

AGENDA ITEM: 6 Pages: 1 – 4

Meeting	Budget and Performance Overview and Scrutiny Committee
Date	10 November 2011
Subject	Business Planning 2012/13 – 2014/15
Report of	Scrutiny Office
Summary	<p>The report set out at Enclosure A sets out draft proposals for the council's strategic objectives, alongside the budget headlines for 2012/13 – 2014/15.</p> <p>The Budget and Performance Overview and Scrutiny Committee are requested to consider the proposals set out in Enclosure A and make appropriate comments and recommendations to Cabinet.</p>

Officer Contributors	Andrew Charlwood, Overview and Scrutiny Manager
Status (public or exempt)	Public
Wards affected	All
Enclosures	Enclosure A – Finance and Business Planning Process 2012/13 to 2014/15, Report to Cabinet, 3 November 2011
For decision by	Budget and Performance Overview and Scrutiny Committee

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1. RECOMMENDATIONS

- 1.1 The Committee consider the report to Cabinet, set out at Enclosure A, which sets out draft proposals for the council's strategic objectives alongside the budget headlines for the period 2012/13 – 2014/15 and make appropriate comments and recommendations to Cabinet.**
- 1.2 That the Committee consider any areas on which it would like to receive further information.**

2 RELEVANT PREVIOUS DECISIONS

- 2.1 Cabinet, 26 July 2011, Finance and Business Planning Process 2012/13 to 2014/15 – Cabinet considered the strategic outlook, and agreed a financial and business planning process covering the period 2012/13 to 2014/15.
- 2.2 Budget and Performance Overview and Scrutiny Committee, 22 September 2011 – the Committee considered the report to Cabinet (as set out at 2.1 above) on Finance and Business Planning Process 2012/13 to 2014/15 and noted the arrangements for budget scrutiny.

3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 3.1 The financial and business planning process is designed to enable Members to set the strategic direction of the Council and for that direction to be reflected in the Corporate Plan which is refreshed annually. Individual service plans will set out how the council's strategic objectives will be delivered and this will flow through to individual officer objectives, thus creating a 'Golden Thread'. The council's budget will be focussed on delivering its strategic objectives, ensuring that resources follow strategy.

4. RISK MANAGEMENT ISSUES

- 4.1 Risk management issues set out in the attached Cabinet report.

5. EQUALITIES AND DIVERSITY ISSUES

- 5.1 Equalities and diversity issues are set out in the attached Cabinet report.

6. USE OF RESOURCES IMPLICATIONS (Finance, Procurement, Performance & Value for Money, Staffing, IT, Property, Sustainability)

- 6.1 Resource implications are set out in the attached Cabinet report.

7. LEGAL ISSUES

- 7.1 Legal issues, including consultation and the public sector equality duty, are set out in the attached Cabinet report.

8. CONSTITUTIONAL POWERS

- 8.1 The scope of the Overview and Scrutiny Committees is contained within Part 2, Article 6 of the Council's Constitution.

- 8.2 The Terms of Reference of the Overview and Scrutiny committees are in the Overview and Scrutiny Procedure Rules (Part 4 of the Constitution). The Budget and Performance Overview and Scrutiny Committee has within its terms of reference responsibility:

- "To scrutinise the Council's annual budget process, reviewing and scrutinising its performance in relation to budget management, and assisting the Council in developing a three-year budget strategy"; and
- "To consider, consult upon, comment and, where appropriate, make recommendations to the Executive in respect of the proposed Council budget and Medium Term Financial Strategy"

9. BACKGROUND INFORMATION

- 9.1 The Chairman of the Budget and Performance Overview and Scrutiny Committee has agreed the following arrangements for budget scrutiny:

- 9.2 The Chairman of the three other overview and scrutiny committees (Business Management, Safeguarding and Health) have been invited to attend the committee meeting to make comments and recommendations to Cabinet and Council on aspects of the budget that relate to their terms of reference. Members of the three overview and scrutiny committees will be requested to make representations via their respective committee chairman.

- 9.3 Lead Members from the opposition groups represented on each of the three overview and scrutiny committees will be invited to submit comments and recommendations on behalf of their groups in relation to the budget proposals.

- 9.4 Cabinet Members and Directors will be invited to attend the meeting to respond to questions from the Committee and other invited Members.

- 9.5 Comments and recommendations made by the Committee will feed into the overall budget consultation process. Cabinet will be requested to formally respond to the comments and recommendations of the Committee when the budget is reconsidered on 20 February 2012.

10 BACKGROUND PAPERS

10.1 None

Legal: MM

Finance: MC/JH

AGENDA ITEM: 5 Pages 1 - 85

Meeting	Cabinet
Date	3 November 2011
Subject	Business Planning 2012/13 – 2014/15
Report of	Leader of the Council Cabinet Member for Resources and Performance
Summary	<p>This report sets out draft proposals for the council's strategic objectives, alongside budget headlines for 2012/13 - 2014/15.</p> <p>In March 2011, the council set a three year budget for the period 2011/12 – 2013/14. This report updates the budget position in 2012/13 and 2013/14 and brings forward new proposals for 2014/15 to ensure that the council continues to plan on a three year horizon.</p>

Officer Contributors	Andrew Travers, Deputy Chief Executive Julie Taylor, Assistant Chief Executive John Hooton, Assistant Director Strategic Finance Stephen Evans, Assistant Director Strategy Hayley Woolard, Head of Strategic Finance Julie Pal, Strategic Policy Adviser
Status (public or exempt)	Public
Wards affected	All
Enclosures	Appendix 1 – Medium Term Financial Strategy Appendix 2 – Savings Appendix 3 – Pressures Appendix 4 – Equalities
For decision by	Cabinet
Function of	Executive
Reason for urgency/ exemption from call- in	N/A

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1. RECOMMENDATIONS

- 1.1 **Agree the council's draft strategic objectives for consultation, as set out in section 9.2;**
- 1.2 **Note the updated Medium Term Financial Strategy as set out in Appendix 1;**
- 1.3 **Note impact on performance, staff and equalities as set out in section 9.7 of this report;**
- 1.4 **Note the process for agreement of the Housing Revenue Account budget as set out in section 9.8;**
- 1.5 **Note the process for the development of the Capital Programme as set out in section 9.9;**
- 1.6 **Agree the savings included in Appendix 2 as 'budget headlines' for consultation; and**
- 1.7 **Agree the pressures included in Appendix 3 as 'budget headlines' for consultation.**

2 RELEVANT PREVIOUS DECISIONS

- 2.1 Cabinet on 26 July 2011 agreed a business planning process covering the period 2012/13 - 2014/15.

3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 3.1 The business planning process enables Members to set the strategic direction of the council and for that direction to be reflected in the Corporate Plan, which is refreshed annually. Individual Service Delivery Plans will set out how the council's strategic objectives will be delivered and this will flow through to individual officer objectives, thus creating a 'Golden Thread'. The council's budget will be focussed on delivering its strategic objectives, ensuring that resources follow strategy.

4. RISK MANAGEMENT ISSUES

- 4.1 Severe resource constraint represents the most significant risk to the council achieving its strategic objectives. The One Barnet programme potentially mitigates this risk but needs to be taken forward in a timely fashion and integrated into the business planning process.
- 4.2 The council has taken steps to improve its risk management processes, in particular integrating the management of financial and other risks. Risk management information is reported quarterly to Cabinet Resources Committee and will be reflected as appropriate in business planning.

4.3 The outcome of Icelandic Bank litigation remains the single most important financial risk facing the council. Our current balance sheet assumes that the council retains priority status as a creditor of the two banks through the wind-up process. The Appeal Court hearings took place in September 2011 and decisions are expected by the end of October 2011.

4.4 The challenges set out in this report require fundamental change in the way council services are delivered, which will impact on the human resources of the organisation and related policies and practices. Managing this process in conjunction with Trade Unions and staff is a risk which will be mitigated through the people and culture workstream of the One Barnet programme.

5. EQUALITIES AND DIVERSITY ISSUES

5.1 The projected increase in the borough's population, and changes in the demographic profile, will be key factors that need to be considered when determining the council's strategic objectives and service responses.

5.2 All proposals emerging from the business planning process will need to be fully considered in terms of equalities and diversity issues as set out in the current Corporate Plan and as required by statute, including the requirements for consultation and Equality Impact Assessments (EIAs) where necessary. These will have been informed by the findings of the EIA impact review of the 2011/12 budget decisions.

5.3 The council was asked by Cabinet to review the equality impact of the 2011/12 budget decisions. The council undertook two EIA processes: An externally facing process using the corporate equalities questions in the Corporate Plan 2010/13; and the Employee EIA which had been approved at General Functions Council in June 2011 for the redundancy process.

5.4 Children's Services, Adult Social Care and the former Environment and Operations directorates undertook externally facing EIAs. Mitigation was required in the following budget decisions to demonstrate that 'due regard' had been taken of both the soon to be repealed public duties relating to race, disability and gender and the forthcoming public sector equality duty set out in the Equality Act 2010.

Directorate	Budget decisions requiring mitigation
Children's Service	Youth Offer
	New Relationship with schools
	Behavioural and High Incident Support Team
Adult Social Care and Health	Fairer Contributions
	In-house services
	Reducing provider spend
	Supporting people and the voluntary sector
Environment, Planning and Operations	Housing Allocations Policy
	Development and Regulatory Services Project
	Transport MTFS Project

- 5.5 One reason why the council did not receive a legal challenge is likely to be due to the detailed work undertaken within these EIAs. The learning of the 2011/12 process will be used to inform future budget proposals. The council continues to have a strong commitment to its public sector equality duty and will use equality analysis to inform and support the delivery of the Corporate Plan and wider business planning. Details of the equality impact review are set out in **Appendix 4**.
- 5.6 Elected members have been briefed on the public sector equality duty and how it applies to the decisions being proposed and which of the protected groups are likely to be affected. Members also understand the cumulative effect of the decisions on affected groups.

6 USE OF RESOURCES IMPLICATIONS (Finance, Procurement, Performance & Value for Money, Staffing, IT, Property, Sustainability)

- 6.1 This report covers the council's Medium-Term Financial Strategy and business planning process. In March 2011, the council set a three year budget which puts the organisation in a strong position to manage the challenges of funding reductions resulting from the Spending Review. This report updates Cabinet on the details of the budget for both 2012/13 and 2013/14. It also brings forward new proposals for 2014/15 to ensure that the council continues to plan on a three year horizon.
- 6.2 There has been significant global economic uncertainty. The outlook for UK growth over the longer-term remains weak and future cuts to public spending cannot be ruled out. Given this context, it is proposed that the council's financial strategy remain cautious.
- 6.3 Demographic change poses a particular challenge. Barnet is facing significant budget reductions at the same time as the population is increasing, particularly in the young and very old. Given that 55% of the council's budget is spent on Adult Social Care and Children's Services, this poses a particular challenge as these services are predominantly 'demand led'. There will also be costs related to infrastructure development. As part of this year's planning process, a proposal for a longer term financial plan is being developed to address these challenges.

7 LEGAL ISSUES

- 7.1 All proposals emerging from the business planning process are being fully considered in terms of legal implications for the council and, where appropriate, mechanisms put into place to mitigate legal risks as far as possible.
- 7.2 The council is faced with some complex and competing choices. It is conceivable that some members of the community may not agree to the proposals. A challenge by way of Judicial Review could be mounted by any person, group of persons or body or group of bodies likely to be adversely affected by a particular proposal. This could be brought at any stage of the decision making process on the grounds of illegality, irrationality and or

impropriety. In order to successfully defend a challenge, it is critical that proper decision making processes are followed, that, where appropriate, there is proper consultation and at all times the council has due regard to its public law equality duties.

7.3 An analysis of key risks has been undertaken for each budget saving. The main legal risks for the process are as follows:

- Legal risks around not fully or properly considering the impact upon groups with 'protected characteristics' as evidenced by equality impact assessments and potential challenge if these considerations are not fully and properly taken into account by Cabinet;
- Statutory requirement to give 90 days notice, given that there are potentially more than 99 redundancies; and
- Legal risks around statutory and legal duty to consult on individual budget options and with business rate payers.

CONSULTATION

7.4 As a matter of public law the duty to consult with regards to proposals to vary, reduce or withdraw services will arise in 3 circumstances:

- 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; and
- Exceptionally, where the matter is so important that the council ought to consult whether or not there is a statutory duty to consult.

7.5 Consultation must be carried out fairly. In general, a consultation can only be considered as proper 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; and
- 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.

7.6 Consultation proposals should demonstrate not only that the council is approaching the proposals with an open mind but also that it is mindful of the range of implications any proposal may have for those affected and that any decision is not pre-determined prior to the consultation and the response thereto being considered.

7.7 The council must take account of all relevant considerations; including importantly the duty to give due regard to the public law equalities duties and

in particular any potential differential and/or adverse impact. The council must also have regard to and weigh up all countervailing factors, including financial resources, which in the context of the function being exercised, it is proper and reasonable for the council to consider.

- 7.8 Finally there will be staff consultation about these proposals in compliance with s188 of the Trade Union & Labour Relations (Consolidation) Act 1992. This collective and individual staff consultation will take place during the period 26 October 2011 to 3 February 2012.

PUBLIC SECTOR EQUALITY DUTY

- 7.9 The core provisions of the Equality Act 2010 came into effect in October 2010. This Act provides a new cross-cutting legislative framework to update, simplify and strengthen the previous discrimination legislation. The general duty on public bodies is set out in section 149 of the Act.

The council must have due regard to these new duties as set out below in relation to the new protected groups which are also set out:

- (1) 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.
- (2) 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.
- (3) 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.
- (4) Having due regard to the need to foster good relations between persons who having due regard, in particular, to the need to:

- (a) Tackle prejudice, and
 - (b) Promote understanding.
- (5) 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.
- (6) The relevant protected characteristics are:
- Age;
 - Disability;
 - Gender reassignment;
 - Pregnancy and maternity;
 - Race;
 - Religion or belief;
 - Sex;
 - Sexual orientation.

It also covers marriage and civil partnership with regard to eliminating discrimination.

7.10 There is also a statutory Code, namely The Duty to Promote Disability Equality: Statutory Code of Practice made by the Disability Rights Commission (now named Equality and Human Rights Commission, EHRC). The Code sets out what public authorities need to do to fulfil the general and specific duties. New Statutory Guidance has been issued in relation to the new duties under s149 of the Equality Act 2010.

7.11 There is also a non-statutory guidance issued by the EHRC on the general duty, including gathering and analysing evidence to inform action, on how public authorities assess information and make decisions. The Equality and Human Rights Commission has published some non-statutory Guidance in relation to the new equality duty. It states that the essence of the new duty remains the same, to have due regard to achieve the three general duty aims.

It also states, amongst other matters, that public authorities should:

- Have an adequate evidence base for decision making and to consider what engagement needs to be undertaken with people who have an interest in tackling discrimination, advancing equality and fostering good relations; and
- Analyse the effect of a policy or practice on equality.

7.12 The council is following this Code and taking the Guidance into consideration in formulating its proposals for consideration by Cabinet as well as some additional guidelines.

8. CONSTITUTIONAL POWERS

- 8.1 Constitution, Part 3, Responsibility for Functions – Section 3, Responsibilities of the Executive.

9. BACKGROUND INFORMATION

9.1 Executive Summary

9.1.1 In March 2011, the council set a three year budget for the period 2011/12 - 2013/14. This report:

- Updates Cabinet on budget proposals for 2012/13 and 2013/14 **which were agreed in March** but are subject to minor amendments as a result of reviews around deliverability and priorities; and
- Brings forward new budget proposals for 2014/15 to ensure that the council continues to plan on a **three year horizon**.

9.1.2 Next year's draft strategic objectives are set out in **section 9.2**. **These** will form the basis of the 2012/13 Corporate Plan. These strategic objectives drive the allocation of resources and will continue to be refined in order to reflect the outcome of the public consultation.

9.1.3 The total budget gap is £34m over the next 3 years. There is an agreed provision of £1.6m to meet demographic pressures in relation to Adult Social Care. Amendments have been made to the budget model for corporate risks of £3.8m (principally increases in concessionary fares and Council Tax Benefit localisation) resulting in a revised budget gap of £39.4m.

9.1.4 **Savings of £43.4m and new pressures of £4m** have been identified to enable a balanced budget to be set. The three year budget position is set out in section 9.4, with pressures and savings included in **Appendix 2 and 3**.

9.1.5 On 3 October 2011, the Government announced that funding would be found to enable a Council Tax freeze for 2012/13. This is for one year only, meaning that the Medium-Term Financial Strategy is based on a Council Tax freeze in 2012/13, a indicative 5% increase in 2013/14 (to reflect the fact that Government funding is a one off) and a 2.5% increase in 2014/15. Work will be undertaken on options to reduce the indicative 5% increase for 2013/14.

9.2 Strategic objectives and the Corporate Plan

9.2.1 The Corporate Plan is the main overarching strategic document for the council, setting out its strategic objectives. Next year's Corporate Plan will be revised to reflect the new freedoms offered by the Localism Bill.

9.2.2 The 2012/13 Plan will be more focussed, with a reduced number of objectives, refined performance targets, and clear lines of accountability. The Corporate Plan will sit above published Service Delivery Plans for each

directorate, thus providing a clear link between the council's strategic objectives and the actions each service will take to deliver them. The council's strategic objectives reflect the concerns of residents and a consultation exercise to understand the views of residents in relation to service priorities is underway. The Corporate Plan consultation will close at the end of November and the Plan will be brought to Cabinet once responses have been considered.

- 9.2.3 The strategic objectives set out in the Corporate Plan will reflect the priorities of residents and achieving them will require collaboration between the council and its public sector partners. For example, an objective to keep Barnet safe will set out how the council will work with the police and others to achieve this.

Emerging priorities

- 9.2.4 It is currently proposed that next year's Corporate Plan will retain the three overarching themes of this year's Plan: ***Better Services with less money; Sharing opportunities, sharing responsibilities; and A successful London suburb***. The council's strategic objectives will sit below these themes. Draft objectives are set out below, to be updated following consultation:

Better services with less money

- Safeguarding vulnerable children and adults.
- Investing in early intervention and prevention to reduce the number of children and families experiencing complex problems.
- Using resources more efficiently and redesigning services to meet the changing needs of residents.

Sharing opportunities, sharing responsibilities

- Promoting greater independence, and a positive experience of care and support for carers.
- Improving health and wellbeing, providing better outcomes for service users.
- Promoting personalisation of services and enhanced quality of life for social service users.
- Ensuring every school is a good school, and targeting support at young people at risk of not fulfilling their potential.

A successful London suburb

- Keeping Barnet safe.
- Providing sustainable and high quality waste management.
- Keeping Barnet moving (roads, pavements and parking)
- Conserve and regenerate - achieving sustainable growth and providing affordable housing ¹

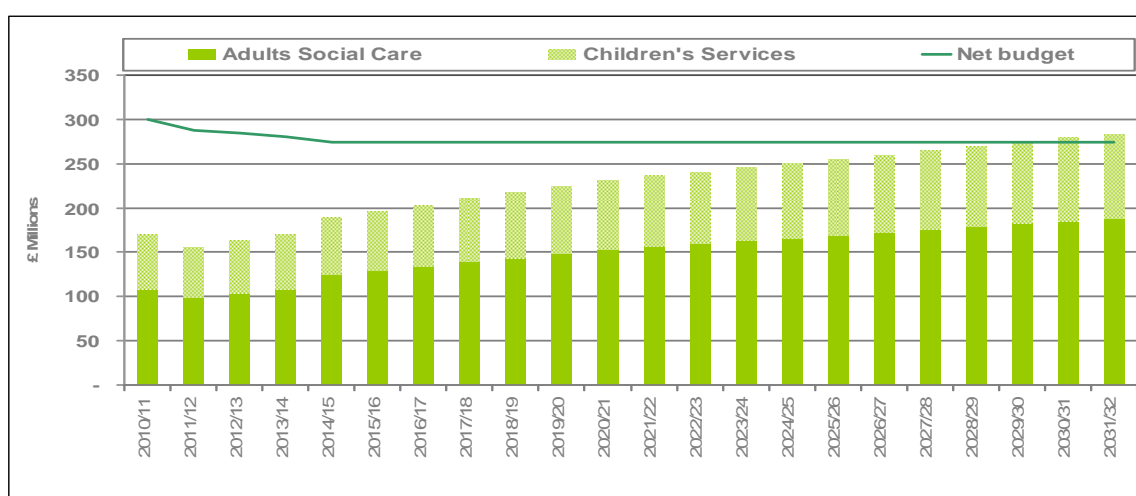
¹ There may be a further areas to integrate within this: skills, enterprise, and business; community/Big Society, natural and built environment

Approach to business planning

- 9.2.5 The Government's plan to cut public spending by £81 billion by 2015 will have a big impact on councils across the country. Tough choices are required.
- 9.2.6 The council's approach to business planning has been to focus on mitigating the impact of funding reductions on front line services as far as possible through back office efficiencies and developing alternative ways to deliver services. Of the £43m of savings identified, 77% are from efficiencies, 17% comes from service reductions and 6% are related to increases in income.
- 9.2.7 Compared to 2011/12, the council is further advanced at this stage in the year in terms of reaffirming the details of the council's budget for 2012/13 and 2013/14. This is a deliberate policy, based on the fact that a three-year budget has been agreed.
- 9.2.8 Publishing budget headlines as early as possible gives the council more time to consult widely and implement savings in full. It also allows more time for the council to determine its strategic priorities, allows services time to develop Service Delivery Plans and allows our local public sector partners to plan ahead with certainty.

Longer term financial planning and demand management

- 9.2.9 Modelling has been undertaken to understand the impact of growing demand on the council's budget resulting from demographic change, taking into account a range of factors including population increase, inflation and likely legislative changes.
- 9.2.10 The graph below shows that, if funding to local government remains flat, the council's entire budget will potentially be spent on Adults Social Care and Children's Services within 17 years.



- 9.2.11 The council is finalising its Infrastructure Delivery Plan (IDP) which responds to demographic change in Barnet up to 2026. The IDP sets out the infrastructure required to support this growth and identifies the funding

sources to enable its delivery. The final capital programme will link to the IDP.

9.2.12 This is relevant to our planning process in a number of ways. Firstly, this picture is used to inform the level of additional investment needed in services to fund demographic changes. Specific detail on investment in demand can be seen in **Appendix 3** in respect of Adults and Children’s Services. Secondly, it also provides an evidence base to lobby the government about sustainable funding for local government in the future.

9.3 Consultation

9.3.1 The council launched an online Corporate Plan consultation on 27 September asking residents for their views on which services were most important to them, both in the short-term and over the next decade. This will inform the development of the council’s strategic objectives. A paper version of the questionnaire is available on request.

9.3.2 Service user consultations will be run in the following areas: Adult and Children’s Service’s transport, the revised youth offer, Child and Adolescence Mental Health and adoption allowances. There will also be consultations on the Leisure, Health and Wellbeing Review and the Waste Review. These will be outside of the budget consultation timetable.

9.3.3 The council will use a wide range of forums to consult and engage with residents during the business planning process. This includes online consultations, face to face meetings and discussions, road shows, workshops and briefings. The council will work with local third sector partners and voluntary groups to ensure we engage with communities across the borough.

9.4 Medium-term financial strategy

9.4.1 The Medium Term Financial Strategy (MTFS) sets out all of the budget changes over the relevant three-year planning period, including assumptions around inflation, changes to levies, pressures, savings and grant funding. It is the model which underpins the council’s financial strategy.

2011/12 – 2013/14

9.4.2 When the three-year budget covering the period 2011/12 to 2013/14 was set in March 2011, the MTFS reflected a budget gap of £53.4m over the three years, together with savings proposals to reach a balanced position.

	2011/12 £m	2012/13 £m	2013/14 £m	Total £m
Budget Gap March 2011 (incl. pressures)	29.1	13.1	11.2	53.4
Savings proposals	(29.1)	(13.1)	(11.2)	(53.4)
Final Gap	0	0	0	0

Funding from central Government

9.4.3 The 2011/12 budget has been set and savings proposals have been implemented. This report sets out budget proposals for the period 2012/13 to 2014/15. The Local Government funding settlement for 2012/13 has already been announced, so next year's budget can be set with certainty. For 2013/14 and 2014/15, the settlement has yet to be announced at individual local authority level, so the MTFS has been updated using the national budget reduction figures from Spending Review 2010.

9.4.4 The MTFS was updated and presented to July Cabinet to reflect the period from 2012/13 and in summary was as follows:

	2012/13 £m	2013/14 £m	2014/15 £m	Total £m
Budget Gap	13.1	11.2	11.3	35.6

This year's financial position

9.4.5 The latest position on budget monitoring for 2011/12 was reported to Cabinet Resources Committee on 27 September 2011. The report shows a projected £0.1m overspend across all services. When set against the council's level of general reserves of £15.8m, this outturn position would mean the council remains within the MTFS target of general reserves being at least £15m.

9.4.6 The level of savings implemented in 2011/12 gives confidence that sound budget plans can be developed and delivered in future.

Risks over the next three years

9.4.7 Since the MTFS was reported to Cabinet in July there have been additional risks identified totalling £3.8m. These, along with other potential risks are set out below:

- **Business rate localisation** – the government has indicated that it will localise business rates in 2013/14, with councils able to retain income from business rates rather than funding being returned to central government and then reallocated. This creates both a risk and an opportunity, as income from business rates can go up as well as down.
- **Council Tax benefit localisation** – the government has indicated that it will localise Council Tax benefit in 2013/14, and reduce funding for this by 10% in the process. Unless reductions in benefit are passed on to the public, this will represent a saving of over £3m that the council will need to make as a result of this change. This has been reflected in contingency.
- **Concessionary fares** – the council funds the cost of concessionary fares in Barnet. Given the increases in costs of travel and volume of users

across London, this will have an impact on the council's budget for 2012/13. This has been reflected in the MTFS.

- **North London Waste Authority levy (NLWA)** – the latest financial plan suggests a lower levy than expected for 2012/13, although a higher increase in 2013/14 as a result of NLWA using balances to fund 2012/13. Consideration is also being given to introducing menu pricing which could affect the levy in future.
- **Dilnot review** – the review into the future of social care in England was published earlier in 2011. It proposed significant changes which could increase the cost of social care in Barnet by at least £13m. If the government accepts these proposals, they will be implemented in 2014/15. Until the social care white paper comes out in early 2012 it is difficult to assess the full implications of this risk.
- **Inflation** – the level of inflation is currently running well over the Bank of England's 2% target. Rising inflation will increase the cost of providing services.

9.4.8 The MTFS includes provision for inflation and contingency, and these risks need to be monitored closely against these provisions. **Appendix 1** sets this out in detail.

9.4.9 The MTFS has also been updated following the announcement that the government will provide funding to enable councils to freeze **Council Tax** in 2012/13. This funding is for one year only which means it only provides for a freeze in 2012/13. Additional funding has not been announced for 2013/14, with an indicative 5% increase in Council Tax required to cover this drop in funding. This assumption has been added to the financial model. Work will be undertaken on options to reduce the indicative 5% increase for 2013/14.

9.5 Draft budget proposals for consultation

Savings

9.5.1 Savings proposals for 2012/13 and 2013/14 have been reviewed across the council to ensure they remain deliverable and are in line with the direction of policy. Savings proposals have also been developed for 2014/15. Each savings proposal is included in **Appendix 2** to this document, and are summarised as follows:

SERVICE	2012/13	2013/14	2014/15	Total Savings
	£000	£000	£000	£000
Adult Social Services	(4,857)	(3,944)	(5,704)	(14,505)
Chief Executive	(1,628)	(795)	(345)	(2,768)

Children's Service	(1,044)	(4,553)	(3,900)	(9,497)
Commercial Services	(1,991)	(1,219)	(1,241)	(4,451)
Corporate Governance	(160)	(189)	(228)	(577)
Deputy Chief Executive	(1,053)	(543)	(532)	(2,128)
Environment, Planning & Regeneration (Inc SPA)	(2,908)	(3,197)	(3,390)	(9,495)
TOTAL	(13,641)	(14,440)	(15,340)	(43,421)

Pressures

9.5.2 Budget proposals also include pressures. These are included in **Appendix 3** and are summarised as follows:

SERVICE	2012/13 £000	2013/14 £000	2014/15 £000	Total Pressures £000
Adult Social Services	880	800	1,194	2,874
Children's Service	750	750	750	2,250
Environment, Planning & Regeneration (Inc SPA)	500	0	0	500
TOTAL	2,130	1,550	1,944	5,624

9.5.3 The overall position for Member decision can be summarised as follows:

	2012/13 £m	2013/14 £m	2014/15 £m	Total £m
Budget gap	12.3	10.4	11.3	34.0
Pressures agreed in March	0.8	0.8	-	1.6
Revised budget gap	13.1	11.2	11.3	35.6
Savings proposals	(13.6)	(14.4)	(15.4)	(43.4)
	(0.5)	(3.2)	(4.1)	(7.8)
Pressures	1.3	0.8	1.9	4.0
Changes in contingency	(0.8)	2.4	2.2	3.8
Gap / (surplus)	0	0	0	0

9.6 One Barnet programme

9.6.1 Good progress has been made over the last year on projects within the One Barnet programme. Key points include:

- Quick wins identified and delivered in 2010/11 - £1.4m base budget saving;
- One Barnet business case framework agreed and £12.5m further base budget saving included in MTFS to 2013/14;
- Libraries review delivered;
- Three procurements in progress (Development and Regulatory Services, Customer and Support Services, Parking); and
- Business case agreed to set up a Local Authority Trading Company and transfer in-house adult social care.

Additional projects

9.6.2 Through the business planning process, a number of future years savings have been identified which are dependent on projects and resource to enable them to be delivered. They are:

- **Streetscene** – the Environment, Planning and Regeneration budget proposals include savings of £0.5m in 2013/14 and £1.0m in 2014/15 in respect of alternative service delivery in this area;
- **Health Integration and demand management** – savings totalling £7.6m from demand management, and £0.7m in respect of health integration have been included in budget proposals;
- **Early intervention** - £2.1m of savings in Children’s services are included in these proposals for 2013/14. This will be delivered through investment in early intervention and prevention;
- **Community Safety**; and
- **Strategic Review of Leisure.**

9.7 Impact of budget proposals

Performance impact

9.7.1 The performance impact of budget proposals has been included in the detailed templates in **Appendix 2**.

Equality impact of 2012/13 and 2013/14 budget proposals

9.7.2 Where a service change is significant we have completed an Equality Impact Assessment (EIA). EIAs were made with an understanding of the ‘protected characteristics’ as set out in the Equality Act 2010. Cabinet should be aware that there is likely to be a cumulative impact on some of the protected groups as a result of the budget proposals.

9.7.3 The assessments will be published as part of the Budget Report which will be presented to Cabinet in February 2012.

Staffing implications and associated costs

9.7.4 The budget savings options set out in this report at **Appendix 2** have a number of implications in terms of staffing:

	2012/13	2012/13	2013/14	2014/15
Service Area *	Proposed FTE Reduction at 31 March 2012	Employees At Risk at 3 Nov 2011 **	FTE Reduction	FTE Reduction
Adult Social Services	6.5	14	19.5	12
Chief Executive**	16.1	6	5.75	0
Children's Service	6.5	4	64	21
Commercial Services	12.5	33	2	2
Corporate Governance	2.0	1	4	3
Deputy Chief Executive	15.0	3	2.6	0
EPR	16.0	31	4	0
Total	74.6	92	101.85	38.0

*There are a number of cross-cutting consolidation exercises in hand which may increase the number of employees at risk

**Budget proposals include mid year savings, staff consultation for these will open mid year 2012/13 and are not included in these at risk figures

9.7.5 The above information is provided to enable the Cabinet to understand the full service delivery and financial implications of the budget proposals. All staffing related decisions are the sole responsibility of the General Functions Committee.

9.7.6 General Functions Committee will consider the staffing implications and will be asked to agree that subject to the completion of statutory consultation with staff and Trade Unions that the Assistant Director for HR be instructed to arrange with the respective Directors for redundancy letters to be issued to those employees who are to be made redundant as a result of this process.

Redundancy Consultation Process

9.7.7 The total number of staff at risk is estimated at 92, however at this stage it is considered likely that this could rise to above 100 and therefore, statutory 90 day consultation is required. This will commence on 26 October 2011 and will close on 3 February 2012. The consultation process will consist of collective consultation with the Trade Unions and individual consultation with staff at risk of redundancy.

9.7.8 Where there are restructures required to deliver these savings then consultation will also take place on these changes during the 90 day period so that the restructures can be implemented by 31 March to ensure that full savings are achieved.

9.7.9 A council-wide staff EIA will be undertaken and will look at the Equality impacts at key milestones. The milestones will be identification of those at

risk: at the start of consultation; mid consultation; end of consultation and after completion of the process.

9.8 Housing Revenue Account

9.8.1 The Housing Revenue Account budget is under preparation based on the information contained within the draft Housing Revenue Account subsidy determination. This will be finalised in early January following receipt of the final determination and consultation on the budget with tenants. Rent levels for 2012/13 will be approved by Cabinet in February.

9.8.2 HRA self financing comes in to effect on 1 April 2012. The council will need to repay £118m to come out of the subsidy system and is currently finalising its future borrowing and investment strategy for the HRA.

9.9 Capital Programme

9.9.1 The MTFS allows provision for additional borrowing on an annual basis to fund high priority capital projects. Revenue provision allows for additional project of approximately £10m per annum. The total capital bids are summarised below:

	Capital Expenditure Required			
	2012/13	2013/14	2014/15	Total
	£m	£m	£m	£m
Additions				
Children's Service	2.370	15.770	29.879	48.019
Commercial Services	0.101		1.000	1.101
Chief Executive	1.500	1.500		3.000
Deputy Chief Executive	0.500			0.500
Environment, Planning & Regeneration	17.938	13.205	13.205	44.348
Total Additions	22.409	30.475	44.084	96.968

9.9.2 It is estimated that some funding needs to be set aside for essential projects to enable the council to fulfil its statutory duties (e.g. health and safety works). The most significant areas of other capital bids are in respect of schools (primary and secondary places, special schools and PRU), and in respect of highways (roads and pavements).

9.9.3 Given the resource constraints within the MTFS, prioritisation of capital bids will need to be carried out. It is proposed that this prioritisation is developed along the following themes:

- Statutory and legal obligations;
- 'Fit' with the council's strategic objectives;
- Consideration of value for money in development of proposals; and
- Deliverability.

The outcome of this prioritisation will be fed back through Cabinet for final agreement in the February budget report.

9.10 Next Steps

9.10.1 The business planning process will continue as planned. The next steps will be to consider the final Corporate Plan and budget, including the Housing Revenue Account and the capital programme, at Cabinet on 20 February 2012 and Council on 6 March 2012.

10. LIST OF BACKGROUND PAPERS

10.1 None

Legal: MM
CFO: JH

Medium Term Financial Plan	2011/2012	2011/2012	2012/13	2013/14	2014/15	Total
	£000	£000	£000	£000	£000	
	Budget	Actual				
Budget brought forward			290,875	284,498	285,263	
Statutory/cost drivers						
Inflation (pay)			873	2,361	2,361	
Inflation (non-pay)			3,007	3,057	3,057	
NLWA levy			500	2,229	604	
Capital financing costs			2,250	2,250	2,250	
Statutory/cost drivers sub-total			6,630	9,897	8,272	
Central Expenses						
CT Base - Long Term Empty Discounts				1,000		
Contingency (includes provision for Council Tax Benefit reduction)			2,063	1,775	2,211	
Concessionary Fares			1,065	1,000	1,000	
Full year effect of 2010/11 savings			(59)	(17)		
Central Expenses sub-total			3,069	3,758	3,211	
Balances to/(from) reserves						
Specific reserves contribution 2011/12	3,996	6,546	(6,546)			
Specific reserves contribution 2012/13			1,981	(1,981)		
Specific reserves contribution 2013/14				1,981		
Reserves sub-total			(4,565)	0	0	
Total expenditure	288,325	290,875	296,009	298,153	296,746	
New Formula grant funding						
New Formula Grant	99,505	99,505	90,635	90,454	85,117	
New Formula grant sub-total	99,505	99,505	90,635	90,454	85,117	
Council Tax						
Council tax	155,466	155,466	155,466	163,337	167,420	
Council Tax grant 11/12 Freeze	3,849	3,886	3,886	3,886	3,886	
Proposed Council Tax grant 12/13 Freeze			3,887			
Core grants						
Early intervention grant	13,171	13,229	14,043	12,540	12,214	
Homelessness grant	700	700	700	625	609	
PFI credit	2,235	2,235	2,235	2,235	2,235	
HB and CT Admin	2,960	2,960	2,960	2,643	2,574	
Learning disabilities	10,439	10,439	10,686	9,543	9,295	
Additional grant income (notified after Budget set in March 2011)		2,455				
Other funding sub-total	188,820	191,370	193,863	194,809	198,233	
Total Income from grant and Council Tax	288,325	290,875	284,498	285,263	283,350	
Budget Gap before savings	(0)	(0)	11,511	12,890	13,396	37,797
Savings (proposed November budget report)			(13,641)	(14,440)	(15,340)	(43,421)
Agreed Pressures (March budget report)			800	800	0	1,600
Proposed Pressures (November budget report)			1,330	750	1,944	4,024
Budget Gap after savings			0	0	0	0

Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal?)	Impact assessment (risk to service delivery, performance)	Budget	Savings: £ and FTE per annum							
							2011/12		2012/13		2013/14		2014/15	
							£000	FTE	£000	FTE	£000	FTE	£000	FTE
Efficiency														
E1	Transport	To rationalise the transport costs across adults day care transport with Children's Special Needs Transport by merging routes and/or reconfiguring opening times of Day Centres.	Efficiency	Specific Consultation on Transport	Low	374	(55)							
E2	E-recruitment	Savings will be generated in the service through use of the new electronic recruitment system.	Efficiency	General Consultation	Low	23	(10)							
E3	Adults	To increase income levels and reduce the overhead costs of the remaining in-house services.	Efficiency	Consultation contained within the local authority trading company(LATC) project	The new LATC will need to operate within forecast operating income / cost levels, in line with the approved Business Case. This proposal will positively support performance indicator 130 - People receiving self directed support.	4,344	(200)							

Adult Services

Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal?)	Impact assessment (risk to service delivery, performance)	Budget	Savings: £ and FTE per annum							
							2011/12		2012/13		2013/14		2014/15	
							£000	FTE	£000	FTE	£000	FTE	£000	FTE
E4	Social Work	Development of a 'New Social Work Model', which: - increases use of case management capacity outside of the Council; - promotes people's own management of their own care arrangements through direct payments; - promotes development of shared packages of care for people living in close proximity to one another.	Efficiency	For 13/14	This is high risk and achievability could be impacted by the Law Commission Review Recommendations, therefore in years 2 and 3. This provides the time to develop a new workforce model which frees up social work time and focus it on safeguarding and complex case management. However, the service has been experiencing increasing safeguarding referrals and this proposal could compromise our ability to safeguard vulnerable residents as our overall capacity to assess, manage and review people's support was decreased. Achievability is dependent on the development of a new social care offer which will rely on involvement from health, the voluntary sector, community groups and service users and carers. This proposal could negatively impact on the implementation of Performance Indicator NI130 - People receiving self directed support and increase waiting times.	9,243			(450)	9	(250)	5		
E5	Commissioning & Transformation	Integrating similar functions across health and social care commissioning to reduce management costs and support joined up services.	Efficiency	For 13/14	The current arrangements will change over time as a result of the forthcoming Health and Social Care bill. Close working with GP Consortia is ongoing and will remain essential to mitigate risks arising from this. This proposal impacts on the achievability of Performance Indicators NI 130 & Performance Indicators NI 125.	737			(40)	1				

Adult Services

Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal?)	Impact assessment (risk to service delivery, performance)	Budget	Savings: £ and FTE per annum							
							2011/12		2012/13		2013/14		2014/15	
							£000	FTE	£000	FTE	£000	FTE	£000	FTE
E6	Integration across Council	Integrating similar functions across health and social care teams and provision to reduce management costs and deliver joined up services.	Efficiency	For 13/14	The current arrangements will change over time as a result of the Health and Social Care bill. Close working with the Clinical Commissioning Group and restructured health delivery trusts is ongoing and will remain essential to mitigate risks arising from this. This proposal could impact on the achievability of Performance Indicators NI 130 & Performance Indicators NI 125.	7,868			(300)	5				
E7	Social Work - Long Term Conditions	Closer working with the NHS on long term conditions.	Efficiency	General Consultation	Limited impact, as this proposal should promote greater coordination and integrated assessment across health and social care for people with long term conditions. This proposal impacts on the achievability of Performance Indicators NI 130 & Performance Indicators NI 125. Any change needs to ensure capacity and means of strengthening achievability of performance.	1,816	(40)	1	(40)	1				
E8	Supporting People	Efficiencies through changing the way that the older people's supported housing service is delivered.	Efficiency	Specific Consultation occurred last year.	This saving relates to the delivery of savings agreed during last year's budget process. Some reputational risk as some people with lower needs oppose the enactment of the proposals. This will impact positively on Performance Indicator NI 130 in terms of service users having more flexibility on the way their care is delivered and access to a wider range alternatives.	5,266	(150)							

Adult Services

Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal?)	Impact assessment (risk to service delivery, performance)	Budget	Savings: £ and FTE per annum							
							2011/12		2012/13		2013/14		2014/15	
							£000	FTE	£000	FTE	£000	FTE	£000	FTE
E9	Younger Adults - All Groups	Greater community and family involvement in supporting disabled people to lead ordinary lives.	Efficiency	General Consultation	<p>This is a challenging target set up to reduce the current cost of care packages through working with families and communities to identify ways in which volunteers and family members can support people have fulfilling lives and valuable roles in the community. Service provision will focus on supporting people with their core activities of daily living provision. The aim is to introduce more equitable care provision across service user groups. However, this is an important move in policy towards helping the community to reduce dependency and do more for themselves. This involves reviewing care packages and rebasing personal budgets provided to take account of family and community contributions.</p> <p>This could impact positively on Performance Indicator NI 130 in terms of service users having more flexibility in the way their independence is achieved if they are able to access community and family resources.</p>	3,576	(615)		(465)					
E10	Learning & Development	Greater efficiencies in commissioning and provision of training and development opportunities for Adult Social Care.	Efficiency	General Consultation	Risk of under-investment in core skills and subsequent decrease in quality of service. This is being managed through careful prioritisation of remaining budget.	216	(20)		(30)					

Adult Services

Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal?)	Impact assessment (risk to service delivery, performance)	Budget	Savings: £ and FTE per annum						
							2011/12	2012/13		2013/14		2014/15	
							£000	£000	FTE	£000	FTE	£000	FTE
E11	Strategic Commissioning and Supply Management	Reductions in back office transactional functions (Supply Management) through new ways of working.	Efficiency	General Consultation	Reduction in staff within Supply Management reducing capacity to carry out current responsibilities. Working more closely with corporate procurement should enable more efficient commissioning, whilst protecting standards.	778	(63)	3.00	(63)				
E12	Transformation and Resources	Reductions in back office transactional functions (Financial Assessments) through new ways of working.	Efficiency	General Consultation	Reduction in staff within Financial Assessments team following implementation of Fairer Contributions policy, reducing capacity to carry out financial assessments and setting up invoicing arrangements of service users.	448	(16)	0.50	(16)	0.50			
E13	Transformation and Resources	Reductions in back office transactional functions (Business Systems and Business Support) through new ways of working.	Efficiency	General Consultation	Substantial efficiencies can be generated within Business Systems and Support teams across the Directorate if new business processes are put in place. This will be enabled by the replacement of the current Swift IT system.	215	(91)	2.0	(110)	3			

Adult Services

Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal?)	Impact assessment (risk to service delivery, performance)	Budget	Savings: £ and FTE per annum							
							2011/12		2012/13		2013/14		2014/15	
							£000	FTE	£000	FTE	£000	FTE	£000	FTE
E14	Across Services	Reduction of Strategic Commissioning capacity as service users directly commission services through direct payments.	Efficiency	For 14/15	This saving has been reprofiled for 2014/15 to ensure a mature market is in place to generate the required savings.	609					(318)	7		

Adult Services

Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal?)	Impact assessment (risk to service delivery, performance)	Budget	Savings: £ and FTE per annum							
							2011/12		2012/13		2013/14		2014/15	
							£000	FTE	£000	FTE	£000	FTE	£000	FTE
E15	All Services	Sharing services with other Local Authorities and therefore reducing management costs.	Efficiency	For 13/14	This is currently being explored across a number of London boroughs across all management functions within Adult Social Care and Health. The work is being monitored through the Association of Directors of Adult Social Services to ascertain whether this provides a sustainable way to protect front line services. This is a projected saving and at this time it is not known if potential partners have an appetite for such an approach.	7,868			(300)					

Adult Services

Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal?)	Impact assessment (risk to service delivery, performance)	Budget	Savings: £ and FTE per annum							
							2011/12		2012/13		2013/14		2014/15	
							£000	FTE	£000	FTE	£000	FTE	£000	FTE
E16	Across Services	Efficiencies through joint procurement with the NHS for Continuing Health Care.	Efficiency	General Consultation	This saving can only be achieved by ensuring consistent application of Continuing Health Care criteria and better procurement of continuing care placements. It will require rigorous identification of health needs by social work and alignment (and where possible pooling) or resources and leadership between LBB and health trusts.	4,185	(200)							
E17	Agatha House/ Supported Living Service	Reduction in management costs across the Barnet Supported Living Service and Agatha House through deregistration enabling integration into the supported living service.	Efficiency	General Consultation	This is realisation of savings already identified in 2011/12.	1,396	(25)							

Adult Services

Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal?)	Impact assessment (risk to service delivery, performance)	Budget	Savings: £ and FTE per annum							
							2011/12		2012/13		2013/14		2014/15	
							£000	FTE	£000	FTE	£000	FTE	£000	FTE
E18	Community Mental Health Network	Rationalising facilities costs through the disposal of the Network site on Station Road.	Efficiency	General Consultation	Reduction in corporate borrowing through sale. Dependent on the Commercial Directorate not identifying an alternative use for this within the Council. Should not have an adverse impact on service provision. Savings dependent on price achieved and interest rates.	430	(30)							

Adult Services

Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal?)	Impact assessment (risk to service delivery, performance)	Budget	Savings: £ and FTE per annum							
							2011/12		2012/13		2013/14		2014/15	
							£000	FTE	£000	FTE	£000	FTE	£000	FTE
E19	Equipment and Adaptations	Implementing a retail model for small pieces of equipment & adaptations service to reduce delivery and collection costs and give people more choice.	Efficiency	General Consultation	Initial roll out of the model in 2011/12 has proven successful. Will impact positively on Performance Indicator NI 130 in terms of service users having more flexibility on the way their care is delivered.	899	(100)							
E20	Home & Community Support / Enablement	Retendering of electronic call monitoring service for vulnerable adults.	Efficiency	General Consultation	Low.	251	(30)							
E21	Younger Adults - Learning Disabilities	Implementation of a national costing model for all Supported Living placements.	Efficiency	General Consultation	This is an ambitious target from an under-developed marketplace requiring a whole-systems approach and commercial negotiation capability and capacity. Close partnership working with housing is essential to help identify suitable wheelchair adapted properties as an alternative to residential care. This could impact positively on Performance Indicator NI 130 in terms of service users having more flexibility in the way their care is delivered which will be part of the negotiation underpinned by a support plan.	4,206	(200)		(100)					

Adult Services

Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal?)	Impact assessment (risk to service delivery, performance)	Budget	Savings: £ and FTE per annum							
							2011/12		2012/13		2013/14		2014/15	
							£000	FTE	£000	FTE	£000	FTE	£000	FTE
E22	Cross-Cutting Savings	Implementation of a national costing model for all younger adults residential care placements.	Efficiency	General Consultation	This is an ambitious target from a challenging marketplace requiring a whole systems approach and commercial negotiation capability and capacity. Close partnership working with providers is essential to help ameliorate risks and reduce supply chain and management overheads.	17,003	(670)		(168)					
E23	Meals at Home	Re-tendering of Meals at Home contract.	Efficiency	General Consultation	This is the realisation of full year benefits following successful retender which happened last year.	341	(10)							
E24	Cross-Cutting Savings	Working with providers to contain inflationary pressures.	Efficiency	General Consultation	Risk of inability to reach agreement on containing costs set by providers for current provisions, given inflation levels are running above government target. This could impact positively on Performance Indicator NI 130 in terms of service users having more flexibility in the way their care is delivered which will be part of the negotiation underpinned by a support plan.	72,843	(600)		(600)					

Adult Services

Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal?)	Impact assessment (risk to service delivery, performance)	Budget	Savings: £ and FTE per annum						
							2011/12	2012/13		2013/14		2014/15	
						£000	£000	FTE	£000	FTE	£000	FTE	
E25	Older Adults - Residential & Nursing Provision	Reduction of 30 block residential beds to reflect falling admission rates into residential care and better use of the contract.	Efficiency	Will be a specific consultation outside of budget consultation	The Council has less need for long term residential care beds. The saving can only be achieved as a result of negotiation and variation to contract or through the beds being purchased by other authorities and self-funders.	15,544	(300)		(700)				
E26	Younger Adults: Physical Disabilities	Ensuring that Direct Payments promote independence.	Efficiency	General Consultation	<p>This will be managed through regular re-assessments of need, re-ablement and financial monitoring of direct payments to ensure that the direct payment levels are correlated to assessed level of need.</p> <p>This proposal could negatively impact on the implementation of Performance Indicator NI130 - People receiving self directed support.</p>	2,511	(20)		(20)				

Adult Services

Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal?)	Impact assessment (risk to service delivery, performance)	Budget	Savings: £ and FTE per annum							
							2011/12		2012/13		2013/14		2014/15	
							£000	FTE	£000	FTE	£000	FTE	£000	FTE
E27	Younger Adults: Mental health	Enabling people to move from residential care into a home of their own with support.	Efficiency	General Consultation	All service users to have a re-assessment of needs to ascertain that they are able to move-on from residential care. There is a risk of potential challenge and resistance to move by some service users who have been living in residential care for a considerable period. This could impact positively on Performance Indicator NI 130 in terms of service users having more flexibility in the way their care is delivered.	2,311	(150)		(150)					
E28	Older Adults and Younger Adults (all groups)	Additional savings related to Home & Community Support & Enablement services.	Efficiency	General Consultation	Low.	17,468	(130)							

Adult Services

Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal?)	Impact assessment (risk to service delivery, performance)	Budget	Savings: £ and FTE per annum							
							2011/12		2012/13		2013/14		2014/15	
							£000	FTE	£000	FTE	£000	FTE	£000	FTE
E29	Younger Adults: Learning Disabilities	A widespread revision of our Learning Disabilities service, including: - integration with health teams; - integration of with health computer systems; - minimising the number of people placed outside of the borough; - implementing a new transport policy; - providing greater choice and independence to people transitioning from the Children's Service; - implementing proportionate reviewing.	Efficiency	For 14/15	This is an ambitious long term savings target, dependent on the success of a number of inter-related interventions. Many of these interventions require strong partner working with health trusts during a period of change within the NHS and also with Children's Services in relation to people in transition. Potential increase in use of personal budgets (NI130). Potential increase in services to carers (NI135). Potential increase in use of telecare and assistive technology (local target).	32,020						(1,900)		
E30	Older Adults and Younger Adults (all groups)	Increased use of Telecare, Aids and Equipment to: - support the enablement process; - in the place of homecare; - supporting people to move from residential care back into the community.	Efficiency	For 14/15	This is an ambitious long term savings target and will need some investment to enable growth of service to meet new demand. This has been modelled into costings. Potential increase in use of telecare and assistive technology (local target).	53,805						(739)		
E31	Younger Adults: Physical and Sensory Impairments	Cease all spot purchasing of residential and nursing placements for people with physical or sensory impairments.	Efficiency	For 14/15	This will be dependent on availability of appropriate placements.	2,315						(200)		

Savings

Adult Services

Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal?)	Impact assessment (risk to service delivery, performance)	Budget	Savings: £ and FTE per annum							
							2011/12		2012/13		2013/14		2014/15	
							£000	FTE	£000	FTE	£000	FTE	£000	FTE
E32	Older Adults	Development of a fracture service follow up, reducing home care placements resulting from hip and spine fractures.	Efficiency	For 14/15	Potential increase in take up of personal budgets (NI130). Potential increase in use of telecare and assistive technology (local target). Potential improvement in customer satisfaction.	7,556						(71)		
E33	Older Adults	Reduce short term use of residential placements while people are having their home adapted, or are being rehoused, following release from hospital.	Efficiency	For 14/15	This is dependent on appropriate private sector housing stock. Potential increase in take up of personal budgets (NI130). Potential increase in use of telecare and assistive technology (local target). Potential improvement in customer satisfaction.	11,277						(39)		
E34	Older Adults and Younger Adults (all groups)	Revision of our provision of equipment, in line with new retail model, following end of current contract.	Efficiency	For 14/15	This will require an appropriate equipment service to be in place following end of current contract in March 2013. There are a number of alternative models which are currently being explored.	1,119						(120)		

Adult Services

Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal?)	Impact assessment (risk to service delivery, performance)	Budget	Savings: £ and FTE per annum							
							2011/12		2012/13		2013/14		2014/15	
							£000	FTE	£000	FTE	£000	FTE	£000	FTE
E35	Older Adults and Younger Adults (all groups)	Innovative use of housing options to reduce levels of social care need, taking advantage of changes to the HRA.	Efficiency	For 14/15	Requires development of new working culture in partnership with housing. Potential increased take up of personal budgets (NI130). Potential increased take up of telecare and assistive technology (local target). Potential increase in customer satisfaction.	1,119						(200)		
E36	Younger Adults: Mental Health	Achievement of lower unit costs from specialist Mental Health providers.	Efficiency	For 14/15	Risk if appropriate placements cannot be found within resources available and is dependent on ability to agree lower unit costs within a specialist market.	2,145						(290)		
E37	Older Adults and Younger Adults (all groups)	Smarter procurement, delivered through better use of data, improved contracts, lean approach to care sourcing and improved scrutiny of areas of high spend.	Efficiency	For 14/15	Risk if appropriate placements cannot be found within resources available.	74,160						(200)		

Adult Services

Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal?)	Impact assessment (risk to service delivery, performance)	Budget	Savings: £ and FTE per annum								
							2011/12		2012/13		2013/14		2014/15		
							£000	FTE	£000	FTE	£000	FTE	£000	FTE	
E38	Older Adults and Younger Adults (all groups)	Introduction of 'adult placement' and 'shared lives' schemes into the borough, decreasing need for residential care.	Efficiency	For 14/15	Need to develop services not currently provided within the borough so supply not yet guaranteed. Potential increased take up of personal budgets (NI130). Potential increase in provision of services to carers (NI135). Potential increase in take up of telecare and assistive technology (local target). Potential increase in customer satisfaction.	36,337								(330)	
E39	Older Adults and Younger Adults (all groups)	Concessionary Travel savings through centralised assessment and implementation of transport policy.	Efficiency	Specific Consultation on Transport	Risk that some individuals become socially excluded, if they do not take up or fund alternative transport arrangements.	895								(241)	

Adult Services

Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal?)	Impact assessment (risk to service delivery, performance)	Budget	Savings: £ and FTE per annum							
							2011/12		2012/13		2013/14		2014/15	
							£000	FTE	£000	FTE	£000	FTE	£000	FTE
E40	Younger Adults: Mental Health	Rebalancing the Section 75 agreement with Barnet, Enfield and Haringey Mental Health Trust to ensure that we are receiving value for money for our contribution of staffing resources.	Efficiency	For 14/15	This saving assumes that new models of mental health services being introduced will result in less people requiring ongoing support to manage their care and support needs and therefore facilitate a reduction in social work capacity. Potential decrease in customer satisfaction. Potential increase in numbers of Personal Budgets (NI130).	1,929						(180)		
E41	Older Adults	A review of cases to ensure that we are no longer providing services to meet outcomes which have been achieved or needs which have been resolved.	Efficiency	For 14/15	Likelihood of process being unpopular with service users affected by any changes if not carefully managed and communicated. Potential decrease in customer satisfaction and increase in complaints. Potential increase in personal budgets (NI130). Potential increase in take up of telecare and assistive technology (local target).	10,113						(20)		

Adult Services

Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal?)	Impact assessment (risk to service delivery, performance)	Budget	Savings: £ and FTE per annum							
							2011/12		2012/13		2013/14		2014/15	
							£000	FTE	£000	FTE	£000	FTE	£000	FTE
E42	Older Adults and Younger Adults (all groups)	Conversion of people from homecare packages to direct payments, which are (on average) cheaper per hour of support provided.	Efficiency	For 14/15	Likelihood of process being unpopular with service users affected by any changes if not carefully managed, supported and communicated. Potential decrease in customer satisfaction and increase in complaints. Potential increase in personal budgets (NI130). Potential increase in take up of telecare and assistive technology (local target).	17,468						(54)		
E43	Older Adults and Younger Adults (all groups)	Reviewing people's homes for potential adaptation to avoid admission into residential care.	Efficiency	For 14/15	The Disabled Facilities Grant budget will need to be adjusted to reflect higher levels of demand. This requires development of new working culture in partnership with housing. Potential increase in number of personal budgets (NI130) due to more people continuing to live in community. Potential increased take up of telecare and assistive technology (local target). Potential improved customer experience.	36,337						(400)		

Adult Services

Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal?)	Impact assessment (risk to service delivery, performance)	Budget	Savings: £ and FTE per annum								
							2011/12		2012/13		2013/14		2014/15		
							£000	FTE	£000	FTE	£000	FTE	£000	FTE	
E44	Younger Adults: Learning Disabilities	Introduction of 'key ring' schemes to the borough to reduce housing related support spend for people with a learning disability.	Efficiency	For 14/15	This is an ambitious longer term savings target and links with E29. Potential increase in take up of personal budgets (NI130). Potential increase in use of telecare and assistive technology (local target).	4,116								(125)	
Total Efficiencies							(3,725)	6.5	(3,552)	20	(5,677)	12			
Service reductions															
R1	Supporting People	Annual savings levied on supporting people contracts.	Service Reduction	General Consultation	Although de-commissioning of services itself is relatively straight forward, it could lead to cost shunting onto mainstream Adult Social Care and Health budgets that would offset the impact of savings generated.	5,266	(210)		(210)						

Adult Services

Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal?)	Impact assessment (risk to service delivery, performance)	Budget	Savings: £ and FTE per annum							
							2011/12		2012/13		2013/14		2014/15	
							£000	FTE	£000	FTE	£000	FTE	£000	FTE
R2	Supporting People	Reduction of the contract value for Generic Floating Support (flexible support to allow people to live independently in their own accommodation)	Service Reduction	General Consultation	This represents the maximum annual reduction allowable under the contract. At least half the contract value is attributable to the strategic and budget interests of Housing, Children's and Safer Communities, since the service is jointly commissioned (although administered by Adult Social Care and Health). Floating support has been evidenced as a cost effective preventative measure and the reduction of this service could result in increased cost in base budgets. The reduced access to floating support could have a negative impact on the delivery of Performance Indicator NI 130.	5,266	(132)		(132)					
R3	Third Sector	Delivering efficiencies and reducing costs through the voluntary sector working together.	Service Reduction	Specific Consultations have taken place	This is the first full year of savings relating to a different relationship with the voluntary sector as agreed last year. This could impact negatively on Performance Indicator NI 130 in terms of service users having less flexibility on the way their care is delivered and less access to preventive services.	1,799	(550)							

Adult Services

Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal?)	Impact assessment (risk to service delivery, performance)	Budget	Savings: £ and FTE per annum							
							2011/12		2012/13		2013/14		2014/15	
							£000	FTE	£000	FTE	£000	FTE	£000	FTE
R4	Younger Adults - Mental Health -	Better use of Mental health day opportunities.	Service Reduction	General Consultation	Given current service patterns and demand, this is achievable without significant effect on service delivery.	35	(8)							
R5	Drugs & Alcohol Service	Greater use of non residential rehab placements for people with substance misuse.	Service Reduction	General Consultation	While this is a reduction of funds to support this group, a historic underspend in this area will assist.	239	(20)		(10)					
Total Reductions							(920)	0	(352)	0	0	0	0	

Adult Services

Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal?)	Impact assessment (risk to service delivery, performance)	Budget	Savings: £ and FTE per annum							
							2011/12	2012/13		2013/14		2014/15		
							£000	£000	FTE	£000	FTE	£000	FTE	
Income														
I1	Revenue Income Optimisation	Make all community services chargeable through implementation of a new fairer contributions policy based on ability to pay.	Income / charging	Specific Consultation was undertaken last year	As per budget decisions taken last year, appropriate systems are in place to monitor impact of policy and provide re-assessments and information and advice if individual's wish to change their care arrangements.	(1,771)	(212)		(40)					
I2	Transport	Charge higher rate Disability Living Allowance (mobility element) recipients for transport we provide them.	Income / charging	Specific Consultation on Transport	Low.	(895)						(27)		
Total Income							(212)	0	(40)	0	(27)	0		
Overall Savings								(4,857)	6.5	(3,944)	19.5	(5,704)	12	

Chief Executives Service

Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal?)	Impact assessment (risk to service delivery, performance)	Budget	Savings: £ and FTE per annum							
							2011/12		2012/13		2013/14		2014/15	
							£000	FTE	£000	FTE	£000	FTE	£000	FTE
Efficiency														
E1	Customer Service Transformation	Customer Service Organisation Programme - consolidation of telephone contact staff and technology into a single service and encouraging significant increase in use of the web for customer contact.	Efficiency	N/A	Risk that the total saving will not be delivered in 12/13 due if there is a delay in the website upgrade and additional enabling projects. There is also a potential for some drop in performance during transition from current structure to consolidated customer service. Savings dependent on CST capital investment.	1,307	(220)							
E2	Customer Service Transformation	Saving from re-engineering customer-facing services as part of Customer Service Transformation programme.	Efficiency	N/A	Risk that there is potential for some drop in performance during transition to new delivery model and that savings will be delayed if consolidation of staff is delayed. Savings dependent on CST capital investment.	1,307	(260)	TBC						
E3	Customer Services	Reduction in security at Burnt Oak.	Efficiency	N/A	Risk that insurance claims will increase but Insurance have classified this as a low risk.	95	(20)							
E4	Customer Service Transformation	Consolidation of management roles as a result of customer service consolidation and subsequent procurement.	Efficiency	N/A	Potential for some drop in performance during transition to new management model.	1,307	(120)	1						
E5	Libraries	Implementation of RFID self-service in all sites (for book loans and issues).	Efficiency	Consultation via strategic library review September 2010 - June 2011	Potential for some decline in customer satisfaction during roll-out of new RFID system but we expect this to improve over time. Delivery of the project is dependent on capital funding.	4,259	(60)	3.5	(60)					
E6	Libraries	Implementation of volunteering programme.	Efficiency	Consultation via strategic library review September 2010 - June 2011	Low - This is an extension of existing services.	4,259			(130)	3.75				

Chief Executives Service

Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal?)	Impact assessment (risk to service delivery, performance)	Budget	Savings: £ and FTE per annum							
							2011/12		2012/13		2013/14		2014/15	
							£000	FTE	£000	FTE	£000	FTE	£000	FTE
E7	Libraries	Shared services partnership. To consider options to work with another local authority, including a review of the home and mobile library service, schools library service, and provision of online resources.	Efficiency	Consultation via strategic library review September 2010 - June 2011. Propose consultation on a range of options for home and mobile phase two; and consultation with schools	Potential for decline in customer satisfaction during transition to new service models, and changes to how the services operate. Changes to take effect from September 2012.	163	(25)	1	(25)					
E8	Libraries	Shared services partnership phase two - review options to share services between local authorities.	Efficiency	Consultation via strategic library review September 2010 - June 2011	Savings require detailed analysis of options. Potential for decline in customer satisfaction during transition to new service models, and changes to how the services operate.	4,259			(250)	TBC				
E9	Libraries	Delivery of library strategy - cessation of LBB run library within Hampstead Garden Suburb.	Efficiency	Consultation via strategic library review September 2010 - June 2011	Potential for declining satisfaction of local residents. Risk that rental costs and other building costs may not be removed in 2012/2013, reducing the saving by £15k. Creation of community library may require small amount of funding from library service. Assumes income from the library is achieved in other service points.	85	(85)	2						

Chief Executives Service

Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal?)	Impact assessment (risk to service delivery, performance)	Budget	Savings: £ and FTE per annum							
							2011/12		2012/13		2013/14		2014/15	
							£000	FTE	£000	FTE	£000	FTE	£000	FTE
E10	Libraries	Delivery of library strategy - creation of Grahame Park library as a link library.	Efficiency	Consultation via strategic library review September 2010 - June 2011. Additional consultation planned with Community Barnet in early 2012	Development of a link library is dependent on identification of local partners to work with to create a shared facility, which could offer more services and reduced costs. Options appraisal is required in early 2012.	147						(75)	TBC	
E11	Libraries	Delivery of library strategy - creation of Child's Hill library as a link library.	Efficiency	Consultation via strategic library review September 2010 - June 2011. Additional consultation planned with Community Barnet in early 2012	Development of a link library is dependent on identification of local partners to work with to create a shared facility, which could offer more services and reduced costs. Options appraisal is required in early 2012.	115			(60)	TBC				
E12	Libraries	Creation of new landmark library in Arts Depot.	Efficiency	Consultation via strategic library review September 2010 - June 2011.	Achievement of this saving is dependent on reaching agreement to transfer library services into the Arts Depot (project reporting late in 2011), ceasing LBB provision in Friern Barnet by April 2012, pending receipt of any community proposals. Migrate services to Arts Depot during 2012 - 2013, with capital funding. Church End library changes planned post-establishment of landmark library in 2012/2013.	317	(100)	3.5	(100)	2				

Chief Executives Service

Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal?)	Impact assessment (risk to service delivery, performance)	Budget	Savings: £ and FTE per annum							
							2011/12		2012/13		2013/14		2014/15	
							£000	FTE	£000	FTE	£000	FTE	£000	FTE
E13	Strategy Team	Reorganisation of performance and business management functions	Efficiency	Consultation with staff and trade unions	Reduced support capacity for service management teams, mitigated through a clear scheme of delegation for managers' performance responsibilities	429	(125)	2.6						
E14	Registration & Nationality Team	Staff saving from relocation of registry office.	Efficiency	N/A	Positive impact through improved facilities and staff morale. Dependent on capital receipt from current registry office and subsequent capital investment.	410	(50)	2						
E15	E-recruitment	Savings will be generated in the service through use of the new electronic recruitment system.	Efficiency	General Consultation	None	3	(1)							
E16	Strategy Team - Web Manager	Web Manager left in Aug 11 - will not replace	Efficiency	N/A	Potential pressure on communications team in terms of updating website.	66	(30)	0.5						
E17	Policy Team	Supplies and services.	Efficiency	N/A	None	2	(2)							
E18	Strategy Team - performance unit subscriptions	Cut annual subscription to CIPFA.	Efficiency	N/A	None	13	(8)							
E19	Third sector commissioning	Recharge from London Levy reduction to support reprofile of library strategy implementation following consultation and to make time for community bids to be fully considered. To be reimbursed in 2013/14.	Efficiency	N/A	Reduced grants budget in 2012/13. Mitigated through increased grants budget in 2013/14.	852	(199)		200					
E20	Across Service	Senior Management Restructure.	Efficiency	Consultation with staff and trade unions	Low - Potential increase to pressure on remaining senior managers.	588	(100)		(200)		(270)			
Total Efficiencies							(1,405)	16.1	(625)	6	(345)	0		

Chief Executives Service

Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal?)	Impact assessment (risk to service delivery, performance)	Budget	Savings: £ and FTE per annum									
							2011/12		2012/13		2013/14		2014/15			
							£000	FTE	£000	FTE	£000	FTE	£000	FTE		
Service reductions																
R1	Libraries	Achieving savings from withdrawal of Museums funding which took effect 1 April 2011.	Service Reduction	Consultation completed in 2011/2012 budget round	Low	159	(60)		(20)							
R2	Third sector commissioning	Reduction in funding for the Arts preventative programme.	Service Reduction	Consultation completed in 2011/2012 budget round	Programme available to fewer residents.	852	(8)		(8)							
R3	Third sector commissioning	Reduce Community Barnet core funding.	Service Reduction	Consultation completed in 2011/2012 budget round	Overall provision will be reduced but also re-commissioned to better meet modern requirements.	852	(7)		(10)							
R4	Third sector commissioning	Refocus community advice services to greater target need.	Service Reduction	Consultation completed in 2011/2012 budget round	Programme available to fewer residents, but re-targeted on areas of highest need.	852	(64)		(57)							
Total Reductions							(139)	0	(95)	0	0	0	0	0	0	0
Income																
I1	Revenue Income Optimisation	Implementation of Revenue Income Optimisation project.	Income / Charging	N/A	No impact.	(614)	(30)		(30)							
I2	Revenue Income Optimisation	Development of Settlement Checking Service (i.e. indefinite leave to remain).	Income / Charging	N/A	No impact.	(614)	(4)									
I3	Registration & Nationality Team	Increase wedding income.	Income / Charging	N/A	None	(614)	(10)									

Chief Executives Service

Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal?)	Impact assessment (risk to service delivery, performance)	Budget	Savings: £ and FTE per annum					
							2012/13		2013/14		2014/15	
							£000	FTE	£000	FTE	£000	FTE
14	Libraries	Increasing use of community rooms and partners sharing library buildings.	Income / Charging	Consultation via strategic library review September 2010 June 2011	None	(503)	(20)	(25)				

Chief Executives Service

Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal?)	Impact assessment (risk to service delivery, performance)	Budget	Savings: £ and FTE per annum							
							2011/12		2012/13		2013/14		2014/15	
							£000	FTE	£000	FTE	£000	FTE	£000	FTE
15	Libraries	Increasing fees and charges, using vending machines, selling merchandise.	Income / Charging	Consultation to take place as part of the 2012/2013 budget round	Risk that customer satisfaction declines owing to increased fines and charges.	(503)	(20)		(20)					
Total Income							(84)	0	(75)	0	0	0	0	
Overall Savings							(1,628)	16.1	(795)	5.75	(345)	0		

Childrens

Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal?)	Impact assessment (risk to service delivery, performance)	Budget	Savings: £ and FTE per annum							
							2011/12		2012/13		2013/14		2014/15	
							£000	FTE	£000	FTE	£000	FTE	£000	FTE
Efficiency														
E1	Transport	Transport for pupils with Special Educational Need.	Efficiency	Specific Consultation on Transport	Low.	1,293	(27)							
E2	E-recruitment	Savings will be generated in the service through use of the new electronic recruitment system.	Efficiency	General Consultation	Low.	106	(20)							
E3	Early Intervention & Prevention	Invest in early intervention and prevention services to save on the use of high end, high cost acute services.	Efficiency	For 13/14	This is predicated on the outcome of preventative services successfully targeting those families that would otherwise end up using high end high cost services Tackling problems earlier should improve outcomes for vulnerable families and children.	15,510			(2,180)	11				
E4	Workforce development, communications, performance and administration	Restructure and reduce workforce development, communications, performance and administration support functions.	Efficiency	General Consultation	Efficiencies across business support functions including learning and development budgets.	861	(100)	1	(100)	3	(100)	3		
E5	Pupil Referral Units	Reshape provision for children excluded from school.	Efficiency	For 13/14	Predicated on preventative services successfully targeting those young people at risk of exclusion from school. The saving might not be achieved if the number of pupils permanently excluded from school rises significantly.	1,514			(250)	8				

Childrens

Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal?)	Impact assessment (risk to service delivery, performance)	Budget	Savings: £ and FTE per annum							
							2011/12		2012/13		2013/14		2014/15	
							£000	FTE	£000	FTE	£000	FTE	£000	FTE
E6	Schools and Learning (1)	Reduce support for the school improvement service.	Efficiency	General Consultation	Low.	173	(37)		(13)					
E7	Children's Social Care	Reduce social care learning and development budget.	Efficiency	For 14/15	The proposed reduction in training and development is not likely to result in a significant change in the service delivered in the short term.	321						(50)		
E8	Early Intervention & Prevention	Achieve efficiencies within the Family Support service by reducing management capacity when the service is fully established.	Efficiency	For 14/15	The proposed restructures are not likely to result in a significant change in the service delivered if other sources of funding are maintained e.g. contributions from schools.	719						(300)	8	
E9	High cost services for children in care and children with Special Educational Need (transport)	Achieve efficiencies within placements and transport costs for children in care and children with Special Educational Need through improved commissioning and re-modelling of placement and transport provision.	Efficiency	For 14/15	The remodelling and re-commissioning of provision is not likely to result in a significant change in the service delivered, and as such they are not likely to have a significant impact on service users. There is potential for some children and young people to be moved between placements and/or providers but the implementation of any change would seek to minimise disruption for individual children.	13,685						(1,400)		

Childrens

Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal?)	Impact assessment (risk to service delivery, performance)	Budget	Savings: £ and FTE per annum							
							2011/12		2012/13		2013/14		2014/15	
							£000	FTE	£000	FTE	£000	FTE	£000	FTE
E10	Complex needs (including special educational needs)	Achieve efficiencies through delegating funding to families via personalised budgets.	Efficiency	For 14/15	The proposed redesign will enable families to purchase and commission services that best meet their needs.	1,230						(80)		
E11	Disabled Children's Service	Reduce costs through effective early intervention and prevention services to save on the use of high end, high cost acute services.	Efficiency	For 13/14	This saving is dependant on the successful outcome of the early intervention and investment programme, enabling a reduction in the extent of ongoing support packages. Any reduction should be balanced by the increase in use of individual budgets and direct payments. Targeted early intervention with families (part of the invest to save strategy) should also help to mitigate the proposal.	1,130			(280)	3				
E12	Service Management	Achieve efficiencies through jointly procuring, commissioning and/or delivering services with other public sector providers or other organisations.	Efficiency	For 14/15	This is dependent on successful collaboration with partner organisations.	798						(300)		
Total Efficiencies							(184)	1	(2,823)	25	(2,230)	11		

Childrens

Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal?)	Impact assessment (risk to service delivery, performance)	Budget	Savings: £ and FTE per annum								
							2011/12		2012/13		2013/14		2014/15		
							£000	FTE	£000	FTE	£000	FTE	£000	FTE	
Service reductions															
R1	Youth Offer (a)	In addition to the reduction in budget 2011/12, further cut financial support for youth related services to further reduce activities and commissioning budgets.	Service Reduction	Informal and formal statutory consultation	Youth services have been radically reshaped in 2011/12 to deliver substantial savings. This is a further step in our strategy to target investment on the most vulnerable young people and develop capacity in the voluntary sector. The needs of a range of service users (including young people not in education or training, those at risk of offending and disabled young people accessing out of school activities) will be taken into account when further developing the proposal. It will be challenging to maintain the Borough's current high performance against a range of performance indicators.	3,291	(500)	5							
R2	Youth Offer (b)	Further reductions in youth services in 2013/14, retaining capacity to deliver only statutory provision.	Service Reduction	For 13/14	This will undoubtedly will have an impact on services received by young people. It will be challenging to maintain the Borough's current high performance against a range of performance indicators including the number of young people not in education, employment and training, young offenders, teenage pregnancies etc. Local Authority co-ordinated Duke of Edinburgh and outreach work will cease.	2,791			(958)	30					

Childrens

Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal?)	Impact assessment (risk to service delivery, performance)	Budget	Savings: £ and FTE per annum							
							2011/12		2012/13		2013/14		2014/15	
							£000	FTE	£000	FTE	£000	FTE	£000	FTE
R3	Behavioural and High Incidence support and educational psychology	Reduce educational psychology service to further focus on the delivery of statutory responsibilities only, reducing individual work with children, training and support for schools and teachers.	Service Reduction	For 13/14	A reduction in the education psychology service runs a risk of increasing the cost of meeting the educational needs of pupils with special educational needs as the council's ability to assess and meet the needs of individual children is reduced. Re-modelling of services to provide a 'team around the setting' may help to provide some behavioural and emotional targeted support for children and young people to prevent exclusion. Further embedding the Common Assessment Framework process as a way of providing co-ordinated support to children and young people should also help to mitigate against the proposed reduction. We will seek to ensure that services are targeted towards those with the highest level of need in order to help reduce impact.	401			(233)					
R4	Child and Adolescent Mental Health Service	Reduce contribution to Child and Adolescent Mental Health commissioning budget which funds a range of treatments and interventions for children experiencing poor emotional and mental health.	Service Reduction	Informal and formal statutory consultation	We will seek to ensure that remaining resources are targeted at those most in need and that the needs of vulnerable groups of service users, such as disabled young people, are taken into account when developing options for service reduction.	913	(100)							

Childrens

Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal?)	Impact assessment (risk to service delivery, performance)	Budget	Savings: £ and FTE per annum						
							2011/12	2012/13		2013/14		2014/15	
							£000	£000	FTE	£000	FTE	£000	FTE
R5	Schools and Learning; 14-19 curriculum	Further reshape/reduce of 14-19 curriculum team.	Service Reduction	For 13/14	This will reduce the local authority oversight of the diversity and quality of learning opportunities in the Borough. Young people in vulnerable groups are the most likely to be adversely affected if a sufficient breadth of courses are not provided in the borough.	231			(90)	3			
R6	Substance misuse	Cease commissioning of services for supporting and preventing substance misuse.	Service Reduction	For 13/14	This service is jointly commissioned with NHS Barnet. The family support workers within our early intervention and prevention service will support families where young people have substance misuse issues, which should help to partially mitigate the impact of the proposal.	208			(150)	1			
R7	Children's Social Care (a)	Reduce support for Children in Care provided to support their educational achievement and to promote good health and healthy lifestyles.	Service Reduction	Informal and formal statutory consultation	The proposal could make it more difficult to close the gap in performance between children in care and other students. Remaining resources to support children in care will be targeted at those most in need, and we will seek to broaden the skills base of remaining staff to deliver as full a service as possible.	442	(100)	0.5					
R8	Children's Social Care (b)	Review and reduce adoption allowances for new children placed for adoption. Review and reduce clothing and holiday expenses for children coming into care.	Service Reduction	Informal and formal statutory consultation	When deciding how best to reduce payments we will be especially sensitive to the consequences for hard to place children and young people, who receive the highest allowances. Reductions in allowances related to families who foster for children in care could result in a reduction in the number of families who foster	182	(110)						

Childrens

Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal?)	Impact assessment (risk to service delivery, performance)	Budget	Savings: £ and FTE per annum							
							2011/12		2012/13		2013/14		2014/15	
							£000	FTE	£000	FTE	£000	FTE	£000	FTE
R9	Children's Social Care (c)	Cease specialist social work services for children and young people with emotional and mental health needs.	Service Reduction	For 13/14	There could be a negative impact on children and young people known to social care who are already likely to be experiencing multiple disadvantage. A small commissioning budget for specialist services will remain, and we will seek to ensure that the available resources are targeted towards those with the greatest need.	356			(249)	5				
R10	Children's centres	Further reconfigure childrens' centre services.	Service Reduction	For 14/15	When further developing our early intervention and prevention services, we will take into account the needs of vulnerable groups, including those on low incomes, children with disabilities, lone parents, and other groups of service users. To minimise the impact of the proposed changes we will analyse data and consult with stakeholders in order to provide a service that is as comprehensive and cost-effective as possible within resource constraints.	3,555					(500)	10		
R11	Commissioned services for vulnerable children and families	Reduce commissioning budgets for short breaks and respite care, domestic violence services, early intervention and prevention services and youth homelessness.	Service Reduction	For 14/15	These commissioning budgets fund a range of voluntary sector and other providers to offer a range of services for vulnerable children, young people and families and a reduction will reduce the range of provision available in Barnet. We will seek to ensure that the available resources are targeted towards those with the greatest need.	4,202					(800)			

Childrens

Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal?)	Impact assessment (risk to service delivery, performance)	Budget	Savings: £ and FTE per annum							
							2011/12		2012/13		2013/14		2014/15	
							£000		£000	FTE	£000	FTE	£000	FTE
R12	Schools and Learning (2)	Reduce school challenge and support service.	Service Reduction	For 14/15	Following the cessation of many services in 2011 this further reduces our 'eyes and ears' service to challenge schools. Over 80% of Barnet schools inspected are rated as good or outstanding for their overall effectiveness, significantly ahead of national. A further reduction in the Council's monitoring and challenge role could impact on this performance.	423						(120)		
R13	Schools and Learning (3)	Reduce the education welfare service for primary aged children (dependent on schools converting to Academy status and no longer requiring the service).	Service Reduction	For 14/15	Education welfare services are targeted at vulnerable young people - increasingly these services are being delegated to Academies and schools. It is difficult to assess the impact at this stage and will depend on the services put in place by schools themselves.	362						(200)		
Total Reductions							(810)	5.5	(1,680)	39	(1,620)	10		

Childrens

Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal?)	Impact assessment (risk to service delivery, performance)	Budget	Savings: £ and FTE per annum								
							2011/12		2012/13		2013/14		2014/15		
							£000	FTE	£000	FTE	£000	FTE	£000	FTE	
Income															
I1	Increase fees and charges	Increase existing fees and charges across children's service.	Income / Charging	General Consultation	The proposed changes to charges would take place across a range of areas, and consequently schools, children's centres, parents, pupils, NLBP staff, and partner organisations are among those likely to be impacted.	(9,140)	(50)		(50)		(50)				
Total Income							(50)	0	(50)	0	(50)			(50)	0
Overall Savings								(1,044)	6.5	(4,553)	64	(3,900)			21

Commercial

Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal?)	Impact assessment (risk to service delivery, performance)	Budget	Savings: £ and FTE per annum					
							2012/13		2013/14		2014/15	
							£000	FTE	£000	FTE	£000	FTE
Efficiency												
E1	IS - New Support Organisation	Alternative Service delivery model savings (IS savings from NSCSO business case Jan 2013-).	Efficiency	via NSCSO	Risk to savings delivery: If the contract start is delayed there is a risk to delivery of the identified savings in accordance with the timelines.		(278)		(502)		(81)	
E2	IS	Further review of contracts and supplier costs on consolidation (IS).	Efficiency	None required - saving from supplier costs	None identified.	1,001	(20)					
E3	IS	IS Transformation - contract renegotiation.	Efficiency	None required	None identified.	509	(20)					
E4	IS	IS Transformation - IS restructure (excludes NSCSO consolidation; includes libraries staff consolidation).	Efficiency	CRC report Oct 2011. Staff consultation Sept / Oct 2011.	Risk to delivery of saving: dependent on successful delivery of restructure	2,547	(175)	6				
E5	IS	IS Transformation - Reduced contract costs	Efficiency	None required - saving from supplier costs	None identified.	1,145	(150)					
E6	IS	IS Transformation - Reduced supplier costs.	Efficiency	None required - saving from supplier costs	Risk to delivery of saving: This saving will depend on successful contract negotiation.	1,145	(95)					
E7	IS	IS Transformation - Reduced software licensing costs.	Efficiency	None required - saving from supplier costs	Risk to delivery of saving: This saving will depend on successful contract negotiation.	1,581	(76)					
E8	IS	IS Training budget reduction.	Efficiency	None required, subject to type of savings	Impact on service delivery / Performance: Quality of IS support may be at risk if staff training reduced and up to date knowledge and understanding of software applications and systems is not maintained to an adequate level.	117	(50)					
E9	E-recruitment	Savings will be generated in the service through use of the new electronic recruitment system.	Efficiency	General Consultation	None	5	(2)					

Commercial

Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal?)	Impact assessment (risk to service delivery, performance)	Budget	Savings: £ and FTE per annum					
							2012/13		2013/14		2014/15	
							£000	FTE	£000	FTE	£000	FTE
E10	Procurement	Review of Council contracts.	Efficiency	N/A	Risk to delivery of saving: These are cross-council savings delivered through a centralised procurement function and consolidated into one central procurement saving.		(440)					
E11	Procurement - New Support Organisation	Transactional Procurement transformation.	Efficiency	N/A	Risk to delivery of saving: Delay in contract start may risk ability to deliver saving in accordance with timeline.	620	(28)		(84)			
E12	Estates - New Support Organisation	Transformation of the Estates Service.	Efficiency	N/A	Risk to delivery of saving: Delay in contract start may risk ability to deliver saving in accordance with timeline.		(146)		(393)			
E13	Estates	Reduction in costs of maintaining properties pending sale.	Efficiency	N/A	Risk to delivery of saving: Some costs for maintaining properties pending sale may be met from capital receipts but there is a risk that there may be some costs which will still need to be met from outside of these to ensure empty buildings are adequately maintained.	263	(120)		(120)			
E14	Estates - FM	Stepped reduction in the number of Custodians.	Efficiency	N/A	Impact on service delivery: Reductions in 12/13 will mean limited custodian support at evening meetings and civic functions and may lead to reduced opening by custodians of some public buildings.	761	(50)	3	(50)	2	(50)	2
E15	Estates - Mill Hill depot	Savings in Facilities Management and Security from relocation of depot.	Efficiency	N/A	Impact on service: Reduced security at Depot will increase risk of trespass, reduced maintenance budget may leave us at risk of not keeping up with compliance regulations on buildings.	169	(10)		(60)		(10)	
E16	Estates - Property Services	Property Services - increased charging to services and projects	Efficiency	N/A	None identified.	(93)	(10)		(10)			
E17	Estates- Public offices	Public Offices Accommodation review.	Efficiency	N/A	None identified.	1,179					(1,100)	

Commercial

Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal?)	Impact assessment (risk to service delivery, performance)	Budget	Savings: £ and FTE per annum					
							2012/13		2013/14		2014/15	
							£000	FTE	£000	FTE	£000	FTE
E18	Estates- Print & document centre	Establishment reduction plus change in service delivery.	Efficiency	N/A	Internal mail delivery service will cease and services will be required to collect own mail from mailroom.	315	(54)	1.5				
E19	Estates- Property services and Facilities management	Establishment reduction.	Efficiency	N/A	Risk to service delivery: A reduction in estates staff will severely impact the service's capacity to deliver key pieces of work in accordance with agreed timelines. This includes delivery of income generation targets and delivery of the Council's disposals plan.	711	(97)	2				
Total Efficiencies							(1,821)	12.5	(1,219)	2	(1,241)	2
Income												
I1	Estates - Public offices	Office consolidation	Income / Charging	N/A	Risk to delivery of saving: Delivery of saving will be contingent upon accurate re-charging to cover full cost of office accommodation.	(4,940)	(170)					
Total Income							(170)	0	0	0	0	0
Overall Savings							(1,991)	12.5	(1,219)	2	(1,241)	2

Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal?)	Impact assessment (risk to service delivery, performance)	Budget	Savings: £ and FTE per annum					
							2011/12 £000	2012/13 £000 FTE		2013/14 £000 FTE		2014/15 £000 FTE
Efficiency												
E1	E-recruitment	Savings will be generated in the service through use of the new electronic recruitment system.	Efficiency	General Consultation	Low	462	(1)					
E2	Crime and Anti Fraud Team (CAFT)	Reorganisation.	Efficiency	N/A	The CAFT re-organisation takes into account a number of factors in addition to the budget saving proposals such as the anticipated reduction in the DWP subsidy funding which also funds the CAFT.	722	(9)		(9)	1		
E3	Legal Services/ Governance	Reduction in expenditure.	Efficiency	N/A	Low	411			(30)			
E4	Cross-directorate	Expenditure reduction.	Efficiency	N/A	Low	462	(10)		(10)			
E5	Cross-directorate	Rationalisation.	Efficiency	N/A	Low	5,793			(40)	1		
E6	Governance	Savings in Members allowances & a reduction in Member development budget.	Efficiency	N/A	The reduction will limit the availability of high quality specialist training obtained from external sources and may restrict the development opportunities available to Members	1,439					(20)	
E7	CAFT	Reduction of supplies and services.	Efficiency	N/A	Low	40					(20)	
Total Efficiencies							(20)	0	(89)	2	(40)	0
Service reductions												
R1	Governance	Reorganisation.	Service Reduction	Staff consultation	If the number of meetings (and committees in future years) remain unchanged, there will be an impact on the performance and delivery of the service. A synchronisation in the number of posts/demand on the service/service delivery must take place to mitigate risk.	610	(50)	1	(50)	1		

Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal?)	Impact assessment (risk to service delivery, performance)	Budget	Savings: £ and FTE per annum						
							2011/12	2012/13		2013/14		2014/15	
							£000	£000	FTE	£000	FTE	£000	FTE
R2	Legal Services	Rationalisation.	Service Reduction	Staff consultation	Potential impact on performance	1,725	(90)	1	(50)	1	(50)	1 or income generation	
R3	Governance	Printing and couriers.	Service Reduction	N/A	Medium	64					(50)		
R4	Governance	Deletion of Political Assistants.	Service Reduction	N/A	This will have a significant impact on the workings of the two main political Groups as they have no other officer support	88					(88)	2	
Total Reductions							(140)	2	(100)	2	(188)	3	
Overall Savings							(160)	2	(189)	4	(228)	3	

Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal?)	Impact assessment (risk to service delivery, performance)	Budget	Savings: £ and FTE per annum						
							2011/12	2012/13		2013/14		2014/15	
							£000	£000	FTE	£000	FTE	£000	FTE
Efficiency													
E1	New Support Organisation	Alternative service delivery provision - Revenues and Benefits.	Efficiency		This saving will depend on NSO programme running to timescale.	3,780						(200)	
E2	New Support Organisation	Alternative service delivery provision - Finance.	Efficiency		This saving will depend on NSO programme running to timescale.	4,066			(234)		(224)		
E3	New Support Organisation	Alternative service delivery provision - Human Resources: - People @ Work Contract to be amended to 'pay as you go', services to pay (£24k) - Review Traded Services to charge for adhoc work with non buy-back schools (£5k).	Efficiency	Challenge Sessions	Services will need to pay for face to face counselling. Moving away from a centrally funded service could compromise the confidential nature of the service and therefore no longer be used by staff needing this support. This could potentially lead to an increase in instances and length of sickness absence.	(1,160)	(29)		(72)		(28)		
E4	New Support Organisation	- 1no FTE in H&S to be charged to Childrens Services (£40k),	Efficiency	Challenge Sessions/ Staff Consultation	This is a dedicated H&S resource for Children's Service and Schools and funding needs to be regularised within Children's Service	233	(40)						
E5	Human Resources	Do not fill vacant O&D Specialist & Analyst Roles - posts are currently vacant.	Efficiency	Challenge Sessions/ Staff Consultation	This will mean that OD advice and support will need to be purchased on an ad hoc basis by local service areas This has the potential to delay organisational change	3,552	(81)	2					

Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal?)	Impact assessment (risk to service delivery, performance)	Budget	Savings: £ and FTE per annum						
							2011/12	2012/13		2013/14		2014/15	
							£000	£000	FTE	£000	FTE	£000	FTE
E6	Financial Services	Vacancies.	Efficiency	N/A	The work will be absorbed by the team	2,622	(67)	1					
E7	Revenues and Benefits	R&B restructure for 2012/13.	Efficiency	Consultation with Staff	The review of service and vacant posts should not impact on service delivery	3,149	(35)						
E8	Revenues and Benefits	R&B restructure for 2012/13 Reductions in staffing budget as a result of assorted initiatives re customer self service and other strategic proposals for new service delivery.	Efficiency	Consultation with Staff	The reductions will be spread across Benefits and Local Taxation budgets	3,149	(265)	6					
E9	Financial Services	Vacancies.	Efficiency	Consultation with Staff	Redesign will enable streamlining of teams and processes.	2,622	(209)	4	(83)	2.6			
E10	Strategic Finance	Strategic Finance restructure for 2012/13.	Efficiency	Consultation with Staff	Redesign will enable streamlining of teams and processes.	760	(72)	2					
Total Efficiencies							(798)	15	(389)	2.6	(452)	0	

Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal?)	Impact assessment (risk to service delivery, performance)	Budget	Savings: £ and FTE per annum						
							2011/12 £000	2012/13 £000 FTE		2013/14 £000 FTE		2014/15 £000 FTE	
Service reductions													
R1	Human Resources	HR efficiency savings.	Service Reduction	Business Plan action	There will be no additional HR budget available to support projects after 31 March 2013.	300			(300)				
R2	Human Resources	Trade Union	Reduction	Informal and formal statutory consultation	Integration of trade union activity into core work		(43)				(80)		
Total Reductions							(43)	0	(300)	0	(80)	0	

Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal?)	Impact assessment (risk to service delivery, performance)	Budget	Savings: £ and FTE per annum						
							2011/12 £000	2012/13 £000 FTE		2013/14 £000 FTE		2014/15 £000 FTE	
Income													
I1	Strategic Finance	Income recovery - VAT Fleming.	Income / Charging	N/A	Positive impact	(337)	37		300				
I2	Strategic Finance	Increased income from deposits.	Income / Charging	N/A	Positive Impact	(1,300)	(249)		(154)				
Total Income							(212)	0	146	0	0	0	0
Overall Savings								(1,053)	15	(543)	2.60	(532)	0

Environment, Planning and Regeneration (inc. SPA)

Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal?)	Impact assessment (risk to service delivery, performance)	Budget	Savings: £ and FTE per annum									
							2011/12		2012/13		2013/14		2014/15			
							£000	FTE	£000	FTE	£000	FTE	£000	FTE		
Efficiency																
E1	E-recruitment	Savings will be generated in the service through use of the new electronic recruitment system.	Efficiency	General Consultation	No risk to service delivery	35	(18)									
E2	Greenspaces	Efficiencies from changed working practices which includes reducing park-keeping services.	Efficiency	General consultation	Services have been reconfigured to ensure that existing levels of service will be maintained.	2,686	(194)	7								
E3	Waste & Sustainability	Efficiencies within Waste and Sustainability service; full year effect of monitoring officer post.	Efficiency	N/A	This could impact on waste performance / behaviour change.	3,764	(11)									
E4	Highways	Efficiencies within Traffic and Development by reduction of one vacant full time equivalent post.	Efficiency	General Consultation	Work will need to be prioritised and absorbed within the team which may effect delivery timescales.	528	(24)	1								
E5	Community Protection Group	Savings from shared service including de-layering of management responsibilities.	Efficiency	General consultation	The project aims to remove duplication of functions across partner agencies and allow for a co-ordinated and co-located team aligned to focus on agreed priorities.	1,382	(80)		(37)	1						
E6	Development and Regulatory Services	Savings resulting from alternative service provision.	Efficiency		Will be carried out as part of the DRS project.	16,203	0		(1,530)		(1,255)					

Environment, Planning and Regeneration (inc. SPA)

Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal?)	Impact assessment (risk to service delivery, performance)	Budget	Savings: £ and FTE per annum							
							2011/12		2012/13		2013/14		2014/15	
							£000	FTE	£000	FTE	£000	FTE	£000	FTE
E7	Housing	Housing Needs Options for alternative service provision/rationalisation of service following implementation of allocations policy.	Efficiency	General Consultation and Consultation with respect to the business case and evaluation of the future of the Housing Service	Additional capacity was provided for implementation of allocations scheme which is no longer required.	1,818	(400)							
E8	Performance / Business Support	Saving from combining functions following merging of planning and environment directorates.	Efficiency	General Consultation	Greater back office efficiency. No impact on service delivery..	660	(25)	1						
E9	Streetscene	Savings resulting from alternative service provision.	Efficiency	Key part of the review	Will be carried out as part of the Streetscene and Waste project.	9,759			(500)		(1,000)			
E10	Alternative Parking delivery	Alternative Service Provision From April 2012 the entire parking service will be provided by an external contractor with consequential savings, including creation of client side from existing pool of staff (4 posts).	Efficiency	All consultation has already been undertaken	The service will be provided by an expert supplier.	4,240	(237)		(106)		(103)			

Environment, Planning and Regeneration (inc. SPA)

Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal?)	Impact assessment (risk to service delivery, performance)	Budget	Savings: £ and FTE per annum							
							2011/12		2012/13		2013/14		2014/15	
							£000	FTE	£000	FTE	£000	FTE	£000	FTE
E11	Planning	Savings resulting from reduction in management function in Area Planning.	Efficiency	General consultation	This is planned as part of Systems Thinking review and implementation. There could be short term impact on key PIs but capacity to be built in to sustain service levels.	1,983	(27)	1						
E12	Leisure	Savings following Leisure Services Review.	Efficiency	Key part of the review	This will be carried out as part of the Leisure review.	1,140					(967)			
E13	Parking	Cashless Parking The move to "pay by phone" parking will enable savings in the maintenance of the existing pay and display infrastructure.	Efficiency	General consultation completed	The service is provided by an expert supplier.	4,240	(460)							
Total Efficiencies							(1,476)	10	(2,173)	1	(3,325)	0		
Service reductions														
R1	Greenspaces	Reduction in planned development works in parks.	Service Reduction	General Consultation	Reductions in funding will reduce maintenance levels to health and safety repairs.	400	(100)							
R2	Highways	Reprofiling the new column installation programme for street lighting and investing the saving in new technology to include energy measures which will reduce energy consumption.	Service Reduction	General Consultation	This may impact on residents feeling safe. But this should be limited as it is intended to stay within the recommendations of the Lighting Code of Practice.	6,063	(200)		(200)					

Environment, Planning and Regeneration (inc. SPA)

Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal?)	Impact assessment (risk to service delivery, performance)	Budget	Savings: £ and FTE per annum							
							2011/12		2012/13		2013/14		2014/15	
							£000	FTE	£000	FTE	£000	FTE	£000	FTE
R3	Streetscene	Consolidation of night-time functions into day time operations	Service Reduction	General Consultation	Posts not yet identified.	9,759	(175)	5	(225)	3				
R4	Streetscene	Stopping or charging for clinical waste collection service.	Service Reduction	Consultation with those affected underway	In line with other Boroughs this service could be withdrawn. There is a risk of waste not being disposed of safely.	57	(57)	1						
Total Reductions							(532)	6	(425)	3	0	0		

Environment, Planning and Regeneration (inc. SPA)

Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal?)	Impact assessment (risk to service delivery, performance)	Budget	Savings: £ and FTE per annum									
							2011/12 £000	2012/13 £000 FTE		2013/14 £000 FTE		2014/15 £000 FTE				
Income																
11	Revenue Income Optimisation	Charging for parking in the boroughs 7 remaining free car parks.	Income / Charging	Statutory consultation required	The necessary downstream activities could be easily incorporated in existing work streams. Increased income will contribute to the Parking Recovery Plan.	(1,180)	(6)		(7)							
12	Greenspaces	Charging for events in parks.	Income / charging	Consultation already underway	Some legal issues to be resolved through consultation. This should improve usage of parks	(190)	(30)									
13	Parking (Off-street)	Alternative Service Provision From April 2012 the entire parking service will be provided by an external contractor with consequential savings.	Income / charging	All consultation has already been undertaken	This service will be provided by an expert supplier.	(1,180)	(59)		(62)			(65)				
14	EPR	Fee & charges.	Income / charging	Consultation will need to be carried out where particular charges affect certain groups	Services will still be provided although reduced demand could affect income.	(26,272)	(400)									

Environment, Planning and Regeneration (inc. SPA)

Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal?)	Impact assessment (risk to service delivery, performance)	Budget	Savings: £ and FTE per annum							
							2011/12		2012/13		2013/14		2014/15	
							£000	FTE	£000	FTE	£000	FTE	£000	FTE
15	Traffic Management	Extending controlled hours of existing Bus Lanes The Council could extend the operating hours of existing Bus Lanes.	Income / charging	Statutory consultation would be required on changes to the Traffic Management Orders setting the hours of operation	If this was adopted the service could easily be added to existing provision and downstream activities could be easily incorporated in existing work streams.	(12,391)	(75)	(200)						
16	Traffic Management	Additional CCTV in Bus Lanes The Council could use existing powers and systems to enforce additional Bus Lanes.	Income / charging	The powers exist so only general consultation would be required	If this was adopted the service could easily be added to existing provision and downstream activities could be easily incorporated in existing work streams.	(12,391)	(50)	(200)						
17	Traffic Management	Moving Traffic Violations The Council could take up available powers to enforce against contraventions such as banned turns and the obstruction of yellow box junctions.	Income / charging	The powers exist so only general consultation would be required	If this was adopted the service could easily be provided by the new supplier who will be in place in April 2012. The necessary downstream activities could be easily incorporated in existing work streams.	(12,391)	(40)	(130)						
18	Regeneration	Surplus made on rents received through buy backs. Additional income through better management of void properties.	Income / Charging	General consultation	This should reduce void times.	(500)	(40)							

Environment, Planning and Regeneration (inc. SPA)

Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal?)	Impact assessment (risk to service delivery, performance)	Budget	Savings: £ and FTE per annum							
							2011/12		2012/13		2013/14		2014/15	
							£000	FTE	£000	FTE	£000	FTE	£000	FTE
19	Highways	Introduction of Fixed Penalty Notices for streetworks contraventions.	Income / Charging	General consultation	Dependent on robust legal support for recovery of outstanding sums and statutory training for staff. This requires investment in legal advice to obtain additional income of 200k.	New	(200)							
Total Income							(900)	0	(599)	0	(65)	0		
Overall Savings							(2,908)	16	(3,197)	4	(3,390)	0		

Line ref	Service area	Description of investment	Consultation (How are we consulting on this proposal?)	Contribution to strategic objectives	Investment per annum		
					2012/13	2013/14	2014/15
					£000	£000	£000
Demography/growth							
P1		Demographics pressures due to increase in those with social care needs especially those with Learning Disabilities and Older Adults including dementia.			800	800	1,194
Total					800	800	1,194

Adult services

Line ref	Service area	Description of investment and if one off or ongoing	Consultation (How are we consulting on this proposal?)	Investment per annum			Savings per annum		
				2012/13 £000	2013/14 £000	2014/15 £000	2012/13 £000	2013/14 £000	2014/15 £000
IS1	To achieve E31 Saving.	Investment in a SW and a Nurse to move clients back to the Borough.		80					See E31 £1.9m
Total				80	0	0	0	0	0

Childrens

Line ref	Service area	Description of investment	Consultation (How are we consulting on this proposal?)	Contribution to strategic objectives	Investment per annum		
					2012/13	2013/14	2014/15
					£000	£000	£000
Demography/growth							
P1	Demand led statutory and targeted services (e.g. children in care, child protection, disabled children, youth offending, family support)	Placement costs for individual children, commissioned services to providing targeted services for vulnerable children.			750	750	750
Total					750	750	750

Environment, Planning and Regeneration (inc. SPA)

Line ref	Service area	Description of investment	Consultation (How are we consulting on this proposal?)	Contribution to strategic objectives	Investment per annum		
					2012/13	2013/14	2014/15
					£000	£000	£000
Core performance improvement							
P1	Across Service	Leasing costs for new Green waste vehicles. Carriageways & Footpaths. Planned Maintenance Cross-overs	N/A	<p>Successful London Suburb: Ensuring the borough remains clean.</p> <p>Successful London Suburb: Top concern in residents' survey.</p> <p>Better services for less money: This pressure relates to an existing unrealistic income budget relating to Vehicle Crossover provision as demand has reduced significantly.</p>	500		
Total					500	0	0

Appendix 4

Children's Service					
Budget decision	Summary of decision	Anticipated impact on any protected group?	What actually happened?	Was any mitigation required?	Any impact on the 12/13 budget?
Children's Centres	Phase 1 and 2 centres run as full children's centres as well as outreach services offered.	Anticipated impact on age and disabled groups. Concern was raised about the impact on lone parents, children in care and low income families	No significant decrease in attendance of under 2 year olds to centre. In 2009/10 – 1% of children were disabled. Between April – July 2011 1.2 % were disabled	Not in this instance Implementation to be monitored by the One Barnet office	No significant budget reductions proposed
Youth Offer	Rationalisation and reduction of youth support services	Anticipated impact on age, disability, gender, pregnancy/maternity and sexual orientation. Concern was raised about the additional impact on young carers, children in care, young offenders, NEETs and low income families	No disproportionate impact noticed. However, first sets of data not available until September 2011. There has been a disproportionate increase in the number of First Time Entrants of BME young people into the criminal justice system (Qtr 1 of 2011 - 40% 11/35) compared to 14% at the same time in 2010 (5/36)	Caution should be exercised on relying on concentrated dataset. Support to the voluntary sector and third party providers increased. Work with schools has intensified to help mitigate the impact on young people with disabilities and those at risk of teenage pregnancies. Children with SEN have not been adversely affected.	Youth Offer ready to progress to Phase 2 of the project – there will be a further reduction of £500,000 for 2012/13.
New relationship with schools	Government policy to decentralise school improvement and pass more autonomy to schools. Creation of a fully traded school improvement service for primary schools.	Anticipated impact on age, disability, ethnicity, gender and low income households	Difficult to ascertain the level of impact because of the short timescales. Educational data will not be available until September 2012.	All schools offered the option of purchasing a traded service from the Council which will assist schools with their self-assessment process. Whilst this is a Government initiative – risk is being mitigated through the monitoring and challenge team Secondary schools have stated they are confident they can secure services and support from other providers	Any learning from the 11/12 process has automatically been included in the 2012/13 proposals

Budget decision	Summary of decision	Anticipated impact on any protected group?	What actually happened?	Was any mitigation required?	Any impact on the 12/13 budget?
Behavioural and High Incidence Team	Reduction in size of team and reach of support	Anticipated impact on age, disability, ethnicity, gender, gender re-assignment and sexual orientation	<p>Pupils in year 9 and 10 disproportionately affected – of 15 permanently excluded in quarter 1 of the financial year – 10 were from these year groups.</p> <p>Disability difficult to quantify as Educational Psychologists have shifted the balance of their work to behaviour and SEN support.</p> <p>Ethnicity- data to date does not show a disproportionate effect on pupils within this group.</p> <p>80% of excluded pupils are male – this proportion remains unchanged</p>	<p>During consultation, secondary schools indicated they would address needs with their own staff resources.</p> <p>One additional FTE appointed in the traded service.</p> <p>New service level agreements established between schools and the educational psychology service about support.</p> <p>The 'Team around the setting' being piloted in some schools will provide further evidence during the evaluation process.</p>	No further reductions being planned for 2013/14

Adult Social Care and Health					
Budget decision	Summary of decision	Anticipated impact on any protected group?	What actually happened?	Was any mitigation required?	Any impact on the 12/13 budget?
Fairer Contributions	To introduce a locally determined charging system.	Anticipated impact on age, disability, pregnancy/maternity, ethnicity, religion or belief, gender, carers	Financial Contribution went live on 6 June 2011.	A number of safeguarding measures built into policy to ensure people had the ability to pay including a 12 week consultation and transitional protection scheme to inform of changes to charges.	No further changes anticipated for 12/13
Transport	To alter the collection and pick up times of users accessing Barnet Council transport by an hour to four of the day centres and to alter the operating hours of Barnet Centre for Independent Living as a response.	Anticipated impact on age, disability, carers	Change implemented at beginning of the financial year. Minimal effect on the protected groups because of the preparatory work undertaken with care services delivery staff, home and community support providers and carers.	None required	No further changes anticipated for 12/13
Cross-directorate (Re-titled Reduction in back office and management overheads and training)	A group of proposals to achieve general efficiencies in Adult Social Services	Anticipated impact on carers which are not a legally defined 'protected group' but are a significant user of Adult Social Care and Health services.	None of the proposals were targeted at services which support people with protected characteristics	None required	No further changes anticipated for 12/13
Partnership with health	Commissioning and transformation – integrating health with social care in terms of commissioning arrangements and management costs	Anticipated impact on age, disability, ethnicity, religion or belief	A number of Section 75 agreements to transfer NHS monies to the council have taken place since the beginning of the financial year. Savings identified focused on back office efficiencies to minimise the impact of reduced budgets on front line services.	None required	No further changes anticipated for 12/13

Adult Social Care and Health					
Budget decision	Summary of decision	Anticipated impact on any protected group?	What actually happened?	Was any mitigation required?	Any impact on the 12/13 budget?
In-house services	The More Choices Project aims to change the way people receive social care packages and exercise choice and control over their own support.	Anticipated impact on age, disability, ethnicity, religion or belief, carers	The More Choices project established the creation of the Local Authority Trading Company (LATC) which will allow people to use their personal budgets to purchase services from providers located both within both the statutory and non-statutory sector	A specification is currently being developed for the contract arrangements with the LATC which will include equalities considerations	All future re-commissioning will include considerations of the public sector equality duty
Adult Social Care re-tendering (Re-titled Re-tendering core services)	A number of core services have been re-tendered to achieve better value for money.	Anticipated impact on age, disability, ethnicity, religion or belief	All providers were required to provide a personalised and flexible service which was responsive to service needs. All contracts outlined the equality duties placed on providers and these standards are subsequently.	No mitigation was required	Significant efficiencies identified for 12/13
Reducing provider spend (Re-titled Reducing the cost of the most expensive care packages)	Reduce the amount of spend on residential and high cost supporting living packages through reassessments and negotiation with providers.	Anticipated impact on age, disability, pregnancy and maternity, ethnicity, religion or belief, gender, carers	Work currently underway with users in residential care homes to move them back into borough. Ongoing partnership work through the Commissioning and Supply Management Team to providers delivering value for money whilst delivering positive outcomes for service users.	Anticipate there may be an increase in complaints if value for money constraints are applied. Application of Fair Access to Care and the Personal Budget Questionnaire are being used to test that no single client group is being disproportionately affected.	Efficiencies identified in the 2012/13 budget

Adult Social Care and Health					
Budget decision	Summary of decision	Anticipated impact on any protected group?	What actually happened?	Was any mitigation required?	Any impact on the 12/13 budget?
All care groups (re-titled) Reduction in care packaged through increasing the contribution that families and communities make)	Proposed targeting of services – including initiatives to focus the provision of paid social care on individuals who cannot get support from the community in which they live	Anticipated impact on age, disability , pregnancy and maternity, ethnicity, religion or belief, gender	Plans for increasing the contribution that families and communities make are still in development by a mixed group of staff and external stakeholders.	At present there is not differential impact on protected groups. However, the initial EIA identified a possible impact on families and carers who may feel pressurised by additional responsibilities. These will be explored and mitigated through the assessment process.	Challenging target identified in 12/13 budget proposals which will be assessed as part of the impact assessment process
Supporting people and the voluntary sector	Apply a standard 13% funding reduction for each voluntary sector organisation in receipt of funding from Adult Social Care and Health	Anticipated impact on age, disability, ethnicity, gender, religion or belief, low income groups	One provider negotiated a reduction in service delivery, however, other providers have maintained service performance within available resources.	11/12 has been used to prepare the provider market for further budget reductions in 2012/13 using lead provider contract arrangements and re-focussing service provision to meet priorities.	Learning from 11/12 budget decisions to be fed into future budget setting processes
Review of care packages (re-titled Review of current packages to ensure that the most appropriate support is given at the right place)	Review of care packages to ensure they provide the most appropriate support at right cost with appropriate health funding for health needs	Anticipated impact on age, disability, ethnicity, gender, religion or belief, low income groups	A review of all current care packages is currently underway. Reduction to packages for older people and those with disabilities have largely been in the area of domestic and practical assistance.	Transfer to personal budgets has achieved better value for money. Closer partnership working with Health colleagues has resulted in more effective service delivery and improved outcomes such as greater independence.	Learning from 11/12 budget decisions to be fed into future budget setting processes

Environment, Planning and Regeneration					
Budget decision	Summary of decision	Anticipated impact on any protected group?	What actually happened?	Was any mitigation required?	Any impact on the 12/13 budget?
Changing work practices	Efficiencies from changed working practices which includes reducing park-keeping services	No differential impact identified on any of the protected groups	A detailed EIA was completed for this proposal in anticipation of a 2011/12 implementation.	There is a risk the service could become overstretched, increasing the likelihood of a breach in health and safety regulations.	An updated EIA to be completed before proposal implemented
Waste and Sustainability	Achieve efficiencies within Waste and Sustainability service	No differential impact identified on any of the protected groups	A Budget EIA Executive Summary was completed for a 2011/12 implementation	No impact, as these proposals include plans to reallocate tasks to other council staff / teams	None identified
Highways	Achieve efficiencies within Highways team due to change in priorities and re-alignment of customer support in line with corporate initiatives	No differential impact identified on any of the protected groups	A Budget EIA Executive Summary was completed for a 2011/12 implementation	No impact, as these proposals include plans to reallocate tasks to other council staff / teams	None identified
Community Protection Group	Re-designing of service	No differential impact identified on any of the protected groups	EIA to be completed as part of the internally facing EIA	Managed through the council's 'Managing Change' policy	Impact assessed through the Employee EIA process
Harmonizing back office support functions	Consolidation of business support and performance functions	No differential impact identified on any of the protected groups	EIA to be completed as part of the internally facing EIA	Managed through the council's 'Managing Change' policy	Impact assessed through the internal EIA process
Housing Allocations Policy	Re-defining the Council's approach to managing its housing allocations	Anticipated impact on most of the protected characteristics	Detailed EIAs undertaken through the consultation process	A detailed consultation and communications exercise ensured service users understood the change in council policy	No further action required
Development and Regulatory Services Project	Re-provision of the council's development and regulatory services by third party providers	Current impact identified on staff and will be picked up through the internally facing EIA	Project is currently in the Competitive Dialogue phase	A baseline EIA has been completed.	Detailed EIAs will be conducted as part of the Phase 2 Dialogue process

Environment, Planning and Regeneration					
Budget decision	Summary of decision	Anticipated impact on any protected group?	What actually happened?	Was any mitigation required?	Any impact on the 12/13 budget?
Transport MTFS saving	Reduce the current passenger transport budget for the borough	Anticipated impact on age, disability, ethnicity, gender and carers	Review currently underway	Mitigation will be required as the proposal is worked up	A detailed EIA will need to be undertaken
Back office efficiencies	Rationalisation of management structure and savings in supplies and services	No anticipated impact on any protected groups	Inward facing EIA completed as part of the 2011/12 budget setting process	No mitigation required	Staffing changes to be captured in the Employee Equality Impact Assessment
Change the free car parking policy	Introduce charging for parking in the boroughs 7 remaining free car parks	Anticipated impact on all the protected groups	Detailed EIA undertaken – though it stated that none of the protected groups would be disproportionately affected to each other	EIAs will be undertaken for specific car park locations prior to the implementation of the 2012/13 plans	Learning from the 2011/12 process will inform the 2012/13 process

