRA headroom. The saving is expected from a reduction in the cost of care package following review, preparation and transfer of individuals to more suitable placements, based on an average saving of £25K per year for high cost residential placements, and £10K per year for lower cost placements. Wheelchair accessible housing will be best suited to individuals with physical disabilities, or multiple disabilities and these are the primary cohort. Saving is modelled on people placed, saving the difference between care in one's own home and high cost residential placements.</p> <p>Encourage use of Older people home share schemes (where older people make space in their properties available at no/reduced rent to younger people/ students in return for support with domestic tasks such as cooking, cleaning, shopping etc). This will reduce reliance and requirement for home care and the cost of some care packages and is expected to have a positive impact on loneliness. Saving is based on a reducing the uptake of homecare hours for older people and stepping some users down. The saving will be £2k per year for each additional homesharing arrangement (120 homes). Saving will be delivered if home share scheme is targeted at those who would otherwise have those needs met by the Council. However, home share will also be developed as a preventative service in addition.</p> <p>Extra Care development of fully integrated service for older people to rent, offering a wide range of services as an alternative to more expensive residential care. 51 units. 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 the council.</p>	(54,000)	(54,000)	(54,000)
	(2,144,000)	(2,161,000)	(2,007,000)

Adults & Safeguarding	2017/18 £	2018/19 £	2019/20 £
<u>Income</u>			
As part of the BCF pooled budget the council is expected to receive a minimum uplift, it is anticipated that at a minimum the council will receive an uplift of 130k in 17/18.	(103,000)	(105,000)	
Uplifting the current rates used to assess contributions to reflect the current cost of care. Remove a partial disregard on disability benefits. Changing the approach to personal allowances.	(290,000)		
<u>Pressures</u>	(393,000)	(105,000)	0
Social Care Precept	4,676,218		
Adults Social Care Grant Expenditure	1,453,000		
Tranch 2 0-25 transfer to Children's	(983,140)		
<u>Transfers</u>	5,146,078	0	0
<u>Budget</u>	88,416,475	83,562,475	78,214,475

Adults & Safeguarding

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Care Quality	4,736,000	4,437,771	3,675,231
Customer Care	334,275	253,687	253,637
Integrated care - LD & MH	40,587,214	37,892,951	35,971,933
Integrated care - OP & DP	35,609,356	38,672,026	41,945,537
Safeguarding	603,751	674,458	682,218
Social Care Management	411,845	735,588	741,233
Adults Social Care	82,282,441	82,666,481	83,269,789
Community Well-being	733,370	537,828	540,998
Customer Finance	719,079	842,271	839,611
Performance & Improvement	992,187	1,412,222	1,411,272
Prevention & Well Being	652,753	561,127	561,127
Community Well-being	3,097,389	3,353,448	3,353,008
Dir Adult Soc Serv & Health	186,440	781,604	518,144
Dir Adult Soc Serv & Health	186,440	781,604	518,144
Adults and Health	1,258,234	1,283,859	1,275,534
Strategic Commissioning	1,258,234	1,283,859	1,275,534
TP-Adults	-	-	-
Transformation Programme	-	-	-
Adults & Safeguarding Committee	86,824,504	88,085,392	88,416,475

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Capital Financing	(27,514)	(27,514)	(27,514)
Employee Related	15,203,709	15,077,373	14,729,378
Premises Related	49,068	70,783	70,783
Secondary Recharges	58,553	70,743	70,743
Supplies/Services	8,836,249	5,781,044	6,001,164
Third Party Payments	76,525,709	94,958,675	96,103,183
Transfer Payments	14,372,999	945,996	515,196
Transport Related	1,282,389	1,147,591	1,147,591
Expenditure	116,301,162	118,024,691	118,610,524
Customer & Client Receipts	(10,886,565)	(11,664,165)	(11,954,155)
Government Grants	(2,304,094)	(1,762,925)	(1,762,925)
Other Grants, Reimbursements & Contributions	(16,285,999)	(16,512,209)	(16,476,969)
Income	(29,476,658)	(29,939,299)	(30,194,049)
Adults & Safeguarding Committee	86,824,504	88,085,392	88,416,475

Budget Summary and Forward Plan

Assets, Regen & Growth	2017/18 £	2018/19 £	2019/20 £
Base Budget	(256,656)	(10,258,392)	(15,253,392)
Virements	(5,025,736)		
	(5,282,392)	(10,258,392)	(15,253,392)
<u>Efficiencies</u>		(500,000)	(1,500,000)
<p>Moving from rented accommodation to new offices in Colindale will generate further savings from the civic buildings budget. There are plans to implement locality strategy which will result in further consolidation of council assets.</p>			
<u>Service Reductions</u>	0	(500,000)	(1,500,000)
	0	0	0

Assets, Regen & Growth	2017/18 £	2018/19 £	2019/20 £
<u>Service Redesign</u>			
	0	0	0
<u>Reducing Demand, Promoting Independence</u>			
	0	0	0
<u>Income</u>			
Income to be generated through surplus space available in libraries.	(366,000)		(151,000)
Regeneration and development schemes across the borough are projecting an increase in Council Tax over the MTFS. This increase is above current baseline projections and can therefore be used to reduce savings targets for other theme committees.	(4,610,000)	(4,495,000)	(437,000)
	(4,976,000)	(4,495,000)	(588,000)
<u>Pressures</u>			
	0	0	0
Budget	(10,258,392)	(15,253,392)	(17,341,392)

Assets, Regeneration & Growth

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
CSG Managed Budget	6,201,995	1,095,070	767,611
Customer Support Group	6,201,995	1,095,070	767,611
Guaranteed Income	(6,633,607)	(6,838,118)	(6,633,607)
RE Projects	0	0	0
Re Managed Budgets	(6,633,607)	(6,838,118)	(6,633,607)
Growth & Development	174,956	195,126	217,604
Strategic Commissioning	174,956	195,126	217,604
Assets, Regeneration & Growth	(256,656)	(5,547,922)	(5,648,392)
Additional Income from Council Tax			(4,610,000)
Assets, Regeneration & Growth Total			(10,258,392)

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Employee Related	319,063	576,373	598,851
Premises Related	9,141,809	4,505,360	4,505,360
Secondary Recharges	(112,457)	(349,597)	(349,597)
Supplies/Services	3,431,433	3,431,433	3,431,433
Expenditure	12,779,848	8,163,569	8,186,047
Customer & Client Receipts	(9,605,071)	(10,280,058)	(10,403,006)
Other Grants, Reimbursements & Contributions	(3,431,433)	(3,431,433)	(3,431,433)
Income	(13,036,504)	(13,711,491)	(13,834,439)
Assets, Regeneration & Growth	(256,656)	(5,547,922)	(5,648,392)
Additional Income from Council Tax			(4,610,000)
Assets, Regeneration & Growth Total			(10,258,392)

Budget Summary and Forward Plan

Children's, Libraries, Education and Safeguarding	2017/18 £	2018/19 £	2019/20 £
Base Budget	53,863,737	56,087,844	53,463,844
Virements	5,531,347		
	59,395,084	56,087,844	53,463,844
<u>Efficiencies</u>	(315,000)	(365,000)	(334,000)
Budget proposals for 2016-20 include efficiency savings on third party contracts. The overall budget has extra built in to allow for increases in the prices charged by suppliers. This savings would be achieved by improving contract management and negotiating better rates across a range of services.			
<u>Shared Service Models</u>	(315,000)	(365,000)	(334,000)
Contractual savings to be delivered as part of the strategic partnership with Cambridge Education to provide Education and Skills services.	(160,000)	(255,000)	(350,000)

Children's, Libraries, Education and Safeguarding	2017/18 £	2018/19 £	2019/20 £
<p>The Council will look at emerging best practice across the country to ensure the highest quality of purposeful social work and wider children's service, with a focus on targeted early intervention and prevention. Professionally led by children's workers, the approach may include established practice models such as a not for profit charitable trust or a Community Interest Company. Early evidence suggests that these models, by focussing on effective practice, have achieved greater productivity and delivered efficiencies. The integration of the delivery of services with other local London Boroughs will also be considered.</p> <p>Government is proposing for all adoption agencies to move to a regional model of provision. Savings would come from regionalisation of adoption and integrating services across London.</p>		(150,000)	(800,000)
<p><u>Service Redesign</u></p> <p>Savings through implementing an Early Years Review aimed at ensuring early years services function effectively in the face of limited resources. Use of public health grant to fund service levels above the statutory minimum (£1.5m), intervening early before needs escalate.</p> <p>Proposal to reconfigure Early Years, building on the locality model and further integrating services. The integration of services will include looking at different ways of delivering some elements of the Healthy Child Programme through Children's Centres. A review is being undertaken and papers will go to CELS in 2017.</p>	(160,000)	(405,000)	(1,150,000)
	(375,000)	(375,000)	(375,000)
	(131,000)	(160,000)	(549,000)

Children's, Libraries, Education and Safeguarding	2017/18 £	2018/19 £	2019/20 £
<p>Implementing an alternative approach to providing library services by maintaining the size of the libraries network and increasing opening hours through the use of technology. £546k of this is income generated for Family Services through Estates Services.</p> <p>Following the implementation of the libraries review the implementation will be monitored to see if additional income over and above the present model is being delivered. If not alternative savings will need to be found.</p> <p>This saving was delivered in 16/17 through a contract negotiation.</p> <p>Proposal to remodel the Council's existing youth service, focusing resources on a more targeted service, and exploring opportunities to generate income. A Strategic Outline Case is going to CELS in November 16.</p>	(1,501,000)	(53,000)	(12,000)
	(2,207,000)	(588,000)	(2,309,000)

Children's, Libraries, Education and Safeguarding	2017/18 £	2018/19 £	2019/20 £
<p><u>Reducing Demand, Promoting Independence</u></p> <p>Reduce cost of placements for children in care by growing and strengthening the in-house foster care service; intervening early to prevent placement breakdown, transitioning placements from residential to foster care, and ensuring provision of high quality, competitively priced residential placements in appropriate locations. By 2019 Barnet will have one of the largest proportions of children in care placed with in-house foster carers in the country.</p> <p>Additional social care demand management. This will focus on considering new models for social care practice. These approaches include a focus on preventing periods of accommodation for children and preventing escalation of needs.</p>	(144,000)	(589,000)	(1,336,000)
<p><u>Income</u></p> <p>The strategic partnership with Cambridge Education for Education and Skills services in Barnet includes a contractual requirement for gainshare of profits from the trading of services externally.</p> <p>The council's share of any surplus that is available through Gainshare will be allocated as savings achieved as a result of the growth in services. This saving target is over and above the agreed contractual savings.</p> <p>Savings through appropriate allocation of education costs for joint placements for children under the age of 18.</p>	(144,000)	(589,000)	(1,336,000) (300,000)
	(250,000)	(250,000)	(250,000)

Children's, Libraries, Education and Safeguarding	2017/18 £	2018/19 £	2019/20 £
<p>As a result of Government consultation there will be an opportunity to reduce spending in this area. Proposals to reduce spending on No Recourse to Public Funds will not affect any new asylum seeking families who are likely to receive support from the Government.</p> <p>The council will ensure that all eligible children with disabilities and other limiting conditions are receiving continuing care funding from the NHS to better meet their health and care needs.</p>	(580,000)	(227,000)	
<p>CS DSG sub - SF de-delegation 0-25 Tranch 2 transfer from Adults</p>	<p>(634,380) 983,140 348,760</p>	<p>(677,000)</p>	<p>(550,000)</p>
Budget	56,087,844	53,463,844	47,784,844

Children, Education, Libraries

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
CSC 0-25	2,212,140	6,103,902	7,092,757
Intake and Assessment	2,531,985	3,067,635	3,076,025
Intervention and Planning	2,584,945	3,264,750	3,286,965
Permanence Trns & CorParenting	3,183,712	3,430,387	3,419,202
Placements	17,467,895	17,728,995	16,768,445
Safeguarding & Quality	1,787,250	2,125,215	2,125,920
Social Care Management	1,174,958	1,744,218	1,751,698
Children Social Care	30,942,885	37,465,102	37,521,012
Transport		(215)	(430)
Contract Management	0	(215)	(430)
Commissioning & Business Imp.	3,024,568	3,698,328	3,520,054
Early Years	2,764,784	3,841,000	3,352,134
Libraries & Comm.Engagemnt	5,425,825	5,648,685	4,142,175
Youth & Family Support	3,222,914	3,561,709	3,564,904
Early Intervention & Prevention	14,438,091	16,749,722	14,579,267
Education DSG	(6,622,480)	(13,445,620)	(18,262,519)
Schools Funding	341,600	210,500	210,503
Education (DSG)	(6,280,880)	(13,235,120)	(18,052,016)
Education & Skills Management	6,939,683	7,081,553	6,524,813
Education Management Team	6,939,683	7,081,553	6,524,813
Childrens Social Care DSG	153,150	403,150	403,150
Early Interven & Preven DSG	6,127,730	4,711,340	14,511,376
Family Services DSG	6,280,880	5,114,490	14,914,526
Family Services Management	1,099,687	665,941	344,701
Family Services Management Total	1,099,687	665,941	344,701
Nursery Schools Direct Managme	0	772,160	
Nursery Schools Direct Management	0	772,160	0
Primary Schools Direct Management	0	9,080,765	
Primary Schools Direct Management	0	9,080,765	0
PRUs Direct Management	0	351,890	
PRUs Direct Management	0	351,890	0
Secondary Schools Direct Manag	0	(10,733,651)	
Secondary Schools Direct Management	0	(10,733,651)	0
Special Schools Direct Management	0	528,836	
Special Schools Direct Management	0	528,836	0
Children & Young people	443,391	560,625	255,971
Strategic Commissioning	443,391	560,625	255,971
Children, Education, Libraries	53,863,737	54,402,098	56,087,844

Children, Education, Libraries

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Capital Accounting Charges	0	(10,422,402)	0
Capital Financing	(2,145,990)	(1,563,897)	(1,791,592)
Employee Related	28,419,045	196,776,768	31,431,052
Premises Related	1,111,144	14,189,511	1,177,749
Secondary Recharges	68,160	68,160	231,930
Supplies/Services	26,314,061	39,551,789	12,038,904
Support Services	0	12,015,046	0
Third Party Payments	51,251,900	38,753,592	132,850,826
Transfer Payments	184,259,090	818,800	207,386,255
Transport Related	960,160	939,049	937,476
Expenditure	290,237,570	291,126,416	384,262,600
Customer & Client Receipts	(10,410,873)	(17,128,679)	(1,571,686)
Government Grants	(216,626,180)	(213,194,055)	(324,469,714)
Other Grants, Reimbursements & Contributions	(1,216,150)	(6,401,584)	(2,133,356)
Income	(228,253,203)	(236,724,318)	(328,174,756)
Children, Education, Libraries	61,984,367	54,402,098	56,087,844

Budget Summary and Forward Plan

Community Leadership	2017/18 £	2018/19 £	2019/20 £
Base Budget Virements	2,259,420 21,950	2,281,370	2,281,370
<u>Efficiencies</u>		<u>2,281,370</u>	<u>2,281,370</u>
	0	0	0
<u>Service Reductions</u>			
	0	0	0
<u>Service Redesign</u>			(243,000)
Reduce expenditure associated with CCTV once the capital contribution towards investment has been paid off			(243,000)
<u>Reducing Demand, Promoting Independence</u>			
	0	0	0
<u>Income</u>			
	0	0	0
<u>Pressures</u>			
	0	0	0
Budget	2,281,370	2,281,370	2,038,370

Community Leadership

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Births Deaths & Marriages	(159,890)	(159,890)	(159,890)
Births Deaths & Marriages	(159,890)	(159,890)	(159,890)
Finance	181,571	181,571	181,571
Deputy Chief Operating Officer	181,571	181,571	181,571
Governance	7,240	7,240	7,240
Governance	7,240	7,240	7,240
Environment	1,867,009	1,879,284	1,878,089
Strategic Commissioning	1,867,009	1,879,284	1,878,089
Communications	363,490	375,500	374,360
Strategy & Communications	363,490	375,500	374,360
Community Leadership Committe	2,259,420	2,283,705	2,281,370

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Capital Financing	(15,000)	(15,000)	(15,000)
Employee Related	1,495,389	1,530,817	1,528,482
Premises Related	37,950	37,950	37,950
Secondary Recharges	2,950	32,020	32,020
Supplies/Services	958,607	938,037	938,037
Third Party Payments	646,218	646,218	646,218
Transport Related	6,880	6,880	6,880
Expenditure	3,132,994	3,176,922	3,174,587
Customer & Client Receipts	(575,400)	(595,043)	(595,043)
Government Grants	(236,674)	(236,674)	(236,674)
Other Grants, Reimbursements & Contributions	(61,500)	(61,500)	(61,500)
Income	(873,574)	(893,217)	(893,217)
Community Leadership Committee	2,259,420	2,283,705	2,281,370

Budget Summary and Forward Plan

Environment	2017/18 £	2018/19 £	2019/20 £
Base Budget Virements	38,242,322 2,007,572	36,554,894	34,879,894
<u>Efficiencies</u>	40,249,894	36,554,894	34,879,894
<p>Service changes and Community Engagement Regarding Parks Services: Under this proposal the management of bowling greens would transfer from the council's responsibility to a range of locally-based community organisations, the delivery of annual bedding planting would either cease or transfer to "adopt a place" schemes. In addition, officers will look to return areas of parks and open spaces to "natural" areas and so reduce the level of maintenance as well as revising highway grass cutting frequencies and improving scheduling</p> <p>Re-procure the Parking Contract: The current contract for parking and enforcement services is due to expire in 2017. The decision to re-procure the service allows further cost savings to be identified through sharing services with partnering authorities, making contract management savings using varied specifications or through investing in modern IT systems.</p> <p>Increased Productivity and Reduction of Overheads: Restructure of the Street Scene business model - options may include a social enterprise, mutual, shared service or outsourcing for Waste, Recycling, Street Cleansing and Grounds Maintenance services. A decision about a future alternative model will be subject to a full detailed business case and options appraisals.</p>	(345,000)	(150,000)	(450,000)

Environment	2017/18 £	2018/19 £	2019/20 £
<p>Review of Street Cleansing Services: Reduction in Street Cleansing frequencies by reducing overall number of operational teams. Detailed proposals will determine areas that might be suitable for reductions including :- Fly-tip frequencies, frequency of Deep Cleanse, extension of litter picking and monitoring intervals and Town Centre servicing. There will be a corresponding change to levels of supervision including utilising the latest technology to design better routes and monitor them more effectively. Officers will introduce an increased level of enforcement activity to reduce the need for street cleansing in areas of littering and fly tipping and greater use will be made of people serving community sentences.</p>	(600,000)		
<u>Service Reductions</u>	(1,195,000)	(600,000)	0
<u>Service Redesign</u>	0	0	0
<p>Review historic and current highways asset maintenance regime, categorise it between “emergency repair” (which would remain a revenue cost and not form part of this saving) and “investment in our asset”. Investment in our asset spending would be that which increases the life and /or enhances the usability of the asset. As such this money can be capitalised. Additionally further capital investment will be focused on permanent highway repair and repair of the highways infrastructure asset base that both prolongs the life of the asset and enhances the overall use of the public realm. This will reduce revenue expenditure</p>	(2,100,000)		2,100,000

Environment	2017/18 £	2018/19 £	2019/20 £
<p>Following the specific site surveys for all green spaces in the Parks and Open spaces strategy 2016, we will review and look at changes to how we maintain all our greenspace and who maintains our greenspaces, especially those that are "low quality / low value". This could be as whole greenspaces or parts there within, and could included offering the spaces to local groups, planting as urban forests (mayor's air quality strategy), change to allotments (positive health benefits) etc.</p> <p>Currently a proportion of the Borough is covered by a CPZ - additional roads are added on an ad hoc basis and the process is costly as it can result in abortive work and inefficient consultation. Options would be to reengineer the process, except in exceptional circumstances only carry out those that are funded through area committees or developers or carry out a strategic review and keep to the member approved schedule</p>		(50,000)	(150,000)
	(2,100,000)	(150,000)	1,950,000

Environment	2017/18 £	2018/19 £	2019/20 £
<p><u>Reducing Demand, Promoting Independence</u></p> <p>Movement to menu pricing within the North London Waste Authority and waste disposal diversion projects: The current cost of waste disposal is based on a long-standing system where each Council pays an average price per tonne in proportion to its relative size. This payment is made two years in arrears. The introduction of menu pricing will see the Council pay a price per tonne specifically for the type and volume of waste sent for disposal within the year that the disposals occurs. This will incentivise Councils to minimise waste and will generate a saving based on Barnet sending less waste for disposal compared with other members of the North London Waste Authority. Future waste diversion savings are reliant on demand management projects, changes to collection services and the success of communications campaigns.</p>	(50,000)	(100,000)	(300,000)

Environment	2017/18 £	2018/19 £	2019/20 £
<p>Revised waste offer to increase recycling: The planned ending of central Government support for weekly refuse collection will necessitate a revised waste collection offer to residents that will need to focus on the delivery of challenging recycling targets. The Council collects residual waste, recyclables, and food waste from all households. The proposal is for a comprehensive and targeted communications and engagement campaign which aims to change resident behaviours and drive up recycling rates in order to reduce collection and disposal costs. This includes making it easier to recycle food waste and compulsory recycling of dry and food waste; increasing recycling in flats by working with managing agents to identify the most suitable mix of containers and limiting the capacity for residual waste. The proposals will be supported by small scale pilot projects, incentive schemes and targeted communications projects. However it may become necessary to go to alternate weekly collection if recycling rates continue to plateau and/or the savings identified are not realised.</p> <p>Increased Productivity and Reduction of Overheads: Develop a range of alternative management models for parks and open spaces including trusts, management by friends groups and volunteers. Ensure that all costs are recovered from External Agencies such as Barnet Homes and ensure that suitable specifications are in place.</p>	(50,000)	(100,000)	(900,000)
<p>Income</p> <p>Invest in 3G Pitches (x3): This proposal will see the Council secure additional investment (in partnership with funding bodies such as The Football Foundation) in modern 3G sports pitches across the borough. The Council will benefit from a mechanism for sharing the additional income generated from new pitches with any delivery partner.</p>	(100,000)	(200,000) (100,000)	(1,300,000)

Environment	2017/18 £	2018/19 £	2019/20 £
<p>Income generation from Non-Statutory Waste Services and Green Waste: A challenging income generation target across a range of chargeable services including but not limited to: additional collections, and the identification of new services where charging the user more in order to offset the impact of wider budget reductions is appropriate. To be delivered through a fundamental review of all transactional services e.g. development of the trade and commercial waste services including recycling and a review of commercial activity to identify new or improved income opportunities. Further work to be done with commercial waste to both obtain contracts and offer recycling services.</p> <p>Reduce Demand for Services through targeted enforcement and Education - increase the investment in enforcement and public communication activities to reduce the amount of fly tipping, littering and ASB - provides a reduction in overall operating costs and a small revenue stream above investment costs.</p> <p>Improve service Efficiencies to Reduce Growth Demand: Current budget forecasts include growth related to the new developments to waste collection and recycling service. Service efficiencies will be introduced to absorb additional work within the current workforce</p> <p>Rationalisation of CCTV contracts across ANPR / MTC / ASB. Increase income generation (sale of services to businesses and Insurance industry). Further rationalisation control room function (shared services model)</p>	(200,000)	(300,000)	(1,000,000)
	(25,000)	(25,000)	(200,000)
	(75,000)		

Environment	2017/18 £	2018/19 £	2019/20 £
<p>Possible introduction of a permit charges to reduce damage to footways. Permit would be issued when development is planned to allow skips and building material to cross the footway</p> <p>Advertising in Council Parks and Open space. There are no current plans for income generation through advertising within parks and open spaces, so a expansion into advertising in these areas will rolled out and suitable sites and types of advertising found.</p>		(200,000)	
	(300,000)	(725,000)	(1,200,000)
<u>Pressures</u>			
	0	0	0
Budget	36,554,894	34,879,894	34,329,894

Environment

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Births Deaths & Marriages	99,070	99,070	99,070
Births Deaths & Marriages	99,070	99,070	99,070
Business Improvement	264,227	333,975	326,755
Business Improvement	264,227	333,975	326,755
Transport	(327,530)	(44,285)	(44,510)
Contract Management	(327,530)	(44,285)	(44,510)
Green Spaces	4,329,682	4,343,350	3,955,500
Green Spaces	4,329,682	4,343,350	3,955,500
Highway Inspection/Maintenance	353,727	421,317	255,397
Parking	(457,750)	(537,750)	(537,750)
Parking & Infrastructure	(104,023)	(116,433)	(282,353)
Street Cleansing	3,526,540	3,580,387	2,835,437
Parks, Street Cleaning & Groun	3,526,540	3,580,387	2,835,437
Guaranteed Income	(7,750,176)	(8,464,811)	(7,750,176)
Re Managed Budgets	1,056,852	1,144,852	(901,498)
Re Managed Budgets	(6,693,324)	(7,319,959)	(8,651,674)
Management Fee	14,738,568	15,570,180	14,738,568
Re Management Fee	14,738,568	15,570,180	14,738,568
Special Parking Account	0	0	0
Special Parking Account	0	0	0
Environment	10,181,936	10,963,701	11,551,659
Strategic Commissioning	10,181,936	10,963,701	11,551,659
Street Lighting	6,223,502	6,222,927	6,218,102
Street Lighting	6,223,502	6,222,927	6,218,102
Street Scene Management	652,091	592,243	542,243
Street Scene Management	652,091	592,243	542,243
Recycling	1,021,398	364,237	364,237
Trade Waste	(1,929,805)	(1,751,490)	(1,959,585)
Waste	6,259,990	5,928,235	6,861,445
Waste & Recycling	5,351,583	4,540,982	5,266,097
Environment Committee	38,242,322	38,766,138	36,554,894

Environment

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Capital Accounting Charges	8,052,445	8,042,170	10,321,365
Employee Related	14,645,083	15,330,053	13,929,541
Premises Related	1,646,415	1,590,945	1,565,945
Secondary Recharges	(9,341,762)	(9,724,204)	(9,787,794)
Supplies/Services	44,941,537	47,076,130	43,598,088
Third Party Payments	4,945	1,020	1,020
Transport Related	9,693,228	9,686,228	9,545,228
Expenditure	69,641,891	72,002,342	69,173,393
Customer & Client Receipts	(28,352,244)	(30,188,879)	(31,333,174)
Government Grants	(1,762,000)	(1,762,000)	0
Interim Budgets	(1,285,325)	(1,285,325)	(1,285,325)
Income	(31,399,569)	(33,236,204)	(32,618,499)
Environment Committee	38,242,322	38,766,138	36,554,894

Budget Summary and Forward Plan

	2017/18 £	2018/19 £	2019/20 £
Housing			
Base Budget	4,698,069	5,282,069	5,282,069
Virements	584,000		
	5,282,069	5,282,069	5,282,069
<u>Efficiencies</u>			
	0	0	0
<u>Service Reductions</u>			
	0	0	0
<u>Service Redesign</u>			
	0	0	0
<u>Reducing Demand, Promoting Independence</u>			
	0	0	0
<u>Income</u>			
	0	0	0
<u>Pressures</u>			
	0	0	0
Budget	5,282,069	5,282,069	5,282,069

Housing

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Housing Needs Resources	4,975,749	5,559,749	5,559,749
Housing Needs Resources	4,975,749	5,559,749	5,559,749
HRA Other Income & Expenditure	(2,166,864)	(1,758,486)	(2,706,475)
HRA Regeneration	1,067,590	659,212	669,100
HRA Surplus/Deficit for the ye	1,246,474	1,246,474	2,184,575
Interest on Balances	(147,200)	(147,200)	(147,200)
HRA	0	0	0
Guaranteed Income	(277,680)	(278,146)	(277,680)
Re Managed Budgets	(277,680)	(278,146)	(277,680)
Housing Committee	4,698,069	5,281,603	5,282,069

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Asset Capital Accg Charges	12,837,635	12,837,635	12,837,635
Asset Capital Financing	820,000	820,000	820,000
Capital Accounting Charges	9,559,839	9,559,839	10,497,940
Capital Financing	7,263,627	7,263,627	7,263,627
Employee Related	631,610	84,670	84,670
Premises Related	8,513,510	11,828,480	11,596,738
Secondary Recharges	140	1,255,299	1,274,126
Supplies/Services	22,098,336	22,762,567	22,461,615
Support Services	598,750	0	0
Third Party Payments	19,009,202	26,056,352	18,623,139
Transfer Payments	0	0	0
Expenditure	81,332,649	92,468,469	85,459,491
Customer & Client Receipts	(73,329,486)	(83,506,416)	(76,421,972)
Interest	(147,200)	(147,200)	(147,200)
Other Grants, Reimbursements & Contributions	(3,157,894)	(3,533,250)	(3,608,250)
Income	(76,634,580)	(87,186,866)	(80,177,422)
Housing Committee	4,698,069	5,281,603	5,282,069

Budget Summary and Forward Plan

Policy & Resources	2017/18 £	2018/19 £	2019/20 £
Base Budget Virements	77,912,570 (1,011,106)	86,933,985	84,644,985
	76,901,464	86,933,985	84,644,985
<u>Efficiencies</u>	(46,000)	(45,000)	(44,000)
<p>This saving comes from Commissioning Group and Assurance contract spending, which include communications and engagement contracts, internal audit and insurance. This saving could be made either from keeping the costs of contracts stable, or through improved contract management and negotiation of better rates.</p> <p>A review of the current staffing structure in Commissioning Group and Assurance is expected to be undertaken in 2018. The aim of the review will be to ensure that the staffing structure is still fit for purpose to deliver the outcomes and corporate priorities expected. One of the aims of the review will also be to review if efficiencies can be found.</p>			(679,000)

Policy & Resources	2017/18 £	2018/19 £	2019/20 £
<p>There are a number of opportunities to share services with other local authorities. These services include health and safety, emergency planning, insurance, internal audit and governance. In practice, this saving would involve shared management of these functions between Barnet and another local authority. Similar arrangements are already in place with Harrow Council, Brent Council and other bodies in respect of legal services and public health. Options will be considered to ensure that this is deliverable before 2018.</p> <p>The Council sets aside a budget each year to fund future borrowing costs for additional capital expenditure. The council has an ambitious investment programme, however over recent years, the Council has not borrowed to fund additional capital expenditure and used cash balances instead. In addition, the interest rate on loans is currently less than 4%, leading to an annual saving. If future borrowing costs remain below 4%, then this saving should be deliverable.</p> <p>If interest rates increase, then the Council will be able to generate additional interest income on deposits, so this saving should still be achievable.</p>	(500,000)	(644,000)	(600,000)

Policy & Resources	2017/18 £	2018/19 £	2019/20 £
<p>The Customer Transformation Programme uses insight about customers and their experiences to design improvements to the council's existing customer services model. The strategy identifies a number of opportunities to make savings by directing customers away from face to face, increasing use of the Coventry contact centre, changing service standards and exploring possibilities for income generation.</p> <p>The Council entered into the Customer & Support Group contract for customer and back office services in the autumn of 2013. This contract will deliver a total £125m saving over a 10 year period. This includes a reduction in the cost of back office services of £70m, or £7m per annum (average across the contract). The contract price has already been reduced and forms part of the Council's existing budget and Medium Term Financial Strategy. A further reduction as a result of the year 3 review of the contract is anticipated in 2017/18.</p> <p>The scope of the contract will then be kept under review to identify any further savings.</p> <p>Reduction in External Audit fees</p> <p>Reduction in Corporate Subscriptions</p> <p>Reduction in Levies</p>	<p>(400,000)</p> <p>(30,000)</p> <p>(120,000)</p> <p>(505,000)</p> <p>(1,601,000)</p>	<p>(500,000)</p> <p>(600,000)</p> <p>(2,289,000)</p>	<p>(1,000,000)</p> <p>(3,323,000)</p>

Policy & Resources	2017/18 £	2018/19 £	2019/20 £
<u>Service Reductions</u>			
	0	0	0
<u>Service Redesign</u>			
	0	0	0
<u>Reducing Demand, Promoting Independence</u>			
Reduction in grants budget for London Councils Grants Scheme	(304,000)		
	(304,000)	0	0
	(456,000)		
	(456,000)	0	0
<u>Income</u>			
	4,484,000		
	(746,000)		
	8,564,141		
	255,000		
	(163,620)		
	12,393,521	0	0
<u>Growth</u>			
General Provision for Inflation			
Contingency			
Service / Demographic Pressures			
Increase in Concessionary fare			
CS DSG sub - SF de-delegation			
Budget	86,933,985	84,644,985	81,321,985

Policy & Resources

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Assurance Management	565,008	579,268	579,358
Assurance Management	565,008	579,268	579,358
Capital Financing	19,259,670	17,279,670	16,779,670
Car Leasing	2,210	0	2,210
Central Contingency	7,876,506	438,596	12,402,547
Corporate Fees & Charges	263,940	263,940	233,940
Corporate Subscriptions	314,220	314,220	194,220
Early Retirement	3,577,321	3,577,321	3,577,321
Levies	19,242,250	19,242,250	18,688,250
Local Area Agreement	105,000	105,000	105,000
Miscellaneous Finance	740,030	742,240	740,030
Central Expenses	51,381,147	41,963,237	52,723,188
Commercial	1,049,180	902,045	901,430
Commercial & Customer	1,049,180	902,045	901,430
CSG Managed Budget		100,000	100,000
CSG Management Fee	18,001,959	20,895,485	20,293,324
Customer Support Group	18,001,959	20,995,485	20,393,324
Finance	558,113	777,853	748,338
Information Management	879,623	920,623	878,453
Programme & Resources	810,270	816,585	819,535
Deputy Chief Operating Officer	2,248,006	2,515,061	2,446,326
Elections	348,195	356,820	357,505
Elections	348,195	356,820	357,505
Early Interven & Preven DSG		8,120,630	3,137,490
Family Services DSG	0	8,120,630	3,137,490
Governance	2,136,260	2,157,490	2,151,090
Governance	2,136,260	2,157,490	2,151,090
HB Law	2,011,397	2,011,397	2,011,397
HB Law	2,011,397	2,011,397	2,011,397
Internal Audit & CAFT	736,070	754,375	752,480
Internal Audit & CAFT	736,070	754,375	752,480
Strategic Commissioning Board	767,950	560,430	560,430
Strategic Commissioning Board	767,950	560,430	560,430
Commissioning Strategy	441,400	505,097	655,440
Communications	310,397	263,342	264,527
Strategy & Communications	751,797	768,439	919,967
Policy & Resources	79,996,969	81,684,677	86,933,985

Policy & Resources

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Capital Financing	28,401,416	18,968,506	30,432,457
Employee Related	11,176,837	11,200,749	11,330,957
Premises Related	741,620	742,620	742,620
Secondary Recharges	(1,359,563)	(2,141,063)	(2,772,913)
Supplies/Services	26,866,672	33,357,114	33,147,293
Third Party Payments	20,970,280	27,646,290	31,887,401
Transfer Payments	258,001,180	257,925,000	249,667,549
Transport Related	37,750	32,420	34,630
Expenditure	344,836,192	347,731,636	354,469,994
Customer & Client Receipts	(3,834,976)	(6,446,702)	(6,453,722)
Government Grants	(256,080,911)	(257,844,300)	(256,080,911)
Interest	(1,657,690)	(1,657,690)	(1,703,120)
Other Grants, Reimbursements & Contributions	(3,265,646)	(98,267)	(3,298,256)
Income	(264,839,223)	(266,046,959)	(267,536,009)
Policy & Resources	79,996,969	81,684,677	86,933,985

Central Expenses (Levies)

Levies	Original Estimate 2016-17	Current Estimate 2016-17	Original Budget 2017-18
	£	£	£
<u>Other Establishments - Third part Payments</u>			
Environment Agency	320,730	320,730	320,730
Lea Valley Regional Park	428,350	428,350	378,350
London Pension Funds	707,000	707,000	607,000
Traffic Control Signals Unit	519,400	519,400	469,400
Concessionary Fares	16,145,280	16,145,280	16,095,280
	18,120,760	18,120,760	17,870,760
<u>Joint Authorities - Third Party Payments</u>			
Coroners Court	284,000	284,000	284,000
	284,000	284,000	284,000
<u>Other Local Authorities - Third Party</u>			
London Boroughs Grants	837,490	837,490	533,490
Total Levies	19,242,250	19,242,250	18,688,250

Budget Summary and Forward Plan

Public Health	2017/18 £	2018/19 £	2019/20 £
Base Budget Virements	18,544,000 (489,000)	17,610,000	17,610,000
<u>Efficiencies</u>	18,055,000	17,610,000	17,610,000
	0	0	0
<u>Service Reductions</u>			
	0	0	0
<u>Service Redesign</u>			
	0	0	0
<u>Reducing Demand, Promoting Independence</u>			
	0	0	0
<u>Income</u>			
	0	0	0
<u>Pressures</u>			
Public Health grant reduction	(445,000)		
	(445,000)	0	0
Budget	17,610,000	17,610,000	17,610,000

Public Health

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Public Health	18,544,000	18,055,000	17,610,000
Public Health Total	18,544,000	18,055,000	17,610,000
Public Health Total	18,544,000	18,055,000	17,610,000

	Original Estimate 2016/17	Current Estimate 2016/17	Original Estimate 2017/18
Third Party Payments	18,544,000	18,055,000	17,610,000
Expenditure Total	18,544,000	18,055,000	17,610,000
Public Health Total	18,544,000	18,055,000	17,610,000

Budget Summary and Forward Plan

Special Parking Account	2017/18 £	2018/19 £	2019/20 £
Base Budget	(8,052,445)	(10,321,365)	(10,561,365)
Virements	(1,998,920)		
	(10,051,365)	(10,321,365)	(10,561,365)
<u>Efficiencies</u>			
	0	0	0
<u>Service Reductions</u>			
	0	0	0
<u>Service Redesign</u>			
	0	0	0
<u>Reducing Demand, Promoting Independence</u>			
	0	0	0
<u>Income</u>			
Cost recovery from a full review of fees and charges across all Environmental Committee business areas. This will include making sure that all fees are collected.	(270,000)	(240,000)	(130,000)
	(270,000)	(240,000)	(130,000)
<u>Pressures</u>			
	0	0	0
Budget	(10,321,365)	(10,561,365)	(10,691,365)

Revenue Budget 2017-2018

Special Parking Account

	2016-2017		2016-2017		2017-2018	
	Original Estimate	£	Current Estimate	£	Original Estimate	£
Income						
Penalty Charge Notices - Including MTC	(6,635,010)		(9,915,010)		(10,915,010)	
Permits	(2,550,000)		(1,550,000)		(1,820,000)	
Pay & Display	(3,060,000)		(3,180,000)		(3,680,000)	
CCTV Bus lanes	(1,470,000)		(370,000)		(370,000)	
Total Income	(13,715,010)		(15,015,010)		(16,785,010)	
Operating Expenditure	5,662,565		6,972,840		6,463,645	
Net Operating Surplus	(8,052,445)		(8,042,170)		(10,321,365)	
Add Capital Expenditure / Debt Charge						
Net Expenditure in Year	(8,052,445)		(8,042,170)		(10,321,365)	
Balance brought forward	0		0		0	
Appropriation to General Fund	8,052,445		8,042,170		10,321,365	
Balance Carried Forward	0		0		0	

The SPA is a ringfenced statutory account covering the estimated impact of implementing On-Street Parking and Penalty Charge Notice enforcement, as required by the Road Traffic Act 1991.

Council on 4 November 1997 noted that the provision of further off-street parking places was unnecessary for the time being and that there was no further demand on the ringfenced account in respect of further off-street parking. Accordingly, The net projected surplus on the SPA is available for implementation of parking schemes and as a general support for public transport improvement projects that fall within the criteria set out in the Highways Act 1980.

HOUSING REVENUE ACCOUNT		
	2016/17	2017/18
	Original Budget	Original Budget
Income	£	£
Dwelling rents	(50,604,854)	(51,553,868)
Non-dwelling rents	(1,613,781)	(1,713,886)
Tenants Charges for services and facilities	(3,927,160)	(4,044,757)
Leaseholder Charges for Services and Facilities	(3,049,752)	(3,094,000)
Grants and other income	(1,274,486)	(167,238)
Total Income	(60,470,033)	(60,573,749)
Expenditure		
Repairs and Maintenance	7,701,000	7,485,519
Supervision and management		
General	14,503,736	13,948,050
Special	6,834,476	6,488,694
Rents, Rates, taxes and other charges	430,535	129,484
Depreciation and impairment of fixed assets	12,837,638	12,837,635
Contribution to Major Repairs Reserve	8,313,362	8,313,365
Impairment write off for HRA commercial properties	820,000	820,000
Debt Management Costs	7,413,628	7,413,627
Increase in bad debt provision	516,376	1,100,000
Total Expenditure	59,370,752	58,536,374
Net Cost of HRA Services	(1,099,281)	(2,037,375)
Interest and investment income	(147,200)	(147,200)
(Surplus) or deficit for the year on HRA services	(1,246,481)	(2,184,575)

Theme Committee	Total Expenditure						2016/17 Funding						2017/18 Funding						
	2016-17	2017-18	2018-19	2019-20	Total	Grants	Other (incl. S106)	Capital Receipts	RCCO/MRA	Capital Reserve	Borrowing	Total 2016/17	Grants	Other (incl. S106)	Capital Receipts	RCCO/MRA	Capital Reserve	Borrowing	Total 2017/18
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Adults & Safeguarding	2,625	21,903	11,540	-	36,068	1,109	-	1,145	81	40	250	2,625	-	-	-	-	2,103	19,900	21,903
Asset, Regeneration and Growth	37,816	100,102	41,630	7,700	187,250	13,883	390	200	-	11,206	12,139	37,918	6,115	2,807	10,100	-	33,288	50,992	103,902
Children's Education, Libraries & safeguarding	45,536	52,824	60,640	51,426	210,426	21,756	1,892	2,905	302	318	18,273	45,538	25,549	3,286	1,646	-	3,670	18,673	52,824
Community Leadership	208	-	-	-	208	-	-	-	208	-	-	208	-	-	-	-	-	-	-
Environment	21,906	28,652	13,932	10,430	74,920	6,243	129	408	655	9,303	5,168	21,906	5,527	1,136	1,040	2,012	2,020	16,917	28,652
Housing	13,123	38,409	33,866	16,141	101,539	1,105	-	692	126	-	11,200	13,123	1,066	1,416	8,115	-	52	27,760	38,409
Policy & Resources	15,366	24,999	1,000	1,000	42,365	223	-	7,469	-	3,000	4,674	15,366	1,054	516	19,927	-	383	3,119	24,999
Total - General Fund	136,562	266,889	162,608	86,697	652,776	44,319	2,501	12,819	1,372	23,867	51,704	136,562	39,311	9,161	40,928	2,012	41,516	137,261	270,089
Housing Revenue Account	39,216	77,118	36,128	28,509	180,973	860	3,627	5,368	22,076	-	6,647	39,218	5,620	650	23,081	21,462	6,421	19,884	77,118
Total - all services	175,800	344,007	198,736	115,206	833,749	45,199	6,128	18,807	23,448	23,867	58,351	175,800	44,931	9,811	63,909	23,474	47,937	157,145	347,207

Theme Committee	2018/19 Funding								2019/20 Funding								Total Funding					
	Grants	Other (incl. S106)	Capital Receipts	RCCO/MRA	Capital Reserve	Borrowing	Total 2018/19	Grants	Other (incl. S106)	Capital Receipts	RCCO/MRA	Capital Reserve	Borrowing	Total 2019/20	Grants	Other (incl. S106)	Capital Receipts	RCCO/MRA	Capital Reserve	Borrowing	Total	
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
Adults & Safeguarding	-	-	-	-	-	11,540	11,540	-	-	-	-	-	-	-	1,109	-	1,145	81	2,143	31,590	36,068	
Asset, Regeneration and Growth	4,100	-	10,000	-	7,150	11,130	32,380	1,100	-	2,000	-	4,500	100	7,700	25,198	3,197	22,300	-	56,144	74,361	181,200	
Children's Education, Libraries & safeguarding	14,560	6,733	150	-	4,147	35,050	60,640	6,000	5,000	1,038	-	-	39,388	51,426	67,865	17,001	5,739	302	8,135	111,384	210,426	
Community Leadership	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	208	-	-	208	
Environment	2,500	361	605	716	1,550	8,200	13,932	1,500	-	605	-	1,050	7,275	10,430	15,770	1,626	2,658	3,383	13,923	37,560	74,920	
Housing	1,066	-	7,370	-	69	25,361	33,866	1,066	-	3,004	-	-	12,071	16,141	4,303	1,416	19,181	126	121	76,392	101,539	
Policy & Resources	-	-	-	-	-	1,000	1,000	-	-	-	-	-	1,000	1,000	1,277	516	27,396	-	3,383	9,793	42,365	
Total - General Fund	22,226	7,094	16,125	716	12,916	92,281	153,358	9,666	5,000	6,647	-	5,550	59,834	86,697	115,522	23,756	78,419	4,100	83,949	341,080	646,726	
Housing Revenue Account	-	552	3,521	17,145	8,852	6,056	36,128	-	-	1,500	17,132	8,877	1,000	25,509	6,500	4,828	34,090	77,816	24,150	33,589	180,973	
Total - all services	22,226	7,646	21,646	17,861	21,768	98,339	189,486	9,666	5,000	8,147	17,132	14,427	60,834	115,206	122,022	28,584	112,509	81,915	107,999	374,669	827,699	

TOTAL CAPITAL FUNDING												
	2016-17	2017-18	2018-19	2019-20	Total	Grants	Other (incl. S106)	Capital Receipts	RCCO/ MIRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Adults & Safeguarding												
Investing in IT	1,172				1,172	359		482	81		250	1,172
Sport and Physical Activities	1,453	21,903	11,540		34,896	750		663		2,143	31,340	34,896
	2,625	21,903	11,540		36,068	1,109		1,145	81	2,143	31,590	36,068

TOTAL CAPITAL FUNDING												
Assets, Regeneration & Growth	2016-17	2017-18	2018-19	2019-20	Total	Grants	Other (incl. S106)	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
GF Regeneration	200	2,278			2,478			2,300			178	2,478
Mill Hill East	25	301	100	100	526						526	526
BXC - Funding for land acquisition	6,684	37,485			44,169					20,955	23,214	44,169
Colindale – Highways and Transport	1,700	6,183	750		8,633	2,000	2,807			3,826		8,633
Colindale – Parks, Open Spaces and Sports	250	6,500	3,500	1,750	12,000	3,500	150			8,350		12,000
Grahame Park – Community Facilities	250	3,000	9,500	250	13,000		11,000			2,000		13,000
West Hendon Highway Improvement	25	3,595	3,750	3,600	10,970	3,350				7,620		10,970
Town Centre	548	5,461	3,000		9,009	4,598	240			4,171		9,009
Thames Link Station	15,272				15,272	11,750				3,522		15,272
Office Build	10,650	27,299	11,030		48,979						48,979	48,979
Development pipeline	2,214				2,214					750	1,464	2,214
Development pipeline strategic opportunities fund		8,000	10,000	2,000	20,000			20,000				20,000
	37,818	100,102	41,630	7,700	187,250	25,198	14,197	22,300	-	51,194	74,361	187,250

TOTAL CAPITAL FUNDING												
Children's Education, Libraries & safeguarding	2016-17	2017-18	2018-19	2019-20	Total	Grants	Other (incl. S106)	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Modernisation - Primary & Secondary	5,412	609			6,021	4,572		192	2		1,255	6,021
Urgent Primary Places - Temporary Allocated	1,732	506	500		2,738	2,420					318	2,738
Millbrook Park (MHE)	336				336		179	157				336
Orion Primary School	213	7			220						220	220
Blessed Dominic/St James	1,400	236			1,636						1,636	1,636
Moss Hall	3				3						3	3
Menorah Foundation	445				445						445	445
St Marys and St Johns	882	38			920	300			300		320	920
Martin Primary	32				32		7				25	32
Oakleigh School	27				27						27	27
Beis Yakov	18				18						18	18
St Joseph's RC Junior & St Joseph's RC Infants School	91				91	62					29	91
Monkfrith	4,217	63			4,280	2,317					1,963	4,280
Wren Academy	1,514	145			1,659						1,659	1,659
London Academy	4,620	151			4,771	2,036					2,735	4,771
Childs Hill	109				109	109						109
St Agnes	23	770			793	793						793

TOTAL CAPITAL FUNDING												
Children's Education, Libraries & safeguarding	2016-17	2017-18	2018-19	2019-20	Total	Grants	Other (incl. S106)	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Permanent Secondary Expansion Programme												
Christ College	9				9						9	9
Copthall	77	136			213	213						213
Compton	15	20			35	35						35
Oak Lodge Special School	6,278		101		6,379	1,070					5,309	6,379
St Mary's & St John's	7,304	7,501	267		15,072	10,934	1,238				2,900	15,072
St James / Blessed Dominic		10,000	13,000		23,000	14,500	6,733				1,767	23,000
Infant Free School Meals Capital Fund	6				6	6						6
Other Projects												
Wave 1 - Northway/Fairway	13	150			163			140			23	163
Colindale Primary	158	290			448			30			418	448
East Barnet & Project Faraday	504				504			140			364	504
School place planning (Primary)	1,107	3,700	3,000	7,000	14,807	9,539	2,268				3,000	14,807
School place planning (Secondary)	682	2,100	27,000	35,000	64,782	8,710	5,576				50,496	64,782
SEN	1,693	2,000	4,000	4,000	11,693	1,305	1,000	2,426			6,962	11,693
Alternative Provision	316	4,684	3,000		8,000	7,000					1,000	8,000
Contingency	777	5,195	5,195	5,196	16,363						16,363	16,363

TOTAL CAPITAL FUNDING												
Children's Education, Libraries & safeguarding	2016-17	2017-18	2018-19	2019-20	Total	Grants	Other (incl. S106)	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Libraries	430	219			649			649				649
Early Education and Childcare place sufficiency	900	2,302	3747		6,949	1,817				3,932	1,200	6,949
Social care placements - residential and fostering expansions			100	100	200						200	200
Information Management	930	700	150		1,780	127		1,000		3	650	1,780
Youth Zone	200	3,600	400		4,200				4,200			4,200
Loft conversion and extension policy for Foster Carers	200	90	180	130	600						600	600
New Park House Children's home	30				30						30	30
Libraries Capital works	2,412	2,533			4,945			1,005			3,940	4,945
East Barnet Partnership Library		500			500						500	500
Meadow Close Children's Homes	421	2,079			2,500						2,500	2,500
Family Services Estate - building compliance, extensive R&M, H&S, DDA		2,500			2,500						2,500	2,500
	45,536	52,824	60,640	51,426	210,426	67,865	17,001	5,739	302	8,135	111,384	210,426

TOTAL CAPITAL FUNDING												
	2016-17	2017-18	2018-19	2019-20	Total	Grants	Other (incl. S106)	Capital Receipts	RCCO/MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Community Leadership												
CCTV Installation	208				208				208			208
	208				208				208			208

TOTAL CAPITAL FUNDING												
Environment	2016-17	2017-18	2018-19	2019-20	Total	Grants	Other (incl. S106)	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
HIGHWAYS TfL - LOCAL IMPLEMENTATION PLAN												
Local Implementation Plan 2016/17 and onwards	4,832	4,857	1,500	1,500	12,689	12,689						12,689
Bus stop Accessibility	400				400	400						400
Bridge Assessment	95				95	95						95
Borough Cycling Programme	221				221	221						221
HIGHWAYS non-TfL												
Footway Reconstruction		43			43		43					43
Traffic Management		115			115		4			5	106	115
Reconstruction of Railway Bridges		650			650			29			621	650
Controlled Parking Zones		5			5						5	5
Colindale Station interchange		50			50			44			6	50
Signalisation Improvement - A5 Colindale Ave		156			156						5	156
Public Transportation Improvements - in Colindale		166			166							166
Pedestrian Improvements programme - RAF Museum		128			128							128
Colindale Hospital Parking Review		10			10		6				4	10
Highways Improvement		364			364		364					364
Travel Plan Implementation		116			116		91				25	116
Carriageways	706	3,294			4,000						4,000	4,000
Highways Planned Maintenance Works Programme		40			40					40		40
Footways Renewal	2,135				2,135				133		2,002	2,135

Environment	TOTAL CAPITAL FUNDING						Total	2019-20	2018-19	2017-18	2016-17	Total	Grants	Other (incl. S106)	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000													
Pothole Fund			1		1							1							1
Saracens			22									22							22
Drainage Schemes			70		69							70	16					1	70
Road Traffic Act - Controlled Parking Zones			112									112	107	4				1	112
Parking			28									28							28
Investment in Roads & Pavement	10,000		10,965	8,000			6,375					35,340				7,692		27,648	35,340
Highway DLO restructure and Investment project - new vehicles, equipment and IT systems and Reactive Maintenance			850	600			600					2,050							2,050
Cool Oak Lane Bridge			600	1,361								1,961	361						1,961
Old Court House - public toilets			40									40	40						40
Parks & Open Spaces and Tree Planting		129	20									149	149						149
Park Infrastructure		132										132						114	132
Waste		60	234									294							294
Weekly Collection Support Scheme		677										677							677
Fuel Storage Tank			60									60						60	60
Replacement Bins		500	250	250			250					1,250				1,250			1,250
Street litter bins		30	10	5			5					50		50					50
Parks Equipment			100	100			100					300						300	300
Vehicles		228	1,662	370			800					3,060			990			2,070	3,060
Street cleansing and greenspaces - vehicles and equipment		152	760	446								1,358							1,358
Refurbish and regenerate Hendon Cemetery and Crematorium		120	1,063									1,183						592	1,183

TOTAL CAPITAL FUNDING												
Environment	2016-17	2017-18	2018-19	2019-20	Total	Grants	Other (incl. S106)	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Hendon Cemetery & Crematorium Enhancement	294				294			294				294
Lines and Signs	75	325			400					400		400
Parking Machines		11			11				11			11
CCTV	936	500	500		1,936					1,936		1,936
CCTV Projects Retention	84				84			84				84
Town Centre Bays		75			75			75				75
Parking signs and lines introduction and replenishment	100	400	300	300	1,100					1,100		1,100
Car Parking improvement		500	500	500	1,500					1,500		1,500
	21,906	28,652	13,932	10,430	74,920	15,770	1,626	2,658	3,383	13,923	37,560	74,920

TOTAL CAPITAL FUNDING											
Housing 2016-17	2017-18	2018-19	2019-20	Total	Grants	Other (incl. S106)	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Alexandra Road	33			33			33				33
Hostel Refurbishment Programme	43	69		269			148		121		269
Housing Association Development Programme - New Affordable Homes		1,416		1,416		1,416					1,416
Chilvins Court	126			126				126			126
Disabled Facilities Grants Programme	2,500	2,692	2,760	11,732	4,264					7,468	11,732
Empty Properties (45)	1,500	1,000	1,000	5,608						5,608	5,608
Decent Homes Programme	214	107	107	535						535	535
DECC - Fuel Poverty	39			39	39						39
Out of borough acquisition	5,000			5,000						5,000	5,000
Modular Homes	20	745		1,508						1,508	1,508
Open Door	3,648	29,253	12,274	75,273			19,000			56,273	75,273
	13,123	38,409	16,141	101,539	4,303	1,416	19,181	126	121	76,392	101,539

TOTAL CAPITAL FUNDING												
Policy & Resources	2016-17	2017-18	2018-19	2019-20	Total	Grants	Other (incl. S106)	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Depot relocation	6,434	9,677			16,111			16,085			26	16,111
Community Centre	365	2,000			2,365		516	456			1,393	2,365
Asset Management	1,529	1,700	1,000	1,000	5,229						5,229	5,229
Information Management	1,307				1,307						1,307	1,307
Libraries	1,838				1,838						1,838	1,838
Centre for Independent Living & Libraries	1,580				1,580	80				1,500		1,580
Daws Lane Community Centre	143	1,203			1,346	1,177		169				1,346
ICT strategy	150	8,649			8,799			8,416		383		8,799
Community Hub & Child Hill Library	520	1,020			1,540	20		1,520				1,540
Customer Services Transformation Programme	1,500				1,500					1,500		1,500
Implementation of Locality Strategy		750			750			750				750
	15,366	24,999	1,000	1,000	42,365	1,277	516	27,396		3,383	9,793	42,365

Housing Revenue Account	TOTAL CAPITAL FUNDING							Total	Borrowing	Capital Reserve	RCCO/ MRA	Capital Receipts	Other (incl. S106)	Grants	Total
	2016-17	2017-18	2018-19	2019-20	Total	£000	£000								
Major Works (excl Granv Rd)	6,540	4,241	4,550	4,550	19,881						18,830	1,051			19,881
Regeneration	1,416	1,571	900	720	4,607						4,427	180			4,607
Misc - Repairs	1,784	3,308	2,255	2,205	9,552						9,492	60			9,552
M&E/ GAS	9,390	9,959	6,592	6,257	32,198						30,348	1,850			32,198
Voids and Lettings	3,653	2,733	3,400	3,400	13,186						12,399	787			13,186
New Affordable Homes	900				900							900			900
Advanced Acquisitions (Regen Estates)	2,993	9,174	1,250		13,417					3,087				10,330	13,417
Moreton Close	1,756	12,751			14,507					3,707	300			10,500	14,507
Tranche 3 RP	2,586				2,586						900			1,686	2,586
Tranch 3	1,000	7,000			8,000					8,000					8,000
Direct Acquisitions	6,000				6,000					1,800	1,120			3,080	6,000
Brent Cross Extra Care															
Dollis Valley	100	9,900	1,500	1,500	13,000					13,000					13,000
Extra Care Pipeline	500	14,881	12,392	8,877	36,650					3,000			24,150	4,500	36,650
Burnt Oak Broadway Flats		700	3,289	1,000	4,989					1,496				3,493	4,989
Upper & Lower Fosters Community Led Design	600	900			1,500					1,500					1,500
	39,218	77,118	36,128	28,509	180,973					34,090	77,816	4,828		6,500	180,973
															33,589
															24,150
															77,816
															34,090
															4,828
															6,500
															180,973
															33,589
															24,150
															77,816
															34,090
															4,828
															6,500
															180,973

Delivery Unit	Total Expenditure					2016/17 Funding							2017/18 Funding							
	2016-17	2017-18	2018-19	2019-20	Total	Grants	Other (incl. S106)	Capital Receipts	RCCO/MRA	Capital Reserve	Borrowing	Total 2016/17	Grants	Other (incl. S106)	Capital Receipts	RCCO/MRA	Capital Reserve	Borrowing	Total 2017/18	
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Adults and Communities	1,380	-	-	-	1,380	359	-	482	289	-	250	1,380	-	-	-	-	-	-	-	-
Commissioning Group	16,819	46,902	12,540	1,000	77,261	973	-	8,132	-	3,040	4,674	16,819	1,054	516	19,927	-	2,486	22,919	46,902	
Education and Skills	40,013	38,301	56,063	51,196	185,573	20,844	1,982	920	302	-	15,965	40,013	24,517	3,286	1,127	-	-	9,371	38,301	
Family Services	5,623	14,523	4,577	230	24,953	912	-	1,985	-	318	2,308	5,523	1,032	-	519	-	5,670	9,302	14,523	
Housing Needs Resources	8,970	30,998	30,067	12,274	82,209	-	-	682	126	-	8,052	8,970	-	-	8,115	-	52	22,891	30,998	
Parking and Infrastructure	1,195	1,811	1,300	800	5,106	-	-	84	-	1,111	-	1,195	-	-	75	11	1,725	-	1,811	
Regional Enterprise	60,874	131,218	56,890	20,042	269,024	20,536	390	484	253	18,898	20,303	60,874	12,708	5,299	11,055	477	33,333	71,546	134,418	
Street Scene	1,908	3,136	1,171	1,155	7,370	695	129	30	402	500	152	1,908	-	60	10	1,524	250	1,292	3,136	
Total - General Fund	138,682	266,899	162,608	86,697	652,776	44,319	2,601	12,819	1,372	23,867	51,704	138,682	39,311	9,161	40,828	2,012	41,516	137,261	270,089	
Housing Revenue Account	39,216	77,116	36,128	28,509	180,973	880	3,627	5,988	22,076	-	6,647	39,216	5,620	650	23,081	21,462	6,421	19,884	77,116	
Total - all services	175,800	344,007	198,736	115,206	833,749	45,199	6,128	18,807	23,448	23,867	58,351	175,800	44,931	9,811	63,909	23,474	47,937	157,145	347,207	

Delivery Unit	2018/19 Funding							2019/20 Funding							Total Funding							
	Grants	Other (incl. S106)	Capital Receipts	RCCO/MRA	Capital Reserve	Borrowing	Total 2018/19	Grants	Other (incl. S106)	Capital Receipts	RCCO/MRA	Capital Reserve	Borrowing	Total 2019/20	Grants	Other (incl. S106)	Capital Receipts	RCCO/MRA	Capital Reserve	Borrowing	Total	
	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	
Adults and Communities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	369	-	482	289	-	-	250	1,300
Commissioning Group	-	-	-	-	-	12,540	12,540	-	-	-	-	-	1,000	1,000	2,027	516	28,059	-	6,526	41,133	77,261	
Education and Skills	14,560	6,733	-	-	-	56,063	56,063	6,000	5,000	1,038	-	-	39,158	51,196	65,921	17,001	3,085	302	-	99,264	185,573	
Family Services	-	-	150	-	4,147	280	4,577	-	-	-	-	-	230	230	1,944	-	2,654	-	8,135	12,120	24,853	
Housing Needs Resources	-	-	7,370	-	69	22,628	30,067	-	-	3,004	-	-	9,270	12,274	-	-	19,161	126	121	62,781	82,209	
Parking and Infrastructure	-	-	-	-	1,300	-	1,300	-	-	-	-	800	-	800	-	-	159	11	4,936	-	5,106	
Regional Enterprise	7,666	361	10,600	-	7,150	21,863	47,640	3,666	-	2,600	-	4,500	9,276	20,042	44,576	6,050	24,749	730	63,881	122,988	262,974	
Street Scene	-	-	5	716	250	200	1,171	-	-	5	-	250	900	1,155	695	189	50	2,642	1,250	2,544	7,370	
Total - General Fund	22,226	7,094	18,125	716	12,916	92,281	153,358	9,666	5,000	6,647	-	5,550	59,834	86,697	115,522	23,756	76,419	4,100	83,849	341,080	646,726	
Housing Revenue Account	-	552	3,521	17,145	8,652	6,058	36,128	-	-	1,500	17,132	8,677	1,000	28,509	6,500	4,828	34,090	77,616	24,150	35,589	160,973	
Total - all services	22,226	7,646	21,646	17,861	21,768	98,339	189,486	9,666	5,000	8,147	17,132	14,427	60,834	115,206	122,022	28,584	112,509	81,916	107,999	374,669	827,699	

TOTAL CAPITAL FUNDING												
Adults and Communities	2016-17	2017-18	2018-19	2019-20	Total	Grants	Other (incl. S106)	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Investing in IT	1,172				1,172	359		482	81		250	1,172
CCTV Installation	208				208				208			208
	1,380				1,380	359		482	289		250	1,380

TOTAL CAPITAL FUNDING												
Commissioning Group	2016-17	2017-18	2018-19	2019-20	Total	Grants	Other (incl. S106)	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Depot relocation	6,434	9,677			16,111			16,085			26	16,111
Community Centre	365	2,000			2,365		516	456			1,393	2,365
Asset Management	1,529	1,700	1,000	1,000	5,229						5,229	5,229
Information Management	1,307				1,307						1,307	1,307
Libraries	1,838				1,838						1,838	1,838
Centre for Independent Living & Libraries	1,580				1,580	80				1,500		1,580
Daws Lane Community Centre	143	1,203			1,346	1,177		169				1,346
ICT strategy	150	8,649			8,799			8,416		383		8,799
Community Hub & Child Hill Library	520	1,020			1,540	20		1,520				1,540
Customer Services Transformation Programme	1,500				1,500					1,500		1,500
Implementation of Locality Strategy		750			750			750				750
Sport and Physical Activities	1,453	21,903	11,540		34,896	750		663		2,143	31,340	34,896
	16,819	46,902	12,540	1,000	77,261	2,027	516	28,059	-	5,526	41,133	77,261

TOTAL CAPITAL FUNDING												
Education and Skills	2016-17	2017-18	2018-19	2019-20	Total	Grants	Other (incl. S106)	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Modernisation - Primary & Secondary	5,412	609			6,021	4,572		192	2		1,255	6,022
Urgent Primary Places - Temporary Allocated	1,732	506	500		2,738	2,420					318	2,738
Millbrook Park (MHE)	336				336		179	157				336
Orion Primary School	213	7			220						220	220
Blessed Dominic/St James	1,400	236			1,636						1,636	1,636
Brunswick	3				3						3	3
Menorah Foundation	445				445						445	445
St Marys and St Johns	882	38			920	300			300		320	920
Martin Primary	32				32		7				25	32
Oakleigh School	27				27						27	27
Beis Yakov	18				18						18	18
St Joseph's RC Junior & St Joseph's RC Infants School	91				91	62					29	91
Monkfrith	4,217	63			4,280	2,317					1,963	4,280
Wren Academy	1,514	145			1,659						1,659	1,659
London Academy	4,620	151			4,771	2,036					2,735	4,771
Childs Hill	109				109	109						109
St Agnes	23	770			793	793						793

TOTAL CAPITAL FUNDING												
Education and Skills	2016-17	2017-18	2018-19	2019-20	Total	Grants	Other (incl. S106)	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Permanent Secondary Expansion Programme												
Christ College	9				9						9	9
Copthall	77	136			213	213						213
Compton	15	20			35	35						35
Oak Lodge Special School	6,278		101		6,379	1,070					5,309	6,379
St Mary's & St John's	7,304	7,501	267		15,072	10,934	1,238				2,900	15,072
St James / Blessed Dominic		10,000	13,000		23,000	14,500	6,733				1,767	23,000
Infant Free School Meals Capital Fund	6				6	6						6
Other Projects												
Wave 1 - Northway/Fairway	13	150			163			140			23	163
Colindale primary	158	290			448			30			418	448
East Barnet & Project Faraday	504				504			140			364	504
School place planning (Primary)	1,107	3,700	3,000	7,000	14,807	9,539	2,268				3,000	14,807
School place planning (Secondary)	682	2,100	27,000	35,000	64,782	8,710	5,576				50,496	64,782
SEN	1,693	2,000	4,000	4,000	11,693	1,305	1,000	2,426			6,962	11,693
Alternative Provision	316	4,684	3,000		8,000	7,000					1,000	8,000
Contingency	777	5,195	5,195	5,196	16,363						16,363	16,363
	40,013	38,301	56,063	51,196	185,573	65,921	17,001	3,085	302	-	99,264	185,573

TOTAL CAPITAL FUNDING												
Family Services	2016-17	2017-18	2018-19	2019-20	Total	Grants	Other (incl. S106)	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Libraries	430	219			649		649					649
Early Education and Childcare place sufficiency	900	2,302	3747		6,949	1,817		3,932			1,200	6,949
Social care placements - residential and fostering expansions			100	100	200						200	200
Information Management	930	700	150		1,780	127	1,000	3			650	1,780
Youth Zone	200	3,600	400		4,200			4,200				4,200
Loft conversion and extension policy for Foster Carers	200	90	180	130	600						600	600
New Park House Children's home	30				30						30	30
Libraries Capital works	2,412	2,533			4,945		1,005				3,940	4,945
East Barnet Partnership Library		500			500						500	500
Meadow Close Children's Homes	421	2,079			2,500						2,500	2,500
Family Services Estate - building compliance, extensive R&M, H&S, DDA		2,500			2,500						2,500	2,500
	5,523	14,523	4,577	230	24,853	1,944		2,654		8,135	12,120	24,853

TOTAL CAPITAL FUNDING													
Parking and Infrastructure	2016-17	2017-18	2018-19	2019-20	Total	Grants	Other (incl. S106)	Capital Receipts	RCCO/ MIRA	Development Reserve	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Lines and Signs	75	325			400						400		400
Parking Machines		11			11				11				11
CCTV	936	500	500		1,936						1,936		1,936
CCTV Projects Retention	84				84			84					84
Town Centre Bays		75			75			75					75
Parking signs and lines introduction and replenishment	100	400	300	300	1,100						1,100		1,100
Car Parking improvement		500	500	500	1,500						1,500		1,500
	1,195	1,811	1,300	800	5,106	-	-	159	11	-	4,936		5,106

TOTAL CAPITAL FUNDING												
Housing Needs Resources	2016-17	2017-18	2018-19	2019-20	Total	Grants	Other (incl. S106)	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total
	2014-15	2014-15	2014-15	2014-16	£000	£000	£000	£000	£000	£000	£000	£000
Alexandra Road	33				33			33				33
Hostel Refurbishment Programme	43	157	69		269		148	148		121		269
Chilvins Court	126				126				126			126
Out of borough acquisition	5,000				5,000						5,000	5,000
Modular Homes	20	743	745		1,508						1,508	1,508
Open Door	3,648	30,098	29,253	12,274	75,273			19,000			56,273	75,273
	8,870	30,998	30,067	12,274	82,209	-	-	19,181	126	121	62,781	82,209

Regional Enterprise	TOTAL CAPITAL FUNDING							Total					
	2016-17	2017-18	2018-19	2019-20	Total	Grants	Other (incl. S106)		Capital Receipts	RCCO/MRA	Development Reserve	Capital Reserve	Borrowing
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
HIGHWAYS TfL - LOCAL IMPLEMENTATION PLAN													
Local Implementation Plan 2016/17 and onwards	4,832	4,857	1,500	1,500	12,689	12,689							12,689
Bus stop Accessibility	400				400	400							400
Bridge Assessment	95				95	95							95
Borough Cycling Programme	221				221	221							221
HIGHWAYS non-TfL													
Footway Reconstruction		43			43	43							43
Traffic Management		115			115	115	4				5	106	115
Reconstruction of Railway Bridges		650			650	650		29				621	650
Controlled Parking Zones		5			5	5						5	5
Colindale Station interchange		50			50	50		44				6	50
Signalisation Improvement - A5 Colindale Ave		156			156	156							156
Public Transportation Improvements - in Colindale		166			166	166						5	166
Pedestrian Improvements programme - RAF Museum		128			128	128							128
Colindale Hospital Parking Review		10			10	10	6					4	10

Regional Enterprise	TOTAL CAPITAL FUNDING							Total				
	2016-17	2017-18	2018-19	2019-20	Grants	Other (incl. S106)	Capital Receipts		RCCO/MRA	Development Reserve	Capital Reserve	Borrowing
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Highways Improvement		364				364						364
Travel Plan Implementation		116				91					25	116
Carriageways	706	3,294									4,000	4,000
Highways Planned Maintenance Works Programme		40								40		40
Footways Renewal	2,135							133			2,002	2,135
Pothole Fund		1										1
Saracens		22				16		6				22
Drainage Schemes		70									1	70
Road Traffic Act - Controlled Parking Zones		112				107					1	112
Parking		28									28	28
Investment in Roads & Pavement	10,000	10,965	8,000	6,375						7,692	27,648	35,340
Highway DLO restructure and Investment project - new vehicles, equipment and IT systems and Reactive Maintenance		850	600	600							2,050	2,050
Cool Oak Lane Bridge		600	1,361									1,961
GF Regeneration	200	2,278									178	2,478
Mill Hill East	25	301	100	100							526	526
BXC - Funding for land acquisition	6,684	37,485									23,214	44,169
Colindale - Highways and Transport	1,700	6,183	750							20,955		8,633
Colindale - Parks, Open Spaces and Sports	250	6,500	3,500	1,750						8,350		12,000
Grahame Park - Community Facilities	250	3,000	9,500	250						2,000		13,000
West Hendon Highway Improvement	25	3,595	3,750	3,600						7,620		10,970

Regional Enterprise	TOTAL CAPITAL FUNDING							Total					
	2016-17	2017-18	2018-19	2019-20	Total	Grants	Other (incl. S106)		Capital Receipts	RCCO/MRA	Development Reserve	Capital Reserve	Borrowing
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Town Centre	548	5,461	3,000		9,009	4,598	240				4,171		9,009
Thames Link Station	15,272				15,272	11,750					3,522		15,272
Office Build	10,650	27,299	11,030		48,979							48,979	48,979
Development pipeline	2,214				2,214						750	1,464	2,214
Development pipeline strategic opportunities fund		8,000	10,000	2,000	20,000			20,000					20,000
Housing Association Development Programme - New Affordable Homes		1,416			1,416		1,416						1,416
Refurbish and regenerate Hendon Cemetery and Crematorium	120	1,063			1,183				591			592	1,183
Hendon Cemetery & Crematorium Enhancement	294				294			294					294
Disabled Facilities Grants Programme	2,500	3,780	2,692	2,760	11,732	4,264						7,468	11,732
Empty Properties (45)	1,500	2,108	1,000	1,000	5,608							5,608	5,608
Decent Homes Programme	214	107	107	107	535							535	535
DECC - Fuel Poverty	39				39	39							39
	60,874	131,218	56,890	20,042	269,024	44,576	17,050	24,749	730		58,931	122,988	269,024

Streetscene	TOTAL CAPITAL FUNDING							Total					
	2016-17	2017-18	2018-19	2019-20	Total	Grants	Other (incl. S106)		Capital Receipts	RCCO/MRA	Development Reserve	Capital Reserve	Borrowing
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Old Court House - public toilets		40			40		40						40
Parks & Open Spaces and Tree Planting	129	20			149		149						149
Park Infrastructure	132				132	18						114	132
Waste	60	234			294				294				294
Weekly Collection Support Scheme	677				677								677
Fuel Storage Tank		60			60							60	60
Replacement Bins	500	250	250	250	1,250						1,250		1,250
Street litter bins	30	10	5	5	50			50					50
Parks Equipment		100	100	100	300							300	300
Vehicles	228	1,662	370	800	3,060				990			2,070	3,060
Street cleansing and greenspaces - vehicles and equipment	152	760	446		1,358				1,358				1,358
	1,908	3,136	1,171	1,155	7,370	695	189	50	2,642	-	1,250	2,544	7,370

Housing Revenue Account	TOTAL CAPITAL FUNDING											
	2016-17	2017-18	2018-19	2019-20	Total	Grants	Other (incl. S106)	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Major Works (excl Granv Rd)	6,540	4,241	4,550	4,550	19,881		1,051		18,830			19,881
Regeneration	1,416	1,571	900	720	4,607		180		4,427			4,607
Misc - Repairs	1,784	3,308	2,255	2,205	9,552		60		9,492			9,552
M&E/ GAS	9,390	9,959	6,592	6,257	32,198		1,850		30,348			32,198
Voids and Lettings	3,653	2,733	3,400	3,400	13,186		787		12,399			13,186
New Affordable Homes	900				900		900					900
Advanced Acquisitions (Regen Estates)	2,993	9,174	1,250		13,417			3,087			10,330	13,417
Moreton Close	1,756	12,751			14,507			3,707	300		10,500	14,507
Tranche 3 RP	2,586				2,586				900		1,686	2,586
Tranche 3	1,000	7,000			8,000			8,000				8,000
Direct Acquisitions	6,000				6,000			1,800	1,120		3,080	6,000
Dollis Valley	100	9,900	1,500	1,500	13,000			13,000				13,000
Extra Care Pipeline	500	14,881	12,392	8,877	36,650			3,000		24,150	4,500	36,650
Burnt Oak Broadway Flats		700	3,289	1,000	4,989			1,496			3,493	4,989
Upper & Lower Fosters Community Led Design	600	900			1,500			1,500				1,500
	39,218	77,118	36,128	28,509	180,973	6,500	4,828	34,090	77,816	24,150	33,589	180,973

Funding Template: Additions & Deletions, Slippage & Accelerated Spend

Directorate	Year	Capital Programme	Funding Type	Additions/ (Deletions)	(Slippage) /Accelerated Spend	Explanation for request
Adults and Communities	2016/17	Investing in IT	Capital Receipts	341		Budget movement from Commissioning
Commissioning Group	2016/17	Investing in IT	Capital Receipts	(341)	341	Budget movement to Adults
Commissioning Group	2016/17	Depot relocation	Capital Receipts		(8,000)	Construction will not complete until August 2017
Education and Skills	2016/17	Modernisation Primary & Secondary	Grants	1		Budget movement from the Primary programme
Education and Skills	2016/17	Modernisation Primary & Secondary	Borrowing	6		Budget movement from the Primary programme
Education and Skills	2016/17	Modernisation Primary & Secondary	Borrowing		(345)	Construction will not start until summer 2017
Education and Skills	2016/17	Temporary Expansions - Allocated	Grants	750		Budget movement from the Primary programme
Education and Skills	2016/17	Blessed Dominic/St James	Borrowing	(6)	(236)	Final works will not complete until Summer 2017
Education and Skills	2016/17	Moss hall	Borrowing	(5)		Budget movement to the Primary programme
Education and Skills	2016/17	Brunswick	Borrowing		(38)	Retention not due until 17/18
Education and Skills	2016/17	St Mary's and St Johns	Borrowing	(30)		Budget movement to the Primary programme
Education and Skills	2016/17	Martin Primary	Borrowing	109		Budget movement from the Primary programme
Education and Skills	2016/17	Child hill school	Grants			Budget movement from the Primary programme
Education and Skills	2016/17	St Agnes School expansion	Grants	23	(63)	Retention not due until 17/18
Education and Skills	2016/17	Monkfrith	Borrowing		(146)	Retention not due until 17/18
Education and Skills	2016/17	Wren Academy	Borrowing			Budget movement to the Secondary programme
Education and Skills	2016/17	East Barnet & Project Faraday	Borrowing	(56)		Budget movement to the Secondary programme
Education and Skills	2016/17	Cophall	Grants		(137)	Final works will not complete until Summer 2017
Education and Skills	2016/17	Compton	Grants		(20)	Final works will not complete until Summer 2017
Education and Skills	2016/17	St Mary's & St John's	Grants		1,232	Construction costs originally expected to be completed in 17/18
Education and Skills	2016/17	Primary Programme	Borrowing	200		Budget movement from Whittings Hill
Education and Skills	2016/17	Primary Programme	Grants	(1)		Budget movement from Modernisation
Education and Skills	2016/17	Primary Programme	Borrowing	30		Budget movement to Martin Primary
Education and Skills	2016/17	Primary Programme	Grants	(750)		Budget movement to Temporary Expansions
Education and Skills	2016/17	Primary Programme	Borrowing	5		Budget movement to Brunswick
Education and Skills	2016/17	Primary Programme	Grants	(109)		Budget movement from Childs Hill
Education and Skills	2016/17	Primary Programme	Grants	(23)		Budget movement from St Agnes
Education and Skills	2016/17	Secondary Programme	Borrowing	56		Budget movement from East Barnet

Directorate	Year	Capital Programme	Funding Type	Additions/ (Deletions) £'000	(Slippage) /Accelerated Spend £'000	Explanation for request
Education and Skills	2016/17	Wave 1 - Whittings Hill	Borrowing	(200)		Budget movement to the Primary programme
Education and Skills	2016/17	Wave 1 - Northway/Fairway	Borrowing		(23)	Final works will not complete until Summer 2017
Education and Skills	2016/17	Wave 1 - Northway/Fairway	Capital Receipts		(127)	Final works will not complete until Summer 2017
Education and Skills	2016/17	Primary Capital Programme	Borrowing		(290)	Final works will not complete until Summer 2017
Family Services	2016/17	Implementation of Libraries Strategy	Capital Receipts		(219)	Work now not expected to be completed until 17/18
Family Services	2016/17	Implementation of Libraries Strategy	Capital Receipts	(1,005)		Budget movement to Capital Works
Family Services	2016/17	Libraries Service Capital Works	Capital Receipts	1,005		Budget movement from Library Strategy
Family Services	2016/17	Early Education and childcare place sufficiency	Borrowing		(517)	Design phase delays have resulted in project being completed in 17/18
Family Services	2016/17	Libraries Service Capital Works	Borrowing		(2,533)	Work now not expected to be completed until 17/18
Family Services	2016/17	Social care placements- residential and fostering expansions	Borrowing		(1,000)	Works yet to be commissioned
Family Services	2016/17	Loft conversion and extension policy for Foster Carers	Borrowing		(170)	Planning submissions yet to be approved
Family Services	2016/17	Information Management	Capital Receipts		300	Re-profiled budget
Housing Needs Resources	2016/17	Development pipeline Tranche 3	Borrowing	(5,056)		Project now part of Open Door
Housing Needs Resources	2016/17	Hostel Refurbishment Programme	Capital Receipts		(57)	Reduction in work specification for 16/17 to be added to 17/18
Parking and Infrastructure	2016/17	Lines and Signs	Reserve		(75)	Delays due to weather have pushed the scheme into 17/18
Parking and Infrastructure	2016/17	Parking Machines	revenue		(11)	Not required in 16/17
Parking and Infrastructure	2016/17	Town centre Bays	Reserve		(75)	Scheme now being delivered in 17/18
Parking and Infrastructure	2016/17	Parking signs and lines introduction and replenishment	Borrowing		(100)	Schemes have started
Regional Enterprise	2016/17	Local Implementation Plan	Grants	(268)		TFL funding less than expected
Regional Enterprise	2016/17	Bus stop Accessibility	Grants	(82)		TFL funding less than expected
Regional Enterprise	2016/17	Air Quality Scheme	Grants	(4)		TFL funding less than expected
Regional Enterprise	2016/17	Borough Cycling Programme	Grants	(7)		TFL funding less than expected
Regional Enterprise	2016/17	Footway Reconstruction	S106 / Other	(33)		Review of funding availability has resulted in deletions and re-profiling
Regional Enterprise	2016/17	Footway Reconstruction	Borrowing		(24)	Review of funding availability has resulted in deletions and re-profiling
Regional Enterprise	2016/17	Traffic Management	Borrowing		(5)	Review of funding availability has resulted in deletions and re-profiling
Regional Enterprise	2016/17	Traffic Management	S106 / Other	68		Review of funding availability has resulted in deletions and re-profiling
Regional Enterprise	2016/17	Aerodrome Road	Capital Receipts		(29)	Review of funding availability has resulted in deletions and re-profiling
Regional Enterprise	2016/17	Aerodrome Road	Borrowing		(821)	Review of funding availability has resulted in deletions and re-profiling
Regional Enterprise	2016/17	Controlled Parking Zones	S106 / Other	(10)		Review of funding availability has resulted in deletions and re-profiling
Regional Enterprise	2016/17	Controlled Parking Zones	Borrowing		(5)	Review of funding availability has resulted in deletions and re-profiling
Regional Enterprise	2016/17	Colindale Station interchange	Capital Receipts		(44)	Review of funding availability has resulted in deletions and re-profiling

Directorate	Year	Capital Programme	Funding Type	Additions/ (Deletions) £'000	(Slippage) /Accelerated Spend £'000	Explanation for request
Regional Enterprise	2016/17	Colindale Station interchange	Borrowing		(6)	Review of funding availability has resulted in deletions and re-profiling
Regional Enterprise	2016/17	Signalisation Improvement - A5 Colindale Ave	S106 / Other	(199)	(156)	Review of funding availability has resulted in deletions and re-profiling
Regional Enterprise	2016/17	Public Transportation Improvements - in Colindale	S106 / Other	63	(161)	Review of funding availability has resulted in deletions and re-profiling
Regional Enterprise	2016/17	Public Transportation Improvements - in Colindale	Borrowing		(5)	Review of funding availability has resulted in deletions and re-profiling
Regional Enterprise	2016/17	Pedestrian Improvements programme - RAF Museum	S106 / Other	(134)	(128)	Review of funding availability has resulted in deletions and re-profiling
Regional Enterprise	2016/17	Colindale Hospital Parking Review	S106 / Other	(5)	(6)	Review of funding availability has resulted in deletions and re-profiling
Regional Enterprise	2016/17	Colindale Hospital Parking Review	Borrowing		(5)	Review of funding availability has resulted in deletions and re-profiling
Regional Enterprise	2016/17	Highways Improvement	S106 / Other	(181)	(364)	Review of funding availability has resulted in deletions and re-profiling
Regional Enterprise	2016/17	Highways Improvement	Borrowing		(65)	Review of funding availability has resulted in deletions and re-profiling
Regional Enterprise	2016/17	Travel Plan Implementation/monitoring	S106 / Other	(93)	(116)	Review of funding availability has resulted in deletions and re-profiling
Regional Enterprise	2016/17	Travel Plan Implementation/monitoring	Borrowing		(25)	Review of funding availability has resulted in deletions and re-profiling
Regional Enterprise	2016/17	Carriageways	Borrowing		(3,294)	Prioritisation of TFL works has resulted in delays to the non TFL works
Regional Enterprise	2016/17	Outstanding Transport Commitments on completed schemes	S106 / Other	(3)		Review of funding availability has resulted in deletions and re-profiling
Regional Enterprise	2016/17	Highways Planned Maintenance Works Programme	Reserve		(40)	Review of funding availability has resulted in deletions and re-profiling
Regional Enterprise	2016/17	Footways Renewal	S106 / Other	133		Review of funding availability has resulted in deletions and re-profiling
Regional Enterprise	2016/17	Footways Renewal	S106 / Other	(133)		Review of funding availability has resulted in deletions and re-profiling
Regional Enterprise	2016/17	Investments in Roads and Pavements (NRP)	Borrowing		(2,965)	Review of requirements for the surfaces work has resulted in the re-profiling of the budget
Regional Enterprise	2016/17	Pothole Fund	Grants		(1)	Review of funding availability has resulted in deletions and re-profiling
Regional Enterprise	2016/17	Saracens	S106 / Other	6	(17)	Review of funding availability has resulted in deletions and re-profiling
Regional Enterprise	2016/17	Saracens	revenue		(6)	Review of funding availability has resulted in deletions and re-profiling
Regional Enterprise	2016/17	Drainage Schemes	Grants		(69)	Review of funding availability has resulted in deletions and re-profiling
Regional Enterprise	2016/17	Drainage Schemes	Borrowing		(423)	Review of funding availability has resulted in deletions and re-profiling

Directorate	Year	Capital Programme	Funding Type	Additions/ (Deletions) £'000	(Slippage) /Accelerated Spend £'000	Explanation for request
Regional Enterprise	2016/17	Controlled Parking Review / implementation	S106 / Other	(57)	(107)	Review of funding availability has resulted in deletions and re-profiling
Regional Enterprise	2016/17	Controlled Parking Review / implementation	Borrowing		(15)	Review of funding availability has resulted in deletions and re-profiling
Regional Enterprise	2016/17	Controlled Parking Review / implementation	Capital Receipts		(4)	Review of funding availability has resulted in deletions and re-profiling
Regional Enterprise	2016/17	Parking	S106 / Other	(2)		Review of funding availability has resulted in deletions and re-profiling
Regional Enterprise	2016/17	Parking	Capital Receipts		(28)	Review of funding availability has resulted in deletions and re-profiling
Regional Enterprise	2016/17	General Fund Regeneration	Capital Receipts		165	Works brought forward
Regional Enterprise	2016/17	BXC - Funding for land acquisition	Reserve		(14,516)	Acquisitions will take place in future years
Regional Enterprise	2016/17	Disabled Facilities Grant	Borrowing		(1,153)	Demand led, no more works anticipated for current year.
Regional Enterprise	2016/17	Social Mobility Fund	Grants	(210)		Project no longer going ahead
Regional Enterprise	2016/17	Office Build	Borrowing		(850)	Re-profiled budget
Street Scene	2016/17	Waste	Revenue		(132)	Review of the service delayed purchase
Street Scene	2016/17	Fleet	Revenue		(102)	Review of the service delayed purchase
Street Scene	2016/17	Street cleansing and green spaces - vehicles and equipment	Revenue		(203)	Review of the service delayed purchase
Street Scene	2016/17	Vehicles	Borrowing		(192)	Review of the service delayed purchase
Housing - HRA	2016/17	Major Works (excl Granv Rd)	MRA		590	Additional is due to increase in Major work in December and anticipated increase in January 2017
Housing - HRA	2016/17	Misc - Repairs	MRA		(560)	Slippage is due to Restriction on H&S has delay work some of work
Housing - HRA	2016/17	M&E/ GAS	MRA		(153)	Slippage is due to the delay with Lisle Court and Cricklewood starting on site.
Housing - HRA	2016/17	Voids and Lettings	MRA		253	Additional is due to increase in volume of Adaptations and conditions of voids currently coming through.
Housing - HRA	2016/17	New Affordable Homes	Capital Receipts	313		Higher than anticipated Section 278 costs and management fees.
Housing - HRA	2016/17	Moreton Close	Capital Receipts		(1,015)	Delays in appointing a contractor have resulted in the project slipping into 17/18
Commissioning Group	2016/17	Community Centre	Borrowing		(1,393)	Following delays in the procurement activity construction is now planned to start in April 2017
Commissioning Group	2016/17	Community Centre	S106 / Other		(91)	Following delays in the procurement activity construction is now planned to start in April 2017
Commissioning Group	2016/17	Community Centre	Capital Receipts		(516)	Following delays in the procurement activity construction is now planned to start in April 2017
Commissioning Group	2016/17	Asset Management	Borrowing		(700)	No further expected works in 16/17
Commissioning Group	2016/17	Sport and Physical Activities	Borrowing		(3,614)	Original Construction was going to Start in January 17, but delays to the design phase have pushed this project back
Commissioning Group	2016/17	Sport and Physical Activities	Reserve		(2,103)	Original Construction was going to Start in January 17, but delays to the design phase have pushed this project back

Directorate	Year	Capital Programme	Funding Type	Additions/ (Deletions)	(Slippage) /Accelerated Spend	Explanation for request
Education and Skills	2016/17	Primary Programme	Borrowing		(4,235)	Funding for urgent primary places and slippage for unallocated funds
Education and Skills	2016/17	Primary Programme	S106 / Other		(268)	Funding for urgent primary places and slippage for unallocated funds
Education and Skills	2016/17	Primary Programme	Grants		(3,498)	Funding for urgent primary places and slippage for unallocated funds
Education and Skills	2016/17	SEN	Borrowing		(2,962)	Slippage for unallocated funds
Education and Skills	2016/17	SEN	Capital Receipts		(2,038)	Slippage for unallocated funds
Education and Skills	2016/17	SEN	S106 / Other		(1,000)	Slippage for unallocated funds
Education and Skills	2016/17	Alternative Provision	Borrowing		(1,000)	Construction is now due to start in July 17,
Education and Skills	2016/17	Alternative Provision	Grants		(6,684)	Construction is now due to start in July 17,
Education and Skills	2016/17	Contingency	Borrowing		(5,000)	Slippage for unallocated funds
Education and Skills	2016/17	School place planning – meeting basic need for school places (primary and secondary school places)	Borrowing		(2,000)	Slippage for unallocated funds
Education and Skills	2016/17	School place planning – meeting basic need for school places (primary and secondary school places)	S106 / Other		(2,500)	Slippage for unallocated funds
Housing Needs Resources	2016/17	Open Door	Capital Receipts	616		Funding for the new Registered provider
Housing Needs Resources	2016/17	Open Door	Borrowing	3,032		Funding for the new Registered provider
				(2,247)	(78,865)	
Housing - HRA	2017/18	Moreton Close	MRA	300		Increase from 51 to 53 houses
Regional Enterprise	2017/18	Social Mobility Fund	Grants	(540)		Project no longer going ahead
Regional Enterprise	2017/18	TFL allocation	Grants	3,357		2017/18 allocation agreed
Regional Enterprise	2017/18	reconstruction of railway bridge	Borrowing	(200)		Deletions as part of the budget setting process
Regional Enterprise	2017/18	Drainage schemes	Borrowing	(423)		Deletions as part of the budget setting process
Regional Enterprise	2017/18	Footway Reconstruction	Borrowing	(24)		Deletions as part of the budget setting process
Family Services	2017/18	Social Care Placements	Borrowing	(1,000)		Deletions as part of the budget setting process
Family Services	2017/18	Loft Conversion	Borrowing	(300)		Deletions as part of the budget setting process
Regional Enterprise	2017/18	Highway Improvements	Borrowing	(65)		Deletions as part of the budget setting process
Regional Enterprise	2017/18	Travel Plan Implementation	S106 / Other	(25)		Deletions as part of the budget setting process
Regional Enterprise	2017/18	RTA Controlled Parking Zone	Borrowing	(15)		Deletions as part of the budget setting process
Commissioning Group	2017/18	Dawes Lane	Capital Receipts	(1,500)		Deletions as part of the budget setting process
Housing Needs Resources	2017/18	Open Door	Capital Receipts	8,010		Funding for the new Registered provider
Housing Needs Resources	2017/18	Open Door	Borrowing	22,088		Funding for the new Registered provider
Housing Needs Resources	2018/19	Open Door	Capital Receipts	7,370		Funding for the new Registered provider
Housing Needs Resources	2018/19	Open Door	Borrowing	21,883		Funding for the new Registered provider
Housing Needs Resources	2019/20	Open Door	Capital Receipts	3,004		Funding for the new Registered provider
Housing Needs Resources	2019/20	Open Door	Borrowing	9,270		Funding for the new Registered provider
				71,190		

Housing Revenue Account (HRA)

HRA business plan

1. HRA Business Plan Overview

- 1.1 Following the introduction of self – financing for Housing Revenue Accounts in April 2012, the council developed an HRA business plan which sets out priorities for investment in council housing in the borough.
- 1.2 The HRA settlement meant that the council will benefit from reduced HRA expenditure, as the cost of servicing the HRA debt figure is lower than the amount that was being paid to treasury in the form of negative subsidy.
- 1.3 In addition, the settlement provided the council with the opportunity to borrow an additional £38m as a result of headroom generated by differences between the actual HRA debt and the amount assumed in the settlement.
- 1.4 The current HRA business plan takes account of a number of national policies that impact on the HRA, including:
 - **Rents policy** – social housing rents will reduce by 1% per annum for 4 years from 2016.
 - **Right to Buy** – sales have increased following the enhancement of the Right to Buy scheme for council tenants
 - **Sale of high value homes** – local authorities may pay a levy to the government which assumes that high value council homes will be sold as they become empty. This will fund an extension of right to buy to housing association tenants. Authorities have received confirmation that no levy will be payable in 2017/18.
 - **Pay to stay** – A proposal to see council tenants earning more than £40,000 per year paying higher rents, which could increase right to buy sales
 - **Welfare Reform** – is expected to see an increase in bad debt.
- 1.5. The government has recently clarified that it will not proceed with the pay to stay proposals, and will delay the implementation of the Sale of High Value homes, and the HRA Business Plan will be adjusted to take these changes into account.

2. HRA Priorities

- 2.1 The following priorities have been identified in the HRA business plan:
 - Maintaining the quality of the existing supply of council housing
 - Investment in the delivery of new affordable homes to rent

- Increasing the supply of housing to help tackle homelessness
- Investment in new homes for vulnerable people
- Efficient and effective services

3. Investment Plan

3.1 The following allocations of funding have already been agreed (for 16/17 to 19/20) and are progressing:

Existing stock – Investment of £80.2m for repairs and maintenance

Burnt Oak Broadway flats - £5m to provide new additional flats

Supported Housing – £14.5m for supported scheme at Morton close

Direct Acquisitions - £6m funding to enable the purchase of additional housing stock

Regeneration - £13.4m for advanced acquisitions on regeneration estates

Extra care Pipeline - £24.2m to provide additional supported housing.

Tranche 3 - £10.586m to support Open Door Homes

3.2 In addition, the HRA Business Plan considers two scenarios, which are dependent on whether the council's Arm's Length Management Organisation (ALMO), Barnet Homes, is successful in establishing a Registered Provider (RP) Open Door Homes, to build and own new homes on HRA land.

3.3 If the RP is approved by the Homes and Communities Agency (HCA), the new homes it provides will be built with the aid of a loan of £57.5m from the council which was approved by Policy and Resources Committee in February 2016. This will free up resources within the HRA to acquire properties on the open market for use as council housing, as well as provide a small number of new homes on infill sites within the HRA.

3.4 If the RP does not proceed, there are enough resources within the HRA for the council to build 120 new council homes on HRA land itself.

Dedicated Schools Grant (DSG) and Schools Budget 2017/18

The Dedicated Schools Grant for 2017/18 is made up of three notional funding blocks:

- Schools Block
- Early Years Block
- High Needs Block.

Each block is calculated on a different basis:

The **Schools Block** is calculated using pupil numbers taken from the October 2016 schools census, multiplied by a guaranteed unit of funding (SBUF).

The amount of funding to the local authority per 3 and 4 year old pupil in the **Early Years block** has been increased to £5.90 per child per hour by the introduction of the Early Years National Funding Formula. Extra funding has also been provided to cover the cost of extending free childcare to 30 hours a week for eligible working parents. The 'notional'* rate to providers in 2017/18 (after allowing for central expenditure and the Inclusion Fund) will be £5.44 per hour compared to £4.30 in 2016/17.

The Early Years (EY's) Block is estimated using early years numbers taken from the Early Years and Schools census in January 2016.

A further update to the 2017/18 DSG allocation will be made once the January 2017 Early Years and Schools census numbers are finalised.

The early years pupil premium has been set at the same level as 2016/17 but may be subject to change.

Funding for two year olds is calculated in a similar way to that for 3 and 4 year olds. The funding rate remains £5.92 an hour to the local authority, whilst the LA funds providers at the slightly higher rate of £6 per hour.

The **High Needs Block** is a cash amount and is based on the amount that was allocated in 2016/17. In 2017/18, the DfE has increased the High Needs block funding slightly to account for population growth. Barnet will receive an additional £1.4m.

Pressures on the DSG expenditure budget

The main pressure on the DSG expenditure budget is due to the continuing growth in primary pupil numbers now feeding through into secondary schools. The non-capital cost of setting up new classes is estimated to be £3.8m for 2017/18.

Balancing the budget

The approach to balancing the 2017/18 budget has been similar to last year:

- Agreement by the Schools Forum to use the £1.6m of DSG underspend carried forward from 2014/15 to support the budget gap by contributing to the growth fund. The remaining underspends from 2014/15 and 2015/16, £0.6m and £1.2m respectively, are planned to be carried forward and earmarked for pupil growth at new and existing schools from 2018/19. The cost of growth will be high for the next 5 years as the growth in primary moves into secondary and regeneration attracts new families into Barnet.
- Officers are continuing to ensure the needs of children with SEN are met wherever possible in local provision rather than expensive independent placements. There is nevertheless pressure on the High Needs budget arising from the increased demand for specialist places for post 16 education
- The growth in 2-year-olds places also puts pressure on the budget due to lagged funding (funding for the growth in numbers coming to the Borough after the growth has taken place). However, 2-year-old places are not expected to increase significantly in 2017/18, as additional provider capacity is likely to be taken up by 3 and 4 year olds qualifying for the working parent 30 hour offer.
- The Education Services Grant (ESG) funding for retained local authority duties in respect of all schools (including Academies and Free Schools) has been added to the DSG by the DfE and authorities are allowed to retain that funding to pay for these continuing duties, subject to the agreement of the Schools Forum. The Schools Forum approved this at its December meeting. Please see paragraph 1.4.8 of the report for further detail of the ESG reduction.

2017/18 draft DSG budget

S251 line S251 Desc		Subgroup	SForum 9Feb2017		SForum 8Dec2016		Change since last Schools Forum	
			Gross 1718 before recoupment	Net 1718 after recoupment	Gross 1718 Draft as reported	Gross Budget 1617 before recoupment		Net Budget 1617 after recoupment
Expenditure								
1.0.1	Individual Schools Budget before Academy recoupment	2,3&4 year olds	26,640,556	26,640,556	26,278,515	19,050,560	19,050,560	362,041
		Budget Shares	245,560,573	144,465,555	246,995,209	240,578,335	144,769,295	- 1,434,636
		High Needs Pla	9,486,488	4,852,988	9,427,488	8,077,920	6,095,590	59,000
		1.0.1 Total	281,687,617	175,959,099	282,701,212	267,706,815	169,915,445	- 1,013,595
1.1.1	Contingencies	Contingency	400,000	400,000	400,000	147,130	147,130	-
1.1.2	Behaviour Support Services	Dedelegation	78,609	78,609	78,876	79,130	79,130	- 266
1.1.3	Support to UPEG and bilingual learners	Dedelegation	84,732	84,732	79,997	87,000	87,000	4,735
1.1.9	Staff costs - supply cover for facility time	Dedelegation	48,039	48,039	48,174	48,770	48,770	- 135
1.2.1	Top-up funding - maintained schools	High Needs	16,145,946	16,145,946	16,404,939	16,969,420	16,969,420	- 258,993
1.2.2	Top-up funding - academies, free schools and colleges	High Needs	7,693,776	7,693,776	7,745,279	7,434,150	7,434,150	- 51,503
1.2.3	Top-up and other funding - non-maintained and independent providers	High Needs	9,638,811	9,638,811	9,638,811	9,084,010	9,084,010	-
1.2.5	SEN support services	Services	3,666,943	3,666,943	3,566,943	3,581,850	3,581,850	100,000
1.2.6	Hospital education services	High Needs	541,146	405,860	541,146	530,010	530,010	-
1.2.1	Direct payments (SEN & Disability)	High Needs	350,000	350,000	300,000	300,000	300,000	50,000
1.3.1	Central expenditure on children under 5	Services	1,561,167	1,561,167	1,171,390	1,131,390	1,131,390	389,777
1.4.1	Contribution to combined budgets	CAF Team	279,968	279,968	279,262	285,540	285,540	706
		Safer Families	183,720	183,720	183,720	183,720	183,720	-
		1.4.1 Total	463,688	463,688	462,982	469,260	469,260	706
1.4.2	School Admissions	Services	401,200	401,200	361,200	361,200	361,200	40,000
1.4.3	Servicing of schools forums	Services	34,680	34,680	34,680	34,680	34,680	-
1.4.1	Pupil growth / Infant class sizes	Growth	1,300,000	1,300,000	1,400,000	1,456,322	1,456,322	- 100,000
1.4.1	SEN transport	Services	400,000	400,000	400,000	400,000	400,000	-
1.4.1	Other items	Fair Access	106,500	106,500	106,500	106,500	106,500	-
1.5.1	Education welfare service - Former ESG retained duties	Retained Duties	286,891	286,891	-	-	-	537,657
1.5.2	Asset management - Former ESG retained duties	Retained Duties	26,000	26,000	824,548	-	-	26,000
1.5.3	Statutory/ Regulatory duties - Former ESG retained duties	Retained Duties	485,000	485,000	-	-	-	485,000
		Expenditure Total	325,400,746	219,536,941	326,266,677	309,927,637	212,136,267	- 865,931
Income								
1.9.1	Dedicated Schools Grant	DSG	- 318,858,054	- 212,994,249	- 319,553,635	- 302,368,347	- 204,576,977	695,581
1.9.4	Post 16 allocations from EFA	Post 16	- 5,000,000	- 5,000,000	- 5,000,000	- 6,216,900	- 6,216,900	-
1.9.2	Balance b/fwd	Income	- 1,542,692	- 1,542,692	- 1,713,042	- 1,342,390	- 1,342,390	170,350
		Income Total	- 325,400,746	- 219,536,941	- 326,266,677	- 309,927,637	- 212,136,267	865,931

FEES AND CHARGES 2017/18

Family Services Directorate

Fee/Charge	Description	Charge £	Unit of Measure
Children Centres			
Parkfield child care	Age 2	6.12	Per Child Per Hour
Parkfield child care	Age 3-4	5.87	Per Child Per Hour
Meals	Children Centre - Parkfield	2.31	Per Child Per Hour
Wingfield child care	Age 2	5.97	Per Child Per Hour
Wingfield child care	Age 3-4	5.71	Per Child Per Hour
Meals	Children Centre - Wingfield	2.14	Per Child Per Hour
Newstead Child care	Age 2	6.38	Per Child Per Hour
Newstead Child care	Age 3-4	6.24	Per Child Per Hour
Meals	Children Centre - Newstead	2.14	Per Child Per Hour
Youth services			
Holiday Programmes	Taster / Entry Activity	5.00	Per Day
Holiday Programmes	Taster / Entry Activity	3.00	Half Day
Holiday Programmes	Generic Activity	10.00	Per Day
Holiday Programmes	Generic Activity	6.00	Half Day
Holiday Programmes	Specialised Activity	16.00	Per Day
Holiday Programmes	Specialised Activity	9.00	Half Day
Duke of Edinburgh	Bronze And Silver Award Enrolment Fee	25.00	Per Award
Duke of Edinburgh	Gold Award Enrolment Fee	32.00	Per Award
Equipment	Catering E.G.Whisk, Saucepans Etc	1.20	Per Item
Equipment	Catering E.G. Professional Gas Bbq	85.00	
Equipment	Dofe E.G. Compass, Survival Bags, Waterproofs	4.00	Per Item
Equipment	Dofe E.G. Expedition Packs	15.00	
Equipment	Gardening E.G.Water Cans	0.50	Per Item
Equipment	Gardening E.G. Mowers	50.00	
Equipment	Hair & Beauty E.G.Stools	10.00	Per Item
Equipment	Hair & Beauty E.G Couch, Nail Bars	45.00	
Equipment	Marquees & Shelter E.G. Gazebos	28.00	Per Item
Equipment	Marquees & Shelter E.G. Inflatable Marquees	63.00	
Equipment	Media E.G. Lcd Monitors	8.00	Per Item
Equipment	Media E.G. Film Making Kits	350.00	
Equipment	Music E.G Headphones	1.50	Per Item
Equipment	Music E.G. Keyboards	45.00	
Equipment	Outdoor Education E.G.Camping Chairs	1.20	Per Item
Equipment	Outdoor Education E.G.Inflatable Assault Courses	800.00	
Equipment	Photography E.G.Sd Cards	1.50	Per Item
Equipment	Photography E.G. Digital Cameras	38.00	
Equipment	Sport E.G. Sport Bibs	1.00	Per Item
Equipment	Sport E.G. Table Tennins Table	90.00	

Fee/Charge	Description	Charge £	Unit of Measure
Equipment	Staging & Theatre E.G. Extension Leads	4.00	Per Item
Equipment	Staging & Theatre E.G. Stage System	220.00	
Play Team charges			
Out of school provision	After school provision	6.12	Per session
Holiday programmes	Holiday Schemes	18.36	Per day
Holiday programmes	Holiday Schemes - Siblings charge	14.79	Per day
Holiday programmes	Holiday schemes including aftercare	22.95	Per day
Holiday programmes	Holiday Schemes including aftercare - Siblings charge	19.38	Per day
Permanence, Transitions and Corporate Parenting			
Family Resource Centre	Weekday - Contact supervisor (min time period 3 hours)	28.90	Per hour
Family Resource Centre	Weekend - Contact supervisor (min time period 3 hours)	43.50	Per hour
Family Resource Centre	Weekday - A room hire only	23.20	Per hour
Family Resource Centre	Weekend - A room hire only	34.70	Per hour
Children in care	Social Care Charges - Means-tested Parental Contributions towards the care costs of children in care (Section 20 only). Families in receipt of benefits	No charge	Per child
Children in care	Social Care Charges - Means-tested Parental Contributions towards the care costs of children in care (Section 20 only) Weekly contribution	Weekly net income less £60 per person, per household, then 20% of remaining amount for 1st child, then 10% for any other children thereafter.	Per child
Library review amended fees and charges			
Adult Book Fines	This charge is levied for the late return of adult book items. Items can now be renewed 24/7 online or by phone	0.25	Per Day, Per Item
Child Book Fines	This charge would be levied for the late return of child and teen book items. Items can now be renewed 24/7 online or by phone	0.05	Per day, Per item
Reservation, No Notification/ email (specially purchased stock)	This charge is levied where an item is purchased in response to a reservation.	1.10	Per item

Fee/Charge	Description	Charge £	Unit of Measure
Reservation, Postal Notification (specially purchased stock)	This charge is levied where an item is purchased in response to a reservation.	£1.10 Plus 2nd Class Post	Per item
Reservation, No Notification/ email notification (Barnet stock)	Customers are notified by email that a reserved item is ready for collection. This applies to stock already held in Barnet Libraries	No charge	Per Item
Reservation, Postal Notification (Barnet stock)	Customers are notified by post that a reserved item is ready for collection. This applies to stock already held in Barnet Libraries	2nd class postage only	Per Item
Late return fees for items borrowed from the British library	This charge is levied where items borrowed from the British Library are returned late	4.55	Per Item
One off events	This includes a range of author and cultural events. A mix of charges would be applied dependent upon the cost of hosting the specific event and its intended audience. These are in addition to the core service of events which remains free.	£0 up to £20	Per session, per person
Training courses for professionals and organisations (1/2 day - off the peg)	Current charges are considerably under the market rate and do not cover the costs of developing and delivering training.	75.00	Per delegate
Training courses for professionals and organisations (1/2 day - bespoke)	Current charges are considerably under the market rate and do not cover the costs of developing and delivering training.	400.00	Per organisation
Local History Training/ Talks for organisations (bespoke)	Current charges are considerably under the market rate and do not cover the costs of developing and delivering training.	75.00	Per session
Music Sets And Scores for choirs based in Barnet	Subscription fee	Loan charge of 25p per score per month (min 2 month loan)	Per subscription Per annum
Music Sets And Scores for choirs based in Barnet	Overdue charge	25p per score, Per month/ part month	Per score, Per week
Music Sets And Scores for all choirs	Courier delivery charge for direct delivery	5.00	Per box
Music Sets And Scores for all choirs	Cancellation fee for every score ordered but then not required	10.00	Per title

Fee/Charge	Description	Charge £	Unit of Measure
Music Sets And Scores for all choirs	Administration fee to replace lost items. This is payable by music groups and organisations.	£10.00 + cost of replacement	Per set lost
Music Sets And Scores for choirs based outside Barnet	Subscription fee	Loan charge of 35p per score per month (min 2 month loan)	Per subscription Per annum
Music Sets And Scores for choirs based outside Barnet	Overdue charge	35p per score, Per month/ part month	Per score, Per week
Music Sets And Scores	Charge made to other Boroughs for the loan of Barnet sets and scores	12.00	Per 20 items

Street Scene Directorate Fees and Charges 2017/18

#	Fee/Charge	Description	Unit of Measure	Charges 2016/17	Charges 2017/18	Comments	Additional detail for new changes / above inflation
SS 1	Recycling - wheeled bins/containers for new developments and flats	All charges for flats and new development will be brought into line with container charges for other waste streams and households	Per containers	N/A - New Charge	All charges for flats and new development will be brought into line with container charges for other waste streams and households £7.79	New developments can be instructed to provide 50/50 provision of recycling and waste containers for new developments	There is no benefit to the authority for offering a discount on recycling, for new developments - the developers can be instructed as to the number and type of containers to be procured
SS 2	Commercial Waste - Additional Recycling special request collection	Prepaid charge for special request collection of 1 x 240 litre or smaller recycling container	Per Collection/ Empty	N/A - New Charge	£8.75	Customers may wish to have additional recycling collected in addition to there annual collections	N/A
SS 3		Prepaid charge for special request collection of 1 x 360 litre dry recycling container	Per Collection/ Empty	N/A - New Charge	£12.60		
SS 4		Prepaid charge for special request collection of 1 x 660 litre dry recycling container	Per Collection/ Empty	N/A - New Charge	£16.44		
SS 5		Prepaid charge for special request collection of 1 x 1100 litre or larger recycling container	Per Collection/ Empty	N/A - New Charge	15% additional cost on annual charge	Customers are keen on weekend collections but this incurs additional operational costs - we wish to introduce this service	This is a service that some customers have requested and will help build the business in the future but operation incur additional operational costs which need to be covered
SS 6	Commercial Waste - Saturday Collection	Additional fee for Saturday Collections	% supplement	N/A - New Charge	25% additional cost on annual charge		
SS 7	Commercial Waste - Sunday collections	Additional fee for Sunday Collections	% supplement	N/A - New Charge			
SS 8	Commercial Waste - Recycling	240 Litre Bins and below - Weekly Collection	Per container	N/A - New Charge	£248.00	New Charge for a new service	New Charge for a new service
SS 9		360 Litre Bins - Weekly Collection	Per container	N/A - New Charge	£299.00		
SS 10		660 Litre Bins - Weekly Collection	Per container	N/A - New Charge	£499.00		
SS 11		1100 Litre Bins and above - Weekly Collection	Per container	N/A - New Charge	£699.00		
SS 12	Commercial Waste - Food Waste	Food Gaddie - below 30 Litre - Weekly Collection	Per container	N/A - New Charge	£100.00	New Charge for a new service	This is the food services offer
SS 13		140 Litre Food Waste Bin - Weekly Collection	Per container	N/A - New Charge	£309.00		
SS 14		240 Litre Food Waste Bin - Weekly Collection	Per container	N/A - New Charge	£474.00		
SS 15	Commercial Waste - Fortnightly collection	Fortnightly collection annual cost contracts for all commercial wheeled bin container for customers with a recycling contract	Per contract	N/A - New Charge	50% reduction on a weekly contract per annum for general waste	New charge - a key way to incentivise recycling is to offer fortnightly waste collection alongside customers taking up the recycling offer	Customers who take on an annual recycling contract (excluding sacks) will be offered a fortnightly collection of waste. By only offering weekly waste we are in danger of leaving the recycling containers financially unattractive.
SS 16	Commercial Waste - Contract Change	Contract change fee (exc. upgrades)	Per occurrence	N/A - New Charge	£25.00	To cover the admin cost of contract cancellations and to help preserve market share	A number of customers regularly change their contracts (downgrades, change of name etc.). Each change requires a new contract this incurs significant administrative workload. We would not expect to charge all customers who make these changes but we have a number that change regularly and this charge will help cover the cost of this
SS 17	Commercial Waste	Overweight charge per collection	Per container per collection	N/A - New Charge	£20.00	Overweight bins incur high disposal costs and lead to a loss of income. Charging for overweight bins based on a pre agreed level which will be included within the commercial waste contracts will discourage this and protect the council. Weighing technology on commercial waste vehicle will easily allow the crews to know which bins are overweight. Charging may so encourage those with heavy bins to utilise the recycling services.	Some bins are extremely heavy and while the crews may still be able to lift the bins this will lead to a loss of any financial contribution to the authority due to higher disposal costs. The weight limit will be set at a reasonable level based on industry standards to ensure that the charge is fair
SS 18	Commercial Waste - Contaminated Bins (240L and below)	Additional charge for collection of a contaminated bin - 240 Litre and below	Per collection	N/A - New Charge	£17.55	Contaminated bins need to be emptied as an additional collection, and the contents sent to the appropriate disposal facility i.e. contaminated recycling may need to be sent for disposal as E/W	Some commercial bins will be contaminated and this charge provides the provision to empty these at a suitable cost as if the customer is unable or unwilling to take out any contamination
SS 19	Commercial Waste - Contaminated Bins (360L)	Additional charge for collection of a contaminated bin - 360 Litre	Per collection	N/A - New Charge	£19.79	Contaminated bins need to be emptied as an additional collection, and the contents sent to the appropriate disposal facility i.e. contaminated recycling may need to be sent for disposal as E/W	Some commercial bins will be contaminated and this charge provides the provision to empty these at a suitable cost as if the customer is unable or unwilling to take out any contamination
SS 20	Commercial Waste - Contaminated Bins (660L)	Additional charge for collection of a contaminated bin - 660 Litre	Per collection	N/A - New Charge	£23.55	Contaminated bins need to be emptied as an additional collection, and the contents sent to the appropriate disposal facility i.e. contaminated recycling may need to be sent for disposal as E/W	Some commercial bins will be contaminated and this charge provides the provision to empty these at a suitable cost as if the customer is unable or unwilling to take out any contamination
SS 21	Commercial Waste - Contaminated Bins (1100L and above)	Additional charge for collection of a contaminated bin - 1100 Litre and above	Per collection	N/A - New Charge	£28.33	Contaminated bins need to be emptied as an additional collection, and the contents sent to the appropriate disposal facility i.e. contaminated recycling may need to be sent for disposal as E/W	Some commercial bins will be contaminated and this charge provides the provision to empty these at a suitable cost as if the customer is unable or unwilling to take out any contamination

#	Fee/Charge	Description	Unit of Measure	Charges 2016/17	Charges 2017/18	Comments	Additional detail for new charges / above inflation
SS 22	Schools: Annual General Waste Collection (44 Weeks)	Weekly collection of 240 Litre bin or smaller 44 weeks a year	Per container	N/A - New Charge	£227.50	Controlled Waste Regulations 2012 state schools should only be charged for collection	If schools were charged the full cost of collection across 52 weeks they would see a large increase in costs compared to their current charges (which is that they pay the full charge for trade waste and receive free recycling collections - however this approach is not consistent with CWIR 2012). The 44 week collection ties in with the standard academic year and will help provide an incentive to maintain and increase recycling. Some schools are open all year and for these a separate charge below will enable them to better control their waste and recycling costs
SS 23		Weekly collection of 360 Litre bin 44 weeks a year	Per container	N/A - New Charge	£268.13		
SS 24		Weekly collection of 660 Litre bin 44 weeks a year	Per container	N/A - New Charge	£372.99		
SS 25		Weekly collection of 1100 Litre or above bin 44 weeks a year	Per container	N/A - New Charge	£457.56		
SS 26	Schools: Annual Recycling Collection (44 Weeks)	Weekly collection of 240 Litre bin or smaller 44 weeks a year	Per container	N/A - New Charge	£172.53	Controlled Waste Regulations 2012 state schools should only be charged for collection	If schools were charged the full cost of collection across 52 weeks they would see a large increase in costs compared to their current charges (which is that they pay the full charge for trade waste and receive free recycling collections - however this approach is not consistent with CWIR 2012). The 44 week collection ties in with the standard academic year and will help provide an incentive to maintain and increase recycling. Some schools are open all year and for these a separate charge below will enable them to better control their waste and recycling costs
SS 27		Weekly collection of 360 Litre bin 44 weeks a year	Per container	N/A - New Charge	£195.75		
SS 28		Weekly collection of 660 Litre bin 44 weeks a year	Per container	N/A - New Charge	£319.18		
SS 29		Weekly collection of 1100 Litre or above bin 44 weeks a year	Per container	N/A - New Charge	£400.63		
SS 30	Schools: Annual Food Collection (44 Weeks)	Weekly collection of 30 Litre caddy or below 44 weeks a year	Per container	N/A - New Charge	£61.59	Controlled Waste Regulations 2012 state schools should only be charged for collection	If schools were charged the full cost of collection across 52 weeks they would see a large increase in costs compared to their current charges (which is that they pay the full charge for trade waste and receive free recycling collections - however this approach is not consistent with CWIR 2012). The 44 week collection ties in with the standard academic year and will help provide an incentive to maintain and increase recycling. Some schools are open all year and for these a separate charge below will enable them to better control their waste and recycling costs
SS 31		Weekly collection of 140 Litre bin 44 weeks a year	Per container	N/A - New Charge	£209.97		
SS 32		Weekly collection of 240 Litre bin 44 weeks a year	Per container	N/A - New Charge	£329.56		
SS 33	Schools: Waste and Recycling	Schools additional lifts for weeks 45-52	Per collection made	N/A - New Charge	Pro rata cost of 44 week contract per lift	Schools generally close during the holiday period and this charge will enable them to better manage their waste needs	See above
SS 34	Schedule 2: General Waste	Weekly collection of 240 Litre bin or smaller	Per container	N/A - New Charge	£268.86	Schedule 2 business are those classed as "household waste" for which a charge can be made for collection only under the Controlled Waste Regulations 2012. Examples are school, charities (which are whole for a charitable purpose), schools and community premises	This charge brings Schedule 2 businesses in line with the Controlled Waste Regulations 2012
SS 35		Weekly collection of 360 Litre bin	Per container	N/A - New Charge	£316.89		
SS 36		Weekly collection of 660 Litre bin	Per container	N/A - New Charge	£440.81		
SS 37		Weekly collection of 1100 Litre or above bin	Per container	N/A - New Charge	£540.76		
SS 38	Schedule 2: Recycling	Weekly collection of 240 Litre bin or smaller	Per container	N/A - New Charge	£203.89	Schedule 2 business are those classed as "household waste" for which a charge can be made for collection only under the Controlled Waste Regulations 2012. Examples are school, charities (which are whole for a charitable purpose), schools and community premises	This charge brings Schedule 2 businesses in line with the Controlled Waste Regulations 2012
SS 39		Weekly collection of 360 Litre bin	Per container	N/A - New Charge	£231.34		
SS 40		Weekly collection of 660 Litre bin	Per container	N/A - New Charge	£377.21		
SS 41		Weekly collection of 1100 Litre or above bin	Per container	N/A - New Charge	£473.47		
SS 42	Schedule 2: Food	Weekly collection of 30 Litre caddy or below 44 weeks a year	Per container	N/A - New Charge	£72.79	Schedule 2 business are those classed as "household waste" for which a charge can be made for collection only under the Controlled Waste Regulations 2012. Examples are school, charities (which are whole for a charitable purpose), schools and community premises	This charge brings Schedule 2 businesses in line with the Controlled Waste Regulations 2012
SS 43		Weekly collection of 140 Litre bin	Per container	N/A - New Charge	£248.14		
SS 44		Weekly collection of 240 Litre bin	Per container	N/A - New Charge	£389.48		
SS 45	Tree Inspection / Survey: Basic	Inspection of trees already on the system for verification and/or management recommendations.	Per hour / day	N/A - New Charge	£290 per day (£43.35 per hour)	New charge	

#	Area	Service	Description of Charge	UNIT	Subject to VAT	(a) Current charge excluding VAT	(b) Proposed charge excluding VAT	Percentage change from (a) to (b)	Justification for proposed increase	COMMENTS
HW 1	Re	Highways	Section 50 Street works licence - additional phases of works on previously excavated sites	per application	VAT not applicable	Not previously used	£221.00	N/A - New Charge	Introducing set charge to recover costs incurred	Some works under s50 licences are undertaken under multiple phases to carry out remedial works or make an excavation permanent. Each additional phase incurs admin and inspection costs that are less than the initial licence cost but significant and not covered elsewhere. This charge would cover such additional work when required
			Highways							
			Rechargeable Works							
HW2	Re	Highways	Anything done to temporarily restrict or prohibit traffic in order to carry out works on or near the road when restriction is required without delay. Includes site meetings, making temporary traffic notices and erecting street notices. Excludes signs/road markings	Per order	VAT not applicable	Not previously included	£1,627.00	N/A - New Charge	Not previously included	Used in urgent/emergency situations. Has been in use in previous years, prior to Re contract, but not published previously
HW3	Re	Highways	Recovery of costs in coring programme for failed sample material and depth failure	Per failure	VAT not applicable	£136.07	£140.32	3.12%	Revised recovery of costs	Costs incurred for coring programme recalculated from previous figures used since start of contract. Revised figures show a slight increase. Charges not previously published on this list.
HW4	Re	Highways	Recovery of costs in coring programme for failed sample air void, 1 layer	Per failure	VAT not applicable	£174.51	£181.37	3.93%	Revised recovery of costs	Costs incurred for coring programme recalculated from previous figures used since start of contract. Revised figures show a slight increase. Charges not previously published on this list.
HW5	Re	Highways	Recovery of costs in coring programme for failed sample air void, 2 layers	Per failure	VAT not applicable	£218.60	£224.81	2.84%	Revised recovery of costs	Costs incurred for coring programme recalculated from previous figures used since start of contract. Revised figures show a slight increase. Charges not previously published on this list.
HW6	Re	Highways	Recovery of costs in coring programme for failed sample air void, 3 layers	Per failure	VAT not applicable	£262.68	£268.24	2.12%	Revised recovery of costs	Costs incurred for coring programme recalculated from previous figures used since start of contract. Revised figures show a slight increase. Charges not previously published on this list.
HW7	Re	Highways	Recovery of costs in coring programme for failed sample air void, 4 layers	Per failure	VAT not applicable	£306.77	£311.68	1.60%	Revised recovery of costs	Costs incurred for coring programme recalculated from previous figures used since start of contract. Revised figures show a slight increase. Charges not previously published on this list.
HW8	Re	Highways	Committed sums from developers for future maintenance liabilities of new or improved areas of highways	Unit depends on the assets adopted	VAT not applicable	Not previously used	Committed sum rates calculated based on APEPT guidelines	N/A New Charge	To reduce the authorities future maintenance liability of highway improvement schemes or adopted highways following introduction by developers	New rates for committed sums in connection of highway infrastructure assets will be developed in accordance with the association of directors of environment, economy, planning and transportation, ADEPT (formerly the CSS or county surveyors society) issued national guidance in 2009 for Local Authorities in respect to the use of committed for future maintenance; 'committed sums for maintaining infrastructure assets'. Formula's in the guidance notes will be used to determine rates for all highway infrastructure assets adopted by the authority. Any new rates will enhance existing policy that was approved in November 2006.

#	Service	Fee/Charge	Description	Unit of Measure	Charges 2016/17	Charges 2017/18	Comment and additional detail for new charges / above inflation
Parking							
P1	Parking	Green Permit	Green permit: For vehicles with ultra low emissions - gCo2 emissions 110 or below (CO2 emissions per KM)	Per vehicle per year	£ 30.00	£ -	Previously this category was for electric vehicles only, but has now been expanded to other very low emissions vehicles
P2	Parking	Resident Permit	Lower Band Emission Permit: For vehicles with low emissions - gCo2 emissions of 111 - 150	Per vehicle per year	£ 40.00	£ 50.00	There has been a change both to the banding thresholds and the charges to reflect that those who pollute the most and have the greatest negative affect on our air quality should pay the most. This is a principle of our Parking Policy and Air Quality action plan and aligns to our transport strategy. More low emissions vehicles will now be free, through being in the Green Permit band, while higher emission vehicles will pay the most.
P3	Parking	Resident Permit	Middle Band Emission Permit :- For vehicles with gCo2 emissions of 151 - 200	Per vehicle per year	New Category	£ 55.00	
P4	Parking	Resident Permit	Higher Band Emission Permit: - For vehicles with gCo2 emissions of over 200	Per vehicle per year	£ 60.00	£ 85.00	
P5	Parking	Resident Permit	Additional supplement for 2, 3 or 4th vehicle on top of permit cost	Per vehicle per year	£ 70.00	£ 10.00	ADDITIONAL supplement - This supplement is to discourage multi vehicle households, and encourage sustainable travel. The charge has moved from a flat fee, to a supplement on the on the relevant band which the car falls into i.e. A second vehicle which was an electric car would be issued a Green Permit at £0 but have to pay £10 additional supplement, a high pollution car which have gCo2 emissions of 210 would have to pay £95 (£85 higher band fee plus £10 2nd vehicle supplement). This reflects that those who pollute the most and have the greatest negative affect on our air quality should pay the most, while also promoting public transport, walking etc. to reduce congestion on our roads, and keep traffic moving.

#	Service	Fee/Charge	Description	Unit of Measure	Charges 2016/17	Charges 2017/18	Comment and additional detail for new charges / above inflation
Parking							
P6	Parking	Diesel Supplement	Additional supplement Diesel vehicle on top of permit cost (please note an additional vehicle supplement and diesel vehicle supplement may be payable)	Per vehicle per year	N/A - New Charge	£ 10.00	ADDITIONAL supplement - This supplement is to discourage diesel vehicles in the borough due to the effect on air quality from particulate matter from exhaust fumes. This is a flat fee on the relevant band which the vehicle falls into i.e. A diesel high polluting car which have gCo2 emissions of 210 would have to pay £95 (£85 higher band fee plus £10 diesel supplement). A second vehicle which was diesel with gCo2 emissions of 115 would have to pay £70 (£50 Lower band fee plus £10 diesel supplement and £10 additional vehicle supplement). This reflects that those who pollute the most and have the greatest negative affect on our air quality should pay the most.
P7	Parking	Vehicle Disposal	Vehicle Disposal - End of Life Surrender and disposal	Per Vehicle	N/A - New Charge	£ 60.00	To cover cost to the Council when vehicles needs to be disposed off when they are surrendered

#	Area	Service	Description of Charge	UNIT	(a) Current charge excluding VAT	(b) Proposed charge excluding VAT	Percentage change from (a) to (b)	Justification for proposed increase	COMMENTS
Environmental Health									
Food Safety Courses									
EH1	Food, Health and Safety	Environmental health	Level 2 Award in Food Safety - Per person	Per person	£68.50	£70.00	2.19%	Recent benchmarking has show this fee was found to be below average in the market as costs have increased for exam materials	
EH2	Food, Health and Safety	Environmental health	Level 3 Award in Food Safety - Supervising food safety in catering.	Per person	NEW	£299.00	N/A - New Charge	N/A - New Charge	Expansion of options offered to businesses in the area
EH3	Food, Health and Safety	Environmental health	Level 3 Award in Food Safety - Supervising food safety in catering. - Block bookings by organisations	Per session	NEW	Price on application	N/A - New Charge	N/A - New Charge	Level 3 course block booking will be determined on a case by case basis in accordance with the market. These courses are charged at market rates and are commercial, however HBPL advised that they are statutory and so need to go through committee although can be noted as Price on Application
EH4	Food, Health and Safety	Environmental health	Level 2 Award in Food Safety - Registered Charities	Per person	£68.50	£70.00	2.19%	Recent benchmarking has show this fee was found to be below average in the market as costs have increased for exam materials.	
EH5	Food, Health and Safety	Environmental health	Level 1 Award in Food Safety	Per person	£46.50	£48.00	5.49%	Recent benchmarking has show this fee was found to be below average in the market as costs have increased for exam materials.	
Miscellaneous Food Business Charges									
EH6	Food, Health and Safety	Environmental health	Sampling of Private Water Supplies (Private Water Supplies Regulations 1991)	Per sample	Full analysis cost (£500 maximum) plus officer time @ up to £47 officer hourly rate (up to £100 max fee per visit)	Full analysis cost (£500 maximum) plus officer time @ up to £49 officer hourly rate (up to £100 max fee per visit)	4.25% on officer time cost	To reflect increased sample collection costs	
EH7	Food, Health and Safety	Environmental health	Requested Food Hygiene Rating Scheme Re-rating Inspection	Per inspection	NEW	£185.00	N/A - New Charge	N/A - New Charge	
Cemetery & Crematorium									
C&C 1	Crematorium	Grave purchases	Class 'A' (7'6" x 3'6") grave pre-purchase only - Non LBB Residents	Each	£12,650.00	£14,720.00	16.36%	Increased fee for non-residents only due to reducing amount of new burial space available at Hendon Cemetery	
C&C 2	Crematorium	Grave purchases	Class 'B' (6'6" x 2'6") grave pre-purchase only - Non LBB Residents	Each	£6,720.00	£7,800.00	16.07%		
C&C 3	Crematorium	Grave purchases	Ash Grave (Half size grave for the burial of ashes) Class 'A' (3'6" x 3'6") grave pre-purchase only - Non LBB Residents - Please note there are limited numbers of these and no new half size graves will be created	Each	£5,760.00	£6,700.00	16.32%		
C&C 4	Crematorium	Grave purchases	Ash Grave (Half size grave for the burial of ashes) Class 'B' (3'0" x 2'6") grave pre-purchase only - Non LBB Residents - Please note there are limited numbers of these and no new half size graves will be created	Each	£2,810.00	£3,250.00	15.66%		

Births, Deaths and Marriages Fees 2017/18

Wedding and Civil Partnerships

	Current rates - Burnt Oak	Proposed rates - Hendon Town Hall	% change
	£	£	%
Mon-Thurs	100	150	50%
Friday	125	175	40%
Saturday	£180	250	39%
Sunday	£275	325	18%

Activities	2016/17 Approved										2017/18 Proposed - April									
	Adult Non Member	Better H&F Adult	Better H&F Adult Con	Jnr Non Mem	Better H&F Jnr Con	Better H&F Jnr Con	£	% Increase	Better H&F Adult	£	% Increase	Better H&F Adult Con	£	% Increase	Jnr Non Mem	£	% Increase	Better H&F Junior	£	% Increase
Swimming																				
Casual Swim - all sessions	£6.55	£4.60	£3.30	£4.05	£2.70	£2.00		1.5%	£4.65	£0.05	1.1%	£3.35	£0.05	1.5%	£4.10	£0.05	1.2%	£2.70	£0.00	0.0%
Tois Water World	£7.65	£5.35	£3.75					0.7%	£5.40	£0.05	0.9%	£3.80	£0.05	1.3%						
Swim Only - Monthly	£29.95								£29.95	£0.00	0.0%									
Health & Fitness																				
Fitness Induction - (All Centres)		£31.20	£16.30		£16.40	£11.65			£31.65	£0.45	1.4%	£16.55	£0.25	1.5%				£16.65	£0.25	1.5%
Fitness Induction and Programme - (All Centres)		£36.60	£20.05		£19.20	£13.70			£39.00	£0.40	1.0%	£20.30	£0.25	1.2%				£19.45	£0.25	1.3%
Casual Gym (All Centres)		£8.45	£6.05		£4.35	£3.05			£8.55	£0.10	1.2%	£6.10	£0.05	0.8%				£6.25	£0.10	1.3%
Group Exercise Class (All Centres)		£12.05	£8.35						£8.45	£0.10	1.2%	£6.05	£0.05	0.8%				£4.40	£0.05	1.1%
Water Aerobics Class (1hr) all centres		£12.05	£8.35						£8.45	£0.10	1.2%	£6.05	£0.05	0.8%						
Racket Sports																				
Table Tennis - per table		£11.45	£8.05	£7.35	£5.95	£3.65			£8.15	£0.10	1.2%	£6.00	£0.05	0.8%	£7.45	£0.10	1.4%	£6.00	£0.05	0.8%
Badminton - per court		£17.10	£11.85	£9.10	£9.05	£4.50			£12.00	£0.15	1.3%	£9.20	£0.10	1.1%	£9.15	£0.10	1.1%	£6.25	£0.05	0.8%
Tennis - 1 hour per court		£8.90	£6.00	£4.45	£4.60	£2.20			£6.05	£0.05	0.8%	£4.50	£0.05	1.1%	£4.65	£0.05	1.1%	£3.15	£0.00	0.0%
Courses																				
Gymnastics 1 hour - Hendon only																				
Gymnastics 1 hour					£7.55	£5.35												£7.65	£0.10	1.3%
Football 1 hour					£6.20	£4.65												£6.25	£0.05	0.8%
Badminton 1 hour					£6.55	£4.75												£6.65	£0.10	1.5%
Trampoline 1 hour - Hendon only					£7.55	£5.35												£7.65	£0.10	1.3%
Tennis 1 hour					£8.30	£5.90												£8.40	£0.10	1.2%
Plates 1 hour		£8.45	£6.50															£8.95	£0.10	1.5%
Swimming 30 mins		£6.90	£4.85															£7.15	£0.10	1.4%
Swimming 45 mins		£7.15	£5.00															£6.95	£0.10	1.5%
Parent & Baby 30 mins					£6.85	£4.80												£6.95	£0.10	1.5%
Synchronised Swim 45 mins					£6.85	£4.80												£6.95	£0.10	1.5%
Drop In Sessions																				
Fun Session						£2.00														
Gymnastics Session - Adults	£16.60	£11.60	£8.20		£2.70	£2.00			£11.75	£0.15	1.3%	£8.30	£0.10	1.2%	£4.15	£0.05	1.2%	£2.70	£0.00	0.0%
Gymnastics Assessment	£16.80	£16.80	£16.75						£17.05	£0.25	1.5%	£17.00	£0.25	1.5%						
Burnt Oak - Floodlit artificial full size pitch - 1 hr		£96.60							£96.60	£0.00	0.0%									
Burnt Oak - Floodlit artificial (5-a-side) 1hr		£48.20	£22.60						£48.20	£0.00	0.0%	£22.60	£0.00	0.0%						
Burnt Oak - Floodlit artificial (7-a-side) 1hr		£79.15	£37.60						£79.15	£0.00	0.0%	£37.60	£0.00	0.0%						
Burnt Oak - Grass Pitch (junior) 7-a-side		£28.20							£28.20	£0.00	0.0%									
Burnt Oak - Grass Pitch (junior) 11-a-side		£38.45							£38.45	£0.00	0.0%									
Leisure Card: 50+ Health swim/week		£66.15							£87.00	£0.85	1.0%									
Toddlers' World sibling price at Burnt Oak				£2.20	£2.20	£2.15									£2.20	£0.00	0.0%	£2.20	£0.00	0.0%
Toddlers' World standard price at Burnt Oak				£5.60	£4.00	£2.80									£5.65	£0.05	0.9%	£4.05	£0.05	1.3%
Toddlers' World (Hendon)				£5.75	£4.15	£2.95									£5.80	£0.05	0.9%	£4.20	£0.05	1.2%
Birthday Parties																				
Burnt Oak		£171.00																		
Cothall		£171.00																		
Church Farm		£155.00																		
Hendon		£191.00																		
Finchley Lido		£165.00																		
Badminton Club - Adult																				
Burnt Oak		£5.15	£3.35	£1.60					£3.40	£0.05	1.5%	£1.60	£0.00	0.0%						
Creche																				
Burnt Oak		£4.10	£3.35						£4.15	£0.05	1.2%	£3.40	£0.05	1.5%						
Sauna																				
Finchley Lido	£11.25	£7.70	£4.10						£7.80	£0.10	1.3%	£4.15	£0.05	1.2%						

Hiring Hendon Town Hall for Parties, Fairs and Events

	Current rates (per event)	
	Council Chamber	Heritage and committee rooms
	£	£
Monday-Friday	435	377
Saturday	£500	440
Sunday	£620	550

Full day (13 hours)	Proposed rates (Full day - 13 hours)		
	Council Chamber	Heritage, Committee rooms	Plus Kitchen hire
Mon-Fri full day	£600.00	£450.00	£250.00
13hrs (8am to 9pm)			
Saturday full day	£750.00	£600.00	£300.00
13hrs (8am to 9pm)			
Sunday full day	£900.00	£750.00	£350.00
13hrs (8am to 9pm)			

Proposed rates (Half day - 6.5 hours between 8am and 9pm)			
	Council Chamber	Heritage, Committee rooms	Plus Kitchen hire
Mon-Fri half day	£300.00	£225.00	£125.00
6.5 hrs (8am to 9pm)			
Saturday half day	£375.00	£300.00	£150.00
6.5 hrs (8am to 9pm)			
Sunday half day	£450.00	£375.00	£175.00
6.5 hrs (8am to 9pm)			

Private Sector Housing Fees and Charges 2017/18

Description of charge	Unit	Subject to VAT	Current charge excluding VAT	Proposed Charge excluding VAT	Percentage change
Licence fee up to 5 units of accommodation (paper application) for 5 years	Per HMO	VAT not applicable	£1,008.00	£1,167 made up of: Fee1-£563 Fee 2-£604.	New charging mechanism due R (on the application of Hemmings (t/a Simply Pleasure Ltd) and others) v Westminster City Council [2015] UKSC 25
Assisted Licence fee up to 5 units of accommodation (paper application) for 5 years	Per HMO	VAT not applicable	£1,202.00	£1,276 made up of: Fee1-£672 Fee 2-£604	New charging mechanism due R (on the application of Hemmings (t/a Simply Pleasure Ltd) and others) v Westminster City Council [2015] UKSC 25
Licence fee up to 5 units of accommodation (on-line application - when available) for 5 years	Per HMO	VAT not applicable	£958.00	£1,147 made up of Fee1-£530 Fee 2-£617	New charging mechanism due R (on the application of Hemmings (t/a Simply Pleasure Ltd) and others) v Westminster City Council [2015] UKSC 25
Assisted Licence fee up to 5 units of accommodation (online application-when available) for 5 years	Per HMO	VAT not applicable	£1,153.00	£1,244 made up of Fee1-£627 Fee 2-£617	New charging mechanism due R (on the application of Hemmings (t/a Simply Pleasure Ltd) and others) v Westminster City Council [2015] UKSC 25
HMO Licensing Fee for a 1 year licence (paper application)	Per HMO	VAT not applicable	£655.00	£760 made up of Fee1-£563 Fee 2-£197	New charging mechanism due R (on the application of Hemmings (t/a Simply Pleasure Ltd) and others) v Westminster City Council [2015] UKSC 25
HMO Licensing Assisted fee for a 1 year licence (paper application)	Per HMO	VAT not applicable	£849.00	£869 made up of Fee1-£672 Fee 2-£197	New charging mechanism due R (on the application of Hemmings (t/a Simply Pleasure Ltd) and others) v Westminster City Council [2015] UKSC 25
HMO Licensing Fee for a 1 year licence (on line application)	Per HMO	VAT not applicable	£606.00	£ 727 made up of Fee1-£530 Fee 2- £197	New charging mechanism due R (on the application of Hemmings (t/a Simply Pleasure Ltd) and others) v Westminster City Council [2015] UKSC 25

Description of charge	Unit	Subject to VAT	Current charge excluding VAT	Proposed Charge excluding VAT	Percentage change
HMO Licensing Assisted fee for a 1 year licence (on line application)	Per HMO	VAT not applicable	£800.00	£824 made up of	New charging mechanism due <i>R (on the application of Hemmings (t/a Simply Pleasure Ltd) and others) v Westminster City Council [2015] UKSC 25</i>
				Fee1- £627	
				Fee 2- £197	
Renewal fee up to 5 units of accommodation (paper application) for 5 years	Per HMO	VAT not applicable	£911.00	£998 made up of	New charging mechanism due <i>R (on the application of Hemmings (t/a Simply Pleasure Ltd) and others) v Westminster City Council [2015] UKSC 25</i>
				Fee1- £394	
				Fee 2- £604	
Assisted Renewal fee up to 5 units of accommodation (paper application)for 5 years	Per HMO	VAT not applicable	£1,106.00	£1,035 made up of	New charging mechanism due <i>R (on the application of Hemmings (t/a Simply Pleasure Ltd) and others) v Westminster City Council [2015] UKSC 25</i>
				Fee1-£431	
				Fee 2- £604	
Renewal fee up to 5 units of accommodation (on-line application, when introduced) for 5 years	Per HMO	VAT not applicable	£862.00	£977 made up of	New charging mechanism due <i>R (on the application of Hemmings (t/a Simply Pleasure Ltd) and others) v Westminster City Council [2015] UKSC 25</i>
				Fee1-£360	
				Fee 2- £617	
Assisted Renewal fee up to 5 units of accommodation (on-line application, when introduced)for 5 years	Per HMO	VAT not applicable	£1,056.00	£ 1,014 made up of	New charging mechanism due <i>R (on the application of Hemmings (t/a Simply Pleasure Ltd) and others) v Westminster City Council [2015] UKSC 25</i>
				Fee1- £397	
				Fee 2- £617	
Renewal fee up to 5 units of accommodation (paper application) for 1 year	Per HMO	VAT not applicable	New fee	£591 made up of	1 year licences were previously adopted for new licence applications but not renewals.
				Fee1- £394	
				Fee 2- £197	
Assisted Renewal fee up to 5 units of accommodation (paper application)for 1 year	Per HMO	VAT not applicable	New fee	£628 made up of	1 year licences were previously adopted for new licence applications but not renewals.
				Fee1- £431	
				Fee 2- £197	
HMO Licensing Renewal fee for a 1 year licence (on line application, when introduced)	Per HMO	VAT not applicable	New fee	£557 made up of	1 year licences were previously adopted for new licence applications but not renewals.
				Fee1- £360	
				Fee 2- £197	

Description of charge	Unit	Subject to VAT	Current charge excluding VAT	Proposed Charge excluding VAT	Percentage change
HMO Licensing Assisted Renewal fee for a 1 year licence (on line application, when introduced)	Per HMO	VAT not applicable	New fee	£ 594 made up of	1 year licences were previously adopted for new licence applications but not renewals.
				Fee1- £397	
				Fee 2- £197	
Each extra unit of accommodation over 5 units (assuming a standard fee is for up to a 5 room HMO)	Per unit	VAT not applicable	£24.00	£25.00	4.17%
Fire risk assessment for standard HMO	Each	VAT applicable	New fee	Up to £400 for a standard HMO plus hourly rate up to £84 for revisits and/or additional advice.	New service to assist landlords in complying with their legal requirements. This is not a service previously provided by LBB or Re.
HMO Licensing refunds	Each			Where a property is no longer licensable or a licence is revoked there is no refund as costs will already have been incurred.	n/a
				A refund will be considered if a property has not been inspected. £62.00 will be retained to cover the Council's administrative costs. After the inspection of the house the HMO inspection service fee or new HMO fee will be charged as appropriate. If any licensing paperwork has been issued there is no refund.	

Assurance Fees & Charges 2017/18

	Current 2016/17 £	Proposed 2017/18 £	Change %
School Admission Appeals Services available from London Borough of Barnet Governance Service for all Admission Appeals (Casual and Coordinated Appeals)			
Cost per Appeal	170	173.4	2%
Cost per Appeal - appeal hearings with five or more per day	150	153	2%
Cost per withdrawn/cancelled Appeal - appeal outside of 10 workings days. Full fees apply inside this time period	57	58.14	2%

	Current 2016/17 £	Proposed 2017/18 £	Change %
Electoral Services			
Purchase Full Electoral Register (by: Polling District, Ward or Borough) Statutory Charges set in legislation. <i>only available to recipients named in legislation (e.g. registered political parties, credit reference agencies)</i>	<u>Paper Copy:</u> £10 + £5 per 1000 electors or part thereof	<u>Paper Copy:</u> £10 + £5 per 1000 electors or part thereof	0%
	<u>Data Copy:</u> £20 + £1.50 per 1000 electors or part thereof	<u>Data Copy:</u> £20 + £1.50 per 1000 electors or part thereof	
Purchase 'Open' Electoral Register (by: Polling District, Ward or Borough) Statutory Charges set in legislation. <i>excludes electors that have 'opted-out of the Open Register' and may be purchased by anybody</i>	<u>Paper Copy:</u> £10 + £5 per 1000 electors or part thereof	<u>Paper Copy:</u> £10 + £5 per 1000 electors or part thereof	0%
	<u>Data Copy:</u> £20 + £1.50 per 1000 electors or part thereof	<u>Data Copy:</u> £20 + £1.50 per 1000 electors or part thereof	
Purchase 'Marked Copy' of Electoral Register (by: Polling District, Ward or Borough) following an election Statutory Charges set in legislation. <i>only available to recipients named in legislation (e.g. registered political parties, election candidates etc)</i>	<u>Paper Copy:</u> £10 + £2 per 1000 electors or part thereof	<u>Paper Copy:</u> £10 + £2 per 1000 electors or part thereof	0%
	<u>Data Copy:</u> £10 + £1 per 1000 electors or part thereof	<u>Data Copy:</u> £10 + £1 per 1000 electors or part thereof	
Purchase 'Letter of Residence' <i>registered electors can purchase this as proof of their entry on register</i> Discretionary Charge	Current Year £19.50	Current Year £19.50	0%
	2 - 5 Years £24.50	2 - 5 Years £24.50	0.0%
	Over 5 Years £29.50	Over 5 Years £29.50	0%

Charges to Registration, Ceremonies and Nationality up to March 2017 and proposed fees from 1 April 2017

Birth, Death, Marriage and Civil Partnership certificates

Certificates from archived registers	Current fees	Proposed new fees from 1 April 2017
Standard Birth, Death, Marriage and civil partnership certificate	£15.00*	No change from 1 April 2017
Short Birth Certificate	£15.00*	No change from 1 April 2017
Priority service certificate - same day	£20.00	No change from 1 April 2017

* Administrative fee of £5.00 is included in the fees above

Certificates from current registers	Current fees	Proposed new fees from 1 April 2017
Standard Birth Death Marriage or Civil Partnership certificates (at registration)	£4.00	No change from 1 April 2017
Standard Birth Death Marriage or Civil Partnership certificates (after registration)	£7.00	No change from 1 April 2017

Notice of marriage and civil partnership

Current fee	Proposed new fees from 1 April 2017
Standard £35.00	No change from 1 April 2017
If referred for immigration purposes £47.00	£47.00

Marriage, Renewal of Vows and Civil Partnership Ceremonies

Current fees and proposed new fees from 1 April 2017

	Current rates - Hendon Town Hall	Proposed new fees from 1 April 2017
Administration fee for change of date or time	£20.00	No change from 1 April 2017
Mondays to Thursdays	£150.00 (£50 deposit)	No change from 1 April 2017
Friday	£175.00 (£50 deposit)	No change from 1 April 2017
Saturday	£250.00 (£50 deposit)	No change from 1 April 2017
Sundays and Public Holidays	£325.00 (£50 deposit)	No change from 1 April 2017
Special Offer (last Sunday of the month)	£200.00 (£50 deposit)	No change from 1 April 2017

Current fees and proposed new fees from 1 April 2017

Monday to Friday – late ceremonies (from 4 pm)	£200.00 (£50 deposit)	No change from 1 April 2017
Saturday – late ceremonies	£360.00 (£50 deposit)	No change from 1 April 2017
Sundays and Public Holidays – late ceremonies	£500.00 (£50 deposit)	No change from 1 April 2017

Marriage, Renewal of Vows and Civil Partnership Ceremonies at an approved premise in the London Borough of Barnet

Current fees and proposed new fees from 1 April 2017

	Current fees	Proposed new fees from 1 April 2017
Wedding in a registered building (e.g. church)	£88.00 (£50 deposit)	No change from 1 April 2017
Marriage, renewal of vows and civil partnership ceremonies Monday to Friday – normal hours	£275.00 (£50 deposit)	No change from 1 April 2017
Marriage, renewal of vows and civil partnership ceremonies Saturday – normal hours	£330.00 (£50 deposit)	No change from 1 April 2017
Marriage, renewal of vows and civil partnership ceremonies Sunday and Public Holiday – normal hours	£385.00 (£50 deposit)	No change from 1 April 2017

Current fees and proposed new fees from 1 April 2017

Monday to Friday – late ceremonies after 4pm	£400.00 (£50 deposit)	No change from 1 April 2017
Saturday – late ceremonies after 4pm	£500.00 (£50 deposit)	No change from 1 April 2017
Sunday – late ceremonies after 4 pm	£600.00 (£50 deposit)	No change from 1 April 2017

Naming Ceremonies – all venues

	Current fees	Proposed new fees from 1 April 2017
Administration fee for change of date or time (without 7 days' notice given)	£20.00	No change from 1 April 2017
Monday to Sunday and including Bank Holidays – normal hours	£160.00 (£50 deposit)	No change from 1 April 2017

Late Arrival Fees

Late arrival fee at the Register Office in Burnt Oak	£25.00	No change from 1 April 2017
Late arrival fee at an approved premise in Barnet	£50.00	No change from 1 April 2017

Nationality and Settlement Checking Service

NCS/SCS	Current fees	Proposed new fees from 1 April 2017
NCS Adult application	£55.00	No change from 1 April 2017
NCS Child (per child)	£35.00	No change from 1 April 2017
SCS Adult application	£100.00	No change from 1 April 2017
SCS Child application (per child)	£30.00	No change from 1 April 2017
Private citizenship ceremony at Hendon Town Hall and Oak Room	£100.00	No change from 1 April 2017

Estates Fees and Charges

Hiring Hendon Town Hall for Parties, Fairs and Events

	Current rates (per event)	
	Council Chamber	Heritage and committee rooms
	£	£
Monday-Friday	435	377
Saturday	£500	440
Sunday	£620	550

Proposed rates (Full day - 13 hours)			
	Council Chamber	Heritage, Committee rooms	Plus Kitchen hire
Monday-Friday full day 13hrs (8am to 9pm)	£600.00	£450.00	£250.00
Saturday full day 13hrs (8am to 9pm)	£750.00	£600.00	£300.00
Sunday full day 13hrs (8am to 9pm)	£900.00	£750.00	£350.00

Proposed rates (Half day - 6.5 hours between 8am and 9pm)			
	Council Chamber	Heritage, Committee rooms	Plus Kitchen hire
Monday-Friday half day 6.5 hrs (8am to 9pm)	£300.00	£225.00	£125.00
Saturday half day 6.5 hrs (8am to 9pm)	£375.00	£300.00	£150.00
Sunday half day 6.5 hrs (8am to 9pm)	£450.00	£375.00	£175.00

Births, Deaths and Marriages

Wedding and Civil Partnerships

	Current rates - Burnt Oak	Proposed rates - Hendon Town Hall	% change
	£	£	%
Mon-Thurs	100	150	50%
Friday	125	175	40%
Saturday	£180	250	39%
Sunday	£275	325	18%

Adults Social Care and Health

Fees and Charges 2017/18

Service	Current Proposed	
	2016/17	2017/18
Residential and Nursing Care (1) *		
Standard Charge persons aged 60+	£130.70	£134.45
Standard Charge persons aged 25-59	£80.45	£80.75
Standard Charge persons aged 18-25	£65.25	£65.55
Respite Care (All client groups) (2)		
Residential Respite (per week)	£94.40	£97.40
Other Community Support Services (4) **		
Assessed in accordance with charging policy for community based services - Fairer Contributions Policy	Up to full cost	Up to full cost
Clients' access to files		
Statutory charge	£15.00	£15.00

* Non-Standard cases assessed in accordance with charging policy

** This includes homecare, day care, supported living, direct payments and other services provided in the community by the Council

	Current	Proposed
	2016/17	2017/18
Charges for arranging care for people above capital/savings threshold		
Standard hourly brokerage charge	£22.93	£22.93
Standard hourly administrative charge	£14.31	£14.31
Charges for Universal Deferred Payments		
Standard hourly administrative and processing charge	£18.27	£18.27
Standard legal hourly charge	£52.29	£52.29
Non- standard legal hourly charge e.g debt recovery	£71.59	£71.59
Land Registry Fees	£26.00	£26.00
Property Valuation Fees	£250.00	£250.00
The interest rate for deferred payments was set at 1% from 1 April 2016. It is proposed that the interest rate charges will be reviewed every three months by Adults and Communities. The power to vary and change interest rates for deferred payments will be delegated to the Council's section 151 officer.		

**Treasury Management Strategy
Statement**

Minimum Revenue Provision Policy Statement and Annual Investment Strategy

Revised 2016/17 and 2017/18 to 2019/20.

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1 INTRODUCTION

1.1 Background

The Council is required to operate a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low risk counterparties or instruments commensurate with the Council's low risk appetite, providing adequate liquidity initially before considering investment return.

The second main function of the treasury management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer-term cash flow planning, to ensure that the Council can meet its capital spending obligations. This management of longer-term cash may involve arranging long or short-term loans, or using longer-term cash flow surpluses. On occasion, any debt previously drawn may be restructured to meet Council risk or cost objectives.

CIPFA defines treasury management as:

“The management of the local authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”

1.2 Reporting requirements

The Council is required to receive and approve, as a minimum, three main reports each year, which incorporate a variety of policies, estimates and actuals.

Prudential and treasury indicators and treasury strategy (this report) - The first and most important report covers:

- the capital plans (including prudential indicators);
- a minimum revenue provision (MRP) policy (how residual capital expenditure is charged to revenue over time);
- the treasury management strategy (how the investments and borrowings are to be organised) including treasury indicators; and
- an investment strategy (the parameters on how investments are to be managed).

A mid-year treasury management report – This will update members with the progress of the capital position, amending prudential indicators as necessary, and whether any policies require revision. Performance and Contract Monitoring Committee will receive treasury update reports quarterly.

An annual treasury report – This provides details of a selection of actual prudential and treasury indicators and actual treasury operations compared to the estimates within the strategy.

Scrutiny

The above reports are required to be adequately scrutinised before being recommended to the Council. This role is undertaken by the Policy and Resources Committee.

1.3 Treasury Management Strategy for 2017/18

The strategy for 2017/18 covers two main areas:

Capital issues

- the capital plans and the prudential indicators;
- the minimum revenue provision (MRP) policy.

Treasury management issues

- the current treasury position;
- treasury indicators which limit the treasury risk and activities of the Council;
- prospects for interest rates;
- the borrowing strategy;
- policy on borrowing in advance of need;
- debt rescheduling;
- the investment strategy;
- creditworthiness policy; and
- policy on use of external service providers.

These elements cover the requirements of the Local Government Act 2003, the CIPFA Prudential Code, CLG MRP Guidance, the CIPFA Treasury Management Code and CLG Investment Guidance.

1.4 Training

The CIPFA Code requires the responsible officer to ensure that members with responsibility for treasury management receive adequate training in treasury management. This especially applies to members responsible for scrutiny. Training will be arranged as required. The training needs of treasury management officers are periodically reviewed.

1.5 Treasury management consultants

The Council uses Capita Asset Services, Treasury Solutions as its external treasury management advisors.

The Council recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon our external service providers.

It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the

methods by which their value will be assessed are properly agreed and documented, and subjected to regular review.

1.6 The purpose of this Treasury Management Strategy Statement is to seek approval for:

- Revisions to the Treasury Management Strategy and Prudential Indicators for 2016/17;
- Treasury Management Strategy for 2017/18;
- Annual Investment Strategy for 2017/18;
- Prudential Indicators for, 2017/18, 2018/19 and 2019/20;
- MRP statement (see Appendix para 5.1.1).

1.7 **The main recommended revisions to the Treasury Management Strategy are:**

- **External Borrowing will be taken from 2017/18, initially using temporary borrowing . as long-term PWLB rates are forecast to remain at or below 3% until June 2018.**
- **It is proposed to include countries with a sovereign credit rating of at least AA.**

1.8 The Treasury Management Strategy has been updated as follows:

- The prudential indicators have been updated to reflect the Council's capital programme and future borrowing requirement; and
- The strategy has been updated to reflect the latest forecast for interest rates. Bank rate is expected to remain at 0.25% until 2018/19.

1.9 **It is anticipated that external borrowing to finance the 2017-18 capital programme will be required to taken before the end of December 2017.**

1.10 The proposed criteria for specified and non-specified investments are shown in section 5.4. Further diversification of financial instruments into more secure / higher yield asset classes will be made in consultation with the Council's investment advisor

2 THE CAPITAL PRUDENTIAL INDICATORS 2017/18 – 2019/20

The Council's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans.

2.1 Capital expenditure

This prudential indicator is a summary of the Council's capital expenditure plans, both those agreed previously, and those forming part of this budget cycle. Members are asked to approve the capital expenditure forecasts:

Capital expenditure £m	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
Non-HRA	136,582	306,686	149,434	77,421
HRA	39,218	77,118	36,128	28,509
Total	175,800	383,804	185,562	105,930

Other long-term liabilities. The above financing need excludes other long-term liabilities, such as PFI and leasing arrangements which already include borrowing instruments.

The table below summarises the above capital expenditure plans and how these plans are being financed by capital or revenue resources. Any shortfall of resources results in a funding borrowing need.

Financing of capital expenditure £m	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
Capital receipts	18,807	59,182	23,320	10,692
Capital grants	45,199	56,124	15,290	10,666
Capital reserves	23,867	47,554	21,768	21,119
Revenue	29,576	37,018	30,465	20,132
Total Financing	117,449	199,878	90,843	62,609
Net financing need for the year (CFR)	50,291	175,866	79,302	24,115

2.2 The Council's borrowing need (the Capital Financing Requirement)

The second prudential indicator is the Council's Capital Financing Requirement (CFR). The CFR is simply the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's underlying borrowing need. Any capital expenditure above, which has not immediately been paid for, will increase the CFR.

The CFR does not increase indefinitely, as the minimum revenue provision (MRP) is a statutory annual revenue charge which broadly reduces the borrowing need in line with each asset's life.

The CFR includes any other long-term liabilities (e.g. PFI schemes, finance leases). Whilst these increase the CFR, and therefore the Council's borrowing requirement, these types of scheme include a borrowing facility and so the Council is not required to separately borrow for these schemes. The Council currently has £16.4m of such schemes within the CFR.

The Council is asked to approve the CFR projections below:

£m	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
CFR – non housing	253,957	409,939	483,183	506,298
CFR – housing	208,261	228,145	234,203	235,203
Total CFR	462,218	638,084	717,386	741,501
Movement in CFR	50,291	175,866	79,302	24,115

3 BORROWING

The capital expenditure plans set out in Section 2 provide details of the service activity of the Council. The treasury management function ensures that the Council's cash is organised in accordance with the relevant professional codes, so that sufficient cash is available to meet this service activity. This will involve both the organisation of the cash flow and, where capital plans require, the organisation of appropriate borrowing facilities. The strategy covers the relevant treasury / prudential indicators, the current and projected debt positions and the annual investment strategy.

3.1 Current portfolio position

The Council's treasury portfolio position at 31 March 2016, with forward projections, are summarised below. The table shows the actual external debt (the treasury management operations) against the underlying capital borrowing need (the Capital Financing Requirement - CFR), highlighting any over or under borrowing.

£m	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
Debt at 1 April	304,080	304,080	488,006	582,725
Expected change in Debt	-	183,926	94,719	43,321
Other long-term liabilities (OLTL)	16,407	16,034	15,661	15,288
Expected change in OLTL	(373)	(373)	(373)	(373)
Actual gross debt at 31 March	320,114	503,667	598,013	640,961
The Capital Financing Requirement	462,218	638,084	717,386	741,501
Under / (over) borrowing	142,104	134,417	119,373	100,540

Within the prudential indicators there are a number of key indicators to ensure that the Council operates its activities within well-defined limits. One of these is that the Council needs to ensure that its gross debt does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2017/18 and the following two financial years. This allows some flexibility for limited early borrowing for future years, but ensures that borrowing is not undertaken for revenue purposes.

The Chief Finance Officer (Section 151 Officer) reports that the Council complied with this prudential indicator in the current year and does not envisage difficulties for the future. This view takes into account current commitments, existing plans, and the proposals in this budget report.

3.2 Treasury Indicators: limits to borrowing activity

The operational boundary. This is the limit which external debt is not normally expected to exceed. In most cases, this would be a similar figure to the CFR, but may be lower or higher depending on the levels of actual debt.

Operational boundary £m	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
Debt	567,909	598,029	650,651	717,386
Other long term liabilities	16,407	16,034	15,661	15,288
Total	584,316	614,063	666,312	732,674

The authorised limit for external debt. A further key prudential indicator represents a control on the maximum level of borrowing. This represents a limit beyond which external debt is prohibited, and this limit needs to be set or revised by the full Council. It reflects the level of external debt which, while not desired, could be afforded in the short term, but is not sustainable in the longer term.

1. This is the statutory limit determined under section 3 (1) of the Local Government Act 2003. The Government retains an option to control either the total of all councils' plans, or those of a specific council, although this power has not yet been exercised.
2. The Council is asked to approve the following authorised limit:

Authorised limit £m	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
Debt	567,909	598,029	650,651	717,386
Other long term liabilities	31,407	31,034	30,661	30,288
Total	599,316	629,063	681,312	747,674

Separately, the Council is also limited to a maximum HRA CFR through the HRA self-financing regime. This limit is currently:

HRA Debt Limit £m	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
HRA CFR	208,261	228,145	234,203	235,203
HRA debt cap	240,043	240,043	240,043	240,043
HRA headroom	(31,782)	(11,898)	(5,840)	(4,840)

3.3 Prospects for interest rates

For a more detailed interest rate forecast and an economic commentary see appendices 5.2 and 5.3

The Council has appointed Capita Asset Services as its treasury advisor and part of their service is to assist the Council to formulate a view on interest rates. The following table gives their central view.

	Dec-16	Mar-17	Jun-17	Sep-17	Dec-17	Mar-18	Jun-18	Sep-18	Dec-18	Mar-19	Jun-19	Sep-19	Dec-19	Mar-20
Bank rate	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.50%	0.50%	0.75%	0.75%
5yr PWLB rate	1.60%	1.60%	1.60%	1.60%	1.60%	1.70%	1.70%	1.70%	1.80%	1.80%	1.90%	1.90%	2.00%	2.00%
10yr PWLB rate	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.40%	2.40%	2.40%	2.50%	2.50%	2.60%	2.60%	2.70%
25yr PWLB rate	2.90%	2.90%	2.90%	2.90%	3.00%	3.00%	3.00%	3.10%	3.10%	3.20%	3.20%	3.30%	3.30%	3.40%
50yr PWLB rate	2.70%	2.70%	2.70%	2.70%	2.80%	2.80%	2.80%	2.90%	2.90%	3.00%	3.00%	3.10%	3.10%	3.20%

The Monetary Policy Committee, (MPC), cut Bank Rate from 0.50% to 0.25% on 4th August 2016 in order to counteract what it forecast was going to be a sharp slowdown in growth in the second half of 2016. It also gave a strong steer that it was likely to cut Bank Rate again by the end of the year. However, economic data since August has indicated much stronger growth in the second half 2016 than that forecast; also, inflation forecasts have risen substantially as a result of a continuation of the sharp fall in the value of sterling since early August. Consequently, Bank Rate was not cut again in January 2017 and, on current trends, it now appears unlikely that there will be another cut, although that cannot be completely ruled out if there was a significant dip downwards in economic growth. During the two-year period 2017 – 2019, when the UK is negotiating the terms for withdrawal from the EU, it is likely that the MPC will do nothing to dampen growth prospects, (i.e. by raising Bank Rate), which will already be adversely impacted by the uncertainties of what form Brexit will eventually take. Accordingly, a first increase to 0.50% is not tentatively pencilled in, as shown in the table above, until quarter 2 2019, after those negotiations have been concluded, (though the period for negotiations could be extended). However, if strong domestically generated inflation (e.g. from wage increases within the UK) were to emerge, then the pace and timing of increases in Bank Rate could be brought forward.

Economic and interest rate forecasting remains difficult with so many external influences weighing on the UK. The above forecasts (and MPC decisions) will be liable to further amendment depending on how economic data and developments in financial markets transpire over the next year. Geopolitical developments, especially in the EU, could also have a major impact. Forecasts for average investment earnings beyond the three-year time horizon will be heavily dependent on economic and political developments.

The overall longer run trend is for gilt yields and PWLB rates to rise, albeit gently. It has long been expected that at some point, there would start to be a switch back from bonds to equities after a historic long-term trend over about the last twenty-five years of falling bond yields. The action of central banks since the financial crash of 2008, in implementing substantial quantitative easing purchases of bonds, added further impetus to this downward trend in bond yields and rising prices of bonds. The opposite side of this coin has been a rise in equity values as investors searched for higher returns and took

on riskier assets. The sharp rise in bond yields since the US Presidential election has called into question whether, or when, this trend has, or may, reverse, especially when America is likely to lead the way in reversing monetary policy. Until 2015, monetary policy was focused on providing stimulus to economic growth but has since started to refocus on countering the threat of rising inflationary pressures as strong economic growth becomes more firmly established. The expected substantial rise in the Fed. rate over the next few years may make holding US bonds much less attractive and cause their prices to fall, and therefore bond yields to rise. Rising bond yields in the US would be likely to exert some upward pressure on bond yields in other developed countries but the degree of that upward pressure is likely to be dampened by how strong, or weak, the prospects for economic growth and rising inflation are in each country, and on the degree of progress in the reversal of monetary policy away from quantitative easing and other credit stimulus measures.

PWLB rates and gilt yields have been experiencing exceptional levels of volatility that have been highly correlated to geo-political, sovereign debt crisis and emerging market developments. It is likely that these exceptional levels of volatility could continue to occur for the foreseeable future.

The overall balance of risks to economic recovery in the UK is to the downside, particularly in view of the current uncertainty over the final terms of Brexit and the timetable for its implementation.

Apart from the above uncertainties, **downside risks to current forecasts** for UK gilt yields and PWLB rates currently include:

- Monetary policy action by the central banks of major economies reaching its limit of effectiveness and failing to stimulate significant sustainable growth, combat the threat of deflation and reduce high levels of debt in some countries, combined with a lack of adequate action from national governments to promote growth through structural reforms, fiscal policy and investment expenditure.
- Major national polls:
 - The Italian constitutional referendum on 4 December 2016 resulted in a 'No' vote which led to the resignation of Prime Minister Renzi. This means that Italy needs to appoint a new government.
 - Spain has a minority government with only 137 seats out of 350 after already having had two inconclusive general elections in 2015 and 2016. This is potentially highly unstable.
 - Dutch general election on 15 March 2017;
 - French presidential election April/May 2017;
 - French National Assembly election June 2017;
 - German Federal election August – October 2017.
- A resurgence of the Eurozone sovereign debt crisis, with Greece being a particular problem, and stress arising from disagreement between EU countries on free movement of people and how to handle a huge influx of immigrants and terrorist threats.
- Weak capitalisation of some European banks, especially Italian.

- Geopolitical risks in Europe, the Middle East and Asia, causing a significant increase in safe haven flows.
- UK economic growth and increases in inflation are weaker than we currently anticipate.
- Weak growth or recession in the UK's main trading partners - the EU and US.

The potential for **upside risks to current forecasts** for UK gilt yields and PWLB rates, especially for longer-term PWLB rates, include: -

- UK inflation rising to significantly higher levels than in the wider EU and in the US, causing an increase in the inflation premium in gilt yields.
- A rise in US treasury yields as a result of Fed. funds rate increases and rising inflation expectations in the USA, dragging UK gilt yields upwards.
- The pace and timing of increases in the Fed. funds rate causing a fundamental reassessment by investors of the relative risks of holding bonds as opposed to equities and leading to a major flight from bonds to equities.
- A downward revision to the UK's sovereign credit rating undermining investor confidence in holding sovereign debt (gilts).

Investment and borrowing rates

- Investment returns are likely to remain low during 2017/18 and beyond;
- Borrowing interest rates have been on a generally downward trend during most of 2016 up to mid-August; they fell sharply to historically phenomenally low levels after the referendum and then even further after the MPC meeting of 4th August when a new package of quantitative easing purchasing of gilts was announced. Gilt yields have since risen sharply due to a rise in concerns around a 'hard Brexit', the fall in the value of sterling, and an increase in inflation expectations. The policy of avoiding new borrowing by running down spare cash balances, has served well over the last few years. However, this needs to be carefully reviewed to avoid incurring higher borrowing costs in later times when authorities will not be able to avoid new borrowing to finance capital expenditure and/or to refinance maturing debt;
- There will remain a cost of carry to any new long-term borrowing that causes a temporary increase in cash balances as this position will, most likely, incur a revenue cost – the difference between borrowing costs and investment returns.

3.4 Borrowing strategy

The Council is currently maintaining an under-borrowed position. This means that the capital borrowing need (the Capital Financing Requirement) has not been fully funded with loan debt as cash supporting the Council's reserves, balances and cash flow has been used as a temporary measure. This strategy is prudent as

investment returns are low and counterparty risk is still an issue that needs to be considered.

Against this background and the risks within the economic forecast, caution will be adopted with the 2017/18 treasury operations. The Chief Finance Officer will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances:

If it were felt that there was a significant risk of a much sharper RISE in long and short term rates than that currently forecast, perhaps arising from an acceleration in the start date and in the rate of increase in central rates in the USA and UK, an increase in world economic activity or a sudden increase in inflation risks, then the portfolio position will be re-appraised. Most likely, fixed rate funding will be drawn whilst interest rates are lower than they are projected to be in the next few years.

If it were felt that there was a significant risk of a sharp FALL in long and short term rates (e.g. due to a marked increase of risks around relapse into recession or of risks of deflation), then long term borrowings will be postponed, and potential rescheduling from fixed rate funding into short-term borrowing will be considered.

Any decisions will be reported to the appropriate decision making body at the next available opportunity.

3.5 Policy on borrowing in advance of need

The Council will not borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates, and will be considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds.

Risks associated with any borrowing in advance activity will be subject to prior appraisal and subsequent reporting through the quarterly reporting mechanism.

3.6 Debt rescheduling

As short-term borrowing rates will be considerably cheaper than longer term fixed interest rates, there may be potential opportunities to generate savings by switching from long-term debt to short-term debt. However, these savings will need to be considered in the light of the current treasury position and the size of the cost of debt repayment (premiums incurred).

The reasons for any rescheduling to take place will include:

- * the generation of cash savings and / or discounted cash flow savings;
- * helping to fulfil the treasury strategy;
- * enhance the balance of the portfolio (amend the maturity profile and/or the balance of volatility).

Consideration will also be given to identifying if there is any residual potential for making savings by running down investment balances to repay debt prematurely as short term rates on investments are likely to be lower than rates paid on current debt.

All rescheduling will be reported to Policy and Resources Committee at the earliest meeting following its action.

3.7 Municipal Bond Agency

It is likely that the Municipal Bond Agency, currently in the process of being set up, will be offering loans to local authorities in the near future. It is also hoped that the borrowing rates will be lower than those offered by the Public Works Loan Board (PWLB). This Authority intends to make use of this new source of borrowing as and when appropriate.

4 ANNUAL INVESTMENT STRATEGY

4.1 Investment policy

The Council's investment policy has regard to the CLG's Guidance on Local Government Investments ('the Guidance') and the revised CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes ('the CIPFA TM Code'). The Council's investment priorities will be security first, liquidity second, then return.

In accordance with the above guidance from the CLG and CIPFA, and in order to minimise the risk to investments, the Council applies minimum acceptable credit criteria in order to generate a list of highly creditworthy counterparties which also enables diversification and thus avoidance of concentration risk. The key ratings used to monitor counterparties are the Short Term and Long Term ratings.

Ratings will not be the sole determinant of the quality of an institution; it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To this end the Council will engage with its advisors to maintain a monitor on market pricing such as 'credit default swaps' and overlay that information on top of the credit ratings.

Other information sources used will include the financial press, share price and other such information pertaining to the banking sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.

Investment instruments identified for use in the financial year are listed in appendix 5.4 under the 'specified' and 'non-specified' investments categories. Counterparty limits will be as set through the Council's treasury management practices – schedules.

4.2 Creditworthiness policy

The primary principle governing the Council's investment criteria is the security of its investments, although the yield or return on the investment is also a key consideration. After this main principle, the Council will ensure that:

- It maintains a policy covering both the categories of investment types it will invest in, criteria for choosing investment counterparties with adequate security, and monitoring their security. This is set out in the specified and non-specified investment sections below; and
- It has sufficient liquidity in its investments. For this purpose it will set out procedures for determining the maximum periods for which funds may prudently be committed. These procedures also apply to the Council's prudential indicators covering the maximum principal sums invested.

The Chief Finance Officer will maintain a counterparty list in compliance with the following criteria and will revise the criteria and submit them to Council for approval as necessary. These criteria are separate to that which determines which types of investment instrument are either specified or non-specified as it provides an overall pool of counterparties considered high quality which the Council may use, rather than defining what types of investment instruments are to be used.

Credit rating information is supplied by Capita Asset Services, the Council's treasury consultants, on all active counterparties that comply with the criteria below. Any counterparty failing to meet the criteria would be omitted from the counterparty (dealing) list. Rating changes, rating watches (notification of a likely change), rating outlooks (notification of a possible longer term change) are provided to officers almost immediately after they occur and this information is considered before dealing. For instance, a negative rating watch applying to counterparty at the minimum Council criteria will be suspended from use, with all others being reviewed in light of market conditions.

The criteria for providing a pool of high quality investment counterparties (both specified and non-specified investments) is:

- Banks 1 - good credit quality – the Council will only use banks which:
 - i. are UK banks; and/or
 - ii. are non-UK and domiciled in a country which has a minimum sovereign Long Term rating of AA and have, as a minimum, the following Fitch, Moody's and Standard and Poors credit ratings (where rated):
 - i. Short Term: *F2 or equivalent*
 - ii. Long Term : *A- or equivalent*
- Banks 2 – Part nationalised UK bank – Royal Bank of Scotland (RBS). This bank can be included provided it continues to be part nationalised or it meets the ratings in Banks 1 above.

- Banks 3 – The Council’s own banker (RBS) for transactional purposes if the bank falls below the above criteria, although in this case balances will be minimised in both monetary size and time invested.
- Bank subsidiary and treasury operation - The Council will use these where the parent bank has provided an appropriate guarantee or has the necessary ratings outlined above.
- Building societies The Council will use all societies which meet the ratings for banks outlined above;
- Money market funds (MMFs) : AAA
- Enhanced money market funds (EMMFs): AAA
- UK Government (including gilts and the DMADF)
- Local authorities, parish councils etc.
- Supranational institutions
- The Council has approved lend funds of up to £65 million, to the Barnet Group Registered Provider Open Door to finance social housing. This is classified as being a policy investment, rather than a treasury management investment, and is therefore outside of the specified / non specified investment categories.

A limit of £150 million will be applied to the use of non-specified investments

Use of additional information other than credit ratings. Additional requirements under the Code require the Council to supplement credit rating information. Whilst the above criteria relies primarily on the application of credit ratings to provide a pool of appropriate counterparties for officers to use, additional operational market information will be applied before making any specific investment decision from the agreed pool of counterparties. This additional market information (for example Credit Default Swaps, negative rating watches/outlooks) will be applied to compare the relative security of differing investment counterparties.

Time and monetary limits applying to investments. The time and monetary limits for institutions on the Council’s counterparty list and the proposed criteria for specified and non-specified investments are shown in Appendix 5.4 for approval.

4.3 Country and sector limits

Due care will be taken to consider the country, group and sector exposure of the Council’s investments.

The Council has determined that it will only use approved counterparties from countries with a minimum sovereign credit rating of AA. The list of countries that qualify using this credit criteria as at the date of this report are shown in Appendix 5.6. This list will be added to or deducted from by officers should ratings change, in accordance with this policy.

In addition:

- no more than £40 million will be placed with any non-UK country at any time;
- limits in place above will apply to a group of companies;
- sector limits will be monitored regularly for appropriateness.

4.4 Investment strategy

In-house funds. Investments will be made with reference to the core balance and cash flow requirements and the outlook for short-term interest rates (i.e. rates for investments up to 12 months).

Investment returns expectations. Bank Rate is forecast to stay flat at 0.25% until quarter 2 2019 and not to rise above 0.75% by quarter 1 2020. Bank Rate forecasts for financial year ends (March) are:

- 2016/17 0.25%
- 2017/18 0.25%
- 2018/19 0.25%
- 2019/20 0.50%

The suggested budgeted investment earnings rates for returns on investments placed for periods up to 100 days during each financial year are as follows:

2016/17	0.25%
2017/18	0.25%
2018/19	0.25%
2019/20	0.50%
2020/21	0.75%
2021/22	1.00%
2022/23	1.50%
2023/24	1.75%
Later years	2.75%

The overall balance of risks to these forecasts is currently probably slightly skewed to the downside in view of the uncertainty over the final terms of Brexit. If growth expectations disappoint and inflationary pressures are minimal, the start of increases in Bank Rate could be pushed back. On the other hand, should the pace of growth quicken and / or forecasts for increases in inflation rise, there could be an upside risk i.e. Bank Rate increases occur earlier and / or at a quicker pace.

Investment treasury indicator and limit - Total principal funds invested for greater than 364 days. These limits are set with regard to the Council's liquidity requirements and to reduce the need for early sale of an investment, and are based on the availability of funds after each year-end.

The Council is asked to approve the treasury indicator and limits: -

Maximum principal sums invested > 364 days			
£m	2017/18	2018/19	2019/20
Principal sums invested > 364 days	150	150	150

For its cash flow generated balances, the Council will seek to utilise its business reserve instant access and notice accounts, money market funds and short-dated deposits (overnight to 6 months) in order to benefit from the compounding of interest.

4.5 Investment risk benchmarking

This Council will use the 7 day LIBID rate as an investment benchmark to assess the investment performance of its investment portfolio.

4.6 End of year investment report

At the end of the financial year, the Council will report on its investment activity for the previous year.

4.7 Icelandic bank investments

The Council has no Icelandic bank investments.

5 APPENDICES

1. Prudential and treasury indicators and MRP statement
2. Interest rate forecasts
3. Economic background
4. Treasury Management Practice 1 – credit and counterparty risk management (option 1)
5. Treasury Management Practice 1 – credit and counterparty risk management (option 2)
6. Approved countries for investments
7. Treasury management scheme of delegation
8. The treasury management role of the Chief Finance Officer (Section 151 Officer)

5.1 THE CAPITAL PRUDENTIAL AND TREASURY INDICATORS 2017/18 – 2019/20 AND MRP STATEMENT

The Council's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans.

5.1.1 Minimum revenue provision (MRP) policy statement

The Council is required to pay off an element of the accumulated General Fund capital spend each year (the CFR) through a revenue charge (the minimum revenue provision - MRP), although it is also allowed to undertake additional voluntary payments if required (voluntary revenue provision - VRP).

CLG regulations have been issued which require the full Council to approve **an MRP Statement** in advance of each year. A variety of options are provided to councils, so long as there is a prudent provision. The Council is recommended to approve the following MRP Statement :

For capital expenditure incurred before 1 April 2008 or which in the future will be Supported Capital Expenditure, the MRP policy will be:

Regulatory Method

MRP will follow the existing practice outlined in former CLG regulations (option 1);

These options provide for an approximate 4% reduction in the borrowing need (CFR) each year.

From 1 April 2008 for all unsupported borrowing (including PFI and finance leases) the MRP policy will be:

Asset life method

MRP will be based on the estimated life of the assets, in accordance with the regulations (this option must be applied for any expenditure capitalised under a Capitalisation Direction) (option 3);

These options provide for a reduction in the borrowing need over approximately the asset's life.

The Council may consider using an MRP holiday if required to match future cash flow arising from capital schemes.

HRA

There is no requirement on the HRA to make a minimum revenue provision but there is a requirement for a charge for depreciation to be made

Repayments included in annual PFI or finance leases are applied as MRP.

Loan To Open Door

The Authority is establishing a company which will be provided with loans from the Authority on a commercial basis. The cash advances will be used by the company to fund capital expenditure and should therefore be treated as capital expenditure and a loan to a third party. The Capital Financing Requirement (CFR) will increase by the amount of loans advanced and under the terms of contractual loan agreements are due to be returned in full by 2040, with interest paid. Once funds are returned to the Authority, the returned funds are classed as a capital receipt and are offset against the CFR, which will reduce accordingly. As the funds will be returned in full, there is no need to set aside prudent provision to repay the debt liability in the interim period, so there is no MRP application.

The outstanding loan/CFR position will be reviewed on an annual basis and if the likelihood of default increases, a prudent MRP policy will commence

5.1.2 Affordability prudential indicators

The previous sections cover the overall capital and control of borrowing prudential indicators, but within this framework prudential indicators are required to assess the affordability of the capital investment plans. These provide an indication of the impact of the capital investment plans on the Council's overall finances. The Council is asked to approve the following indicators:

a. Ratio of financing costs to net revenue stream

This indicator identifies the trend in the cost of capital (borrowing and other long-term obligation costs net of investment income) against the net revenue stream.

%	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
Non-HRA	3.47	4.41	5.71	8.10
HRA	14.25	15.16	12.86	15.45

The estimates of financing costs include current commitments and the proposals in this budget report.

b. Incremental impact of capital investment decisions on council tax

This indicator identifies the revenue costs associated with proposed changes to the three year capital programme recommended in this budget report compared to the Council's existing approved commitments and current plans. The assumptions are based on the budget, but will invariably include some estimates, such as the level of Government support, which are not published over a three year period.

c. Incremental impact of capital investment decisions on the band D council tax

£	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
Council tax - band D	31.23	70.12	34.16	17.70

d. Incremental impact of capital investment decisions on housing rent levels

Similar to the council tax calculation, this indicator identifies the trend in the cost of proposed changes in the housing capital programme recommended in this budget report compared to the Council's existing commitments and current plans, expressed as a discrete impact on weekly rent levels. This indicator shows the revenue impact on any newly proposed changes, although any discrete impact will be constrained by rent controls.

£	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
Annual housing rent levels	1.97	1.93	0.91	0.72

5.1.4 Treasury indicators for debt

There are three debt related treasury activity limits. The purpose of these are to restrain the activity of the treasury function within certain limits, thereby managing risk and reducing the impact of any adverse movement in interest rates. However, if these are set to be too restrictive they will impair the opportunities to reduce costs / improve performance. The indicators are:

- Upper limits on variable interest rate exposure. This identifies a maximum limit for variable interest rates based upon the debt position net of investments;
- Upper limits on fixed interest rate exposure. This is similar to the previous indicator and covers a maximum limit on fixed interest rates;
- Maturity structure of borrowing. These gross limits are set to reduce the Council's exposure to large fixed rate sums falling due for refinancing, and are required for upper and lower limits.

The Council is recommended to approve the following treasury indicators and limits:

£m	2016/17	2017/18	2018/19
Interest rate exposures			
	Upper	Upper	Upper
Limits on fixed interest rate exposure	100%	100%	100%
Limits on variable interest rate exposure	30%	30%	30%
Maturity structure of fixed interest rate borrowing 2016/17			
	Lower	Upper	
Under 12 months	0%	50	
12 months to 2 years	0%	50	
2 years to 5 years	0%	75	
5 years to 10 years	0%	75	
10 years to 50 years	0%	100	
Maturity structure of variable interest rate borrowing 2016/17			
	Lower	Upper	
Under 12 months	0%	50	
12 months to 2 years	0%	50	
2 years to 5 years	0%	75	
5 years to 10 years	0%	75	
10 years to 50 years	0%	100	

5.2 INTEREST RATE FORECASTS 2017 – 2020

Capita Asset Services Interest Rate View													
	Mar-17	Jun-17	Sep-17	Dec-17	Mar-18	Jun-18	Sep-18	Dec-18	Mar-19	Jun-19	Sep-19	Dec-19	Mar-20
Bank Rate View	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.50%	0.50%	0.75%	0.75%
3 Month LIBID	0.30%	0.30%	0.30%	0.30%	0.30%	0.30%	0.30%	0.40%	0.50%	0.60%	0.70%	0.80%	0.90%
6 Month LIBID	0.40%	0.40%	0.40%	0.40%	0.40%	0.40%	0.40%	0.50%	0.60%	0.70%	0.80%	0.90%	1.00%
12 Month LIBID	0.70%	0.70%	0.70%	0.70%	0.70%	0.80%	0.80%	0.90%	1.00%	1.10%	1.20%	1.30%	1.40%
5yr PWLB Rate	1.60%	1.60%	1.60%	1.60%	1.70%	1.70%	1.70%	1.80%	1.80%	1.90%	1.90%	2.00%	2.00%
10yr PWLB Rate	2.30%	2.30%	2.30%	2.30%	2.30%	2.40%	2.40%	2.40%	2.50%	2.50%	2.60%	2.60%	2.70%
25yr PWLB Rate	2.90%	2.90%	2.90%	3.00%	3.00%	3.00%	3.10%	3.10%	3.20%	3.20%	3.30%	3.30%	3.40%
50yr PWLB Rate	2.70%	2.70%	2.70%	2.80%	2.80%	2.80%	2.90%	2.90%	3.00%	3.00%	3.10%	3.10%	3.20%
Bank Rate													
Capita Asset Services	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.50%	0.50%	0.75%	0.75%
Capital Economics	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.50%	0.50%	0.50%
5yr PWLB Rate													
Capita Asset Services	1.60%	1.60%	1.60%	1.60%	1.70%	1.70%	1.70%	1.80%	1.80%	1.90%	1.90%	2.00%	2.00%
Capital Economics	1.60%	1.70%	1.90%	2.00%	2.10%	2.20%	2.30%	2.40%	2.50%	2.70%	2.80%	2.90%	3.00%
10yr PWLB Rate													
Capita Asset Services	2.30%	2.30%	2.30%	2.30%	2.30%	2.40%	2.40%	2.40%	2.50%	2.50%	2.60%	2.60%	2.70%
Capital Economics	2.40%	2.40%	2.50%	2.60%	2.60%	2.70%	2.70%	2.80%	2.90%	3.10%	3.20%	3.30%	3.40%
25yr PWLB Rate													
Capita Asset Services	2.90%	2.90%	2.90%	3.00%	3.00%	3.00%	3.10%	3.10%	3.20%	3.20%	3.30%	3.30%	3.40%
Capital Economics	2.95%	3.05%	3.05%	3.15%	3.25%	3.25%	3.35%	3.45%	3.55%	3.65%	3.75%	3.95%	4.05%
50yr PWLB Rate													
Capita Asset Services	2.70%	2.70%	2.70%	2.80%	2.80%	2.80%	2.90%	2.90%	3.00%	3.00%	3.10%	3.10%	3.20%
Capital Economics	2.80%	2.90%	3.00%	3.10%	3.10%	3.20%	3.20%	3.30%	3.40%	3.60%	3.70%	3.80%	3.90%

5.3 ECONOMIC BACKGROUND

UK GDP growth rates in 2013, 2014 and 2015 of 2.2%, 2.9% and 1.8% were some of the strongest rates among the G7 countries. Growth is expected to have strengthened in 2016 with the first three quarters coming in respectively at +0.4%, +0.7% and +0.5%. The latest Bank of England forecast for growth in 2016 as a whole is +2.2%. The figure for quarter 3 was a pleasant surprise which confounded the downbeat forecast by the Bank of England in August of only +0.1%, (subsequently revised up in September, but only to +0.2%). During most of 2015 and the first half of 2016, the economy had faced headwinds for exporters from the appreciation of sterling against the Euro, and weak growth in the EU, China and emerging markets, and from the dampening effect of the Government's continuing austerity programme.

The **referendum vote for Brexit** in June 2016 delivered an immediate shock fall in confidence indicators and business surveys at the beginning of August, which were interpreted by the Bank of England in its August Inflation Report as pointing to an impending sharp slowdown in the economy. However, the following monthly surveys in September showed an equally sharp recovery in confidence and business surveys so that it is generally expected that the economy will post reasonably strong growth numbers through the second half of 2016 and also in 2017, albeit at a slower pace than in the first half of 2016.

The **Monetary Policy Committee, (MPC), meeting of 4th August** was therefore dominated by countering this expected sharp slowdown and resulted in a package of measures that included a cut in Bank Rate from 0.50% to 0.25%, a renewal of quantitative easing, with £70bn made available for purchases of gilts and corporate bonds, and a £100bn tranche of cheap borrowing being made available for banks to use to lend to businesses and individuals.

The **MPC meeting of 3 November** left Bank Rate unchanged at 0.25% and other monetary policy measures also remained unchanged. This was in line with market expectations, but a major change from the previous quarterly Inflation Report MPC meeting of 4 August, which had given a strong steer, in its forward guidance, that it was likely to cut Bank Rate again, probably by the end of the year if economic data turned out as forecast by the Bank. The MPC meeting of 15 December also left Bank Rate and other measures unchanged.

The latest MPC decision included a forward view that **Bank Rate** could go either up or down depending on how economic data evolves in the coming months. Our central view remains that Bank Rate will remain unchanged at 0.25% until the first increase to 0.50% in quarter 2 2019 (unchanged from our previous forecast). However, we would not, as yet, discount the risk of a cut in Bank Rate if economic growth were to take a significant dip downwards, though we think this is unlikely. We would also point out that forecasting as far ahead as mid 2019 is highly fraught as there are many potential economic headwinds which could blow the UK economy one way or the other as well as political developments in the UK,

(especially over the terms of Brexit), EU, US and beyond, which could have a major impact on our forecasts.

The pace of Bank Rate increases in our forecasts has been slightly increased beyond the three year time horizon to reflect higher inflation expectations.

The August quarterly Inflation Report was based on a pessimistic forecast of near to zero GDP growth in quarter 3 i.e. a sharp slowdown in growth from +0.7% in quarter 2, in reaction to the shock of the result of the referendum in June. However, **consumers** have very much stayed in a 'business as usual' mode and there has been no sharp downturn in spending; it is consumer expenditure that underpins the services sector which comprises about 75% of UK GDP. After a fairly flat three months leading up to October, retail sales in October surged at the strongest rate since September 2015 and were again strong in November. In addition, the GfK consumer confidence index recovered quite strongly to -3 in October after an initial sharp plunge in July to -12 in reaction to the referendum result. However, in November it fell to -8 indicating a return to pessimism about future prospects among consumers, probably based mainly around concerns about rising inflation eroding purchasing power.

Bank of England GDP forecasts in the November quarterly Inflation Report were as follows, (August forecasts in brackets) - 2016 +2.2%, (+2.0%); 2017 1.4%, (+0.8%); 2018 +1.5%, (+1.8%). There has, therefore, been a sharp increase in the forecast for 2017, a marginal increase in 2016 and a small decline in growth, now being delayed until 2018, as a result of the impact of Brexit.

Capital Economics' GDP forecasts are as follows: 2016 +2.0%; 2017 +1.5%; 2018 +2.5%. They feel that pessimism is still being overdone by the Bank and Brexit will not have as big an effect as initially feared by some commentators.

The Chancellor has said he will do 'whatever is needed' i.e. to **promote growth**; there are two main options he can follow – fiscal policy e.g. cut taxes, increase investment allowances for businesses, and/or increase government expenditure on infrastructure, housing etc. This will mean that the PSBR deficit elimination timetable will need to slip further into the future as promoting growth, (and ultimately boosting tax revenues in the longer term), will be a more urgent priority. The Governor of the Bank of England, Mark Carney, had warned that a vote for Brexit would be likely to cause a slowing in growth, particularly from a reduction in business investment, due to the uncertainty of whether the UK would have continuing full access, (i.e. without tariffs), to the EU single market. He also warned that the Bank could not do all the heavy lifting to boost economic growth and suggested that the Government would need to help growth e.g. by increasing investment expenditure and by using fiscal policy tools. The newly appointed Chancellor, Phillip Hammond, announced, in the aftermath of the referendum result and the formation of a new Conservative cabinet, that the target of achieving a budget surplus in 2020 would be eased in the Autumn Statement on 23 November. This was duly confirmed in the Statement which also included some increases in infrastructure spending.

The other key factor in forecasts for Bank Rate is **inflation** where the MPC aims for a target for CPI of 2.0%. The November Inflation Report included an increase in the peak forecast for inflation from 2.3% to 2.7% during 2017; (Capital Economics are forecasting a peak of just under 3% in 2018). This increase was largely due to the effect of the sharp fall in the value of sterling since the referendum, although during November, sterling has recovered some of this fall to end up 15% down against the dollar, and 8% down against the euro (as at the MPC meeting date – 15.12.16). This depreciation will feed through into a sharp increase in the cost of imports and materials used in production in the UK. However, the MPC is expected to look through the acceleration in inflation caused by external, (outside of the UK), influences, although it has given a clear warning that if wage inflation were to rise significantly as a result of these cost pressures on consumers, then they would take action to raise Bank Rate.

What is clear is that **consumer disposable income** will come under pressure, as the latest employers' survey is forecasting median pay rises for the year ahead of only 1.1% at a time when inflation will be rising significantly higher than this. The CPI figure has been on an upward trend in 2016 and reached 1.2% in November. However, prices paid by factories for inputs rose to 13.2% though producer output prices were still lagging behind at 2.3% and core inflation was 1.4%, confirming the likely future upwards path.

Gilt yields, and consequently PwLB rates, have risen sharply since hitting a low point in mid-August. There has also been huge volatility during 2016 as a whole. The year started with 10 year gilt yields at 1.88%, fell to a low point of 0.53% on 12 August, and hit a new peak on the way up again of 1.55% on 15 November. The rebound since August reflects the initial combination of the yield-depressing effect of the MPC's new round of quantitative easing on 4 August, together with expectations of a sharp downturn in expectations for growth and inflation as per the pessimistic Bank of England Inflation Report forecast, followed by a sharp rise in growth expectations since August when subsequent business surveys, and GDP growth in quarter 3 at +0.5% q/q, confounded the pessimism. Inflation expectations also rose sharply as a result of the continuing fall in the value of sterling.

Employment had been growing steadily during 2016 but encountered a first fall in over a year, of 6,000, over the three months to October. The latest employment data in December, (for November), was distinctly weak with an increase in unemployment benefits claimants of 2,400 in November and of 13,300 in October. **House prices** have been rising during 2016 at a modest pace but the pace of increase has slowed since the referendum; a downturn in prices could dampen consumer confidence and expenditure.

USA The American economy had a patchy 2015 with sharp swings in the quarterly **growth rate** leaving the overall growth for the year at 2.4%. Quarter 1 of 2016 at +0.8%, (on an annualised basis), and quarter 2 at 1.4% left average growth for the first half at a weak 1.1%. However, quarter 3 at 3.2% signalled a rebound to strong growth. The Fed. embarked on its long anticipated first increase in rates at its December 2015 meeting. At that point, confidence was high that there would then be four more increases to come in 2016. Since then, more

downbeat news on the international scene, and then the Brexit vote, have caused a delay in the timing of the second increase of 0.25% which came, as expected, in December 2016 to a range of 0.50% to 0.75%. Overall, despite some data setbacks, the US is still, probably, the best positioned of the major world economies to make solid progress towards a combination of strong growth, full employment and rising inflation: this is going to require the central bank to take action to raise rates so as to make progress towards normalisation of monetary policy, albeit at lower central rates than prevailed before the 2008 crisis. The Fed. therefore also indicated that it expected three further increases of 0.25% in 2017 to deal with rising inflationary pressures.

The result of the **presidential election** in November is expected to lead to a strengthening of US growth if Trump's election promise of a major increase in expenditure on infrastructure is implemented. This policy is also likely to strengthen inflation pressures as the economy is already working at near full capacity. In addition, the unemployment rate is at a low point verging on what is normally classified as being full employment. However, the US does have a substantial amount of hidden unemployment in terms of an unusually large, (for a developed economy), percentage of the working population not actively seeking employment.

Trump's election has had a profound effect on the **bond market and bond yields** rose sharply in the week after his election. Time will tell if this is a reasonable assessment of his election promises to cut taxes at the same time as boosting expenditure. This could lead to a sharp rise in total debt issuance from the current level of around 72% of GDP towards 100% during his term in office. However, although the Republicans now have a monopoly of power for the first time since the 1920s, in having a President and a majority in both Congress and the Senate, there is by no means any certainty that the politicians and advisers he has been appointing to his team, and both houses, will implement the more extreme policies that Trump outlined during his election campaign. Indeed, Trump may even rein back on some of those policies himself.

In the first week since the US election, there was a major shift in **investor sentiment** away from bonds to equities, especially in the US. However, gilt yields in the UK and bond yields in the EU have also been dragged higher. Some commentators are saying that this rise has been an overreaction to the US election result which could be reversed. Other commentators take the view that this could well be the start of the long expected eventual unwinding of bond prices propelled upwards to unrealistically high levels, (and conversely bond yields pushed down), by the artificial and temporary power of quantitative easing.

EZ In the Eurozone, **the ECB** commenced, in March 2015, its massive €1.1 trillion programme of quantitative easing to buy high credit quality government and other debt of selected EZ countries at a rate of €60bn per month. This was intended to run initially to September 2016 but was extended to March 2017 at its December 2015 meeting. At its December and March 2016 meetings it progressively cut its deposit facility rate to reach -0.4% and its main refinancing rate from 0.05% to zero. At its March meeting, it also increased its monthly asset purchases to €80bn. These measures have struggled to make a significant impact in boosting economic growth and in helping inflation to rise significantly from low levels towards the target of 2%. Consequently, at its December meeting

it extended its asset purchases programme by continuing purchases at the current monthly pace of €80 billion until the end of March 2017, but then continuing at a pace of €60 billion until the end of December 2017, or beyond, if necessary, and in any case until the Governing Council sees a sustained adjustment in the path of inflation consistent with its inflation aim. It also stated that if, in the meantime, the outlook were to become less favourable or if financial conditions became inconsistent with further progress towards a sustained adjustment of the path of inflation, the Governing Council intended to increase the programme in terms of size and/or duration.

EZ GDP growth in the first three quarters of 2016 has been 0.5%, +0.3% and +0.3%, (+1.7% y/y). Forward indications are that economic growth in the EU is likely to continue at moderate levels. This has added to comments from many forecasters that those central banks in countries around the world which are currently struggling to combat low growth, are running out of ammunition to stimulate growth and to boost inflation. Central banks have also been stressing that national governments will need to do more by way of structural reforms, fiscal measures and direct investment expenditure to support demand and economic growth in their economies.

There are also significant specific political and other risks within the EZ: -

- **Greece** continues to cause major stress in the EU due to its tardiness and reluctance in implementing key reforms required by the EU to make the country more efficient and to make significant progress towards the country being able to pay its way – and before the EU is prepared to agree to release further bail out funds.
- **Spain** has had two inconclusive general elections in 2015 and 2016, both of which failed to produce a workable government with a majority of the 350 seats. At the eleventh hour on 31 October, before it would have become compulsory to call a third general election, the party with the biggest bloc of seats (137), was given a majority confidence vote to form a government. This is potentially a highly unstable situation, particularly given the need to deal with an EU demand for implementation of a package of austerity cuts which will be highly unpopular.
- The under capitalisation of **Italian banks** poses a major risk. Some **German banks** are also undercapitalised, especially Deutsche Bank, which is under threat of major financial penalties from regulatory authorities that will further weaken its capitalisation. What is clear is that national governments are forbidden by EU rules from providing state aid to bail out those banks that are at risk, while, at the same time, those banks are unable realistically to borrow additional capital in financial markets due to their vulnerable financial state. However, they are also 'too big, and too important to their national economies, to be allowed to fail'.
- **4 December Italian constitutional referendum** on reforming the Senate and reducing its powers; this was also a confidence vote on Prime Minister Renzi who has resigned on losing the referendum. However, there has been remarkably little fall out from this result which probably indicates that the financial markets had already fully priced it in.

A rejection of these proposals is likely to inhibit significant progress in the near future to fundamental political and economic reform which is urgently needed to deal with Italy's core problems, especially low growth and a very high debt to GDP ratio of 135%. These reforms were also intended to give Italy more stable government as no western European country has had such a multiplicity of governments since the Second World War as Italy, due to the equal split of power between the two chambers of the Parliament which are both voted in by the Italian electorate but by using different voting systems. It is currently unclear what the political, and other, repercussions are from this result.

- **Dutch general election 15.3.17**; a far right party is currently polling neck and neck with the incumbent ruling party. In addition, anti-big business and anti-EU activists have already collected two thirds of the 300,000 signatures required to force a referendum to be taken on approving the EU – Canada free trade pact. This could delay the pact until a referendum in 2018 which would require unanimous approval by all EU governments before it can be finalised. In April 2016, Dutch voters rejected by 61.1% an EU – Ukraine cooperation pact under the same referendum law. Dutch activists are concerned by the lack of democracy in the institutions of the EU.
- **French presidential election**; first round 13 April; second round 7 May 2017.
- **French National Assembly election June 2017.**
- **German Federal election August – 22 October 2017.** This could be affected by significant shifts in voter intentions as a result of terrorist attacks, dealing with a huge influx of immigrants and a rise in anti EU sentiment.
- The core EU, (note, not just the Eurozone currency area), principle of **free movement of people** within the EU is a growing issue leading to major stress and tension between EU states, especially with the Visegrad bloc of former communist states.

Given the number and type of challenges the EU faces in the next eighteen months, there is an identifiable risk for the EU project to be called into fundamental question. The risk of an electoral revolt against the EU establishment has gained traction after the shock results of the UK referendum and the US Presidential election. But it remains to be seen whether any shift in sentiment will gain sufficient traction to produce any further shocks within the EU.

Asia Economic growth in **China** has been slowing down and this, in turn, has been denting economic growth in emerging market countries dependent on exporting raw materials to China. Medium term risks have been increasing in China e.g. a dangerous build up in the level of credit compared to the size of GDP, plus there is a need to address a major over supply of housing and surplus industrial capacity, which both need to be eliminated. This needs to be combined with a rebalancing of the economy from investment expenditure to consumer spending. However, the central bank has a track record of supporting growth through various monetary policy measures, though these further stimulate the

growth of credit risks and so increase the existing major imbalances within the economy.

Economic growth in **Japan** is still patchy, at best, and skirting with deflation, despite successive rounds of huge monetary stimulus and massive fiscal action to promote consumer spending. The government is also making little progress on fundamental reforms of the economy.

Emerging countries There have been major concerns around the vulnerability of some emerging countries exposed to the downturn in demand for commodities from China or to competition from the increase in supply of American shale oil and gas reaching world markets. The ending of sanctions on Iran has also brought a further significant increase in oil supplies into the world markets. While these concerns have subsided during 2016, if interest rates in the USA do rise substantially over the next few years, (and this could also be accompanied by a rise in the value of the dollar in exchange markets), this could cause significant problems for those emerging countries with large amounts of debt denominated in dollars. The Bank of International Settlements has recently released a report that \$340bn of emerging market corporate debt will fall due for repayment in the final two months of 2016 and in 2017 – a 40% increase on the figure for the last three years.

Financial markets could also be vulnerable to risks from those emerging countries with major sovereign wealth funds, that are highly exposed to the falls in commodity prices from the levels prevailing before 2015, especially oil, and which, therefore, may have to liquidate substantial amounts of investments in order to cover national budget deficits over the next few years if the price of oil does not return to pre-2015 levels.

Brexit timetable and process

- March 2017: UK government notifies the European Council of its intention to leave under the Treaty on European Union Article 50
- March 2019: two-year negotiation period on the terms of exit. This period can be extended with the agreement of all members i.e. not that likely.
- UK continues as an EU member during this two-year period with access to the single market and tariff free trade between the EU and UK.
- The UK and EU would attempt to negotiate, among other agreements, a bi-lateral trade agreement over that period.
- The UK would aim for a negotiated agreed withdrawal from the EU, although the UK may also exit without any such agreements.
- If the UK exits without an agreed deal with the EU, World Trade Organisation rules and tariffs could apply to trade between the UK and EU - but this is not certain.
- On exit from the EU: the UK parliament would repeal the 1972 European Communities Act.
- The UK will then no longer participate in matters reserved for EU members, such as changes to the EU's budget, voting allocations and policies.

- It is possible that some sort of agreement could be reached for a transitional time period for actually implementing Brexit after March 2019 so as to help exporters to adjust in both the EU and in the UK.

5.4 TREASURY MANAGEMENT PRACTICE (TMP1) – CREDIT AND COUNTERPARTY RISK MANAGEMENT

The CLG issued Investment Guidance in 2010, and this forms the structure of the Council's policy below. These guidelines do not apply to either trust funds or pension funds which operate under a different regulatory regime.

The key intention of the guidance is to maintain the current requirement for councils to invest prudently, and that priority is given to security and liquidity before yield. In order to facilitate this objective the guidance requires this Council to have regard to the CIPFA publication Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes. This Council adopted the Code on 23 March 2003 and will apply its principles to all investment activity. In accordance with the Code, the Chief Finance Officer has produced its treasury management practices (TMPs). This part, TMP 1(1), covering investment counterparty policy requires approval each year.

Annual investment strategy - The key requirements of both the Code and the investment guidance are to set an annual investment strategy, as part of its annual treasury strategy for the following year, covering the identification and approval of following:

- The strategy guidelines for choosing and placing investments, particularly non-specified investments.
- The principles to be used to determine the maximum periods for which funds can be committed.
- Specified investments that the Council will use. These are high security (i.e. high credit rating, although this is defined by the Council, and no guidelines are given), and high liquidity investments in sterling and with a maturity of no more than a year.
- Non-specified investments, clarifying the greater risk implications, identifying the general types of investment that may be used and a limit to the overall amount of various categories that can be held at any time.

The investment policy proposed for the Council is:

Strategy guidelines – The main strategy guidelines are contained in the body of the treasury strategy statement.

Specified investments – These investments are sterling investments of not more than one-year maturity, or those which could be for a longer period but where the Council has the right to be repaid within 12 months if it wishes. These are considered low risk assets where the possibility of loss of principal or investment income is small. These would include sterling investments which would not be defined as capital expenditure with:

1. The UK Government (such as the Debt Management Account deposit facility, UK treasury bills or a gilt with less than one year to maturity).
2. Supranational bonds of less than one year's duration.
3. A local authority, parish council or community council.

4. Pooled investment vehicles (such as money market funds) that have been awarded a high credit rating by a credit rating agency. For category 4 this covers pooled investment vehicles, such as money market funds, rated AAA by Standard and Poor's, Moody's and / or Fitch rating agencies.
5. A body that is considered of a high credit quality (such as a bank or building society (For category 5 this covers bodies with a minimum Short Term rating of F2- (or the equivalent) as rated by Standard and Poor's, Moody's and / or Fitch rating agencies.

Within these bodies, and in accordance with the Code, the Council has set additional criteria to set the time and amount of monies which will be invested in these bodies. These criteria are a maximum of 364 days and a counterparty limit of £25 million.

Non-specified investments – are any other type of investment (i.e. not defined as specified above). The identification and rationale supporting the selection of these other investments and the maximum limits to be applied are set out below.

The monitoring of investment counterparties - The credit rating of counterparties will be monitored regularly. The Council receives credit rating information (changes, rating watches and rating outlooks) from Capita Asset Services as and when ratings change, and counterparties are checked promptly). On occasion ratings may be downgraded when an investment has already been made. The criteria used are such that a minor downgrading should not affect the full receipt of the principal and interest. Any counterparty failing to meet the criteria will be removed from the list immediately by the Chief Finance Officer and, if required, new counterparties which meet the criteria will be added to the list.

SPECIFIED INVESTMENTS: All such investments will be sterling denominated, with **maturities up to maximum of 1 year**, meeting the minimum 'high' quality criteria where applicable.

NON-SPECIFIED INVESTMENTS: These are any investments which do not meet the specified investment criteria. A maximum of £150 million will be held in aggregate in non-specified investments.

A variety of investment instruments will be used, subject to the credit quality of the institution and, depending on the type of investment made, it will fall into one of the above categories.

The criteria, time limits and monetary limits applying to institutions or investment vehicles are:

Recommended Sovereign and Counterparty List

For credit rated counterparties, the minimum criteria will be the lowest equivalent long-term ratings assigned by Fitch, Moody's and Standard & Poor's (where assigned).

Long-term minimum: A-

The Council will also take into account information on corporate developments of and market sentiment towards investment counterparties.

Total investments in excess of 364 days will not exceed £150 million.

Group Limits - For institutions within a banking group, the authority executes a limit of 1.5 times the individual limit of a single bank within that group.

New specified investments will be made within the following limits:

Instrument	Country/ Domicile	Counterparty	Maximum Counterparty Limits £m
Term Deposits	UK	DMADF, DMO	No limit
Term Deposits/Call Accounts	UK	Other UK Local Authorities	£25 million
Term Deposits/Call Accounts	UK*	Counterparties rated at least A-Long Term)	£25 million
Term Deposits/Call Accounts	Non-UK*	Counterparties rated at least A-Long Term in select countries with a Sovereign Rating of at least AA-	£25 million
CDs and other negotiable instruments		with banks and building societies which meet the specified investment criteria (on advice from TM Adviser)	£25 million
Deposits	UK	Registered Providers (Former RSLs)	£5m per RP
Gilts	UK	DMO	No limit
T-Bills	UK	DMO	No limit
Bonds issued by multilateral development banks		(For example, European Investment Bank/Council of Europe, Inter American Development Bank)	
AAA-rated Money Market Funds	UK/ Ireland/ Luxembourg domiciled	CNAV MMF's VNAV MMF's (where there is greater than 12 month history of a consistent £1 Net Asset Value)	£25 million
Other MMF's and CIS	UK/ Ireland/ Luxembourg domiciled	Collective Investment Schemes (pooled funds) which meet the definition of collective investment schemes in SI 2004 No 534 or SI 2007 No 573 and subsequent amendments	£25 million.

For Non-UK Banks - a maximum exposure of £40 million per country will apply to limit the risk of over-exposure to any one country.

**Non-specified investments may be made with the following instruments:
(The Authority will have a maximum of £150 million of its investment portfolio in non-specified investments.)**

Instrument	Maximum maturity	Max £M of portfolio and Credit limit	Capital expenditure?	Example
Term deposits with banks, building societies which meet the specified investment criteria	10 years	£10m per counterparty	No	
Term deposits with local authorities	10 years	£25m per authority	No	
CDs and other negotiable instruments with banks and building societies which meet the specified investment criteria	10 years	£10m per counterparty	No	
Gilts	10 years	£20 million Credit limit not applicable gilts issued by UK Government	No	
Bonds issued by multilateral development banks	10 years	£20 million Minimum credit rating AA+	No	EIB Bonds, Council of Europe Bonds etc.
Sterling denominated bonds by non-UK sovereign governments	5 years	£20 million Minimum credit rating AA+	No	

Other Non-Specified investments for consideration (such investment will be subject to credit assessment by the Council's treasury advisor on a case by case basis)

Instrument	Maximum maturity	Max £M of portfolio and Credit limit	Capital expenditure?	Example
Money Market Funds and Collective Investment Schemes	N/A – these funds do not have a defined maturity date	£25 million	No	Investec Target Return Fund; Elite Charteris Premium Income Fund; LAMIT; M&G Global Dividend Growth Fund
Deposits with registered providers	5 years	£5m per registered provider/£20 million overall	No	Barnet Homes Open Door not within TMS
Corporate and debt instruments issued by corporate bodies purchased from 01/04/12 onwards	5 years	20%	No	
Collective Investment Schemes (pooled funds) which do not meet the definition of collective investment schemes in SI 2004 No 534 or SI 2007 No 573 and subsequent amendments	N/A – these funds do not have a defined maturity date	£10 million	Yes	Way Charteris Gold Portfolio Fund; Aviva Lime Fund
Bank or building societies not meeting specified criteria	3 months	£10m per counterparty	No	Bank or building societies not meeting specified criteria

NOTE 1. This Authority will seek further advice on the appropriateness and associated risks with investments in these categories.

5.6 APPROVED COUNTRIES FOR INVESTMENTS

This list is based on those countries which have sovereign ratings of AA or higher (we show the lowest rating from Fitch, Moody's and S&P) and also, (except - at the time of writing - for Hong Kong, Norway and Luxembourg), have banks operating in sterling markets which have credit ratings of green or above in the Capita Asset Services credit worthiness service.

PLEASE NOTE - THIS PAGE IS AS AT 16.12.16

AAA

- Australia
- Canada
- Denmark
- Germany
- Luxembourg
- Netherlands
- Norway
- Singapore
- Sweden
- Switzerland

AA+

- Finland
- Hong Kong
- U.S.A.

AA

- Abu Dhabi (UAE)
- France
- Qatar
- U.K.

5.7 TREASURY MANAGEMENT SCHEME OF DELEGATION

(i) Council

- receiving and reviewing reports on treasury management policies, practices and activities;
- approval of annual strategy.

(ii) Policy and Resources Committee

- approval of/amendments to the organisation's adopted clauses, treasury management policy statement and treasury management practices;
- budget consideration and approval;
- approval of the division of responsibilities;
- approving the selection of external service providers and agreeing terms of appointment.
-

(iii) Performance and Contract Monitoring Committee

- receiving and reviewing regular monitoring reports and acting on recommendations;

(iv) Audit Committee

- reviewing the treasury management policy and procedures and making recommendations to the responsible body.

5.8 THE TREASURY MANAGEMENT ROLE OF THE CHIEF FINANCE OFFICER (SECTION 151 OFFICER)

The Section 151 (responsible) officer

- recommending clauses, treasury management policy/practices for approval, reviewing the same regularly, and monitoring compliance;
- submitting regular treasury management policy reports;
- submitting budgets and budget variations;
- receiving and reviewing management information reports;
- reviewing the performance of the treasury management function;
- ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function;
- ensuring the adequacy of internal audit, and liaising with external audit;
- recommending the appointment of external service providers.

Reserves and balances policy

Background

Reserves and balances help councils cope with unpredictable financial pressures and plan for their future spending commitments. The level, purpose and planned use of reserves are important considerations for the Chief Finance Officer (CFO) and elected members to consider when developing the medium-term financial strategy and setting annual budgets.

This policy sets out the Council's approach to reserves and balances. The policy has regard to the Local Authority Accounting Panel (LAAP) Bulletin 99 'Local Authority Reserves and Balances' published by the Chartered Institute of Public Finance Accountants (CIPFA) in July 2014.

In reviewing medium-term financial plans and preparing annual budgets, the Council will consider the establishment and maintenance of reserves for both the general fund and the housing revenue account. The nature and level of reserves will be determined formally by the Council, informed by the judgement and advice of the CFO.

Reserves are analysed into two categories: usable and unusable.

Types of usable reserve

The Council will maintain the following usable reserves:

- General reserve (sometimes known as general fund balance): to manage the impact of uneven cash flows and unexpected events or emergencies. The level of general reserve to be held is not specified, however the council uses a guide of 5% of annual net revenue expenditure;
- Specific reserves: sums set aside to meet known or predicted specific requirements. These reserves may be 'ring fenced' by statute and can only be used for their designated purpose.

Specific reserves will be maintained as follows:

- Reserves used to balance the medium term financial strategy (MTFS): one off monies factored as income in the MTFS to balance the budget;
- Transformation reserve: to fund the transformation programme to change, protect and improve Council services;
- Service development reserve: to enable the Council to respond to the most urgent corporate priorities;
- Infrastructure reserve: to fund infrastructure necessary to enable development across the borough;
- PFI reserve: to manage the profile of grants and payments in respect of PFI projects;

- Financing reserve: to enable the effective management of the medium-term financial strategy;
- Schools reserve: balances in respect of delegated school budgets;
- Service reserves: funds set aside for specific purposes in respect of individual Council services; and
- Capital receipts reserve: capital receipts not yet applied to capital expenditure.

The Council can also maintain a number of other reserves that arise out of the interaction between legislation and proper accounting practices.

'Unusable' reserves are not resource-backed and therefore cannot be used, these are:

Revaluation Reserves

- Revaluation Reserve - records unrealised gains in the value of property, plant and equipment.
- Available-for-Sale Financial Instruments Reserve – records unrealised revaluation gains arising from holding available-for-sale investments, plus any unrealised losses that have not arisen from impairment of the assets.

Adjustment Accounts

- Pensions Reserve – reconciles the payments made for the year to various statutory pension schemes in accordance with those schemes' requirements and the net change in the authority's recognised liability.
- Capital Adjustment Account - reconciles the different rates at which assets are depreciated under proper accounting practice and are financed through the capital controls system.
- Financial Instruments Adjustment Account – reconciles the different rates at which gains and losses (such as premiums on the early repayment of debt) are recognised under proper accounting practice and are required by statute to be met from the General Fund.
- Collection Fund Adjustment Account – this is a specific accounting mechanism used to reconcile the differences arising from the recognition of council tax and non-domestic rates income (England) in the Comprehensive Income and Expenditure Statement to those amounts required to be charged by statute to the General Fund. For example, a credit balance on the Account shows that more tax has been collected on behalf of the authority and the precepting bodies (and central government in England for non-domestic rates income) than an authority is permitted to transfer out of the Collection Fund by 31 March.

Other such reserves may be created in future where developments in local authority accounting result in timing differences between the recognition of income and expenditure under proper accounting practice and under statute or regulation.

Principles to assess the adequacy of reserves

The CFO will advise the Council on the adequacy of reserves. In considering the general reserve, the CFO will have regard to the:

- Strategic financial context within which the Council will be operating through the medium-term;
- Overall effectiveness of governance arrangements and the system of internal control;
- Robustness of the financial planning and budget-setting process;
- Effectiveness of the risk management process and the potential impact of risks identified; and
- Effectiveness of the budget monitoring and management process.

Having had regard to these matters, the CFO will advise the Council on the monetary value of the required general reserve.

The Council has considered the Audit Commission's "Striking a Balance" report (December 2012) which outlines the need for elected members to ensure that their council's reserves are appropriate for local circumstances and the risk based considerations to facilitate this. It has also considered the response to this report by CIPFA.

There are a range of safeguards in place that help to prevent the council over-committing itself financially. These include:

- the balanced budget requirement (sections 31A, 42A of the Local Government Finance Act 1992, as amended);
- chief finance officers' duty to report on robustness of estimates and adequacy of reserves (under section 25 of the Local Government Act 2003) when the authority is considering its budget requirement;
- the legislative requirement for each local authority to make arrangements for the proper administration of their financial affairs and that the chief finance officer / proper officer has responsibility for the administration of those affairs section 151 of the Local Government Act 1972; and
- the requirements of the Prudential Code

These requirements are reinforced by section 114 of the Local Government Finance Act 1988 which requires the Chief Finance Officer to report to all the authority's councillors if there is, or is likely to be, unlawful expenditure or an unbalanced budget. This would include situations where reserves have become seriously depleted and it is forecast that the authority will not have the resources to meet its expenditure in a particular financial year.

Use of reserves

Judgements about, and use of reserves - to what extent they should be used or set aside to meet either specific or unforeseen future liabilities - can only be made locally, they cannot be prescribed nationally. Local decisions should be taken by elected members having regard to clear and full information and advice provided by the CFO.

Uncertainty and risk is increasing but one thing is clear, use of reserves is not a long term solution for recurring funding.

The use of reserves will be determined by the Policy & Resources Committee and make recommendations to Council informed by the advice of the CFO.

January 2017

London Borough of Barnet

Debt Management Policy

10 February 2017

Introduction and objectives

The Council has a statutory and fiduciary responsibility to protect public funds for the benefit of all who live and work in the borough.

This document sets out the Council's policy and procedures in relation to the billing, collection and recovery of monies owed to the Council and is to be adopted across all services within the London Borough of Barnet.

The Council is responsible for the collection of:

- Council Tax
- Business Rates
- Housing Benefits Overpayments – this occurs when benefit is paid that the claimant is not entitled to
- A range of chargeable services (General Income).
- Penalty Charge Notices (PCN)

Whilst the majority of this income is collected in a timely manner, there are occasions when debtors do not make payments on time. This gives rise to a requirement to actively manage Council debt, and to set out clearly how the Council will enforce payment of monies owed.

Methods for the billing and recovery of statutory debt are defined within the relevant statute and are designed to comply with best practice.

The Council's objectives in relation to debt are:

- To maximise the level of income collected by the Council by;
 - a) Implementation of a transparent charging policy
 - b) Accurate and timely billing
 - c) Reducing debt levels
 - d) Effective recovery processes
- To pursue all debts, ensuring that those with the means to pay actually do so;
- To provide a corporate approach to the billing, recovery and collection of debt that encompasses the following core principles and is proportional, consistent and transparent.

Definition of a debtor

A debtor is any body (whether an individual or organisation) who has received goods or services from the Council, or is liable for a statutory debt, and who has not yet paid the full amount owed.

For council tax and business rates, a debtor is an individual or organisation that does not adhere to the statutory instalment scheme.

For Housing Benefit overpayments, a debtor is a benefit claimant, or alternative payee such as a landlord, who has been overpaid Housing Benefit as a result of a change in circumstances.

To reduce the number of debtors, service providers must attempt to obtain payment in advance or at the point of service delivery wherever possible. Invoices should only be raised where payment in advance for a service is inappropriate.

Core Principles

Responsibility for maximising income to the Council for the services it charges for is shared by the Chief Finance Officer and Heads of Services.

The responsibility for the collection and enforcement of council tax, business rates and the recovery of overpaid housing benefit is governed by legislation and is administered by the Revenues and Benefits service, the specific legalisation is stated below:

- Council tax recovery procedures are laid down by statute in The Council Tax (Administration and Enforcement) Regulations 1992 and subsequent amendments
- Non-Domestic Rates recovery procedures are laid down by statute in The Non-Domestic Rating (Collection and Enforcement) (Local Lists) Regulations 1989 and subsequent regulations and amendments
- Housing Benefits overpayments are reclaimed in accordance with Regulations 99 – 107 of The Housing Benefit Regulations 2006 (and subsequent amendments)

The charging of Parking Penalty Charge Notices (PCN) is under the powers of the Road Traffic Regulation Act 1984 (RTRA 1984), local authorities may:

- impose charges for parking in car parks
- charge for parking in on-street parking bays (e.g. through the sale of permits/vouchers and through various short term payment methods)

Consistent and transparent debt management arrangements will be applied to all sums owed to the Council, with the objective of maximising income and cash flow, but taking account of the cost of collection and recovery.

The CSG Income Team is responsible for recovering debts that have been raised by services, for advising them on debts that are uneconomic to pursue and where debts should be written-off, and for maintaining master data (client details, including blocked customer status etc.).

Service Requirements

Services should attempt to obtain payment in advance of services being provided. Where this is not possible, services should determine their arrangements for allowing credit in consultation with the Income Team, on behalf of the Chief Finance Officer. This document sets out arrangements for doing this. The CSG income team can advise on the most appropriate method for collection of income in advance.

Responsibility for controlling the issue of credit in line with pre-determined arrangements and adhering to the arrangements for customers to whom services have been suspended or terminated due to non-payment (known as 'blocked' customers).

Responsibility for collecting and banking income received in advance and for raising invoices promptly where credit has been allowed.

Provisions

Provisions for bad debts will be determined by the Chief Finance Officer, in conjunction with services and the Head of Exchequer Services or, for council tax and business rates, the Chief Finance Officer and the Revenues and Benefits Manager, as stated with the Council's Financial Regulations.

Charging Policies

The Council will charge for all services where allowable.

The Council will have in place charging policies which are coherent and cost effective. All policies should be transparent and easy to understand.

Charges should cover the full cost of the service unless specific funding or alternative measures are in place.

Each Delivery Unit will regularly review charging policies and fees. This will be in line with the annual budget setting cycle as per the Council's Financial Regulations.

Each Delivery Unit should ensure appropriate methodology is in place to ensure the robustness of the charging and collection policy and delivery.

Performance Management

Prompt recovery action is key to managing debt and maximising income. The Council therefore aims to:

- Regularly monitor the level and age of debt.
- Set clear targets for the recovery of debt.
- Have clear written recovery procedures.
- Set priorities for specific areas of debt and assess recovery methods to ensure maximum recovery.
- Regularly review and propose irrecoverable debts for write-off.

Monitoring and reporting of debt

The following table sets out the frequency and type of debt reporting, the responsibilities associated with monitoring debt levels, and responsibilities for monitoring this policy:

Type of Debt	Activity	Report to:	Responsible Officer	Frequency
Sundry	Aged Debt report	All services	Income & Cashier Manager	Monthly
Sundry	Barnet Major Debtors	Head of Exchequer Services.	Income & Cashier Manager	Monthly
Council tax and business rates	Percentage collected in year	DCLG* ¹	Revenues and Benefits Manager	Quarterly
Housing benefit	Debt Raised Recovered Outstanding and Written Off	DWP* ²	Revenues and Benefits Manager	Quarterly
All debt	Review of Policy	Chief Finance Officer	Head of Exchequer Services	Annually

*1 DCLG: Department for Communities and Local Government

*2 DWP: Department for Work and Pensions

The following table sets out the performance targets for debt invoicing, collection and debt recovery:

Type of Debt	Activity	Target	Responsible Officer
Sundry	Invoicing	Invoice to be raised and despatched within 1 day of the sales order being created.	Income & Cashier Manager
Sundry	Collection	Cheques or cash to be processed within 24 hours of receipt.	Income & Cashier Manager
Sundry	Collection	Payment suspense items to be cleared within 3 days.	Head of Treasury
Sundry	Aged Debt (FIN PI 28)	96% of debt collected within 120 days.	Income & Cashier Manager
Sundry	Aged Debt (FIN PI 29)	97.5% of debt collected within 180 days.	Income & Cashier Manager
Sundry	Aged Debt (FIN PI 30)	98.5% of debt collected within 365 days.	Income & Cashier Manager
Sundry	Aged Debt	Irrecoverable debt to be written off on a regular basis.	Income & Cashier Manager
Sundry	Payment method (FIN PI 31)	To increase the number that pay by direct debit by 5% per annum.	Income & Cashier Manager
Council Tax	Collection (MI)	To achieve an in-year collection target of 96.5%	Revenues and Benefits Manager
Council Tax	Collection (Gainshare)	To achieve a four year collection target of 98.5%	Revenues and Benefits Manager
Business Rates	Collection (MI)	To achieve an in-year collection target of 97.5%	Revenues and Benefits Manager
Business Rates	Collection (PI)	To achieve a four year collection target of 99%	Revenues and Benefits Manager
Housing Benefit	Notification	Benefit Determination letter issued the day after the overpayment has been calculated	Revenues and Benefits Manager
Housing Benefit	Collection	65% of debt recovered in current year against debt raised in current year. 25% of debt recovered in	Revenues and Benefits Manager

Type of Debt	Activity	Target	Responsible Officer
		current year against all debt outstanding 5% of debt written off against all debt outstanding	

Collection and Recovery

Sundry Debt

Except in the case of an invoice payable by instalments, or as otherwise contractually agreed, the settlement period for all invoices will be within 28 days.

After the settlement period, and where legislation permits, the Council may seek to recover interest and any costs that are legitimately due from the debtor to the Council or its agents.

Recovery action will commence no later than 14 days after the demand has fallen due. Escalation processes up to and including litigation are to be agreed between the CSG Income Team and the relevant service departments.

The Council will attempt at all times to use the most appropriate and cost-effective method of debt recovery in order to maximise income.

Council Tax and Business Rates

The Council offers six different payment dates for customers who opt to pay council tax by Direct Debit as this is the most efficient and cost effective method of payment for the Council. Business rates (NNDR) offers Direct Debit on the 5th of the month.

Council tax and business rates follow legislative requirements for collection and recovery, demands are issued in the preceding March of each financial year to allow for the first instalment to be paid in April. Processes are automated to ensure that reminders, final notices and summonses are issued in accordance with the required statutory timescales.

There is a statutory instalment scheme but if this is not adhered to then the legislative recovery process is followed.

Council tax has very high volumes of recovery action, so reminder, final and summon notices are generated automatically. Cases at summons stage are individually checked before the summons is issued.

Housing Benefit Overpayments

For Housing Benefit overpayments the priority is to recover the overpayment from ongoing or arrears of Housing Benefit. If entitlement has ended, an invoice is issued and if the debt is not settled a reminder and then final reminder are issued. There are ranges of recovery methods available should the debt not be paid that are detailed below.

Before enforcement action is taken, the Council will utilise correspondence and telephone contact with the debtor, visits to the debtor's home by designated Council officers, and where cost effective to do so, external collection agents as an alternative means of recovering sundry debts. Additionally, enforcement agents are used to recover unpaid council tax and business rates debts.

Where an external agency is utilised to assist with collection, the flow of information between the Council and the agent must be in a secure electronic format.

All statutory methods of enforcement of debts shall be available for use. These include:

- Attachments of earnings
- Warrants of execution
- Third party orders
- Insolvency
- Possession proceedings
- Deferred payment agreements
- Committal to prison for council tax and business rates
- Charging orders
- Recovery from ongoing or arrears of benefit
- Attachments to state benefits
- Registering debts at County Court

Where legally permissible, the provision of future services to the debtor will be suspended until outstanding debts are settled.

Parking

The Council issues Penalty Charge Notices (PCN) for illegally parked vehicles. The debt is not issued on the Council's accounting system; instead it is specifically allocated on the Council's Parking System.

The link below is the latest version of the Council's Parking Policy, which describes the collection / recovery process in detail.

https://engage.barnet.gov.uk/development-regulatory-services/parking-policy-consultation/user_uploads/parking-policy-12_08_2014.pdf

Council Members and Staff

It is not acceptable for Council members, staff or those employed to owe money to the Council.

The Council will use the information it holds on staff to assist with debt recovery and to make arrangements to clear the debt by salary deductions.

Section 106 of the Local Government Finance Act 1992 imposes a duty on a member whose payments are two months overdue to make a declaration to that effect, and refrain from voting in certain matters.

Dispute Resolution

In case of a dispute with a **sundry debt**, recovery action will be suspended and the dispute referred back to the originating department for resolution within one week. If no response is received after one week a reminder will be sent to the originating department for instruction. If no response is received after a further week the debt will be transferred back to the originating department.

A dispute is not resolved unless it meets one of the following conditions:

- The customer is correct and gets full credit
- The customer is partly correct and gets partial credit and agreed charge
- The customer is incorrect and accepts the charge
- The customer is not correct and does not accept the situation but the service is prepared to pursue the debt

For **council tax and business rates** the disputes are arbitrated by the Valuation Tribunal Service.

Enforcement Agents and Enforcement Management

The ability to refer debts to enforcement is an important tool in the recovery process. The Council appreciates the sensitivity attached to the use of bailiffs.

The Council will seek to use enforcement only where it has determined that this is the most effective collection method for the debt in question.

Enforcement performance and contract management will be in place to ensure compliance with codes of conduct good practice. These services will comply with the National Standards for Enforcement.

Write off procedures

Whilst the Council will make every effort to pursue debts owed by debtors, it recognises that in some circumstances debts will become irrecoverable.

Debts may be regarded as uncollectable where:

- The debt is uneconomic to collect i.e. the cost of collection is greater than the value of the debt.
- The debt is time barred, where the statute of limitation applies. Generally this means that if a period of six years has elapsed since the debt was last demanded, the debt cannot be enforced by legal action.
- The debtor cannot be found or communicated with despite all reasonable attempts to trace.
- The debtor is deceased and there is no likely settlement from the estate or next of kin and where there is written confirmation from the Receiver.
- Insolvency where there is no likelihood of settlement and written confirmation from the Official Receiver or Administrator.

Good practice dictates that, when all methods of debt recovery have been exhausted, any debts that remain irrecoverable are written off promptly in accordance with the Council's Constitution and Financial Regulations. Debt, even when written off, will continue to be pursued for example should a debtor seek to obtain council services in the future, or the debtors whereabouts become known, action will be taken to recover the outstanding debt.

Under the Council's Constitution, the Chief Finance Officer may, subject to that officer being satisfied that all avenues to recover the funds have been investigated, write off bad debts up to the value of £5,000. This will need to be in the format of a delegated powers report.

Bad debt that is to be written off and is in excess of £5,000 must be referred to the Policy and Resources Committee for write off.

The CIPFA Code of Practice on Local Authority Accounting, (The Code) requires the Council's statement of accounts to include sufficient provision for bad debts. This provision will be determined by the Chief Finance Officer, in consultation with the Assistant Director of Finance, the Head of Exchequer Services and other Services. The external auditor will subsequently review this provision for appropriateness.

Generally, the older a debt is, the greater the requirement for a bad debt provision. Provisions are always reviewed as part of the closure of accounts process, but should also be reviewed on a regular basis throughout the year, and any likely requirement to increase the provision at the year end should be identified and reported through regular budget monitoring.

Customer Care and Debt Advice

The Council will:

Collect debts in an efficient way, taking account of personal circumstances.

Deal with debtors in a professional manner at all times treating individuals consistently and fairly and displaying courtesy and respect in accordance with departmental customer care directives.

Recognise where there is a 'can't pay' rather than a 'won't pay' situation.

Provide facilities to enable customers to discuss their debts in a confidential environment offering assistance wherever possible.

Provide all debtors seeking help due to financial difficulties with support:

- Be invited to provide details of their means by listing their income and expenditure, (evidence will be requested if necessary).
- If they have other debts owing to the Council then these will also be considered when agreeing a recovery plan.
Be encouraged to use the money advice services available from the Citizens' Advice Bureau and other debt advice providers.

Advice and assistance

The Council will seek to provide information about debt advice and potential statutory benefits and discounts to those debtors who cannot pay.

Officers will remind debtors of the importance of paying priority debts. Priority debts include council tax arrears. Non-payment of council tax arrears can result in the seizure of debtors' goods, or in the debtor being sent to prison.

For council tax there is a discretionary fund for debtors in hardship with each case being assessed on its own merits and the individual's circumstances.

Customers who are in receipt of council tax support may be referred to enforcement agents if they do not engage or adhere to arrangement plans, but they will not progress to the enforcement stage of the process, thereby avoiding additional costs. Additionally, any customers who are identified as vulnerable will be supported appropriately.

Debtors who are in financial difficulty may find it beneficial to obtain specialist advice from one of the following agencies:

Citizens' Advice Bureau

The Citizens' Advice Bureau offer advice about simple debt problems, and will be able to refer debtors to a specialist advisor if the debt problem is complicated.

Website: <http://www.citizensadvice.org.uk>

Local branches:

New Barnet Citizens Advice Bureau 30 Station Road New Barnet Barnet Hertfordshire Tel: 0844 826 9336 Email: newbarnet@barnetcab.org.uk	Hendon Citizens Advice Bureau 40-42 Church End Hendon London NW4 4JT Tel: 0844 826 9336 Web: www.barnetcab.org.uk
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Money Advice Centres

Money Advice Centres can also provide help with debt problems. Details of the nearest centres may be found by accessing the DirectGov website: www.moneyadviceservice.org.uk and following the link to the relevant advice or by telephoning the helpline on 0800 138 7777.

National Debtline

The National Debtline provides free debt management information to people living in England and Wales. Debtors can contact National Debtline by calling them on 0808 808 4000 or via their website at www.nationaldebtline.co.uk.

Business Debtline

The Business Debtline provides advice for small business in England and Wales. Debtors can contact them by telephone on 0800 197 6026 or via their website: www.bdl.org.uk.

Stepchange

Provides free impartial debt advice and solutions to anyone struggling with debt problems. They can be contacted on 0800 138 1111 or via their website at www.stepchange.org.

Review of this policy

The Council is committed to continuous improvement and it is critical that new approaches and ways of working will be introduced. This policy will be

reviewed annually to allow it to be updated and to take any service improvements or changes into account.

Corporate Risk Register (Quarter 3 2016/17)

Appendix M

Strategic risk register

(sorted by Nature of Risk and Residual Risk Score)

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Direction of Travel	Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score		
Business Continuity												
STR011	Impact of change in policies	If there is a change in policies or in priorities across the Council / for specific Committees, this would result in increased workloads across the council associated with reworking of strategies, impacting on finances and ability to operate within budget	Chief Executive	Business Continuity	Decisions are made in accordance with legal advice, and the Council undertakes forward planning at the corporate level. The risk to the budget is controlled by the MTFs and business planning process, and members are fully engaged. A draft budget for 2017/18 is out for public consultation, and has been updated to reflect the Local Government Finance Settlement. Briefings have been sent to all councillors and senior management.	4	3	4	3	12	Same	Tolerate
STR013	Effective response to internal and external changes (political and economic)	Due to the complex nature of services provided, demographic changes and macroeconomic changes, the Council may be unable to effectively respond in an agile way to internal and external changes (political and economic) resulting in not being able to deliver organisational objectives, financial impact and reputational damage	Chief Executive	Business Continuity	The Council undertakes forward planning at the corporate level, as well as business planning. The corporate risk management framework and audit process also control this risk.	5	4	5	2	10	Same	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Direction of Travel	Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score		
STR002	Capacity for business continuity responsiveness	If there is insufficient resource or capability to deal with crisis, such as those involving critical local infrastructure, and insufficient testing of Business Continuity Plans / incident response plans, the Council may be unable to respond effectively in the event of a crisis resulting in financial loss, disruption to services, resident dissatisfaction and reputational damage	Chief Operating Officer	Business Continuity	The Council has a corporate Business Continuity Strategy and Plan, and we maintain a network of business continuity leads, with quarterly meetings on this subject. We carry out bi-annual desktop tests, including live reporting. Plans are in development to test our arrangements through live scenarios.	4	5	4	2	8	Same	Treat
Financial												
STR003	Delivery of transformation programmes	If there are challenges with resource recruitment, changes in market conditions, changes in political decisions, change resistance, poor project management, budgetary management and engagement (staff and residents), this could lead to failure to deliver major transformation programmes, specifically Brent Cross, Mill Hill depot, Colindale office relocation, Street Scene Alternative Delivery Model (ADM), Adults & Communities ADM, Libraries programme and Social Care Practice Improvement and failure to maintain a balanced budget over the MTFS period resulting in resident dissatisfaction, disruption to services, financial loss, and reputational damage	Chief Executive	Financial	We have clear leadership in place through our Commissioning Directors, and the decision-making process is well understood. The Council has a well-established project management methodology and projects are regularly audited against this standard. Our governance structure is set up to support delivery, with member challenge. Our annual finance and business planning processes also support this.	5	4	5	3	15	Same	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Direction of Travel	Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score		
STR004	In year budget reduction	The uncertainty and therefore lack of clarity on impact of changes in the national and regional political landscape, legislative changes and local government funding changes (e.g. lack of new funding for pressures in Adult Social Care and business rates localisation) that affect LBB services could lead to further reduction of the in-year budget resulting in non-achievement of MTFS target, reduction in service quality, resident dissatisfaction, deterioration of services, use of reserves and reputational damage. This could also have an impact on the existing overspend by increasing it.	Chief Executive	Financial	We have some contingency and reserves in place to mitigate the short term impact. We undertake forward planning, regularly updating our budget assumptions and monitoring the Government's fiscal announcements. However, we also maintain flexibility within existing plans to instigate recruitment freezes in non-front line services whilst long term plans are being put into place. We also maintain good contacts with central Government, to remain as informed as possible.	5	4	5	3	15	Same	Tolerate
STR005	Growth assumptions in the budgets	Due to a predication of contracts on income and a strategy that is increasingly focused on income, failure to deliver key transformation programmes and / or a fall in income would result in growth assumptions in the budget not materialising, causing potential failure of contracts and partners pulling out, and deterioration of the Council's financial position	Chief Executive	Financial	We have prudent contingency and reserves in place. We undertake forward planning, regularly updating our budget assumptions and monitoring the Government's fiscal announcements. We also maintain good contacts with central Government, to remain as informed as possible.	5	4	5	3	15	Same	Tolerate

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Direction of Travel	Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score		
STR010	Potential Fraud, bribery or corruption incident	If there are ineffective internal controls, governance arrangements, and neither fit for purpose nor adhered to policies and procedures, this could lead to the Council being unable to prevent an incident of organised or high value fraud, bribery or corruption resulting in loss of revenue, cost to the business (disposal and prosecution), staffing issues and reputational damage	Section 151 Officer	Financial	The Council observes financial regulations, internal controls and standing orders, and contract procedure rules. There is a counter-fraud framework, including a whistleblowing policy. The Council also has an employee code of conduct, which includes a gifts and hospitality policy, and other HR Policies are in place. There is oversight by the Audit Committee, a dedicated fully qualified independent fraud team (CAFT), and an internal audit team.	4	4	3	3	9	Same	Treat

Health & Safety

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Direction of Travel	Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score		
STR012	Potential Health & Safety incident or negative impact on wellbeing of Barnet employees, Members and members of the public	If health & safety / compliance policies & procedures are not sufficiently developed, tested or adhered to by officers, Members or the Council's contractors, this could lead to an incident resulting in harm to Barnet employees/council members/members of the public, legal challenge and reputational damage	Chief Executive	Health & Safety	H&S policies and processes around managing compliance are in place (available on the intranet), and the five civic buildings are being managed effectively. There are plans to identify gaps for other council stock (though these are not yet implemented). Training is undertaken so staff can find the right information, with some advertising on the intranet, and first team messaging to staff. Leaflets are distributed among the workforce. We have a web-based portal for referrals, with HR leading on some of these. There is a "split" service, allowing access to additional H&S advice available as required, but alongside Barnet-based staff with H&S knowledge of local issues carrying out monitoring activities (including H&S audits and inspections) as well as a statutory officer in place. We have systems to collect information on incidents, and undertake regular H&S audits and reports to senior officers and Committees.	4	3	4	3	12	Same	Treat

Staffing & Culture

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Direction of Travel	Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score		
STR001	Sufficient skilled and experienced resources in the market-place	If there is a challenging recruitment market that impacts the ability to recruit and retain the right staff with the right skills, and causes a lack of stability of senior management, this could lead to limitations in the competency and capability of the workforce to deliver statutory responsibilities and / or corporate objectives resulting in potential legal challenge, impact on financial targets - savings and income, reduced service to residents, reduced residents satisfaction, loss of corporate memory and reputational damage	Chief Operating Officer	Staffing & Culture	There is a new unified reward package, focused on improving the offer to the market. We are building the Council's reputation externally, and have a tailored recruitment programme in place, as well as a graduate and apprentice programme. Our "The Way We Work" programme includes new offices in Colindale, and we are overall making Barnet a better place to work.	4	4	4	3	12	Same	Treat

Statutory Duty

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Direction of Travel	Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score		
STR007	Significant safe-guarding incident	If Council services and partners do not effectively manage their relevant safeguarding risks, this could lead to a safeguarding incident resulting in potential harm to individuals and/or families, potential legal challenge, resident dissatisfaction, public scrutiny	Chief Executive	Statutory Duty	<p>Children: elements of the Practice Improvement Plan have been implemented, including training. We also have a supervision policy and practice standards, and undertake quality assurance activity.</p> <p>We adhere to pan-London safeguarding procedures and processes, and ensure scrutiny and oversight of safeguarding via assurance reports to the lead member, SCB Assurance, Barnet Safeguarding Board, and the Social Work Improvement Board</p> <p>Adults: adherence to the multi-agency pan London safeguarding adults procedures. Training programme. Supervision policy and practice standards. Quality assurance programme in place including case audit, supervision audit, performance monitoring. Assurance reports to SCB Assurance, Barnet Safeguarding Adults board and PQA sub-group; also to Adults committee and HWB annually.</p>	5	5	5	3	15	Same	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Direction of Travel	Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score		
STR006	Complexity of partnership working in the Borough	Differences of geographical footprint and governance structures of key strategic partners (e.g. NHS, NLWA) exacerbated by any changes in leadership may lead to conflicting priorities between partner agencies, including in the use of critical local infrastructure, resulting in non-achievement of targets, increased risk of safeguarding incidents, resident dissatisfaction, ineffective allocation of resources and reputational damage	Chief Executive	Statutory Duty	We maintain good relationships with strategic partners, and have aligned our strategic plans where possible. We also hold regular update meetings with these partners, and members and senior officers are represented on key strategic boards.	4	4	4	3	12	Same	Treat
STR008	Challenge to the decision-making process	If due diligence, local views, obligations or strength of residents' views are not properly considered by any part of the organisation (retained or commissioned) as part of decision-making for changes to services, this may lead to challenges to the decision-making process resulting in legal challenge, judicial review of process, implications for officers and Members, and reputational damage	Chief Executive	Statutory Duty	Corporate advice and guidance on decision-making are in place, with a clearance process. Senior officers and members have oversight of decisions	5	4	5	2	10	Same	Tolerate

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Direction of Travel	Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score		
STR016	Neglecting Corporate Parenting duty	The Council and its partners neglecting to fulfill their duty as Corporate Parents could lead to poorer outcomes for children in care and care leavers across key areas including education, health and placements, resulting in an increased gap between children in care/care leavers' and their peers in the shorter term and poorer outcomes in the longer term.	Director of Children's Services	Statutory Duty	A joint motion by Councillors to Full Council in November 2015 resulted in the Barnet Care Leavers Pledge. The Child in Care council has been refreshed and the advocacy service is active across Family Services. A Child in Care improvement plan is being implemented. The Virtual School has invested in a strong structure and resources are targeted to improve outcomes, including through the PEP process. The 'Onwards and Upwards' care-leaving service is located in a town centre, where care leavers can access support and a broad range of multi-agency services. Strategic links have been developed with key partners	4	4	3	3	9	New	Treat
STR009	Contract management and clienting of contracts	If commercial and commissioning roles & responsibilities are not clearly defined and realisable or understood by officers and Members, and / or there are inadequate finance controls, this may lead to ineffective contract management & clienting, resulting in delivery of poor level of service, inappropriate decision-making weakening the negotiating position, and financial loss/overspend	Chief Executive	Statutory Duty	We have a contract management framework, with policy and procedures in place for commercial and commissioning activity. The Council's Commercial Team oversee this work, with SROs. We undertake contract monitoring, and members have oversight through the Performance and Contract Monitoring Committee and the Audit Committee. Opportunities for improving this work have been highlighted through the CSG contract review.	4	4	4	2	8	Reduced	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Direction of Travel	Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score		
STR014	Implementation of Elections reviews	If the Heath Review & the Smith Review into Barnet's election processes & procedures are not implemented, this could lead to an inability to deliver elections in compliance with national legislation and statutory guidance successful challenge of election results, loss of confidence in the electoral function, and the requirement to re-run election and associated financial consequences and reputational damage	Chief Executive as the Returning Officer	Statutory Duty	The recommendations of the Heath review have been implemented. The independent Smith review, a wider electoral services review, was completed in November and presented at the November General Functions Committee. In summary, Dr Smith's review found that the Electoral Registration and Elections Services in Barnet has strong and effective professional knowledge and experience and is compliant with both the law and Electoral Commission guidance, but that there are areas in which the services can be challenged to perform at a higher level and achieve beyond compliance. Dr Smith's report proposed 16 recommendations for Barnet's Electoral Registration and Elections services. These recommendations were all accepted by the Council and the Returning Officer and initial responses were presented with further work for full implementation of the review's recommendations within 2017.	4	4	4	2	8	Reduced	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Direction of Travel	Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score		
STR015	Effective running of the democratic process	If there was an inability to deliver elections in compliance with national legislation and statutory guidance, due to poor processes or inadequate resources (finance, people, accommodation etc.), it could lead to the successful challenge of election results, loss of confidence in the electoral function, and the requirement to re-run election and associated financial consequences and reputational damage	Chief Executive as the Returning Officer	Statutory Duty	Monthly election meetings are chaired by the Returning Officer (CEO) to track progress and issues, and the recommendations of the Heath review have been implemented. An action plan is being developed to ensure implementation of wider recommendations from the Smith review within reasonable timescale.	4	4	4	2	8	Same	Treat

Escalated service risks (scoring 15 and above)

(sorted by Delivery Unit, then Nature of Risk and Residual Risk Score)

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Direction of Travel	Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score		
Adults & Communities												
AC002	Failure of care provider	<p>A care provider could suddenly be unable to deliver services, due to:</p> <ul style="list-style-type: none"> - provider going into administration - failure of regulatory inspection relating to quality of service - care provider chooses not to deliver services - HS&E breach leading to operational disruption to manage the situation, harm to individuals by not having their care and support needs met, unexpected financial consequences, breach of statutory duty, 	Head of Integrated Care Quality	Business Continuity	<p>For contracted services, extensive due diligence is carried out before and during any contract. The Delivery Unit carries out ongoing contract management and monitoring to ensure it continues to engage with providers, complemented by relationship management work, and monitoring of individuals placed with providers.</p> <p>The Council also works with the market as a whole, making a programme of best practice and improvement initiatives available to the provider sector.</p> <p>A regular report setting out provider risks and concerns is circulated to the DASS and to the DU's Leadership team on a monthly basis and discussed through the regular DASS assurance meeting.</p>	5	5	5	4	20	Same	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Direction of Travel	Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score		
AC001	Increased overspend to meet statutory duties	<p>Adults & Communities</p> <p>Delivery Unit could have insufficient resources to meet its statutory duties due to operating in an environment in which there is inherent uncertainty in future demand for services, exacerbated by a potential inability to deliver savings, reduced ability to raise income from clients, the rising cost of care, other in year financial pressures due to unexpected demand, the increasing complexity and cost of care packages, and legislative changes. This could result in harm to individuals, legal challenge, worsening budget overspend, and reputational damage.</p>	Adults and Communities Director	Statutory Duty	<p>The Council's budget management process (MTFS) forecasts demographic growth and pressures over a 3 year period. Budget and performance monitoring and management controls are used throughout the year. Work to reduce addressable spend (such as expenditure on agency staff) is being carried out in year.</p> <p>The Joint Strategic Needs Assessment will identify future demand pressures, and the Council will undertake initiatives focused on reducing and managing future demand in response, including the Adults' New Operating Model/ Alternative Delivery Vehicle which focus on reducing demand for services and finding more creative ways to manage complex need.</p>	5	5				Same	Treat
						5	4			20		
AC003	Unacceptable level of quality of services provided by care providers	<p>Unacceptable levels of quality of services provided by care provider could lead to additional dedicated Barnet resource needing to be put in place to address the situation, resulting in reduced ability to manage BAU, financial consequences. If the additional resource is not able to address the underperformance of the care provider, this could also lead to harm to individuals, reputational consequences</p>	Head of Integrated Care Quality	Statutory Duty	<p>For contracted services, extensive due diligence is carried out before and during any contract. The Delivery Unit carries out ongoing contract management and monitoring to ensure it continues to engage with providers, complemented by relationship management work, and monitoring of individuals placed with providers.</p> <p>The Council also works with the market as a whole, making a programme of best practice and improvement initiatives available to the provider sector.</p>	4	5				Same	Treat
						4	4			16		

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Direction of Travel	Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score		
AC004	Surge in demand from NHS	An unpredictable surge in demand from the NHS in situations where there is limited capacity could lead to the DU being unable to meet this demand within the NHS's required timescales. This could result in financial consequences, operational disruption leading to rushed decisions being made that have unintended negative consequences, potentially for individuals that have been discharged, and increased central government scrutiny.	Assistant Director Social Care	Statutory Duty	System-wide resilience monies have been made available and these can be used to buy in extra capacity, subject to agreement by the NHS-led Improvement Board. There are monthly system resilience and operational resilience meetings between LBB, CCG and NHS Provider Trusts to discuss & manage pressures in the system, and to deliver action plans. Daily conference calls are in place to deal jointly with events as these happen.	4	5	3	5	15	Same	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Direction of Travel	Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score		
AC008	Non-adherence to safeguarding policies and procedures	Staff non-adherence to policies and procedures (specifically safeguarding within the Care Act, and London-wide safeguarding policies and procedures), resulting in death or serious harm to individuals, legal challenge, financial loss, decreasing staff morale due to greater pressure and reputational damage.	Head of Safeguarding Adults	Statutory Duty	Staff are required to undertake CPD of 5 days training & development per year, supported by practice forums. Quality assurance framework, led by the Quality Board, monitors supervision. Regular case file audits take place (using a pool of auditors from across the Department). Monthly reporting to leadership team on safeguarding activity. Monthly quality and safeguarding meeting with DASS includes review of high risk cases. External case file audits are conducted. The Safeguarding Adults Board (multi-agency) meets regularly. Tools are available to support practitioners (e.g. recording templates, assessment tools etc.), as well as learning processes such as safeguarding adult reviews (SARs) and the domestic homicide review process. Social workers are required to maintain professional standards for statutory registration with HCPC. Staff are supported and supervised by a senior social worker/ team manager in accordance with policy; in addition supervision, advice and guidance is provided from the Head of Safeguarding and Specialist Safeguarding Team.	5	4	5	3	15	Same	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Direction of Travel	Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score		
AC011	Breach of mental capacity act or code of practice	Insufficient experienced staff and non-adherence to policies and procedures (permanent and agency, at all levels) to meet rising demand and complexity could lead to breach of the Mental Capacity Act or Code of Practice, resulting in Barnet not acting in someone's best interest (Mental Capacity Act), and as a result serious harm to individuals and/or the ongoing impact of such a breach on an individual's life; legal challenge, financial loss (legal costs) and reputational damage.	Assistant Director Social Care	Statutory Duty	As with safeguarding issues, staff training is in place, supported by practice forums. Quality assurance framework, led by the Quality Board, monitors supervision (and responds to, for example, supervision and other quality audits). Regular case file audits take place (using a pool of auditors from across the Department). Monthly reporting to leadership team on safeguarding activity Monthly quality and safeguarding meeting with DASS includes review of high risk cases. External case file audits are conducted. The Safeguarding Adults Board (multi-agency) meets regularly. Tools are available to support practitioners (e.g. recording templates, assessment tools etc.), as well as learning processes such as safeguarding adult reviews (SARs) and the domestic homicide review process.	5	4	5	3	15	New	Treat

Barnet homes

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Direction of Travel	Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score		
TBG001	Unviable cost of development scheme	<p>The Barnet Group are unable to deliver the portfolio of housing development schemes at a viable cost due to:</p> <ul style="list-style-type: none"> - external factors (change of legislation, economic, confidence in the market, availability of finance) - recruitment and retention of skilled individuals within the development team - viability of house design - planning permission which results in the termination of the scheme, financial impact across Council and Barnet Group (impact on staffing and sunk costs), reputational damage, knock on effect on ability to deliver the homelessness agenda 	Strategic Lead Housing	Financial	<p>Membership of professional bodies provides access to market intelligence. We undertake sensitivity analysis/stress testing of the financial business plan, with external support.</p> <p>There is a permanent team in place with relevant skills, and professional support from a team of advisors. TBG's governance structure, and reporting and to the senior leadership of the council and project boards, also contributes.</p> <p>Upfront work is undertaken with RE to ensure schemes are viable (e.g. planning), and there are upfront surveys of sites.</p> <p>There is also a stakeholder engagement plan, the council's project management toolkit, and council resource in place to support TBG. The council has agreed to use RTB receipts to help fund the scheme. Finally, there is an agreed procurement strategy</p>	5	4	5	3	15	Same	Treat

Customer Support Group (CSG)

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Direction of Travel	Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score		
CSG13	IT service obsolescence	Inability of current infrastructure to handle multiple service applications due to portfolio of systems not being managed properly, with many approaching end-of-life, resulting in outdated and unusable systems, poor-performing systems and potential security breaches	Head of Information Management	Business Continuity	Network design is validated through Public Services Network certification and Capita third party assurance. Dedicated infrastructure staff within Capita are focused on the control of the Barnet infrastructure. Capacity checks on wireless network are currently taking place to increase speed and resilience.	4	5	4	4	16	Reduced	Treat
CSG12	IT service failure	Poor or non-maintenance by supplier of IT infrastructure, network services and applications at desired levels of speed resilience and security due to mismanagement and/or inadequate technical specification, leads to an IT service failure resulting in loss of critical service provision and associated ability to provide service continuity with accompanying reputational damage and cost to remedy (and potential litigation in event of breach of statutory obligations)	Head of Information Management	Business Continuity	To address this risk, we have a validated network design and dedicated infrastructure staff. Network design is validated through Public Services Network certification and Capita third party assurance. Dedicated infrastructure staff within Capita are focused on the control of the Barnet infrastructure. Capacity checks on wireless network are currently taking place to increase speed and resilience.	5	4	5	3	15	Reduced	Treat

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk (without controls)		Residual Risk (with controls in place)			Direction of Travel	Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score		
FS004	Serious gang-related incident	As a result of inappropriate decision making, which could be exacerbated by a lack of timely access to information, a gang and serious youth violence related incident could occur involving one or more young people within the borough resulting in a child death and reputational damage.	Asst. Director, Social Care	Health & Safety	Our Gangs and Serious Youth Violence Strategy is overseen by the Community Safety Partnership Board and Youth Offending Partnership Board. We also have a gangs operational group, and a gangs, missing and child sexual exploitation strategic group. Our gangs operational protocol and screening tool helps control this risk, as well as the Keeping Young People Safe preventative project. A new multi-disciplinary team is being established to deliver intensive, wraparound interventions for high risk adolescents.	5	5	4	4	16	Same	Treat
FS001	Significant child safeguarding incident	Inappropriate response or poor decision-making around a case leads to a significant children's safeguarding incident, resulting in increased risk of significant harm or death of a child, and reputational damage.	Asst. Director, Social Care	Statutory Duty	Elements of the Practice Improvement Plan have been implemented (including training). Delivery of the plan is monitored regularly and overseen by a Board chaired by the Chief Executive. Supervision and practice standards help to control this risk, as well as quality assurance activity. We provide assurance reports to the lead member, SCB Assurance, Barnet Safeguarding Board, and the Social Work Improvement Board, to ensure scrutiny and oversight. The lead member meets monthly with service leads to provide oversight.	5	5	4	4	16	Same	Treat

Key

		LIKELIHOOD				
		1	2	3	4	5
IMPACT	Score:	Rare	Unlikely	Possible	Likely	Almost Certain
	5 Catastrophic	Moderate	Medium / High	High	High	High
	4 Major	Moderate	Medium / High	Medium / High	High	High
	3 Moderate	Low	Moderate	Medium / High	Medium / High	High
	2 Minor	Low	Moderate	Moderate	Medium / High	Medium / High
1 Negligible	Low	Low	Low	Moderate	Moderate	

Treat	Implement controls and/or mitigations
Terminate	Avoid the activity that gives rise to the risk
Tolerate	Take the risk
Transfer	Outsource the activity; purchase insurance

Corporate Plan 2015 – 2020

2017/18 addendum & targets

This document is an addendum to the [council's Corporate Plan 2015– 2020](https://www.barnet.gov.uk/citizen-home/council-and-democracy/policy-and-performance/corporate-plan-and-performance.html), which sets out updated performance indicators for 2017/18. The full Corporate Plan 2015 – 2020 can be found at: <https://www.barnet.gov.uk/citizen-home/council-and-democracy/policy-and-performance/corporate-plan-and-performance.html>

Corporate Plan priorities

The **principles** of **Fairness**, **Responsibility** and **Opportunity** are at the heart of our approach. We apply these principles to our **Corporate Plan priorities** of: **delivering quality services; responsible growth, regeneration and investment; building resilience in residents and managing demand; transforming local services; and promoting community engagement, independence and capacity.**

These priorities are underpinned by a commitment to **continual improvement in our customer services** and to be **as transparent as possible with the information we hold and our decision-making.**

Fairness

- fairness for the council is about striking the right balance between fairness towards more frequent users of services and to the wider taxpayer
- **building resilience in residents and managing demand** – between 2011 and 2016 we've successfully saved over £112m through effective forward planning. In order to meet the £61.5m budget gap to 2020, we will target resources on those most in need and support residents to stay independent for as long as possible
- this will require a step change in the council's approach to early intervention and prevention, working across the public sector and with residents to prevent problems rather than just treating the symptoms.

Responsibility

- the council will focus not only on getting the basics right, but also **delivering quality services**, and striving to continuously improve the standard of services
- **promoting community engagement, independence and capacity** - as the council does less in some areas, residents will need to do more. We're working with residents to increase self-sufficiency, reduce reliance on statutory services, and tailor services to the needs of communities
- in doing so, the council will facilitate and empower residents to take on greater responsibility for their local area.

Opportunity

- the council will capitalise on the opportunities of a growing local economy by prioritising regeneration, growth and maximising income
- **responsible growth, regeneration and investment** is essential for the borough – by revitalising communities and providing new homes and jobs whilst protecting the things residents love about Barnet such as its open spaces. New homes and business locations also generate more money to spend on local services, which is increasingly important as the money received directly from government reduces to zero
- we will use the proceeds of growth to invest in local infrastructure and maintain Barnet as a great place to live and work as we continue to deal with budget reductions to 2020
- we will explore the opportunity this presents to **transform local services** and redesign them, delivering differently and better
- we will focus on making services more integrated and intuitive for the user, and more efficient to deliver for the council and the wider public sector.

The Equality Act 2010 and the Public Sector Equality Duty impose legal requirements on public organisations to pay due regard to equalities. The Corporate Plan is fundamental to the council's approach to deliver equalities. It enables the principles of equalities and valuing diversity to be reflected and mainstreamed into all council processes. It also outlines the council's Strategic Equalities Objective (SEO) that citizens will be treated equally, with understanding and respect, and will have equal access to quality services which provide value to the tax payer.

Through the SEO, Barnet aims to provide the best start for our children and access to equal life chances to all our residents and taxpayers who live, work and study in Barnet. Progress against the SEO is monitored annually in an Annual Equalities Report which is publicly reported to Council and the SEO is also reflected through our Commissioning Plans and priorities for each Theme Committee. Management Agreements with our Delivery Units have a number of commitments which reflect the importance of equalities and how the Commissioning Plans will be achieved in practice, and performance indicators have been set and published for each Delivery Unit.

Barnet Council's financial position 2017-2020

The impact of the budget reductions and increasing demand on the council's finances:

- in Barnet, the impact of falling public spending and increasing demand for services has meant the council has needed to save £112m between 2011 and 2016 – 36.5 per cent of its budget
- the savings gap which was identified for 2017 to 2020 was £61.5m
- there was a commitment to support the budget in 2019, agreed by Council in March 2016, of £5m from reserves, with a remaining gap of £56.5m
- the table below outlines the in-year savings to 2020, totalling £53.9m. The council has met the gap by using New Homes Bonus, reserves and identifying additional savings.

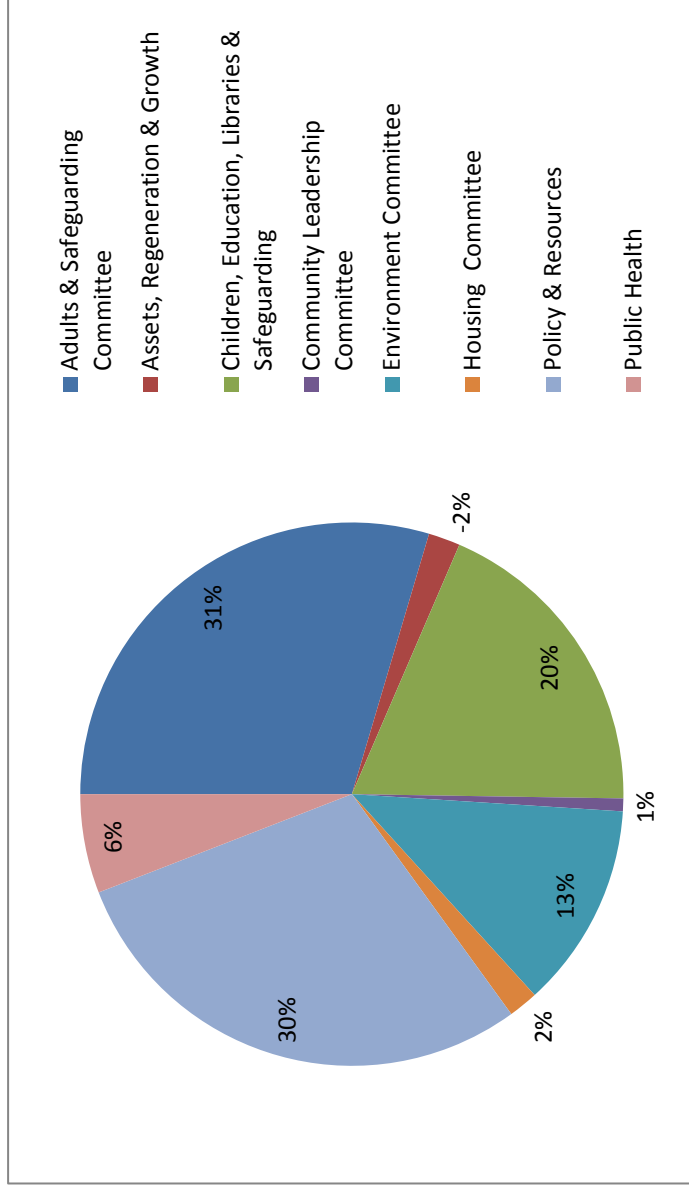
2017/18	2018/19	2019/20	Total
£19.825m	£16.667m	£17.361m	£53.863m

- the impact of a decade of constraint on the public finances and increasing demand on services means that, in real terms, by the end of the decade, the council's total spending power will be nearly half what it was at the start.

Medium Term Financial Strategy to 2020

- the council has published a Medium Term Financial Strategy (MTFS) to 2020, which sets out how it will meet the financial challenge to the end of the decade
- the council's revenue budget at the start of 2017/18 is £270.3m, which is split by the main council 'Theme' Committees as follows:

Barnet Council's Revenue Budget 2017/18: £270.3m



* The budget proportions above exclude Special Parking Account £10m and additional Council Tax income £6.9m

The table below outlines the savings which have been allocated to each of the council's Committees over the next four years.

Theme Committee	2017/18 £'000	2018/19 £'000	2019/20 £'000	Total £'000
Adults & Safeguarding	4,867	4,854	5,348	15,069
Assets, Regeneration & Growth	4,976	4,995	2,088	12,059
Children, Education, Libraries & Safeguarding	3,656	2,624	5,679	11,959
Community Leadership	-	-	243	243
Environment	3,965	1,915	680	6,560
Policy & Resources	2,361	2,289	3,323	7,973
Total	19,825	16,677	17,361	53,863

DELIVERING OUR VISION – ACTIVITIES AND INDICATORS FOR 2017/18

The tables below outline the key areas of focus across the council for 2017/18, along with the basket of indicators that will be used to monitor progress against the strategic priorities, in relation to the principles of fairness, responsibility and opportunity.

- **Delivering quality services (Responsibility)**
- **Responsible growth, regeneration and investment (Opportunity)**
- **Building resilience in residents and managing demand (Fairness)**
- **Transforming local services (Opportunity)**
- **Promoting community engagement, independence and capacity (Responsibility)**

Key:

CPI = Corporate Plan Indicator

Delivering quality services (Responsibility)

We strive to deliver services to the highest possible standard and to continuously improve this standard. We are committed to high quality customer service and being as transparent as possible with the information we hold and our decision-making. The following activities and indicators will monitor our progress against these commitments.

Key areas of focus	How this contributes to the Corporate Plan priorities
Council tax and business rates	Maximising the collection of business rates and council tax, with aspirations to be the best in London.
Adult social care	Introducing a strength-based approach to adult social care that focuses on identifying people's strengths, what they can do for themselves and what support they can draw upon from family, friends and local community resources to remain independent, stay healthy and live for longer in their own homes; developing the skills of the social care workforce to enable them to work in this way .
Children's social care	Continuing to implement the Practice Improvement Plan with a focus on building resilience through purposeful social work practice, enabled by appropriate tools and a high quality workforce.
Foster care	Increasing the size and effectiveness of the in-house foster care service to help a greater number of children and young people to move from residential to foster care placements, which provide support in a family environment and are less expensive for the council to provide.
Education	Developing a new family friendly education strategy, in partnership with schools, with a focus on maintaining excellence across the partnership of Barnet schools to ensure that all children, particularly those who are vulnerable, get a good start in life and develop resilience to achieve the very best they can.

Key areas of focus		How this contributes to the Corporate Plan priorities
Clean and safe places	Delivering services that our residents value most to a high standard, including keeping our neighbourhoods and town centres clean, safe and healthy, maintaining our parks and open spaces, ensuring that our roads and pavements are well looked after and that we are reaching the highest possible standards of air quality.	
Highways	Progressing the Network Recovery Footway and Highway schemes.	
Enforcement approach	Improving the overall approach to planning and enforcement, including taking action against breaches to planning regulations; developments that cause damage to our highways; and enviro-crime such as littering and fly-tipping.	
Customer services	By 2020, resolution of issues without needing the customer to follow up will occur over 80% of the time and satisfaction with the end to end customer experience will exceed 80%.	
Commitment to transparency	Continuing to develop and improve the council's Open Data Portal, which provides access to a wealth of council data and information which anyone can access online. Barnet's Open Data Portal has been recognised by the Cabinet Office and the Taxpayers Alliance as a model on best practice in transparency. Building on our ground breaking move to publish the two major contracts with Capita, the council will continue to look to publish other major contracts. We will look to go further than is required in publishing our data where feasible, building our decision to publish details of our spending down to the last penny (the government requirement is a minimum of £500).	

Ref	Indicator	2016/17 Target	2016/17 Q3 Result	2017/18 Target	2019/20 Target	Service	Comment
Council Tax and business rates							
CPI	Council Tax collection	98.5%	98.4%	98.5% (4-year target)	98.5% (4-year target)	Commissioning Group	
CPI	Business rate collection	99.0%	98.1%	99.0% (4-year target)	99.0% (4-year target)	Commissioning Group	
Best practice social care							
CPI	AC/S1 (Annual) Percentage of people who use adult social care services satisfied with their care and support (survey) ¹	61% (within confidence interval)	Not reported – due Q2 17/18	61.3% (within confidence interval)	Top 25% in England (67.5% in 15/16)	Adults & Communities	New Corporate Plan indicator

¹ All indicators based on the Adult Social Care user survey are set using a 'confidence interval' which takes account of the margin of error that may result from surveying a small sample of the population.

Ref	Indicator	2016/17 Target	2016/17 Q3 Result	2017/18 Target	2019/20 Target	Service	Comment
CPI	AC/S25 Percentage of Social Care Direct customers who are satisfied or very satisfied with the service they have received post resolution	85%	100%	85%	85%	CSG	New Corporate Plan indicator
Focus on foster care							
CPI	NEW – TBC (Annual) Percentage of children newly placed in London Borough of Barnet foster care ²	NEW FOR 2017/18	NEW FOR 2017/18	Monitor	Monitor	Family Services	New indicator proposed by SCB
Education							
CPI	CES/S1 Percentage of primary schools rated as 'good' or better	95%	94%	95.5%	100%	Education & Skills	
CPI	CES/S3 Percentage of secondary schools rated as 'good' or better	92%	92%	95.8%	100%	Education & Skills	
CPI	CES/S18 (a) Percentage of 16-18 year olds who are not in education, employment or training	London Top Quartile (2.4% in 2015)	2.3% (Q2 Target 2.5%)	London Top Quartile (2.4% in 2015)	London Top Quartile (2.4% in 2015)	Education & Skills	
CPI	Formerly CES/S13 (a) (Annual) Average attainment 8 score	Top 10% in England (AY 15/16)	55.70	Top 10% in England (AY 16/17)	Top 10% in England for all measures (AY 18/19)	Education & Skills	England 48.2; London 51.7 in January 2017
CPI	Formerly CES/S13 (b) (Annual) Average Progress 8 score	Top 10% in England (AY 15/16)	0.32	Top 10% in England (AY 16/17)	Top 10% in England for all measures (AY 18/19)	Education & Skills	England 0; London 0.16 in January 2017
CPI	CES/S24 (Annual) Percentage of primary pupils achieving the 'expected standard' in English Reading, English Writing and Mathematics (combined) at the end of Key Stage 2	Improve national ranking (AY 15/16)	59.0%	Top 10% in England (AY 16/17)	Top 10% in England (AY 18/19)	Education & Skills	England 53%; London 59% in January 2017

² New indicator – targets set as Monitor.

Ref	Indicator	2016/17 Target	2016/17 Q3 Result	2017/18 Target	2019/20 Target	Service	Comment
CPI	NEW – TBC (Annual)						
	Attainment and progress of looked after children (measured through basket of indicators) ³	NEW FOR 2017/18	NEW FOR 2017/18	TBC	TBC	Education & Skills	New indicator proposed by Commissioning Group
Parks and open spaces							
CPI	SS/S1 (RPS - Biannual)	72%	72% (Autumn 2016)	73% (Autumn and Spring)	75%	Street Scene	
Clean and safe places							
CPI	PI/S3 (RPS - Biannual)	30%	24% (Autumn 2016)	30% (Autumn and Spring)	London average (33% in 14/15)	Commissioning Group – Parking & Infrastructure	
CPI	SS/S6 (RPS - Biannual)	58%	51% (Autumn 2016)	60% (Autumn and Spring)	62%	Street Scene	London average was 55% in 14/15
CPI	CG/S11 (RPS - Biannual)	35%	33% (Autumn 2016)	35% (Autumn and Spring)	London average (41% in 14/15)	Commissioning Group	
CPI	CG/S12 (RPS - Biannual)	35%	34% (Autumn 2016)	35% (Autumn and Spring)	London average (41% in 14/15)	Commissioning Group	
CPI	KPI 2.1-2.3 (NIM)	100%	Fail (data not available)	100%	100%	Re	
CPI	NEW - TBC	NEW FOR 2017/18	NEW FOR 2017/18	TBC	TBC	Re	New indicator proposed by SCB
CPI	NEW - TBC	NEW FOR 2017/18	NEW FOR 2017/18	TBC	TBC	Re	New indicator proposed by SCB

³ New indicator – targets will be set after methodology agreed and baseline identified.

⁴ New indicator – targets will be set after methodology agreed and baseline identified.

⁵ New indicator – targets will be set after methodology agreed and baseline identified.

Ref	Indicator	2016/17 Target	2016/17 Q3 Result	2017/18 Target	2019/20 Target	Service	Comment
Improving customer services							
CPI	CG/S14 (RPS - Biannual) Percentage of residents who are satisfied with the way the council runs things	73%	71% (Autumn 2016)	74% (Autumn and Spring)	75%	Commissioning Group	
CPI	CG/S16 (RPS - Biannual) Percentage of residents who are satisfied with Barnet as a place to live	90%	85% (Autumn 2016)	90% (Autumn and Spring)	90%	Commissioning Group	
CPI	CG/S19 (RPS - Annual) Percentage of residents who report that it is easy to access council services	67%	Not reported – due Q2 17/18	70% (Spring only)	75%	Commissioning Group	
CPI	CG/S24 Overall satisfaction with customer services (excludes web satisfaction) ⁶	88%	89% (Q3 Target 87%)	88%	90%	Commissioning Group (incl. CSG, Re and Barnet Homes)	
CPI	CG/S25 Satisfaction with the council's website	51%	52% (Q3 Target 51%)	54%	TBC ⁷	CSG / Commissioning Group	A score of 50% is likely to achieve the top 10% for England as measured by GovMetric

Responsible growth, regeneration and investment (Opportunity)

In an era of reduced government funding, growth is necessary for councils to increase the local tax base and generate income to spend on public services. The council has an ambitious programme of regeneration, which aims to create new homes and jobs, and the proceeds of this growth will be reinvested in the borough's infrastructure and essential community facilities. The following activities and indicators will monitor our progress against these commitments.

Key areas of focus

How this contributes to the Corporate Plan priorities

⁶ CSG contract targets are reviewed on an annual basis. The council will seek to confirm targets by the start of the financial year. 2019/20 targets are subject to change.
⁷ The proposed target is "55% and Top 10% for England".

Key areas of focus		How this contributes to the Corporate Plan priorities
Regeneration and investment in infrastructure		The building of more than 20,000 new homes by 2025 – the most in outer London – across our seven major growth and regeneration sites, in particular Colindale and Brent Cross Cricklewood, and delivering a pipeline of new homes on council land, with current plans for over 700 homes including 320 new council homes. Using development to fund new high quality community infrastructure, including a new library at Church End, youth zone, school and nursery places and leisure centres. Developing space for 30,000 new jobs, mostly at Brent Cross, and supporting the expansion of the existing shopping centre.
Entrepreneurial Barnet		Recognising that they are at the heart of communities, continuing our programme of investment in Barnet's town centres, focusing particularly on Burnt Oak, Finchley Church End, Golders Green and Edgware. We will also work with 'town teams' and other groups such as neighbourhood forums to ensure an attractive and healthy environment for local businesses, shoppers and residents. A range of programmes designed to create the conditions for a thriving local labour market so all residents, including young people and social care clients, are equipped to take advantage of the employment opportunities that growth will bring.
One public estate		Getting the basics right will ensure that businesses are treated as customers by the council, able to access information about council services easily and at first contact wherever possible, and at times that suit them, and that businesses who need to transact with regulatory services such as licencing, environmental health, planning or building control are able to do so quickly and easily.
Health estates pilot		Working with central government and local agencies on public property and land issues through sharing and collaboration, we will deliver more integrated and customer focused services, reduce running costs, create economic growth (new homes and jobs) and generate capital receipts.
Sport and physical activity		Optimising the use of health and care estate across the North Central London sub-region and identifying surplus health estate land for development and regeneration. Identifying opportunities to invest in sport and physical activity through Section 106 monies, the community investment levy and other external strategic funds (e.g. Sport England, National Lottery) to support growth, demand and regeneration. And, through the Fit and Active Barnet Partnership, widening access to and use of facilities and identifying opportunities for co-location and community hubs.

Ref	Indicator	2016/17 Target	2016/17 Q3 Result	2017/18 Target	2019/20 Target	Service	Comment
Regeneration and investment in infrastructure							
CPI	KPI001 (A&A) Compliance with planning application statutory timescales	75%	81.4%	75%	75%	Re	
CPI	REGEN KPI01 New Homes completed ⁸	NEW FOR 2017/18	NEW FOR 2017/18	2,313	TBC	Re	New Corporate Plan indicator (replaces Re/S11)

⁸ 2017/18 targets for Re will be confirmed by the start of the financial year. 2019/20 targets are subject to change.

Ref	Indicator	2016/17 Target	2016/17 Q3 Result	2017/18 Target	2019/20 Target	Service	Comment
CPI	Delivery of affordable housing completions ⁹	NEW FOR 2017/18	NEW FOR 2017/18	112	TBC	Re	New Corporate Plan indicator (replaces Re/S17)
CPI	Percentage of New Build homes that are affordable	40%	Not reported – annual	Monitor (40%)	Monitor (40%)	Re	
CPI	Percentage of residents who list affordable housing as a concern	Monitor	34% (Autumn 2016)	Monitor (Autumn and Spring)	London average (23% in 14/15)	Commissioning Group	London average was 23% in 14/15
Entrepreneurial Barnet							
CPI	Business survival rate across the borough (number of Barnet businesses surviving for more than 2 years)	4%pts more than comparable boroughs	Not reported – due Q4 16/17	4%pts more than comparable boroughs¹⁰	5%pts more than comparable boroughs	Re	Comparable boroughs (Brent, Bromley, Harrow, Havering) average = 2.16 % points better than baseline in 15/16
CPI	Reduce the number of "Vacant High Street Properties" across the borough	2.5% better than comparable boroughs	Not reported – due Q1 17/18	2.5% better than comparable boroughs¹¹	2.5% better than comparable boroughs	Re	Comparable boroughs (Bromley, Ealing, Haringey, Lewisham, Brent and Harrow) average = 7.15% vacancy rates in 15/16
CPI	Business satisfaction with the council and area (local survey) ¹²	TBC ¹³	Not reported – due Q4 16/17	Monitor	TBC	Re	
CPI	Percentage of council spend (excluding direct debits) with local businesses	Monitor	32%	Monitor	Monitor	Commissioning Group	
One public estate							
CPI	Income from the estate	£3.37m	£2.99m (Q3 Target £2.47m)	£3.37m	Increase	Commissioning Group - Estates	New Corporate Plan indicator

⁹ The 2016/17 target was 375 units. 2017/18 targets for Re will be confirmed by the start of the financial year. 2019/20 targets are subject to change.

¹⁰ Comparable boroughs (Brent, Bromley, Harrow, Havering) average = 2.16 % points better than baseline in 2015/16.

¹¹ Comparable boroughs (Bromley, Ealing, Haringey, Lewisham, Brent and Harrow) average = 7.15% vacancy rates in 2015/16.

¹² New methodology for survey to be confirmed. Target set as Monitor for 2017/18 whilst baseline identified.

¹³ New methodology for survey to be confirmed.

Building resilience in residents and managing demand (Fairness)

We will focus on the strengths and opportunities in our communities and target resources at those most in need. The council will support residents to stay independent for as long as possible through equipping people to help themselves and intervening early to address issues as they arise rather than waiting until they reach a critical stage. The following activities and indicators will monitor our progress against these commitments.

Key areas of focus	How this contributes to the Corporate Plan priorities
Health and social care integration	Working with colleagues in the NHS to reduce the number of people who have unnecessary hospital admissions by ensuring that care is closer to home through greater provision of primary and community care and improving the experience of service users, promoting independence and enabling self-care.
Independence for all adults	Working with service users, families and carers to put in place early support that will help them stay independent for longer; and working with colleagues in the NHS to put services in place to self-manage conditions. Increasing employment rates for people with learning disabilities and people with mental health conditions by working with providers to introduce a supported employment service into the borough. This will ensure employers and individuals are matched and support is in place to help people stay in work. Promotion of self-management and living well through innovative service development such as structured education and health champions, and social prescribing. As part of living well, a new smoking cessation service will be commissioned.
Specialist housing	Diversifying Barnet's accommodation to ensure that it supports older people, people with learning disabilities and autism, and mental health conditions to live independently for as long as possible – through things like home adaptations, accessible housing, use of integrated technology and access to a network of local services.
Resilient futures	Safely reducing the rate of children in care through targeted and specialist interventions that build resilience, including the development of an adolescent hub for those on the edge of care and increasing the use of local fostering placements.
Building resilience for vulnerable young people	Developing a specialist team to work with a specific cohort of vulnerable young people to build their resilience, including those who are at risk of serious youth violence, sexual exploitation, missing and homeless.
Preventing homelessness	Alongside our programmes to build and acquire new homes, tackling the rising demand for help with housing through work to prevent homelessness and reducing the number of people in temporary accommodation.
Recycling and waste minimisation	Developing a strategy for achieving a 50% recycling rate by 2020. Recycling is less expensive for the council than disposing of waste allowing resource to be deployed elsewhere.
Supporting people into work	A new approach to place based commissioning and targeting resources to areas of greatest need through proactive work with longer-term unemployed to help them help themselves. This approach is delivering results with nearly 200 people supported into work in the first year. Continue to provide support via MaPS, IPS and BOOST for people with mental health issues to attain employment. Implementing welfare reform - for every £1 invested in the service will return £3 to the public sector through reduced welfare spend. Last year, we engaged with 96% of Barnet residents affected by the Benefit Cap and helped 35% into work.

Ref	Indicator	2016/17 Target	2016/17 Q3 Result	2017/18 Target	2019/20 Target	Service	Comment
Health and social care integration							
CPI	AC/S9 ASCOF2A (2) Permanent admissions to residential and nursing care homes, per 100,000 population age 65+	530	262.0 (Q3 Target 363.8)	500	Top 10% of comparable boroughs (265.9 in 15/16)	Adults & Communities	
CPI	AC/C14 Permanent admissions to residential and nursing care homes, per 100,000 population age 18-64	16.6	8.50 (Q2 Target 10.10)	15.0	Top 10% in the country (4.98 in 15/16)	Adults & Communities	
CPI	NEW - AC/C16 Number of referrals to hospital social work teams	Monitor	526	Monitor	TBC	Adults & Communities	New indicator proposed by service
CPI	NEW - TBC Working age adults who have moved out of residential care into stable accommodation ¹⁴	NEW FOR 2017/18	NEW FOR 2017/18	Monitor	TBC	Adults & Communities	New indicator proposed by Commissioning Group
Independence for all adults							
CPI	AC/C17 Percentage of contacts that result in a care package	Monitor	20%	Monitor	Monitor	Adults & Communities	New Corporate Plan indicator
CPI	AC/S3 (ASCOF 1G) Percentage of adults with learning disabilities who live-in their own home or with their family	63%	62.4%	65%	England average (75.96% in 15/16)	Commissioning Group/ Adults & Communities	
CPI	AC/S4 (ASCOF 1E) Percentage of adults with learning disabilities in paid employment	10.8%	9.4% (Q3 Target 10.4%)	10.8%	Top 10% in England (11.68% in 15/16)	Commissioning Group/ Adults & Communities	

¹⁴ New indicator – target set as Monitor for 2017/18 whilst baseline identified. ‘Stable accommodation’ mirrors the definition of ‘settled accommodation’ in the Adult Social Care Outcomes Framework accommodation-related indicators. The term describes arrangements where the individual has security of tenure in the place where they live, either in their own right or as part of a household, as opposed to being homeless, in temporary accommodation or in residential / nursing care.

Ref	Indicator	2016/17 Target	2016/17 Q3 Result	2017/18 Target	2019/20 Target	Service	Comment
CPI	AC/S5 (ASCOF 1F) Percentage of adults with mental health needs in paid employment	7.2%	6.1% (Q3 Target 6.8%)	7.5%	Top 25% of comparable boroughs (8.23% in 15/16)	Commissioning Group/ Adults & Communities	
CPI	AC/S6 (ASCOF 1H) Percentage of adults with mental health needs who live independently, with or without support	83%	84.7% (Q3 Target 82.5%)	83%	Top 25% of comparable boroughs (79.53% in 15/16)	Commissioning Group/ Adults & Communities	
CPI	AC/S10 (ASCOF 1B) (Annual) Percentage of people who feel in control of their own lives (survey) ¹⁵	69% (within confidence interval)	Not reported – due Q2 17/18	70% (within confidence interval)	Top 25% in England (79.5% in 15/16)	Adults & Communities	
CPI	AC/S15 (ASCOF 4A) (Annual) Percentage of people who use services who say those services make them feel safe and secure (survey)	80.1% (within confidence interval)	Not reported – due Q2 17/18	79.6% (within confidence interval)	Maintain performance	Adults & Communities	
CPI	AC/S29 Number of instances of information, advice and guidance provided to carers ¹⁶	3000	2584 (Q3 Target 2250)	3300	TBC	Adults & Communities	
Resilient futures							
CPI	NEW - TBC Ratio of children subject to: CAF: CiN: CP: LAC (per 10,000) ¹⁷	NEW FOR 2017/18	NEW FOR 2017/18	Monitor – and seek to reduce LAC and increase CAF	Monitor – and seek to reduce LAC and increase CAF	Family Services	New indicator proposed by service
Build resilience for vulnerable young people							

¹⁵ All indicators based on the Adult Social Care user survey are set using a 'confidence interval' which takes account of the margin of error which may result from surveying a small sample of the population.
¹⁶ Methodology for indicator is likely to change by 2019/20, so target will be confirmed then.
¹⁷ CAF = Common Assessment Framework; CiN = Children in Need; CP = Child Protection; LAC = Looked After Children

Ref	Indicator	2016/17 Target	2016/17 Q3 Result	2017/18 Target	2019/20 Target	Service	Comment
CPI	FS/S15 Percentage of care leavers age 19 – 21 in education, employment or training ¹⁸	55% Above our statistical neighbours	63.8%	Above statistical neighbours (51% in 15/16, LAIT)	Top 10% in England (68% in 15/16, LAIT)	Family Services	
Preventing homelessness							
CPI	BH/S2 Number of homelessness preventions	900	720 (Q3 Target 675)	900	900 (TBC)	Barnet Homes	
CPI	BH/C4 Numbers of households in Temporary Accommodation	2700	2861 (Q3 Target 2800)	2700	Monitor	Barnet Homes	
CPI	NEW - TBC Families with Children in Temporary Accommodation ¹⁹	NEW FOR 2017/18	NEW FOR 2017/18	Monitor	TBC	Barnet Homes or Commissioning Group	New indicator proposed by SCB
CPI	EH021 Compliance with licensing requirements for Houses in Multiple Occupation	60%	68.4%	60%	90%	Re	
Recycling and waste minimisation							
CPI	SS/S3 Percentage of household waste sent for reuse, recycling and composting	42%	39.9% (Q2 16/17) (Q2 Target 41.9%)	42%	50%	Street Scene	
CPI	SS/S4 (RPS - Biannual) Percentage of residents who are satisfied with refuse and recycling services	80%	75% (Autumn 2016)	82% (Autumn and Spring)	85%	Street Scene	London average 69% for refuse; 66% for recycling in 14/15
Supporting people into work							
CPI	CG/S1 (Quarter) Unemployment (of people on out of work benefits)	Monitor	5.2% (Jul 2015 - Jun 2016)	Monitor	Monitor	Commissioning Group	

¹⁸ Methodology changing in 2017/18 to include 18 year olds. .

¹⁹ New indicator – target set as Monitor for 2017/18 whilst baseline identified.

Transforming local services (Opportunity)

As a Commissioning Council our focus is on reaching the best outcomes for our residents whilst delivering value for money to the taxpayer. This means delivering differently and working with a range of public, private, and voluntary sector organisations to ensure we can meet our priorities. The following activities and indicators will monitor our progress against these commitments.

Key areas of focus	How this contributes to the Corporate Plan priorities
Family Services Strategy for Change	Exploring opportunities to develop a social work-led, not-for-profit organisation to provide some services for children and young people.
Health visiting and CAMHS	Re-commissioning health visiting to be more integrated with other early years' provision and jointly re-commissioning CAMHS with the CCGs to focus the service on resilience building and earlier intervention and prevention.
Libraries	Implementing the new model of library provision to retain all 14 library sites, as well as the home, mobile and school library services, whilst delivering savings. This will be achieved through reducing staffed hours and introducing Self-Service Opening, which will increase the total overall opening hours at 10 library sites. Library sizes will be reduced to release space for commercial letting and four libraries will become community-run – utilising the capacity of local community groups, volunteers and the voluntary sector.
Street services ADM	Delivering the outcomes of the Street Services ADM project.
Digital by default	By 2020, the majority of customer interaction with the council will be via the web and other self-service channels, which will be quicker and more convenient. My Account will enable customers to take control of their transactions with the council across a wide range of services and receive transparent and proactive updates on progress on their cases until they are resolved. We'll ensure that those who are unable to access services digitally are still supported.



Promoting community engagement, independence and capacity (Responsibility)

We want to support residents and the wider community to become more independent and self-sufficient. This means residents having more of a say in the future of their local area, and where appropriate, taking on more responsibility for local services. The following activities and indicators will monitor our progress against these commitments.

Key areas of focus	How this contributes to the Corporate Plan priorities
Family friendly Barnet	Working with partners to make Barnet the most family friendly borough to ensure a great start in life for every child and prepare young people well for adulthood.
Building family resilience	Working with families, schools and the community, we will build resilience so that families are able to help themselves and stop problems from escalating.

Key areas of focus		How this contributes to the Corporate Plan priorities	
Safer communities	Working with partners to provide a safe environment for residents and ensuring residents feel able to report incidents through increased confidence in the council being able to help		
Community participation	Embedding the community participation strategy, including developing an interactive database that shows the support provided by voluntary organisations across the borough; and a comprehensive volunteering brokerage service that puts residents and council staff interested in volunteering in touch with local opportunities.		
Community assets	Embedding the community assets strategy, including investing in four community hubs, which will work with co-located community groups to drive commissioning priorities and improve their interaction with council services.		

Ref	Indicator	2016/17 Target	2016/17 Q3 Result	2017/18 Target	2019/20 Target	Service	Comment
Family friendly Barnet							
CPI	FS/S7	63% (London average)	60% (Q3 Target 59%)	70%	85%	Family Services	
CPI	NEW – TBC (RPS – Annual)	NEW FOR 2017/18	NEW FOR 2017/18	87% (Spring Only)	89%	Commissioning Group	New Corporate Plan indicator proposed by SCB
Safer communities							
CPI	NEW - TBC	NEW FOR 2017/18	NEW FOR 2017/18	Sustain reductions	Sustain reductions	Commissioning Group	
CPI	CG/S4 (RPS - Annual)	68%	Not reported – due Q2 17/18	68% (Spring Only)	68%	Commissioning Group	
Community participation							
CPI	CG/S5 (RPS - Annual)	74%	76% (Autumn 2016)	75% (Autumn Only)	77%	Commissioning Group	

²⁰ Targets will be set once the policing plan is issued in spring 2017.

Ref	Indicator	2016/17 Target	2016/17 Q3 Result	2017/18 Target	2019/20 Target	Service	Comment
CPI	CG/S9 (RPS - Annual) Percentage of residents that volunteer at least once a month	29%	Not reported – due Q2 17/18	29% (Spring Only)	35%	Commissioning Group	
CPI	CG/S10 (RPS - Annual) Percentage of residents who agree that people pull together to help improve their area	53%	Not reported – due Q2 17/18	54% (Spring Only)	56%	Commissioning Group	