

Council
Tuesday 6 March 2012
Item 4.1

Report from Cabinet
20 February 2012

4.1.1 – BUSINESS PLANNING 2012/13 – 2014/15

Report of Cabinet

20 February 2012

Cabinet Members:

*Cllr Richard Cornelius (Chairman)

* Brian Coleman AM, FRSA	* Helena Hart	* Robert Rams
* Tom Davey	* David Longstaff	* Joanna Tambourides
* Andrew Harper	* Sachin Rajput BA (Hons) PgD Law	* Daniel Thomas BA (Hons)

* denotes Member present

BUSINESS PLANNING 2012/13 – 2014/15 (Report of the Leader of the Council and the Cabinet Member for Resources and Performance)

The Cabinet received the Corporate Plan, Budget, Council Tax and Medium Term Financial Strategy proposals for the period from 2012/13 to 2014/15 and recommended them to Council for adoption.

Cabinet's consideration of the Business Planning documents included full consideration of the budget consultation undertaken by the authority, both on the budget as a whole and on specific proposals.

In recommending the business planning documents to Council, the Cabinet ensured that the authority was fully compliant with the Public Sector Equalities Duty under the Equalities Act 2010. Cabinet noted that a full review of the equalities impact assessments on the 2010 budget had been undertaken, and that equalities impact assessments had been undertaken on all new proposals as part of the business planning process.

For the reasons set out in the Cabinet Members' report,

RESOLVED THAT CABINET:

Recommend to Council the approval of the Business Planning documents as set out in Enclosure 1.

	<u>RECOMMENDATIONS (for recommendation to full Council)</u>
1.1	Cabinet is asked to recommend to Council on 6 March 2012 the following: -
1.2	<p><u>Corporate Plan</u> The Corporate Plan is included at Appendix 1. This sets out the council's priorities over the forthcoming year.</p> <p>That the Chief Executive be authorised to make any required amendments prior to publication on 1 April in consultation and agreement with the Leader and the Cabinet Member for Resources and Performance.</p>
1.3	<p><u>Consultation and Equalities</u> That Cabinet consider conscientiously the consultation outcomes and give due regard to the statutory equality duties when making their decisions. The outcome of consultation is set out in Appendix 2.</p>
1.4	<p><u>Medium Term Financial Strategy (MTFS)</u> That Council approve the MTFS attached at Appendix 3.</p> <p>The MTFS sets out all of the budget changes over the period from 2012/13 to 2014/15, including assumptions around inflation, changes to levies, pressures, savings and grant funding. It is the model around which the council's financial strategy is based.</p>
1.5	<p><u>Detailed Revenue Budgets, Savings and Pressures</u> That Council approve the estimates for income and expenditure, savings, pressures and council tax schedules as set out in Appendix 4.</p> <p>The budget has been prepared on the basis of a council tax freeze for 2012/13.</p>
1.6	That it be noted that the Chief Finance Officer under his delegated powers has calculated the amount of 143,178 (band D equivalents) as the council tax base for the year 2012/13 [Item T in the formula in Section 31B (3) of the Local Government Finance Act 1992, as amended (the "Act")].
1.7	That it be noted that the council tax requirement for the council's own purposes for 2012/13 (excluding precepts) is £159,385,750.

1.8

That Council approve the following amounts be now calculated for the year 2012/13 in accordance with Sections 31 to 36 of the Act:

(a) £897,032,964 being the aggregate of the amounts which the Council estimates for the items set out in the Section 31A(2) of the Act,

(b) £737,647,214 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act.

(c) £159,385,750 being the amount by which the aggregate at 1.8(a) above exceeds the aggregate at 1.8(b) above, calculated by the Council in accordance with Section 31A(4) of the Act as its basic Council Tax requirement for the year. (Item R in the formula in Section 31A(4) of the Act)

(d) £1,113.20 being the amount at 1.8(c) above (Item R), all divided by Item T (Item 1.6 above), calculated by the Council, in accordance with Section 31B(1) of the Act, as the basic amount of its Council Tax.

(e) The Chief Finance Officer has determined that the Council's basic amount of Council Tax for 2012/13 is not excessive in accordance with the principles approved under Section 52ZB of the Local Government Act 1992.

London Borough of Barnet Valuation Bands (£)

A	B	C	D	E	F	G	H
742.13	865.82	989.51	1,113.20	1,360.58	1,607.96	1,855.33	2,226.40

Being the amounts given by multiplying the amount at 1.8(d) above by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which is in that proportion is applicable to dwellings listed in valuation band D, calculated by the council, in accordance with Section 36(1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

1.9

That it be noted that for the year 2012/13 the Greater London Authority has stated the following amounts in precepts issued to the council, in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of the dwellings shown below:-

Greater London Authority Valuation Bands (£)

A	B	C	D	E	F	G	H
204.48	238.56	272.64	306.72	374.88	443.04	511.20	613.44

1.10	<p>That, having calculated the aggregate in each case of the amounts at 1.8 and 1.9 above, the council, in accordance with Section 30(2) of the Local Government Finance Act 1992, hereby sets the following amounts as the amounts of council tax for the year 2012/13 for each of the categories dwellings shown below: -</p> <p><u>Council Tax for Area (£)</u></p> <table><tr><td>A</td><td>B</td><td>C</td><td>D</td><td>E</td><td>F</td><td>G</td><td>H</td></tr><tr><td>946.61</td><td>1,104.38</td><td>1,262.15</td><td>1,419.92</td><td>1,735.46</td><td>2,051.00</td><td>2,366.53</td><td>2,839.84</td></tr></table>	A	B	C	D	E	F	G	H	946.61	1,104.38	1,262.15	1,419.92	1,735.46	2,051.00	2,366.53	2,839.84
A	B	C	D	E	F	G	H										
946.61	1,104.38	1,262.15	1,419.92	1,735.46	2,051.00	2,366.53	2,839.84										
1.11	<p>That in accordance with Section 38(2) of the Act the Chief Executive be instructed to place a notice in the local press of the amounts set under recommendation 1.10 above pursuant to Section 30 of the Local Government Finance Act 1992 within a period of 21 days following the Council's decision.</p> <p><u>Capital</u></p>																
1.12	<p>That Council approves the capital strategy and capital programme as set out in Appendix 5, and that the Chief Officers be authorised to take all necessary action for implementation.</p>																
1.13	<p>The Chief Finance Officer be authorised to adjust capital project budgets in 2012/13 throughout the capital programme after the 2011/12 accounts are closed and the amounts of slippage and budget carry forward required are known.</p>																
1.14	<p>That where slippage results in the loss of external funding and a new pressure being placed on prudential borrowing, the relevant Director report on options for offsetting this impact by adjusting other capital projects.</p> <p><u>Treasury Management, Capital Prudential Code and Borrowing Limits</u></p>																
1.15	<p>The Council note the Treasury Management Strategy for 2012/13 as set out in Appendix 6 which will go to Full Council for approval.</p>																
1.16	<p>The full set of Prudential Indicators set out in Appendix 6 is noted and that the Chief Finance Officer be authorised to raise loans, as required, up to such borrowing limits as the council may from time to time determine and to finance capital expenditure from financing and operating leases.</p> <p><u>Housing Revenue Account and Rents</u></p>																
1.17	<p>That Council approve the Housing Revenue Account estimates for 2012/13 as set out in Appendix 7.</p>																
1.18	<p>That, with effect from 1 April 2012:-</p> <p>(a) The rent of all council dwellings be changed in line with the proposals outlined in this report, producing an average increase of 7.41%.</p> <p>(b) That the rents of all properties re-let for whatever reason be moved upwards to the formula rent. Where formula rent is below actual rent no reduction will be made.</p>																

	<p>(c) Service charges for all tenants of all flats and maisonettes based on the services they receive be increased by 6.1% to the following charges (per week, 48 week basis):-</p> <p>Caretaking £6.07 Caretaking Plus £7.84 Block Lighting £0.97 Grounds Maintenance £0.63 Quarterly Caretaking £1.22</p>
	<p>(d) That communal digital TV service charge for all tenants of all flats and maisonettes will be £0.76 as agreed at Council 1 March 2011.</p> <p>(e) Heating charges be changed as follows:</p> <p>i. For dwellings linked to the communal boiler house on the Grahame Park estate the weekly gas charge be amended in line with Barnet Homes' review of tenant affordability, gas consumption and cost, as follows (charges per week on 48 week basis):-</p> <p>1 bedroom dwellings – an 18.5% decrease from £13.53 to £11.03 2 bedroom dwellings – a 6.5% increase from £14.36 to £15.29 3 bedroom dwellings – a 15.0% increase from £14.36 to £16.51</p> <p>ii. Heating charges excluding Grahame Park should increase by 6.1%</p> <p>(f) That the leaseholder management fees be frozen at current levels.</p> <p>(g) That the charges for the Assist (Lifeline) Service and the Warden Service are frozen at current levels.</p> <p>(h) That, with effect from 1 April 2012, the rents of council garages be increased by 7.41% in line with the increase in general dwellings rents.</p> <p>(i) That the Chief Executive be instructed to take the necessary action including the service of the appropriate Notices.</p> <p><u>Equality Impact Assessments</u></p> <p>1.19 That Council note the Equality Impact Assessments included in Appendix 8. A summary is set out in paragraph 9.6.2 of the report. The appendix provides the full assessments where significant changes to service delivery are proposed.</p> <p><u>Reserves and Balances Policy</u></p> <p>1.20 That Council agree the Reserves and Balances Policy as set out in Appendix 9 and the Chief Financial Officer's assessment of adequacy of reserves in section 9.13. This states that the minimum level of General Fund balances should be £15m after taking account of all matters set out in the Chief Finance Officer's report on reserves and balances as set out in the appendix.</p>

	<u>Corporate Risk Register</u>
1.21	That Council note the Corporate Risk Register as set out in Appendix 10 .
1.22	There are significant changes to the way local government will be funded in the future that are proposed from 2013/14 onwards, including redistribution of business rates. In addition it has been confirmed that government austerity measures will continue into 2015/16 and 2016/17 meaning further cuts to government funding. This, alongside rises in the boroughs population and demand for services, provides new challenges for longer term financial planning. Council are asked to note the commentary on this is provided in Appendix 11 .

2 RELEVANT PREVIOUS DECISIONS

- 2.1 Cabinet on 26 July 2011 agreed a business planning process covering the period 2012/13 - 2014/15.
- 2.2 Cabinet on 3 November 2011 agreed the draft corporate plan priorities and the draft budget proposals for 2012/13 to 2014/15 for consultation.

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. The Corporate Plan will remain as the primary document against which council policy considerations are evaluated in Committee and Delegated Powers Reports.
- 3.2 The council's current Corporate Plan priorities remain the same as those defined in the Corporate Plan 2011 - 2013:
- Better services with less money
 - Sharing opportunities and sharing responsibilities
 - Successful London suburb
- 3.3 The council's strategic objectives and performance targets have been refreshed for 2012/13, to set clear priorities for the year ahead and to reflect the changing local landscape. The council's budget is focused on delivering its strategic objectives, ensuring that resources follow strategy.
- 3.4 The Corporate Plan is updated annually and forms an overarching framework for more detailed directorate plans, team plans, and for setting performance objectives for individual officers. Each directorate will publish a summary of their directorate plan on 1 April 2012, setting out how the council's objectives will be delivered and outlining key actions for the year ahead.

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 is reflected as appropriate in business planning.
- 4.3 Icelandic Bank litigation: the winding up boards for both Glitnir and Landsbanki have now confirmed that Barnet will be treated as a priority creditor and distributions are in the process of being paid. Some of these will

- 4.4 The current economic turmoil within the Eurozone, coupled with the slow growth within the UK economy, now represents the most significant financial risk to the council. There is a treasury risk due to the fact that banks around the world are exposed to debt within the Eurozone, and this means that the treasury strategy must be cautious to reflect this risk.
- 4.5 There is also a risk that the government has to reconsider the current spending review (2011-15) and make further cuts to local government support. In the Treasury's Autumn Statement it was announced that there are plans to make further cuts in 2015-17. For this reason, it is important that the council is prudent with its use of reserves and contingency to mitigate against future cuts.
- 4.6 The challenges set out in this report require fundamental change in the way council services are delivered, which impacts on the human resources of the organisation and related policies and practices. 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. EQUALITY AND DIVERSITY ISSUES

- 5.1 Equality and diversity issues are a mandatory consideration in decision-making in the council. This requires members to satisfy themselves that equality considerations are integrated into day to day business and that all proposals emerging from the finance and business planning process have properly taken into consideration what impact, if any, there is on any protected group and what mitigating factors can be put in train. In reaching their decision with regard to the proposals put forward in the 2012/13 budget setting process, members are referred to the key outcomes of the equalities analysis together with the EIAs (**Appendix 8**), the findings of the Equalities Impact Assessment (EIA) Review of the 2011/12 budget setting process as well the results of relevant consultation exercises (**Appendix 2**). These documents will enable members to make fully informed decisions. Cabinet has already considered the findings of the 2011/12 EIA Review in November 2011.
- 5.2 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 both the corporate strategy and service responses. Both of these need to also reflect the aspirations and contributions of current residents.
- 5.3 Similarly, all human resources implications have been managed in accordance with the council's Managing Organisational Change policy that

supports the council's Human Resources Strategy and meets statutory equalities duties and current employment legislation.

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. In November 2011, Cabinet agreed updated 3 year budget proposals over the period 2012/13 to 2014/15 for consultation. This report feeds back on this consultation and recommends the adoption of the budget proposals set out within the report.
- 6.2 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 £3.1m (principally increases in concessionary fares and Council Tax Benefit localisation) resulting in a revised budget gap of £38.7m. Savings of £43.1m and new pressures of £4.4m 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 4**.
- 6.3 There has been significant global economic uncertainty over recent months. 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.
- 6.4 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 has been developed to address these challenges.

7 LEGAL ISSUES

- 7.1 This report succinctly sets out the complex challenges faced by the council as a consequence of the spending review, current and foreseeable economic climate and the particular demographic changes in Barnet. Members will of course be aware of the legal responsibility to set a balanced budget against this difficult backdrop. This necessitates making difficult decisions with regard to council policies and delivery of services. Some residents and or service users may not be agreeable to the council's proposals and a challenge by way of Judicial Review could be mounted by any person, group of persons or body or group of bodies that may be adversely affected by a

particular proposal. Such a challenge could be brought at any stage of the decision making process on the grounds of illegality, irrationality and or impropriety, however, such challenges must be brought within three months of the council decision. In order to successfully defend such 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. These are both set out in further detail below.

- 7.2 All proposals emerging from the finance and business planning process have been carefully considered and, where appropriate, mechanisms put into place to mitigate the legal risk of challenge as far as possible.
- 7.3 With regard to staff and redundancy consultation, Members will be aware that there is a statutory requirement to give 90 days notice where there are potentially more than 99 redundancies. This report states at paragraph 9.7.4 that as at 3 November 2011, the total number of staff at risk was estimated at 92 and as at the time of writing this report there are currently 84 staff at risk. In any event to mitigate risk, a 90 day consultation has been carried out and will conclude on 3 February 2012.

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 three 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. Details of the council's consultation on proposals within this report are set out in section 9.3.

- 7.7 The council must take account of all relevant considerations; including importantly the duty to give due regard to the public law equality duty 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 has been 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. In short, the council must have due regard to the equality duties whenever it exercises a public function. The broad purpose of this duty is to integrate considerations of equality and good relations into day to day business requiring equality considerations to be reflected into the design of policies and the delivery of services and for these to be kept under review.
- 7.10 The general duty on public bodies is set out in section 149 of the Act.
- (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.

7.11 The Equality and Human Rights Commission has issued a statutory code of practice with regard to services, public functions and associations as well as a number of non statutory guides, including an essential guide to the public sector equality duty, equality objectives, equality information, meeting the equality duty in policy and decision-making and engagement. The council must follow statutory guidance and have regard to non-statutory guidance when formulating policies and decision making and should only depart from it with good reason.

7.12 The guidance states, amongst other matters, that public authorities should:

- Have an adequate evidence base (i.e. up to date and reliable information about the different groups) when undertaking the analysis and making decisions and to consider what engagement needs to be undertaken with

- Analyse the potential impact that a policy, procedure or practice might have on different equality groups.

7.13 Finally, the council must be mindful of well established principles that have emerged in case law, namely:

- Due regard means the regard that is appropriate in all the circumstances and therefore the context of the decision is important.
- The duty is equally applicable in the formative stages (when the policy is being formulated) as well as at the time of making a final decision. It involves a conscious approach and state of mind.
- An incomplete or erroneous application of the duties will mean that due regard has not been given.
- The duty must be exercised in substance, with rigour and with an open mind (i.e. it is not a tick box exercise),
- The duty is non-delegable (i.e. the decision maker / decision making body must ultimately discharge the duty)
- The duty is a continuing one and therefore requires consideration when formulating policies and making decisions as well as a review;
- Consideration must be given to what if cumulative impact, if any, there is on any protected group(s).

7.14 The equality and diversity officer is satisfied that these requirements have been adhered to in formulating the proposals referred to in this report.

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. In November 2011, Cabinet agreed draft corporate plan priorities and budget proposals for 2012/13 to 2014/15 for consultation. This report:

- Recommends the **Corporate Plan for 2012/13** for approval;

- Feeds back on the **outcome of consultation** on the budget proposals for 2012/13 to 2014/15; and
 - Recommends **budget proposals for 2012/13 to 2014/15** for approval;
- 9.1.2 Next year's strategic objectives are set out in **section 9.2**. These form the basis of the 2012/13 Corporate Plan which is included in detail at **Appendix 1**. These strategic objectives drive the allocation of resources and have been refined following 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 £3.1m (principally increases in concessionary fares and Council Tax Benefit localisation) resulting in a revised budget gap of £38.7m.
- 9.1.4 **Savings of £43.1m and new pressures of £4.4m** 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 4**.
- 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 leaving a funding cliff edge in 2013/14. To address this, when budget headlines were set in November 2011, they were based on a council tax freeze for 2012/13, a 5% increase in 2013/14 and a 2.5% increase in 2014/15. Since that point, analysis of the council tax base shows an increase, meaning that these budget proposals are now underpinned by an increase of 2.5% in 2013/14 and 2014/15.

Strategic Context

- 9.1.6 The economic climate is extremely challenging. Central government funding for local authorities is reducing by £81bn over four years and councils across the country face the challenge of providing better services with less money. Barnet will have 26% less income from central government over four years. At the same time, population growth and rising expectations makes it imperative that the council is able to adapt and change to ensure better services for our residents.
- 9.1.7 In spite of this, the residents of Barnet continue to receive high quality services: 91% of schools in Barnet are rated as 'good' or 'excellent' by Ofsted and Adults and Children's services are recognised as 'excellent' by external inspectors. The borough remains an attractive and successful place to live, with household incomes totalling almost £6bn last year and 86% of residents satisfied with their local area.
- 9.1.8 However, the council needs to go further to ensure that residents continue to receive the quality of service that they expect and that the borough continues

to prosper. The council will need to make savings of £43m over the next three years, the majority of which is being achieved through efficiency and 'back office' savings.

- 9.1.9 At the same time as prioritising resources and cutting back on waste and inefficiency, the council needs to invest now in order to meet the challenges of the future. In Children's Services we are investing £1m a year in Early Intervention. The council has also set aside £5.5m of pressures over the next three years to fund increases in demand due as a result of an increasing population.
- 9.1.10 The council's future regeneration programme will see £6bn of private sector investment over the next 25 years to ensure that the borough remains an attractive place to live and do business.
- 9.1.11 Residents from across the borough will continue to share in the benefits of growth, with increasing housing development leading to an increase in the tax base and, subsequently, lower council tax bills for residents. This is why the council is now able to confirm that council tax bills will only need to rise by 2.5% in 2013/14, rather than the 5% forecast in the autumn.
- 9.1.12 The council has achieved savings early in the budgetary cycle and is ahead in meeting planned future commitments without imposing significant rises in council tax or having to seek further unplanned savings. As a result there is £5 million now included in a temporary service reserve. This is non-recurring sum, for 2012/13 only and will be needed over the next three years to support work to mitigate youth unemployment by appropriate and effective means and to improve the condition of roads and pavements.

9.2 Strategic objectives and the Corporate Plan

- 9.2.1 The Corporate Plan is the overarching strategic document for the council, setting out its strategic objectives. The 2012/13 Corporate Plan has been revised to reflect the new freedoms offered by the new Localism Act.
- 9.2.2 The 2012/13 Plan is more focussed, with a reduced number of objectives, refined performance targets, and clear lines of accountability. The Corporate Plan sits above published Service Plans for each directorate 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 following a consultation exercise to understand the views of residents in relation to service priorities.
- 9.2.3 The strategic objectives set out in the Corporate Plan 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 sets out how the council will work with the police and others to achieve this.

Overarching priorities

- 9.2.4 Next year's Corporate Plan retains 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 sit below these themes. Objectives are set out below:

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.
- An efficient council, with services designed to meet the changing needs of residents.

Sharing opportunities, sharing responsibilities

- Ensuring every school is a good school for every child, and targeting support at young people at risk of not fulfilling their potential
- Supporting residents to live healthy and independent lives
- Offering greater personalisation for users of care services, a positive experience of care for and support for carers

A successful London suburb

- Working with our partners and residents to keep Barnet safe.
- Protecting the Barnet environment
- Maintaining clean streets, and keeping Barnet moving through efficient management of the roads and pavements network
- Sustain Barnet as a successful place through regeneration, and supporting enterprise and employment

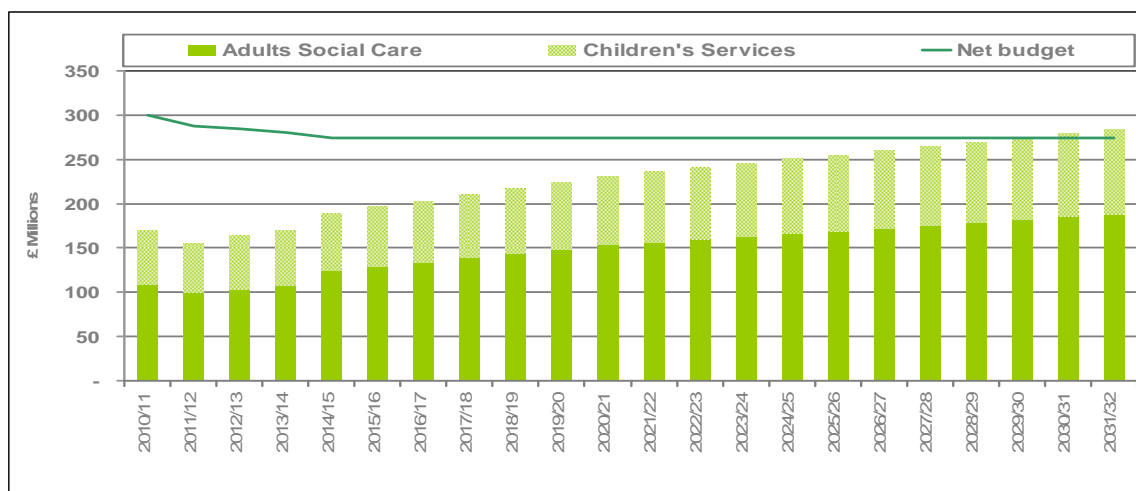
Approach to business planning

- 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 within this report, 77% are from efficiencies, 17% comes from service reductions and 6% are related to increases in income.

Longer term financial planning and demand management

- 9.2.7 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.

9.2.8 Although many factors will change and this graph is illustrative, it 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.



9.2.9 The council has finalised 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.

9.2.10 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 4** 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. It is also important to consider longer term financial planning in the context of the change the government is making to business rates and council tax benefits. A commentary on these changes and the council's response is included in **Appendix 11**.

9.3 Consultation

9.3.1 The Business Plan and Budget consultation had three strands; Details are published in **Appendix 2**:

- Consultation on next year's Corporate Plan and our priorities for the next ten years.
- General Consultation on Business Plan and budget for 2012/13-2014/15 which invited residents' views on our approach, the priorities the council has set for savings and further comments on the savings we have identified within our Business plan for 2012/13 (in particular those that have been identified as 'general consultation').
- Service specific consultations where we have indicated there will be reductions in service provision in 2012/13.

9.3.2 Information about consultation was published in local newspapers, online and in Barnet First.

599 people responded to the online questionnaire on the corporate plan and a further 74 took part in a deliberative face-to-face discussion.

The corporate plan consultation, which asked residents for priorities the council should focus on over the next ten years, found that services which benefited the whole community in general were most valued by residents, with many considering environment, street scene and community safety to be basic services needed for a successful borough. The importance of these universal services was broadly confirmed in face-to-face discussions, although there was also acknowledgement that services which supported the most vulnerable were also important.

In the business plan and budget consultation there was, as in past years, much greater participation in detailed consultation about specific services rather than the general budget. Only 25 people filled in the online consultation about the general budget while service specific consultations extended to more than 1,000 participants in some cases.

From this small sample, only 19 per cent wanted council tax to increase more rapidly than inflation to provide greater investment in services.

Generally it was felt that the council has struck an appropriate balance between reducing services, protecting some specific services and freezing council tax for the fourth year running.

In the open comments section of consultation, the state of the borough's roads and rises in car parking charges were considered the most important issues.

The issue of car parking fees was also a strong theme that was raised at the business at the Business Breakfast Event.

The general online consultation also found that the majority of respondents agreed with the individual service areas priorities that had been identified in developing services budget (although in face-to-face consultation with the Voluntary Sector it was clear that there is a need to improve the quality of the dialogue between the council and the sector in relation to change)..

Within service specific consultation, there was concern about the scale of the reduction in spending on activities for young people, especially in the wake of the riots across London last summer. This was echoed in the deliberative consultation with Citizens' Panel members.

9.3.3 As a result of consultation, the following amendments have been made to the budget proposals:

a) The additional funding available through the growth of the council tax base is being used to ensure that the **council tax** increase in 2013/14 can be reduced from 5% to 2.5%;

b) The proposed increase in **on-street parking charges** will not be implemented. As a result £140k has been allocated from contingency to ensure the Environment, Planning and Regeneration budget remains in balance

c) £5m has been added to the temporary service development reserve to fund priority programmes.

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 budget plan

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 was 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. Given the current economic uncertainty, and the likelihood that further cuts to local government funding may be made in 2013/14 and 2014/15 (and the confirmation that further cuts will be made in 2015/16 and 2016/17) the council's financial strategy in terms of reserves and contingency remains cautious for the coming financial year.

2011/12 financial position

- 9.4.4 The latest position on budget monitoring for 2011/12 was reported to Cabinet Resources Committee on 14 December 2011. The report shows a projected £0.991m overspend across all services. Since then work has been ongoing on the Quarter 3 position. This confirms that whilst there are some pressures the position against the council's level of general reserves will remain above £15m at the end of the year.
- 9.4.5 The most significant risk is the overspend reported in Environment, Planning and Regeneration service. An action plan is in place to address this position for 2011/12 and continuing into 2012/13. The action plan includes additional base budget provision of £0.75m to address historic budgetary issues.

Risks over the next three years

- 9.4.6 As reported to Cabinet in November 2011, a number of additional risks have been added to the budget model. These 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 is billed by Transport for London (TfL) for the cost of concessionary fares in Barnet. £0.605m has been added to contingency to reflect the additional costs of travel and volume of users for 12/13.
 - **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 later in 2012 it is difficult to assess the full implications of this risk.

- **Non-pay 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. An inflationary provision of 2.5% on non-staff costs has been added to contingency. There is an expectation that services will contain these costs and contingency will be added only where this isn't possible.
- **Pay inflation** – in 2012/13 the budget has been set on the basis of a pay freeze. £0.873m has been added to contingency to fund potential increases in pay for lower paid staff. For 2013/14 and 2014/15 the government has confirmed its intention to limit increases in public sector pay to 1%. This is reflected in the MTFS.
- **Additional funding** – extra grant has been announced since the November report. Although not ringfenced, notionally this funding is in respect of learning disabilities and early intervention for two year olds. £0.2m has been added to the learning disability budget and £0.39m has been added to the Children's budget.
- **Environment, Planning and Regeneration** - savings for bus lane enforcement are not achievable in 2012/13 and these have been substituted in the final budget proposals.

9.4.7 The updated MTFS is set out in **Appendix 3**.

9.4.8 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. 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 leaving a funding cliff edge in 2013/14. To address this, when budget headlines were set in November 2011, they were based on a council tax freeze for 2012/13, a 5% increase in 2013/14 and a 2.5% increase in 2014/15. Since that point, analysis of the council tax base shows an increase, meaning that these budget proposals are now underpinned by an increase of 2.5% in 2013/14 and 2014/15.

9.5 Revenue budget

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 4** to this document, and are summarised as follows:

SERVICE	2012/13	2013/14	2014/15	Total Savings
	£000	£000	£000	£000
Adult Social Services	(4,657)	(3,944)	(5,704)	(14,305)
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)	(2,768)	(3,197)	(3,390)	(9,355)
TOTAL	(13,301)	(14,440)	(15,340)	(43,081)

Pressures

9.5.2 Budget proposals also include pressures. These are included in **Appendix 4** and are summarised as follows:

SERVICE	2012/13	2013/14	2014/15	Total Pressures
	£000	£000	£000	£000
Adult Social Services	880	800	1,194	2,874
Children's Service	1,142	750	750	2,642
Environment, Planning & Regeneration (Inc SPA)	500	0	0	500
TOTAL	2,522	1,550	1,944	6,016

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	(13.3)	(14.4)	(15.4)	(43.1)
	(0.2)	(3.2)	(4.1)	(7.5)
Pressures	1.7	0.8	1.9	4.4
Changes in contingency	(1.5)	2.4	2.2	3.1
Gap / (surplus)	0	0	0	0

9.5.4 Cabinet are asked to recommend the budget as set out in **Appendix 4** for approval by Council.

Balanced position

As a result of the budget proposals set out above, the council has a balanced budget position for the period 2012/13 to 2014/15. This is based on actual funding announcements for the first year of this period, and assumptions about funding levels in 2013/14 and 2014/15.

9.6 Equality Impact Assessments

9.6.1 Detailed equality impact assessments have been included in **Appendix 8**. Those budget savings that are subject to detailed equality impact assessments are as follows:

- Fairer contributions policy
- Transport
- Reduction in back office and management overheads (Adults)
- Partnership with Health
- Local Authority Trading Company
- Retendering core services
- Reducing the cost of the most expensive care packages
- Increasing contributions families and communities make
- Supporting people and voluntary sector
- Review of current care packages
- Corporate parenting
- Fostering and adoption allowances
- Child and Adolescent Mental Health Services (CAMHS)
- Funding for youth support services
- Customer Services Transformation
- Bowling fees
- Hiring of parks
- Clinical waste

9.6.2 The potential equality impact has been highlighted, alongside the actions to mitigate. In most instances, there has not been a differential impact noted on groups with protected characteristics. However, proposals in respect of fairer

contributions policy noted a differential impact on a number of Adult groups. Proposals in respect of CAMHS highlight a potential differential impact on those with disabilities, sexual orientation, gender, teenage parents and children in care. Proposals in respect of youth services raise concerns around the impact on people with disabilities. The implementation of these proposals will ensure that mitigating action is taken to address these concerns.

- 9.6.3 An analysis of the cumulative impact of the equality impact does not raise any additional concerns over and above those set out in the appendix.

9.7 Staffing implications and associated costs

- 9.7.1 The budget savings options set out in this report at **Appendix 4** have a number of implications in terms of staffing:

	2012/13	2012/13	2012/13	2013/14	2014/15
Service Area *	Proposed FTE Reduction at 31 March 2012	Employees At Risk at 3 Nov 2011 **	Employees At Risk at 17 Jan 2012 **	FTE Reduction	FTE Reduction
Adult Social Services	6.5	14	14	19.5	12
Chief Executive**	16.1	6	6	5.75	0
Children's Service	6.5	4	4	64	21
Commercial Services	12.5	33	30	2	2
Corporate Governance	2.0	1	1	4	3
Deputy Chief Executive	15.0	3	3	2.6	0
EPR	16.0	31	26	4	0
Total	74.6	92	84	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

- 9.7.2 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.
- 9.7.3 On 3 November 2011, General Functions Committee considered the staffing implications of the budget headlines, and agreed 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

- 9.7.4 On 3 November 2011, the total number of staff at risk was estimated at 92 – currently there are 84. The Redundancy consultation process concludes on 3rd February 2012.
- 9.7.5 Where there were restructures required to deliver these savings then consultation has taken 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.
- 9.7.6 A council-wide staff Equalities Impact Assessment (EIA) has been undertaken and has looked at the Equality impacts at key milestones. The milestones are identification of those at risk: at the start of consultation; mid consultation; end of consultation and after completion of the process.
- 9.7.7 The outset EIA in the 3 November 2011 GFC report sets out the ‘at risk group’. This Group reflects those employees who are employed within those areas where budgets savings are being proposed. At mid consultation that had been no change in the ‘at risk group’ and no equality impacts had been identified through the collective or local consultation process, however the next key stage will be at the end of consultation as decisions are made about budget savings and the consequent decisions about employees selected for redundancy. To attempt to minimise the number of redundancies the council has a rigorous redeployment process to ensure that the maximum number of employees are redeployed into suitable alternative roles.

9.8 One Barnet programme

- 9.8.1 Good progress has been made over the last year on projects within the One Barnet programme. The programme is investing £9.2m in projects that will deliver over £16m of base budget savings by 2014/15 and underpin the MTFs. Cumulative savings expected by 2019 total £120m. Other key points include:

- £5.8m of savings already delivered up to 2011/12;
- Libraries review delivered;
- Two procurements in progress (Development and Regulatory Services, Customer and Support Services) and one complete (Parking); and
- Local Authority Trading Company has gone live on 1st February 2012 for in-house adult social care services.

Additional projects

- 9.8.2 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. Savings total £12.1m by 2014/15 and are as follows:

- **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** - £1.0m of savings included in these proposals for 2014/15.

9.8.3 Additional funding has been allocated within this report to fund these projects £5m has been allocated to the Transformation Reserve as set out 9.13. This will mean that a total of £28m of savings will have been delivered through the programme by 2015.

9.9 Council Tax

9.9.1 As part of the Localism Bill the government has introduced new arrangements for council Tax setting. These include provisions for a referendum on excessive council tax increases. The government has indicated that the trigger is a 3.5% rise in order for it to be considered as excessive. In effect this means that council tax increases are capped at 3.5% for 2012/13. The council's budget is based on a council tax freeze for 2012/13.

9.9.2 The detailed council tax base schedules are included in **Appendix 4**. Under delegated powers, the Chief Finance Officer has determined the 2012/13 taxbase to be 143,178 (Band D Equivalents) – the calculation is set out below:

Council taxbase	Band D Equivalent	
	2011/12	2012/13
Number of properties	161,645	162,698
Estimated discounts	(18,248)	(16,709)
Estimated other changes	(1,775)	(717)
Total Relevant Amounts	141,622	145,272
Estimated non-collection (1.5%)	(2,125)	(2,178)
Contribution on lieu of MoD	160	84
Council tax base	139,657	143,178

Council Tax

9.9.3 The Localism Act requires Council approval of the council tax requirement (including formula grant) in place of budget requirement (excluding formula grant). This simplifies existing rules and does not affect council tax.

9.9.4 The calculation of the council tax for Barnet is set out below:

BUDGET	2011/2012 Original	2011/2012 Current	2012/2013 Original
Total Service Expenditure	£ 284,329,571	£ 284,329,571	£ 280,857,570
Contribution to / (from) Specific Reserves	3,996,192	6,546,192	11,140,180
NET EXPENDITURE	288,325,763	290,875,763	291,997,750
Other Grants	(33,354,200)	(35,904,200)	(41,977,000)
BUDGET REQUIREMENT	254,971,563	254,971,563	250,020,750
Formula Grant	(99,505,391)	(99,505,391)	(90,635,000)
Collection Fund Adjustments			
BARNET'S ELEMENT OF COUNCIL TAX REQUIREMENT	155,466,172	155,466,172	159,385,750
Council tax base	139,657	139,657	143,178
Basic Amount of Tax	1,113.20	1,113.20	1,113.20
GLA Tax	309.82	309.82	306.72
Total Council Tax (Band D Equivalent)	1,423.02	1,423.02	1,419.92

9.9.5 The GLA precept is £43,915,556 making the total estimated demand on the collection fund and council tax requirement £203,301,306.

London Borough of Barnet	£159,385,750
Greater London Authority	£43,915,556
Total requirement for council tax	203,301,306

9.9.6 The council is required to set levels of council tax for each category of dwelling. As there are no special items within Barnet's or the GLA's budgets affecting parts of the borough, there are only eight amounts of tax to set, as set out below:

Council Tax Band	Barnet	GLA	Aggregate
	£	£	£
A	742.13	204.48	946.61
B	865.82	238.56	1104.38
C	989.51	272.64	1262.15
D	1113.20	306.72	1419.92
E	1360.58	374.88	1735.46
F	1607.96	443.04	2051.00
G	1855.33	511.20	2366.53
H	2226.40	613.44	2839.84

9.9.7 Individual council tax bills will reflect occupancy status with discounts for low occupancy (one or no adults) and exemptions for specific circumstances. In addition, some residents will be eligible for council tax benefit.

9.10 Capital Programme

9.10.1 The council's Capital Strategy and current programme are contained within **Appendix 5**. The strategy has been developed to underpin the Corporate Plan, Housing Strategy and Regeneration Strategy. It brings together the key priorities for capital investment, sets out the strategy for use of various funding streams, and for the first time sets out a capital programme over a 5 year horizon.

9.10.2 The current programme (including 2011/12 spend and new approvals) is £362.473m from 2011/12 to 2016/17.

9.10.3 The priorities for capital investment are based around the following themes:

- **People** – the most important stakeholders for Barnet Council are local residents. The capital strategy focuses on capital investment plans that make a real difference to people. The most significant priorities are:
 - Investment in provision of **additional school places** (primary and secondary) **and education facilities** (such as the Pupil Referral Unit and special schools);
 - Investment in **disabled facilities adaptations** to support older people to live at home and maintain their independence.

- **Place** – the capital strategy must underpin the regeneration strategy and deliver its aspirations for Barnet as a place. The most significant priorities within this are:
 - Investment in **roads and pavements**; and
 - Investment in **infrastructure** to support the delivery of regeneration projects.

The **Infrastructure Delivery Plan** (IDP) responds to demographic change in Barnet up to 2026 and drives the council's prioritisation of investment in infrastructure. The population is expected to increase by 14% in the next 15 years. The IDP sets out the infrastructure required to support this growth. The high level of projected growth within a number of specific areas has strongly influenced how and where infrastructure such as open spaces, schools, leisure facilities and health centres is to be delivered.

The IDP sets out the funded capital infrastructure projects across Barnet, and where these are delivered by Barnet Council, these are reflected in the council's capital programme. The IDP also sets out unfunded infrastructure projects. The Community Infrastructure Levy is one source of funding designed to support these unfunded schemes.

Consideration will be given to using HRA funding (both existing capital funding), on strategic interventions to enable schemes to progress in accordance with the **regeneration strategy**.

- **Organisation** - alongside this, some funding needs to be set aside for essential projects to enable the council to fulfil its statutory duties and this is reflected in the programme. The most significant priorities within this are:
 - **Health and safety works** on council owned buildings;
 - **Drainage** works;
 - Investment in **equipment** to support services.

9.10.4 The capital programme is funded from a range of sources: developer contributions, government funding and internal resources (capital receipts and borrowing). The key elements of the funding strategy are as follows:

- The **Community Infrastructure Levy** and the **New Homes Bonus** will be set aside to fund infrastructure requirements in the borough;
- **Borrowing** will be used to support the programme with a limit of £10m per annum which is aligned to the MTFS. Barnet Council's level of borrowing is currently low, and the strategy is to keep this level below the London average;
- A target of £40m of **capital receipts** underpins the programme; and
- Consideration will be given to using HRA funding (both existing capital funding), on strategic interventions to enable schemes to progress in accordance with the **regeneration strategy**.

9.11 Treasury Management Strategy

9.11.1 The Treasury Management Strategy is included at **Appendix 6**. The strategy has been updated to reflect the following:

- The counterparty list and duration of investments has been revised in light of current economic uncertainty in both inside the Eurozone and elsewhere in the global economy, UK banks with an A- credit rating have been added to the counterparty list as they are systemically important to the UK economy and are covered by the UK government guarantee;
- The prudential indicators have been updated to reflect the council's capital programme; and
- The Strategy has been updated to reflect the latest forecasts for interest rates. Base rate is expected to remain at 0.5% for much of 2012/13, and therefore the assumptions in the budget strategy for interest receipts remain the same.
- The council is required to pay £103m to central government on 31st March 2012 to exit the HRA subsidy system. This will be funded from a combination of borrowing and internal balances.

9.11.2 Cabinet are asked to note the Treasury Management Strategy as set out in **Appendix 6** which will go to Council for approval.

9.12 Housing Revenue Account

Introduction

9.12.1 The Local Government & Housing Act 1989 requires the Housing Revenue Account (HRA) to be maintained as a ring-fenced account and prescribed the debits and credits for it. Any surpluses generated from the HRA can be used to support the account when it fails to break even and for any one year a budget can be set such that there is a drawing on balances, but it is not permissible for an overall HRA budget deficit to be set. It is for the Council to determine what level of balances should be maintained. The quarter 3 monitoring position indicated that at 31 March 2011 the HRA balances were £4.2m, and forecast to be £6.1m at 31 March 2012.

HRA self financing

9.12.2 From April 2012 the government is proposing to end the current housing subsidy system. This is based on provisions within the Localism Act.

9.12.3 Under the current system the council has had to make an annual payment to government (£12.2m in 2010/11) based on a notional calculation of our annual HRA surplus. From April 2012 councils will operate on a self financing

basis, retaining all their rental income, ending the system of annual redistribution. The department for Communities and Local Government (CLG) has calculated the level of debt that it believes each council's HRA can bear. This calculation is largely based on the existing subsidy system, calculating notional costs and income associated with the management and maintenance of the stock over the next 30 years, discounting this back to a value in today's terms, which represents the level of debt considered affordable. Where the level of debt calculated using this methodology is higher than current housing debt, the council must make a one off payment at the end of March 2012. For Barnet, this figure is £102.6m.

9.12.4 The determination gives the following results for Barnet

Key Outputs from the CLG model	
Self financing implementation assumed	April 2012
Opening housing stock	10,719
Combined percentage uplift to allowances including allowance for disabled facilities grant	16.98%
Opening Debt Allocation (Valuation) (£'000)	240,043
Subsidy Capital Finance Requirement (£'000)	137,462
Debt taken on at settlement date (£'000)	103,580
Average debt per dwelling (£)	22,395

9.12.5 The calculation leaves the council in a more favourable position than under the existing subsidy system, due largely to an uplift in cost allowances of almost 17%. Crucially it gives the council an ability to set long term plans for the management and maintenance of its stock in a way that has not been possible under the existing annual redistributive system.

9.12.6 The council's ability to take on additional HRA debt is capped at the opening settlement level of £240.0m. The council's actual HRA debt is lower than the level assumed in the subsidy system. Therefore our starting debt in April 2012, following payment of the self financing settlement of £102.6m will be £201.3m. This leaves the council with £38.7m "headroom" which could be used to increase borrowing to finance additional housing projects.

9.12.7 Under the self financing proposals the government reserves the right to re-open the settlement in future, for example if there are major changes in government social housing policy.

9.12.8 The HRA business plan has been developed to reflect the self financing arrangements. The financial model sets out the income and expenditure relating the HRA over the next 30 years and allows the council to manage the debt finance. Details can be found in **Appendix 7**.

HRA Summary & Working Balance

9.12.9 Total expenditure for 2012/13 is estimated at £58.7m, including charges for financing HRA debt under the self financing proposals and a contribution to the Major Repairs Reserve of £7.6m to fund new capital expenditure. The

proposed average rent increase of 7.41% is estimated to raise an additional £3.3m after the effect of forecast reduction in property numbers is taken into account. Efficiency savings made by Barnet Homes have resulted in a reduction in the management fee of £0.35m for 2011/12 and £0.50m for 2012/13.

- 9.12.10 The HRA for 2012/13 shows a contribution to balances of £1.8m, after a contribution to Major Repairs Reserve of £7.6m. The estimated balance as at 31 March 2013 is £7.9m.

9.13 Robustness of the budget and assurance from Chief Financial Officer

- 9.13.1 The Chief Finance Officer is required under section 25 of the Local Government Finance Act 2003 to report to the Council on the robustness of the estimates and the adequacy of reserves. The council's reserves and balances policy has been updated and is presented for approval at **Appendix 9**.

Robustness of estimates

- 9.13.2 The financial planning process for 2012/13 is the second year where planning has been undertaken in light of the spending review of autumn 2010. This has posed a significant challenge for all authorities to balance budgets with significant reductions in government support. Barnet Council has been committed to developing a 3 year rolling plan to deal with these challenges and this report sets this out.
- 9.13.3 The financial planning process has been managed at officer level through a cross-council finance and business planning group. This group has overseen the process for financial planning, including medium-term resource projections, the strategic context for the borough, the quantification of new pressures on resources, and the identification of potential budget savings. In recognition of the scale of the challenge facing the council, the One Barnet transformation programme has been a key element of the process and has been fully integrated into financial planning.
- 9.13.4 Budget monitoring during 2011/12 has highlighted projected overspending in the Environment, Planning and Regeneration Directorate. This is due to a number of factors which have been set out in monitoring reports to the Cabinet Resources Committee. For the most part, these represent the crystallisation of normal business financial risks, but, in addition to this, underlying issues within the budget of the Directorate have emerged. Firstly, previous reductions in staffing budgets have not been implemented in full, leading to a mismatch between the number of purportedly funded posts and actual budgets. Secondly, assumed fee levels have not been aligned correctly with levels of chargeable work. It has therefore been necessary to allocate an additional on-going sum of £0.75m to the Directorate budget to ensure that it reflects agreed levels of service activity.

The interim Director of Environment, Planning and Regeneration has confirmed that this will allow a robust budget to be set.

- 9.13.5 Extensive consultation has taken place in respect of the budget proposals in general, and also in respect of specific planned changes. Consultation feedback has been taken into consideration as final proposals to the Council have been formulated.
- 9.13.6 At Member level, the Budget and Performance Scrutiny Committee has considered the financial planning process and made recommendations to the Cabinet. The Cabinet has given extensive informal and formal consideration to the financial planning process, including at formal meetings in July and November 2011.

9.13.7 In the view of the Chief Finance Officer, the proposed budget for 2012/13 is robust.

Adequacy of reserves

- 9.13.8 The council's reserves and balances policy is set out at **Appendix 9**. The extreme constraint on the council's financial resources means that the core budget process is only able to reflect unavoidable increases in council expenditure. The council must, however, retain its ability to respond to the most urgent corporate priorities which do not come within this category. The policy therefore now contains provision for a service development reserve.

The policy sets out principles for the consideration of the level of general reserves. These principles have been addressed as follows:

- Strategic financial context: this report sets out the severe financial constraint under which the council is operating. The Autumn Statement has confirmed that significant further real-terms reductions in public expenditure will be necessary in the two years following the current spending review period. The government has also introduced referendums for 'excessive' council tax increases, and has set a benchmark of 3.5% for this. For the housing revenue account, the government has confirmed that the removal of the subsidy system will go ahead, increasing the autonomy and risk profile of managing council stock. The council's general fund budget plans propose expenditure reductions of £43.1m over the next three years, with planned council tax increases below the government's threshold in years two and three, and appropriate levels of contingency provision. The HRA budget plans are based on a prudent thirty-year business plan which shows reducing levels of debt;
- Governance arrangements: the annual governance statement for 2010/11 indicated that a robust governance framework is in place consistent with the six principles of the CIPFA/SOLACE framework. The key improvement areas identified for 2011/12 are being progressed satisfactorily;

- Robustness of the budget process: the above paragraph concludes that the budget-setting process has been robust;
- Effectiveness of risk management: risk management processes have continued to improve during 2011/12. The corporate risk register is attached at appendix 10, and service and corporate risks have been taken into account in budget-setting and in considering the adequacy of reserves;
- Effectiveness of budget management: the council has robust arrangements for managing budgets and performance. Close attention will continue to be paid to the implementation of agreed savings, with regular reporting to the Cabinet Resources Committee.

9.13.9 Having considered the application of the above principles, the Chief Finance Officer recommends:

- General fund general reserves of a minimum of £15m; and
- Housing revenue account general reserves of a minimum of £3m, increasing to a target minimum level of £5m over the medium term in recognition of planned increased local autonomy.

9.13.10 The latest position in respect of general reserves is as follows:

General reserve	Mar-11	2011/12	Mar-12	2012/13	Mar-13
	£m	£m	£m	£m	£m
General fund	15.8	(0.8)	15.0	0.0	15.0
Housing revenue account	4.2	1.9	6.1	1.8	7.9

9.13.11 For specific reserves, the key issues are as follows:

- The favourable outcome of the Icelandic banks litigation means that the risk of non-priority status for local authority deposit-holders no longer pertains. Against this, however, the risks associated with the financial environment have significantly increased. The UK economy will not grow at the rate anticipated when the spending review 2010 was conducted, and the prospects are significantly threatened by the potential impact of problems in the eurozone. There is therefore a significant risk that government planned spending on local authorities could be further reduced. The risk reserve, reflecting all financial risks, will therefore be maintained at a level of £15m;
- The key council mitigation of financial risk in the One Barnet transformation programme. The costs of delivering the programme are funded from the transformation reserve and the reserve has been set at a level to enable a further round of projects;

- The temporary service reserve has been set at a level which balances resource constraint against the need to retain the capacity to respond to corporate priorities.

9.13.12 For specific reserves, the Chief Finance Officer has considered matters relevant to each reserve and advises the following planned levels:

Specific reserves	Mar-11	2011/12	Mar-12	Additions 2012/13	Mar-13
	£m	£m	£m	£m	£m
Risk	13.2	3.9	17.1	(2.1)	15.0
Transformation	9.4	(5.9)	3.5	5.1	8.6
PFI	3.6	(0.4)	3.2	0.0	3.2
Temporary Service development reserve	0.0	0.0	0.0	5.1	5.1
Infrastructure	0.0	1.5	1.5	3.0	4.5
Service Reserves	14.3	(10.3)	4.0	0.0	4.0
Council total	40.5	(11.2)	29.3	11.1	40.4
Schools reserves	14.7	2.8	17.5	0.0	17.5
Total	55.2	(8.4)	46.8	11.1	57.9

9.13.13 The council's arrangements for ensuring financial resilience have been assessed by external auditors during 2011/12 and have been found to be robust. This report was presented to the audit committee in December 2011.

10. LIST OF BACKGROUND PAPERS

10.1 None.

Foreword: The Leader of the Council

This is the council's Corporate Plan for 2012 – 2013, the main document that sets our direction and priorities for the year ahead. It is written for Barnet's residents, partners, staff and Councillors. It identifies the challenges facing the borough and our plans for the future. We are ambitious for Barnet and will make sure that the council plays its part in securing the future success of the borough.

In a difficult financial climate, there are tough choices to make. Central government funding for local government is reducing by £81bn between 2011 and 2015 and councils across the country face the challenge of providing better services with less money. Barnet will have 26% less income from central government over this four year period. At the same time, population growth and rising expectations mean that we need to adapt and change to give better services for our residents. We are setting clear priorities for the future and making sure every public pound is spent where it can have the greatest impact. We have a robust financial plan and 77% of our savings are from efficiency savings.

Against this backdrop of unprecedented change, the council continues to deliver good services to residents. 91% of schools in Barnet are rated as 'good' or 'outstanding' by Ofsted, and Adults and Children's services are recognised as 'excellent' by external inspectors. Barnet remains an attractive and successful borough, with household incomes totalling almost £6bn last year and 86% of residents satisfied with their local area as a place to live. Barnet continues to be recognised as a pioneering council, adopting Community Budgets to pool resources with partners and better support for families with the most complex challenges, and successfully bidding for funding to rejuvenate four town centres.

But we must go further to make sure that Barnet continues to prosper. We will invest additional resources in school places, develop skills and employment programmes for young people, support enterprise and provide opportunities for residents to acquire skills.

We will set clear priorities and design services around the needs of individual residents, while saving money. We need to be innovative and find new ways to provide services, using the market to provide greater efficiency and finding new ways to work with local partners to secure better results. Customer services, development and regulatory services such as environmental health, and all of the council's back office services will be contracted out to new providers, giving more responsive services for residents, unlocking savings and opening up new opportunities for the future.

As we prepare for the future, we have clear strategic direction. The council's priorities of **better services with less money; sharing opportunities, sharing responsibilities; and a successful London suburb** continue to guide the work of the organisation.

We have an ambitious transformation programme in place to focus our resources, energy and assets to provide better services for our residents at a time of increasing population, rising expectations and reduced public budgets. Three principles underpin everything we do:

- A relentless drive for efficiency
- A new relationship with citizens
- A one public sector approach.

This council is ambitious for our residents, and we will challenge ourselves and partners to strive for improvement, and encourage residents and communities to play their part in the success of the borough.

Introduction

The major challenges facing the borough in the immediate future include:

- A growing population, with the under-five and over-85 populations growing fastest and placing the greatest demand on public services
- Ensuring Barnet remains a successful London borough despite a challenging economic climate and with reduced public funding
- Encouraging an active borough where residents are doing more for themselves, their families and their communities, with the council and public partners enabling success and supporting the most vulnerable
- Exploiting opportunities around technological change, and finding new ways to deliver effective services with local partners.

Barnet today

Barnet is a vibrant and successful London suburb. It is one of the greenest suburbs in the capital with over 200 parks and green spaces. It is recognised as an attractive place to live and work.

Despite the tough economic climate, Barnet remains a successful and enterprising borough, with the third highest number of registered business in London. Households remain relatively prosperous, with average household incomes 6.5 per cent above the London average. However, there are variations in different parts of the borough. There are areas of deprivation, notably around the western boundary's A5 corridor and in some of our local housing estates.

Barnet is a large and diverse borough, made up of suburban residential communities as well as 20 town centres and Brent Cross, one of south-east England's biggest retail locations. It is the most populous borough in London, with 353,900 residents and 146 different languages spoken in our schools. We have dynamic active and communities, with around 1000 local voluntary and community organisations active in the Borough.

A growing and changing borough

Barnet will continue to grow and evolve in coming years. Over 8 per cent of the population is new to the borough each year. The population is expected to grow by 25,600 more people by 2016, with the greatest growth concentrated in the western part of the borough and regenerating some of the most deprived parts of Barnet. We also expect to see major growth at both ends of the age spectrum by 2016, projecting:

- over 25 per cent more adults over the age of 90
- 17 per cent more children aged between five and nine.

The Black and Minority Ethnic population is expected to grow from 33 per cent of the population to 35 per cent, slightly above the London average.

Financial pressures

The Coalition Government's plan to reduce public spending by £81 billion by 2015 will have a big impact on councils across the country. We have a savings target of £43m over the next three years, and growing demand for social care services. If funding to local government remains flat, the council's entire budget would potentially be spent on Adults Social Care and Children's Services within 17 years.

A vision for a thriving borough, with a new relationship with residents

In Barnet, levels of voluntary activity are high and people take pride in their communities, for example getting involved through their faith organisation or within their local neighbourhood. Residents, community groups and public partners all have a role to play in creating a

successful borough. We will encourage Barnet residents to work together to contribute to their communities and their local environment.

The council and its partners have set out a ten-year vision through the Sustainable Community Strategy, defining the values we share and the outcomes which will make the borough an even better place to live. We share a vision for a strong civic society in which people do things for themselves rather than wait for the state to provide services.

Our approach to change

We have recognised that there are challenges ahead. To play our part in supporting the borough's future success, the council needs to change and adapt.

We have developed a change programme, called the One Barnet programme. This provides a mechanism to address the challenges we face, making sure that Barnet residents get the services they need to lead successful lives in a successful borough. The first phase of this programme is now achieving results. We have developed a new library strategy, achieved £1.4m 'quick win' savings and have three major contracting exercises underway to secure value for money and service improvement in Development and Regulatory Services, Customer and Support Services, and Parking. For a £9.2m investment we are anticipating over £100m cumulative savings over ten years.

Financial Strategy

The Medium Term Financial Strategy (MTFS) sets out all of the budget changes from 2012/13 to 2014/15. It is the model around which the council's financial strategy is based. The budget for over the next three years identifies savings of £43m to provide a balanced budget.

The overarching theme of the MTFS is caution, given the current economic turmoil both in the UK and across Europe. There remains risk that further government spending reductions will be required in 2013/14, having already confirmed that the period of austerity will continue another two years from 2015 to 2017. This caution is reflected in the council's contingency position, and in balances held in the risk reserve.

The budget also identifies investment in priority services. Over £5m of ongoing revenue funding has been allocated over the next three years to Adults and Children's social care, with £1m already allocated to Children's social services to support early intervention with families.

Finally, the budget is underpinned by a Council Tax freeze in 2012/13, and additional funding from the borough's growing tax base has now been used to enable the proposed increase in 2013/14 to be limited to 2.5%.

Delivering the Corporate Plan

In this year's plan we have reduced the number of targets so that we focus on the most significant challenges and on resident priorities. Our performance against the Corporate Plan will be reported and published each quarter. Alongside the Corporate Plan, all seven council departments will complete and publish a short summary of their service plan for the year and will provide quarterly performance report. A set of business management performance measures will be reported each quarter to give an overview of the health of the organisation and aiming to ensure that the council is efficient and effective over the year ahead.

Better services with less money

Vision

We have significantly less money from central government than in previous years. Our aim is to protect services while saving money, ensuring that the borough continues to prosper and that residents receive quality services.

We will continue to drive costs out of the council through transforming our internal organisation, reducing the costs of providing services and giving better value for money. 77% of our savings are efficiency savings. To live within our means over the next three years we will embrace change, look at different ways to provide services, and use other providers in the private, public or voluntary sectors to secure better value for taxpayers.

Expenditure will be moved to funding prevention models where we know there is a clear cost benefit and where reducing resources can be shared to benefit more people. We will work with local partners to address challenges in the borough and make the best use of our resource. We will focus on improving and streamlining our customers' access and assessment services so residents find them easier to use.

Strategic objectives

To deliver this vision, we have three strategic objectives for the year ahead:

- Safeguarding vulnerable children and adults
- Investing in early intervention and prevention to reduce the number of children and families experiencing complex problems
- An efficient council, with services designed to meet the changing needs of residents.

1. Safeguarding vulnerable children and adults

Protecting the most vulnerable people from avoidable harm or abuse underpins everything we do. An additional £5.62m has been allocated through the Medium-Term Financial Strategy to support our most vulnerable residents.

How we will achieve this objective

To ensure the safety and wellbeing of vulnerable adults who use social care services, we will work with partner organisations (NHS, police, social care providers) setting essential standards and monitoring compliance.

To improve our support for vulnerable children we will:

- reduce the time for adoption orders to be given and reduce time spent in court proceedings
- recruit and retain more foster carers to support children in care to have a happy childhood and successful transition into adulthood
- develop an integrated transitions strategy that enables those with high levels of disability and complex needs to lead lives that are as independent and fulfilling as possible.

How we will measure success

1. Percentage of safeguarding adult cases where users of services report that they feel safer
2. Increase timeliness of placements for children in care who were placed for adoption within 12 months of the decision to be placed for adoption to 75%
3. Increase the percentage of children in care under 16 that are in council (rather than agency) foster placements by 2%.

2. Investing in early intervention and prevention to reduce the number of children and families experiencing complex problems

Barnet is leading the way with early intervention, using Community Budgets to pool resources across partners to support families with complex problems, achieve better outcomes for families and local communities, and provide savings. £1m has already been allocated to Children's social services in 2011/12 to support early intervention with families.

How we will achieve this objective

Early identification, accurate needs assessment and effective interventions are key in supporting and empowering families to ensure that all children have the best possible start.

To achieve this we will:

- implement the Family Focus programme to work with one hundred families with complex problems, with shared risks and rewards across public sector partners
- work with a further 250 families through a whole family approach offering parenting and tailored early support
- develop and introduce payment by results for Children's Centres
- implement the Family Nurse Partnership to support vulnerable young mothers.

How we will measure success

4. Achieve a 7% reduction in the number of children becoming the subject of a Child Protection Plan
5. Reduce the number of children becoming the subject of a Child Protection Plan for the second or subsequent time to 12%
6. Achieve a 5% reduction in the number of first time entrants to the youth justice system.

3. An efficient council with services designed to meet the changing needs of residents

Our challenges for the year ahead are to improve residents' experience of council customer services and to find more efficient ways of providing services. Over the next three years 77% of the savings included in budget proposals are efficiency savings.

How we will achieve this objective

We will look for the best service provider whether public, voluntary, or private, to give better value for money and deliver service improvement. The One Barnet programme is investing £9.2m over the period 2010 to 2013 in projects to transform the way services are delivered. This investment has already delivered ongoing revenue savings of £5.8m and will have delivered over £16m of savings by 2014/15.

The budget process for 2012/13 has allocated an additional £5m to the transformation reserve. This will fund additional One Barnet projects, which are currently being developed and will provide invest-to-save funding to contribute to the delivery of £12.9m savings.

Delivering major change projects:

- creating a Customer Services Organisation to be the first point of contact for residents, improving phone call handling and better resolution of calls, and providing a website that enables customer self-service
- completing the selection of preferred provider for customer services and back office support services to be in place for January 2013. This will provide savings, improve residents' experience of council customer services, and provide a more efficient back office
- completing the procurement of a provider for Development and Regulatory Services to secure savings and to improve performance and finding ways to adapt services to meet the changing needs of residents
- delivering the library strategy, promoting literacy, engaging with local communities and volunteers and providing a more efficient service
- promote greater transparency and local accountability by making more information easily accessible via an enhanced website.

How we will measure success

7. Ensure that 75% of all calls handled by the Customer Services Organisation will be answered within 20 seconds
8. Achieve 90% of customer satisfaction with the council's telephone service by the end of 2012 – 2013 and increased satisfaction with the council's website
9. Achieve 86% library user satisfaction with library services (CIPFA measure).

Sharing opportunities, sharing responsibilities

Vision

Everyone should be able to share in Barnet's success, but we recognise that some people need more support than others to achieve this.

With parents, communities and partners, we aim to ensure that every child can reach their potential. We will invest in schools and additional school places, and we will target those young people who may need additional support to fulfil their potential.

Working with residents and partners, our aim is that adults in need of support are confident to live independently, with greater control over how they receive services from the council and other providers.

We expect people to take responsibility for their own health and wellbeing, with local services providing the information and appropriate support to encourage better health and wellbeing.

We want Barnet residents to work together to contribute to their community and improve their local environment. We pledge to provide appropriate support where necessary. Only by sharing a collective vision and working together to deliver this vision will the borough remain an attractive and successful place.

Strategic objectives

To deliver this vision, we have three strategic objectives for the year ahead:

- Ensuring every school is a good school for every child, and targeting support at young people at risk of not fulfilling their potential
- Supporting residents to live healthy and independent lives
- Offering greater personalisation for users of care services, a positive experience of care for and support for carers.

4. Ensuring every school is a good school for every child and targeting support at young people at risk of not fulfilling their potential.

Barnet's schools are highly regarded with 91% of schools rated as good or outstanding and our children achieving results above the national average. Our aim is to ensure all children have the opportunity to achieve their potential. We will prioritise capital investment in additional school places, provide support to Barnet schools in achieving Academy status.

How we will achieve this objective

Our pledge is to work with schools to make sure every school is a good school for every child, ensure sufficient places are available and provide targeted support for young people at risk of not fulfilling their potential. We will:

- ensure sufficient primary and secondary school places are available to meet demand by delivering a programme of permanent and temporary expansions
- challenge all schools to maintain a robust approach to self-evaluation and continuous improvement
- embed the use of a differentiated approach to challenging and monitoring schools on their progress in closing attainment gaps for vulnerable children
- develop and implement a multi-agency inclusion strategy
- support the development of free schools to meet local requirements where there is evidence of demand, a robust business case and available property.

How we will measure success

10. Increase the achievement of five or more A* - C grades at GCSE or equivalent (including English and Maths) to 69% of pupils
11. Children at risk of under achievement:
 - reduce the achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stage 2 to 17.5%, and at Key Stage 4 to 25%
 - increase the percentage of children with Special Educational Needs (SEN) achieving five A*– C GCSEs including English and Maths to 33%
 - increase the percentage of children in care achieving five GCSEs at A* to C including English and Maths to 30%.

5. Supporting residents to live healthy and independent lives

Our vision is that all Barnet's residents are able to live well and independently by taking more responsibility for their and their family's health well-being, harnessing the support of their families and communities, and by being free of avoidable illness and disease.

How we will achieve this objective

The council will work with local health partners to deliver the Health and Wellbeing Strategy, promoting prevention, and integrating commissioning with health partners. Greater integration of care and health services is intended to provide a seamless service to residents and to make the best use of resources. Our activities include:

- working with community groups and service providers to develop mutual support
- integrating health and care services to the vulnerable residents, aiming to avoid inappropriate acute hospital bed days, and working together to provide more responsive services to patients and service users
- provide information and support to help people stop smoking

- developing plans to help individuals address obesity
- complete a review of leisure services, consulting with residents and considering how leisure services and other assets in the borough can help people stay healthy.

How we will measure success

12. Increase the percentage of people aged 65+ who are still at home 91 days after discharge into rehabilitation services to 87%
13. Increase the number of smoking quitters in people aged 18 years and over to 2,200 (NHS four-week smoking quitter target).

6. Offering greater personalisation for users of social care services, a positive experience of care for and support for carers

Our aim is for users of care services to be in control of their own care, accessing services that meet their needs and having a positive experience of care and support. There should be an active role for users, carers and local people in social care.

How we will achieve this objective

Residents who receive social care services should be in control of their own care, through universal access to information, and a commitment to provide personal budgets to all eligible people who want them. Wherever possible, users of social care services should have choice and control. We will implement a project to further embed personalisation into social care services.

Following the recommissioning of carers support, we will implement new working arrangements with the new lead provider to embed good practice.

We will further integrate social care and health services, developing a joint plan for carers support across the local authority, NHS, voluntary sector by end September 2012.

How we will measure success

14. Increased proportion of users of adult social care services who feel they have choice and control influencing decisions that affects them
15. Increase the percentage of users of residents social care services taking their personal budget as a direct payment to 18%
16. Achieve a reduction in the total number of people aged 18 – 64 in residential and nursing care
17. The proportion of carers who report that they are supported to sustain their caring role.

A successful London suburb

Vision

We want Barnet to continue to be a successful, prosperous place where people want to live.

We will ensure that the borough is clean and safe, preserve green spaces, provide excellent educational opportunities and facilitate housing choices that support residents' aspirations.

We believe that access to good healthcare services and employment opportunities will help the borough to remain cohesive and at ease with its growing diversity.

In a difficult economic climate we need to take steps with residents, businesses and with partners to achieve growth and regenerate parts of the borough. We will invest additional funding to promote enterprise, skills and employment, particularly among younger people.

Strategic objectives

To deliver this vision, we have four strategic objectives for the year ahead:

- Working with our partners and residents to keep Barnet safe
- Protecting the Barnet environment
- Maintaining clean streets, and keeping Barnet moving through efficient management of the roads and pavements network
- Sustain Barnet as a successful place through regeneration, and supporting enterprise and employment.

7. Working with our partners and residents to keep Barnet safe

Community safety services are recognised as a top priority of Barnet residents. Our aim is to work with partners such as the police and with residents to ensure that Barnet remains a place where people want to live and where people feel safe.

How we will achieve this objective

We will develop the Integrated Offender Management project. This will be a co-ordinated partnership approach to reducing re-offending, through enhanced support and intervention with identified priority cohorts of offenders.

In addition, our Family Focus and intervention programme will work with families with complex problems, intending to reduce crime and anti-social behaviour within that cohort.

We will complete a review of our community safety work to ensure resources are allocated efficiently and effectively across the partners to deliver the Safer Communities Strategy. We are evaluating the use of a shared services model to provide a targeted and effective service, and considering options to replace our CCTV equipment to support a more effective service.

How we will measure success

- 18. A reduction in adult reoffending for those under probation supervision
- 19. Increased in community confidence in police and the local authority dealing with crime and anti-social behaviour.

8. Protecting the Barnet environment

Barnet is renowned for its green spaces and parks, with 36% of the borough designated as green belt. Our aim is to protect green space and encourage wider use of parks. As we adapt for the future, our approach must be to promote recycling, reduce the amount of waste sent to landfill and secure value for taxpayers.

How we will achieve this objective

Our aim is to ensure that ensuring that parks and green spaces remain attractive and an asset to the borough. We will complete two projects to improve play areas, in Edgwarebury & Princess Parks by March 2013.

Refuse and recycling services are recognised as top priorities for Barnet residents. With increasing costs to send waste to landfill, our aim is to reduce overall levels of household waste whilst increasing the proportion of waste being recycled. We will complete a service review to look at different options to provide waste services and work with residents to promote sustainability and waste minimisation.

We will complete the selection of a partner to provide our Development and Regulatory services such as planning and environmental health, providing savings improving service delivery.

How we will measure success

- 20. Limit the residual average household waste to 710 kilograms per household
- 21. Ensure that a minimum of 34% of household waste is recycled composted and reused.

9. Maintaining clean streets and keeping Barnet moving through efficient management of the roads and pavements network

Repair of roads and pavements remain a priority for Barnet's residents and it is vital that we provide these basic services effectively and efficiently. Additional capital investment will be made in roads and pavements.

How we will achieve this objective

We ensure efficient expenditure on maintenance through an asset management approach:

- prioritising highways maintenance in a model which includes a range of different ways to maintain condition of roads, including use of patching
- making sure that high priority roads in the network are kept in good condition for easy and safe flow of traffic
- complete a minimum of 10 footways schemes using £1m capital funding
- improving the 20 high priority roads in the current programme so that they are in good condition for easy and safe flow of traffic.

We will target parking services resources in areas of most impact in town centres, aiming to increase the flow of traffic in key parts of the borough and ensure that the new provider of the parking service delivers efficiency savings.

Where utilities companies are working on Barnet roads, we will increase monitoring to enforce compliance with the London Permitting Scheme.

Over the coming year we will complete a review of streetscene services to give better value for money service and maintain high standards of service to the customer.

How we will measure success

22. Repair 75% of 'intervention-level' pot holes defects within 48 hours
23. Repair 95% of 'intervention-level' pot holes within 28 days.

10. Sustain Barnet as a successful place through regeneration, and promoting enterprise and employment

We have bold plans for growth within Barnet, developing new housing, businesses and infrastructure in growth areas and regenerating priority council housing estates. We work with partners to develop skills and employment initiatives with a particular focus on 16 – 24 year olds, supporting enterprise, and providing opportunities for residents to acquire skills and promote employment.

How we will achieve this objective

We aim to deliver sustainable growth through our regeneration and growth plans and ensure that we have the necessary infrastructure in place to support this growth. We also want to help towards meeting the challenge of managing and reducing demand pressure on social housing and services. We will achieve this by:

- implementing the Regeneration Review action plan and a framework for streamlining and identifying future funding streams to support growth
- developing a Skills and Enterprise action plan that engages local businesses and partners to improve employment opportunities for residents who are not employed, including focussing on young people not in education, employment or training (NEET) or who are at risk of becoming NEET

- endorse the London Council's Procurement Pledge to encourage jobs and training opportunities
- improving access to social housing for those in housing need by making better use of council housing and by regenerating priority council housing estates
- delivering an Empty Homes programme to increase the supply of affordable housing, and reduce the risk of squatting and crime associated with long term empty properties.

How we will measure success

24. 65% of planning permissions granted for homes that are suitable for families
25. 264 new affordable homes completed and 402 new dwellings on regeneration estates completed by 31 March 2013
26. Reduce the average length of time spent by households in short-term nightly purchased accommodation to 26 weeks by 31 March 2013
27. Ensure the proportion of young people who are not in education, employment or training in Barnet remains below the mean for statistical neighbours (4% in Barnet vs 5.3% in statistical neighbours in November 2011).

Equalities

The Council's Constitution sets out how the Council operates, how decisions are made and the procedures followed to ensure that these are efficient, transparent and accountable to local people. The Constitution expresses the intention for the Council to 'address inequality'. Article 3 of the Constitution states that citizens have the right to:

- (i) be treated equally with understanding and respect;
- (ii) have equal opportunity with other citizens; and
- (iii) receive quality services provided to Best Value principles.

This is the council's strategic equalities objective. The council's established approach to assessing the equality analysis of outcomes to changes in policy functions and activities will support this. We have adopted a model of disability that recognises that people are often disabled by their environment and other people's attitudes. Policies, functions and activities will be analysed for their equalities impacts and risks. These considerations will provide factual and specific information and assess the impact of those facts on different groups of people, including disabled people.

To collect this evidence the council has designed two equality assessment processes: An internally-facing employee Equality Impact Assessment (EIA) which assesses the personnel changes of the organisation at key milestones; and an externally-facing EIA focusing on the council as a service provider and asks the following questions:

- Are there differential service outcomes for different communities? If so, what measures will be put in place to re-dress these differences?
- What will be the impact of the delivery of any proposed new services or functions on satisfaction ratings amongst different groups of residents?
- Does the proposal enhance Barnet's reputation as a good place to work and live?
- Will members of Barnet's diverse communities feel more confident about the council and the manner in which it conducts its business?
- How will the new proposals enable the council to promote good relations between different communities?
- How have residents with different needs been consulted on the anticipated impact of this proposal? How have any comments influenced the final proposal?

Managing the business

As the council delivers an ambitious change programme in 2012/13, we will ensure the business is well-run, efficient and transparent. Alongside the Corporate Plan, a set of business management measures will be reported each quarter.

These measures will include:

- **Financial measures** to report the percentage of savings achieved, delivery of the capital programme, budget management and ensuring investments comply with the Treasury Management Strategy
- **Income measures** to ensure that we are accurately maximising income from Council Tax and collecting income and debt owed to the authority
- **Value for money measures** to the manage economy, efficiency and effectiveness across the organisation and identify areas for improvement
- **Freedom of Information and complaints** responses, measuring and increasing the number of FOI responses provided within 20 day statutory target and reporting the number of complaints dealt with in accordance with policy guidelines
- **Human Resources measures** to report and manage sickness absence, turnover of employees and completion of employee performance review
- **Procurement measures** to report the number of compliant contracts procured in accordance with Contract Procedure Regulations and the forward planning of contracts
- **Back office services performance** to measure the performance of back office services including Information Systems and Property Services, and the overall value for money performance across corporate services.

Appendix 2

Corporate Plan and Budget Consultation

Consultation Findings

**January 2012
Insight
Chief Executive's Service**

CORPORATE PLAN AND BUDGET CONSULTATION

1. EXECUTIVE SUMMARY

This report sets out the detailed findings for the Business Plan and Budget 2012/13 - 2014/15 consultation.

1.1 Summary of approach to the consultation

The Business Plan and Budget consultation had three strands:

- Consultation on next year's Corporate Plan and our priorities for the next ten years.
- General Consultation on the Council's Business Plan and budget for 2012/13 - 2014/15 which invited residents' views on our approach, the priorities the Council's has set for savings and further comments on the savings we have identified within the Business plan for 2012/13 (in particular those that have been identified as 'general consultation').
- Service specific consultations where the Council has indicated there will cuts to services in our budget proposals for 2012/13.

Below is a summary of the key findings of all the aforementioned consultation elements. The results will be used to inform the development of next year's Corporate Plan and final decisions on the Council's Business Plan and Budget for 2012/13 - 2014/15. The full findings can be found under sections 1, 2 and 3 of this consultation report.

2. OVERALL SUMMARY OF KEY FINDINGS

2.1 CORPORATE PLAN CONSULTATION FINDINGS

The Corporate Plan consultation comprised of an online survey and a deliberative event with Citizen Panel members.

2.1.2 Summary of key findings – Online Survey

- In total 599 surveys were completed, 491 were completed by the Citizens' Panel and 108 were received via the web. The responses have been aggregated and the overall sample profile has been weighted to be representative of the population of Barnet.
- In terms of which services respondents saw as important to the community and Barnet as a whole, environment, street scene and community safety services were the most important services and respondents also indicated that they were most important to them personally.
- Refuse collection was significantly the most frequently mentioned service as being important to the community and Barnet as a whole (54%), followed by Community safety services (49%), Repairs of roads and pavements (48%) and Street cleaning services (41%).
- Support to older people with care needs (40%) and Secondary education (40%) were ranked fifth equals. These were closely followed with Primary education (39%, ranked seventh), Parks, playgrounds and open spaces (35%, ranked 8th), the Library Service (32%, ranked 9th) and Street lighting (31%, ranked tenth).

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CORPORATE PLAN AND BUDGET CONSULTATION

- In terms of demographics, there was some variation in which segments of the communities deemed which services to be the most important. Services should look at the detailed results in Section 1 of this report, in order to understand how their views differ.
- The services that have less visibility and usage were less likely to be ranked as respondents top eight most important.
- In particular, many of the services that seek to support the most vulnerable were not seen as important to Barnet as a whole by respondents; namely, Support for adults with a physical disability (13%, ranked 24th =), Support to adults with a learning disability (13% ranked 24th =), Support to family carers of adults (12% ranked 26th) and Fostering, adoption and children in care (11%, ranked 26th).
- It is worth noting that the sample of respondents who actually use the aforementioned services was small, and their priorities varied quite significantly compared to the whole sample. It is therefore important that their needs and priorities are taken into account. However, due to their small sample sizes of these users within this survey, their priorities should be treated with caution in the context of this survey.
- The significantly most commonly cited reason for respondents indicating services were among their eight most important for the community as a whole was if the service was deemed an essential / basic service that the Council should be providing. This was followed by if the respondents felt the service required more support / resource. The third most frequently mentioned reason was if respondents felt the service was a benefit to the majority or the whole community.
- Other important drivers were if the service makes provision for the vulnerable and if the service helped ensure residents' safety, health and well being. Followed by if respondents felt the service would benefit the borough in the future, i.e. important to focus on for 'better residents' 'long terms benefit' or 'enable employment'; and if respondents felt the service helps make a 'better borough/ community/ neighbourhood'.
- It is also worth noting that if respondents used the service they were more likely to say it was important in terms of the borough and to them personally.
- **From a personal perspective** the services that respondents most frequently indicated as the twelve most important to them personally were the same as the top twelve services that they indicated were most important to the Barnet a whole. The only exception to this was doorstep recycling which moved up from 21st place as being important to Barnet (17%) to 11th place as being important to respondents personally (31%). It is worth noting that respondents viewed this service as good and therefore felt this was a reason why this was not deemed important for the Council to focus on.
- Respondents were asked to write in which services they thought the Council needs to improve. The top most frequently mentioned services were: repairs of roads and pavement, improving the parking situation, charges and payment methods; street cleaning; community safety; education provision; library services; improving facilities for young people; and improving services for the vulnerable.
- The top most frequently mentioned areas where respondents felt the Council could save money were: to review salary and expenses packages for 'top' and senior council employees; streamline and centralise internal services and departments; cut or cap housing benefits, making these more stringent and clamping down on fraud and sub

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CORPORATE PLAN AND BUDGET CONSULTATION

letting; review remuneration and expenses of councillors; engage the community and encourage people to do voluntary work that benefits the community - especially those on benefits or who have been given community service; and review all levels of council staff pay.

2.1.3 Summary of key findings – Corporate Plan Deliberative event

- The deliberative event was attended by 74 members of the Citizens' Panel representing a cross-section of the community.
- Delegates were asked to comment on a set of draft corporate plan objectives. They commented that although they liked that there were fewer objectives than last year, the draft objectives appeared vague and lacking in tangible meaning as presented.
- It was felt that there should be an additional objective included relating to the local economy, business and employment (particularly for young people).
- There was also significant appetite for a deeper conversation about the Big Society and the 'deal' between citizens and the local authority.
- In terms of service priorities, delegates agreed that universal services like refuse collection and roads and pavements were important as they were used by the widest number of people, however it was also generally acknowledged that the results undervalued the importance of the various social services provided by the Council for vulnerable residents. It was appreciated that while these may not be the priority of individual residents they should be a priority for the Council.
- While delegates were not opposed to rises in council tax where the need was clearly communicated and transparently recorded, in general they did not want any further money spent on improving the highest ranking services (refuse collection, roads and pavements); rather it was felt that the Council should simply do better with the resources they have already.
- Delegates felt that the Council had been poor at communicating changes to services in an accessible and timely manner, such as with parking. Any future changes to services need to be carefully explained and trailed well in advance.
- In terms of scrutinising how the Council is performing against the strategic and service objectives in the Corporate Plan, financial information (some of which is already published but delegates were not aware of) was of particular interest.
- The web was the obvious (though not only) medium through which delegates wanted to access this information. There was an appetite for new spaces (both online and face to face) for citizens to scrutinise council performance and discuss the information in a constructive way with officers and members.

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CORPORATE PLAN AND BUDGET CONSULTATION

3. BUSINESS PLAN AND BUDGET GENERAL CONSULTATION

The Business Plan and Budget consultation consisted of an online survey and face to face engagement with the voluntary sector and businesses.

3.1 Summary of key findings Business Plan and Budget Online survey

- The survey received a total response of 25 responses (not all respondents completed all questions). Due to the small sample size the overall findings **should be treated with caution**.
- Opinion on the Council's overall approach to the budget was mixed in terms of the amount of efficiency savings and the increased revenue the Council has identified in its Business Plan. Just over a third of respondents (9 out of 24), who answered this question indicated that they felt the amount of efficiency savings the Council had identified was about right, the same number felt further efficiency savings should be identified and around a fifth felt there should be less pressure for efficiency savings.
- In terms of increased revenue identified in the budget, again around a third of respondents (8 out of 24) felt the increased revenue identified was about right. However a further third (8 out of 24 respondents) felt that the increase in revenue should be higher and a similar number (7 out of 24 respondents) felt the increase in revenue should be less.
- In terms of reduction to services, views were less mixed, with just over half - 14 out 25 respondents - felt that the reduction to services should be less. 7 out of 25 respondents (28%) thought the balance is right and 3 out of 25 respondents (12%) think there should be greater reduction to services.
- In terms of individual service areas respondents generally agreed with the priorities the Council had identified for the budget within each service area.
- The only exception where opinion was more mixed was support for the Chief Executive Service priority 'Launching a new "customer friendly" website' and the Children's Service priority 'Enabling parents and the Big Society to nurture Barnet's children'. When asked for reasons for their disagreement about Big Society, concern was expressed that there would be less funding for voluntary groups.
- Respondents were asked if they had any additional comments about specific savings proposed that were marked as 'general consultation' under each service area. Very few comments were received; however it is recommended that services look at these comments in detail. The findings can be found under Section 2 of this report.
- In terms of the level of council tax, views were mixed and there was no clear majority in terms of the relationship between keeping Council tax low compared to protecting council services.
- The option that received most support was to *increase council tax to be inline with inflation so the current level of front line services can be sustained at the same quality*, with just under a third of respondents choosing this option (31%, 5 out of 16 respondents). A quarter, 4 out of 16 (25%), said they would prefer *to continue with the*

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CORPORATE PLAN AND BUDGET CONSULTATION

current rate of council tax but reduce the level of front line service we provide. The same number of respondent's, 3 out of 16 (19%), indicated they would prefer to see an increase council tax above inflation so that the current front line services can be sustained at a higher quality or continue with the current rate of council tax and level of services but at a lower quality. Only one respondent said they would prefer a cut in council tax with reduced front line services and provide the remainder at a lower quality.

- A number of respondents put forward ideas that suggested that residents are willing to work with the Council to help realise savings. Of these, the suggestion that recycling and refuse collection could change to two week, alternate collections, had the most support.

3.2 Face to face engagement with the voluntary sector on the Council's Business Plan and budget

The Council used the opportunity to engage with the third sector through the existing group, the Network of Networks. The group is made up of representatives from all the voluntary sector networks in Barnet.

Summary of key findings:

- The voluntary sector is understandably concerned about the implications of reductions in local authority funding for their own services. It is clear that the Council has to better communicate the One Barnet programme to the sector, particularly as it relates to commissioning.
- A practical outcome of this consultation will be to look at ways of improving dialogue between the voluntary sector and the Council, including regular meetings specifically to discuss how both parties are coping with the challenges of smaller budgets.

3.3 Face to face engagement with local businesses on the Councils approach to its Business plan and budget (general consultation)

As part of the Council's statutory duty to consult with Non-Domestic Rate Payers (NDPRs), Barnet Council wrote to all NDPRs inviting them to take part in the Council's Business Plan and Budget general consultation online survey. The Council also used this invitation as an opportunity to invite businesses to a Business Breakfast event.

Summary of key findings:

The business breakfast asked members of the business community to comment on the Council's response to the current challenging circumstances. This was not strictly a consultation on the budget or corporate plan, but rather an effort to rekindle an ongoing dialogue between the Council and local businesses.

Following presentations from the Leader of the Council and the Chief Executive, the floor was opened to questions from the 70 strong audience. The recent changes in the method of payment and the cost for parking were a common concern, with strong opinions on the subject voiced by a number of those present. Other questions included whether the planning process could be simplified to enable dormant properties to be

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CORPORATE PLAN AND BUDGET CONSULTATION

released through change of use applications and how small businesses can take advantage of opportunities in council procurement. In general, it was felt that this meeting was a promising start to a new relationship, although many in attendance had a wait and see attitude to if anything would change as a result of it.

A full report of the session is available on request and online. The Chief Executive has committed to holding another gathering around Easter.

4. SERVICE SPECIFIC CONSULTATIONS, BUSINESS PLAN AND BUDGET 2012/13

In summary the following service consultations have been or are being consulted on as part of Business Plan and Budget Consultation 2012/13- 2014/15:

- **Children's Services** have now completed the following consultations: Youth Services, Child and Adolescence Mental Health, Adoption and Fostering allowances, Corporate Parenting. The service consulted with their users and other stakeholders extensively with face to face engagement and an online survey. The general public were also given an opportunity to have their say and register their interest. Full details can be found at <http://engage.barnet.gov.uk> (past consultations)
- **ASCH:** had no service specific consultations this year as they had already consulted last year, namely on: Funding for voluntary sector services, charging for services (Fairer Contributions Policy), Housing and support options for older people, and Future of Barnet Sign Language Interpreting Service. Full details can be found on <http://engage.barnet.gov.uk> (past consultations)
- **EPR** have consulted on: charging for events in parks, and the new fees and charges increases. EPR also consulted on charging for clinical waste early in the financial year informing some of the proposals for 2012/13. Full details can be found on <http://engage.barnet.gov.uk> (past consultations)
- **Commercial Services:** Will be leading on the Leisure Review (March 2012)
- **Chief Exec:** Community advice, (already conducted last year full details are on the engage space), Mobile Library Service (April 2012)

4.1 Children Services Consultations:

4.1.1 Children's Service Budget Consultation Summary of key findings:

86 people responded to the online Children's Service budget consultation survey. The budget proposals have also been discussed at a number of meetings, including parent groups and with young people. The key points that emerged were:

- Regarding youth services, the majority of respondents were in favour of option Y – to start to charge for some activities and make a smaller reduction in funding for youth and play activities as opposed to option X, which would not involve charging, but would entail a greater decrease in funding for youth and play activities. Most respondents felt that as many Youth Services as possible should be retained, especially in light of the summer riots.
- There were strong feelings about the impact of the proposed youth service reductions on disabled children and young people. Alternative venues for some of these activities were being discussed.

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CORPORATE PLAN AND BUDGET CONSULTATION

- There was concern from voluntary sector organisations about the need to support voluntary sector organisations, for example in ensuring rents are sustainable.
- Some were concerned about the impact of a reduction in the computer budget on children in care, while others felt it reasonable for foster carers to provide computers using existing resources.
- Some concern was expressed over the impact of a reduction in individual tuition budgets on young people in care with SEN as they are most likely to require additional support. However, the majority of survey respondents agreed with this proposal.
- It was felt that regular reviews of allowances for foster carers, adopters and children in care should take place, but that they shouldn't face significant reductions in allowances.
- Most respondents felt that CAMHS services were already unable to meet demand. A few felt that a more flexible system would be valuable. However most survey respondents tended to agree with the proposal.

4.2 Environment Planning and Regeneration Consultations

Summary of key findings:

4.2.1 Events in Parks

Consultation on Events in Parks proposals has attracted considerable interest from residents. Approximately 1,000 representations were received via email and telephone following a significant campaign centred on two parks. An initial overview of the responses indicates that there is a strong feeling against the proposal amongst residents and various stakeholders with quite specific concerns. These concerns raised relate mainly to safety, access, noise pollution, litter and preservation of the parks. The Council recognises the need to address these concerns and to demonstrate that adequate measures will be implemented to prevent the concerns raised becoming an issue.

The Council also recognises the need to address some concerns raised by further clarifying some details of the proposals and rebutting incorrect facts and misunderstanding currently in the public domain. Full analysis of the feedback is currently ongoing and will feed into recommendations made on how any proposals could be implemented in a way that addresses residents' concerns, safeguarding the environment and communities in close proximity to the parks.

4.2.2 Fees and Charges

The schedule of Fees and Charges for 2012/13 was published on the Council's [engage.barnet](http://engage.barnet.gov.uk) portal for residents' feedback. The majority of responses relate to parking charges (approximately 80) followed by the proposed increases to allotment rents (approximately 20). This year no increase charge was proposed to on street parking. In addition, most of the other parking charge fee increase proposals were kept within inflation. However, some residents expressed dissatisfaction at any increase to parking charges following on from last year's increases.

4.2.3 Clinical Waste

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CORPORATE PLAN AND BUDGET CONSULTATION

Following consultation early in the 2011/12 financial year and an equalities impact assessment, proposals to introduce a new charge for household clinical waste customers will not proceed at this stage. Alternative options will be considered that ensures continued delivery of the service in a way that supports vulnerable members of the community. However proposals to increase clinical waste fees for trade customers remains with an intention to implement from April 2012.

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SECTION 1

Corporate Plan Consultation

Detailed Findings

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Budget and Corporate Plan Consultation findings, 27 September – 2nd January 2012, London Borough of Barnet

CORPORATE PLAN AND BUDGET CONSULTATION

1. CORPORATE PLAN CONSULTATION

The Corporate Plan consultation comprised of an online survey and a deliberative event with citizens' panel members.

1.1 Summary of key findings – Online Survey

- In total 599 surveys were completed, 491 were completed by the Citizens' Panel and 108 were received via the web. The responses have been aggregated and the overall sample profile has been weighted to be representative of the population of Barnet.
- In terms of which services respondents saw as important to the community and Barnet as a whole, environment, street scene and community safety services were the most important services and respondents also indicated that they were most important to them personally.
- Refuse collection was significantly the most frequently mentioned service as being important to the community and Barnet as a whole (54%), followed by Community safety services (49%), Repairs of roads and pavements (48%) and Street cleaning services (41%).
- Support to older people with care needs (40%) and Secondary education (40%) were ranked fifth equals. These were closely followed with Primary education (39%, ranked seventh), Parks, playgrounds and open spaces (35%, ranked 8th), the Library Service (32%, ranked 9th) and Street lighting (31%, ranked tenth).
- In terms of demographics, there was some variation in which segments of the communities deemed which services to be the most important. Services should look at the detailed results in Section 1.1.10 of this report, in order to understand their how views differ.
- The services that have less visibility and usage were less likely to be ranked as respondents top eight most important.
- In particular, many of the services that seek to support the most vulnerable were not seen as important to Barnet as a whole by respondents; namely, Support for adults with a physical disability (13%, ranked 24th =), Support to adults with a learning disability (13% ranked 24th =), Support to family carers of adults (12% ranked 26th) and Fostering, adoption and children in care (11%, ranked 26th).
- It is worth noting that the sample of respondents who actually use the aforementioned services was small, and their priorities varied quite significantly compared to the whole sample. It is therefore important that their needs and priorities are taken into account. However, due to their small sample sizes of these users within this survey, their priorities should be treated with caution in the context of this survey.
- The most commonly cited reason, why respondents indicated services were among their eight most important services for the Council to focus on for the community as a whole were, if the service was deemed an essential / basic service that the Council should be providing. This was followed by the service being deemed to respondents as requiring more support/resource. The third most frequently stated reason was that respondents felt the service was a benefit to the majority or the whole community.
- Other important drivers were if the service makes provision for the vulnerable and if the service helped ensure residents' safety, health and well being. Followed by if

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CORPORATE PLAN AND BUDGET CONSULTATION

respondents felt the service would benefit the borough in the future, i.e. important to focus on for 'better residents' 'long terms benefit' or 'enable employment'; if respondents felt the service helps make a 'better borough/ community/ neighbourhood' and to a lesser extent respondents said they felt it was an important service because they or their family use the service.

- It is also worth noting that if respondents used the service were more likely to say it was important in terms of the borough and to them personally.
- **From a personal perspective** the services that respondents most frequently indicated as the twelve most important to them personally were the same as the top twelve services that they indicated were most important to the Barnet a whole. The only exception to this was doorstep recycling which moved up from 21st place as being important to Barnet (17%) to 11th place as being important to respondents personally (31%). It is worth noting that respondents viewed this service as a good and therefore felt this was a reason why this was not deemed important for the Council to focus on.
- Respondents were asked to write in which services they thought the Council needs to improve. The top most frequently mentioned services were: repairs of roads and pavement, improving the parking situation, charges and payment methods; street cleaning; community safety; education provision; library services; improving facilities for young people; and improving services for the vulnerable.
- The top most frequently mentioned areas where respondents felt the Council could save money were: to review salary and expenses packages for 'top' and senior council employees; streamline and centralise internal services and departments; cut or cap housing benefits, making these more stringent and clamping down on fraud and sub letting; review remuneration and expenses of councillors; engage the community and encourage people to do voluntary work that benefits the community - especially those on benefits or who have been given community service; and review all levels of council staff pay.

1.1. CORPORATE PLAN ONLINE SURVEY DETAILED FINDINGS

1.1.2 Method

In summary, the survey was administered as follows:

- The consultation was published on the Council's engage space <http://engage.barnet.gov.uk/> together with a link to a video of Councillor Thomas presenting detailed information on the challenges the Council and the borough faces over the next ten years
- Collection of respondents views were fed back via a link to an on line survey incorporated on the engage space
- In order to boost the response the survey was also sent to the Citizens' Panel¹.
- Hard copies were also made available on request.
- Fieldwork for the survey took place between 27 September and 30th November 2011.
- To ensure impartially, data was collated, analysed and tables produced by Quality Fieldwork, an independent market research company.

¹ The **core** panel is made up of 1000 Barnet residents, selected to be representative of the adult population of the borough in terms of ward, age, gender, ethnicity, housing tenure, faith and disability

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CORPORATE PLAN AND BUDGET CONSULTATION

The survey was widely promoted through an insert in the November edition of Barnet First, in libraries, via Community Barnet Newsletter, the Youth Board and various service user groups and partner mailing lists.

1.1.3 Questionnaire design

The questionnaire was designed to help understand what are residents' priorities for the next ten years in order to inform the development of next years Corporate Plan.

Respondents were presented with a list of 28 council services and asked, in context of the next ten years and the financial constraints the Council faces, to indicate which were the most important services to them personally and which they felt were the most important for the Council to focus on for the community and Barnet as a whole. Respondents could tick up to eight services.

In order to conduct in-depth segmentation analysis on the results, respondents were also asked:

- to give reasons why they felt the services were the most important
- write in which services they felt most needed improving
- suggest ways they felt the Council could save money
- questions about their demographic profile²

1.1.4 Response to the survey

In total 599 surveys were completed, 491 were completed by the Citizens' Panel and 108 were received from the general public via the web. The response has been aggregated and the overall sample profile has been weighted to be representative of the population of Barnet.

1.1.5 Calculating and reporting on results

The results are based on "valid responses" only, i.e. all those providing an answer (this may or may not be the same as the total sample) unless otherwise specified. The base size may therefore vary from question to question depending on the extent of non response.

In terms of looking at differences between demographic sub groups statistically differences have been reported. on only where sub groups have sample sizes of more than 30. If samples sizes within sub groups are below 30 these have not been reported on as they are not statistically valid.

1.1.6 Sample profile

The chart over the page shows the demographic profile of those who responded to the survey compared to the population of Barnet.

The sample closely matches Barnet's actual population profile in terms of gender and ethnicity. However, in terms of age, younger panel members were under represented and older panel members were over represented.

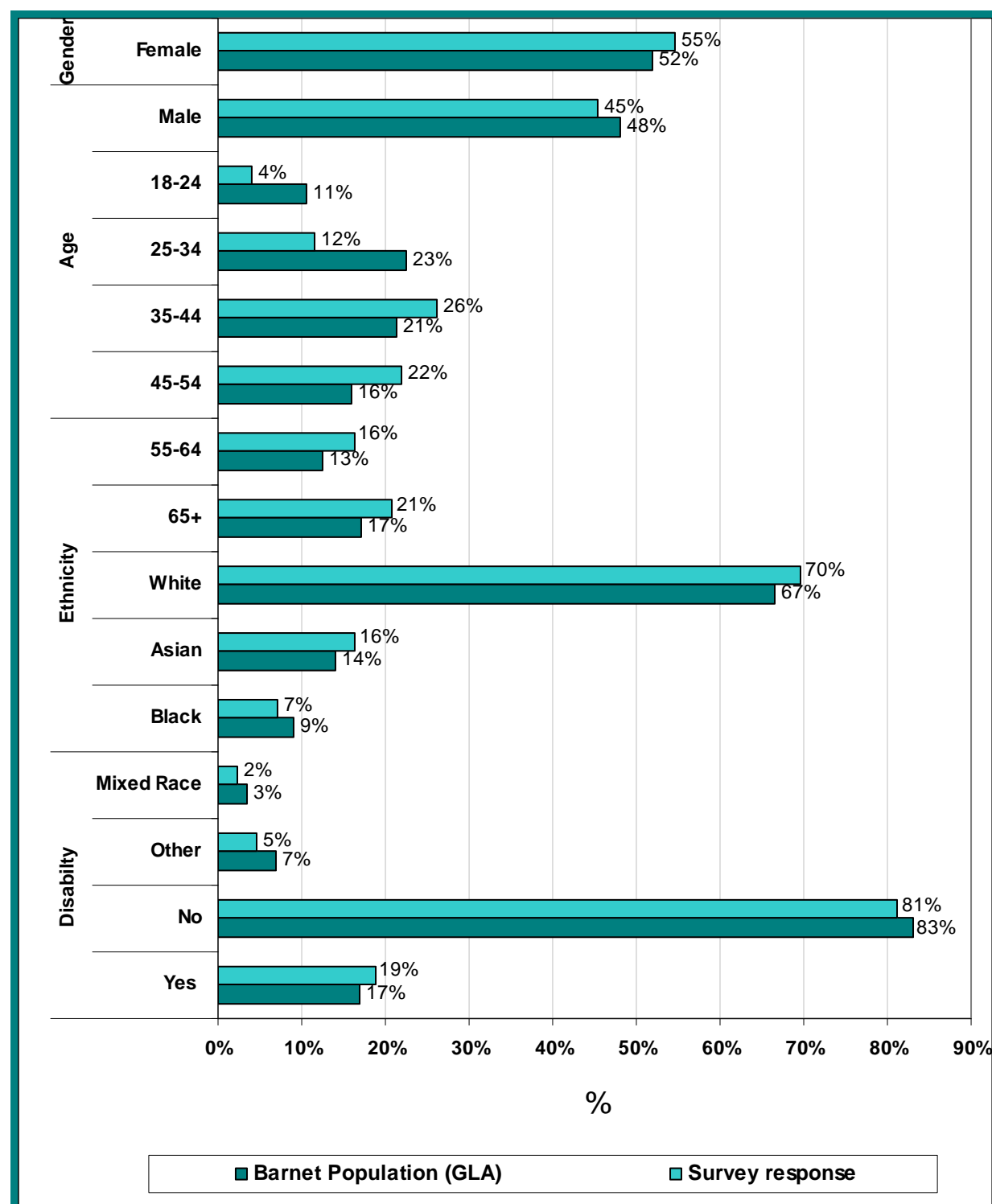
² Inline with the councils equality policy and the 2010 Equalities Act

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CORPORATE PLAN AND BUDGET CONSULTATION

Weighting has been applied to tackle the issue of under and over representation in the sample and it is the weighted data that is reported on in this report.

Chart 1: Sample profile – key demographics



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CORPORATE PLAN AND BUDGET CONSULTATION

Corporate Plan Detailed Findings:

1.1.7 Overview of residents priorities for the community and Barnet as a whole

Respondents were presented with a list of 28 council services and asked in context of the next ten years and the financial constraints the Council faces, to indicate the most important services to them personally and which they felt were most important for the Council to focus on for the community and Barnet as a whole. Respondents could tick up to eight services.

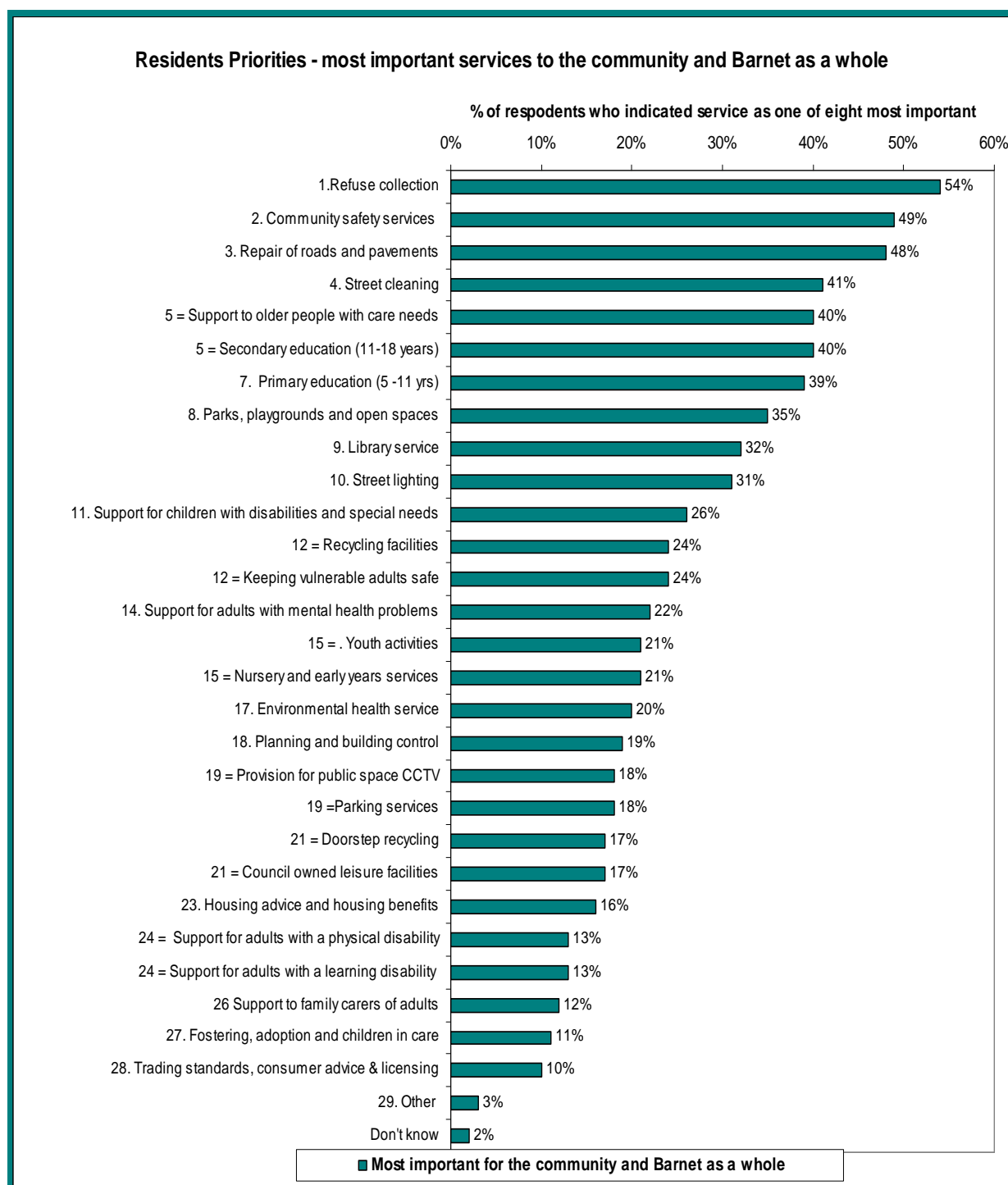
It must be noted that many respondents used the open ended comments section to say that choosing just eight services proved most challenging and they felt many more than eight services were important.

- The chart over the page shows that the top four services respondents most frequently indicated as being important services to the community and Barnet as a whole were the street scene based services with high usage or visibility. Refuse collection was significantly the most frequently mentioned service as being important to the borough as a whole (54%), followed by community safety services (49%), repairs of roads and pavements (48%) and street cleaning services (41%).
- Conversely, it must also be noted that around half of respondents *did not* indicate that these services were one of the most eight important services for the Council to focus on for Barnet as a whole, indicating opinion was divided.
- Support to older people with care needs (40%) and Secondary education (40%) were ranked fifth equals, as the services respondents felt were important for the Council to focus on over the next ten years. These were closely followed with Primary education (39%, ranked seventh), Parks, playgrounds and open spaces (35%, ranked 8th), the Library Service (32%, ranked 9th) and Street lighting (31%, ranked tenth).
- The next five services which respondents indicated as one of their top eight most important services were all adults and children's service based: Support for children with disabilities and special needs (26%, ranked 11th), Keeping vulnerable adults safe and Recycling facilities were ranked 12th equals (24%), Support for adults with mental health problems (22%, ranked 14th), and Youth activities and Nursery education were ranked 15th equals (21%). In terms of percentage differences between the aforementioned services, these differences are not significant and therefore could be seen in terms of equal ranking.
- The services that have less visibility and usage were less likely to be ranked in respondents top eight most important.
- Perhaps the most surprising finding is that many of the services that seek to support the most vulnerable were not reported as being of the highest importance by respondents. Namely, Support for adults with a physical disability (13%, ranked 24th=), Support to adults with a learning disability (13% ranked 24th =), Support to family carers of adults (12% ranked 26th) and Fostering, adoption and children in care (11%, ranked 26th).

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CORPORATE PLAN AND BUDGET CONSULTATION

➤ **Chart 2: Residents Priorities, most important to focus on for the community and Barnet as a whole**



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CORPORATE PLAN AND BUDGET CONSULTATION

1.1.8 Residents Service Priorities: Service most important to residents personally

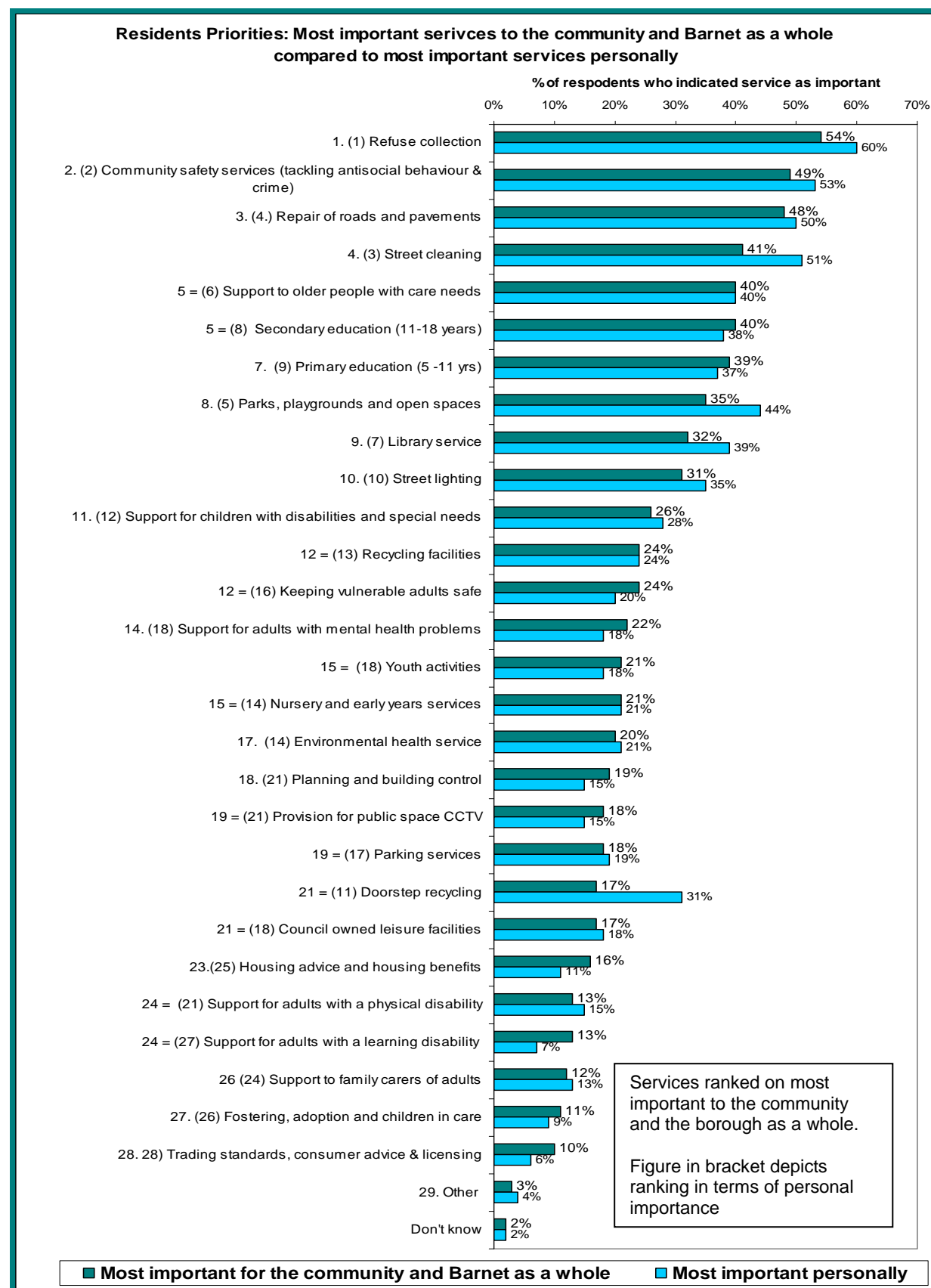
Respondents were presented with the same list of services and were asked to indicate which services were most important to them personally. It is deemed the question focusing on what is most important to the community and Barnet as a whole is the most important in informing the Corporate Plan, so for reporting purposes more emphasis has been given to this question. However, the commentary below looks at how residents' views change when looking at the list of services from a personal perspective.

- The chart over the page shows that in terms of ranking, the services that respondents most frequently indicated as the twelve most important to them personally were the same as the top twelve services that they indicated were most important to the borough as a whole. The only exception to this was Doorstep recycling which moved up from 21st place as being important to the borough (17%) to 11th place as being important to respondents personally (31%). It is also worth noting that there was more of a consensus of opinion on which services were the most important to them personally, reflected in the fact that the top the four services received more of a majority compared to what is most important to the borough as a whole.
- The five most frequently mentioned services, that respondents said were most important to them personally, were again the street scene services with high usage and visibility.
- Refuse collection again was significantly the most important service in terms of respondent's personal perspective, and as with what is most important to for the whole of the borough, was ranked the most important service (60%, + 6% compared to the borough as a whole, 54%). Community safety services were again the second most frequently mentioned service as being important both personally and for the borough as whole (53%, +4% compared to the borough as a whole). Street cleaning moved up to third from fourth place as being personally important (51%,+ 10% compared to the borough 41%) and conversely Repairs for road and pavements moved down from 3rd to 4th place (50%, +2% compared the borough as a whole 48%).
- Respondents were more likely to say Parks, playgrounds and open spaces were one of the most important services to them personally compared to when asked if this service provision was important to the borough as a whole. As a result parks, playground and open spaces moved up from 8th place to 5th place (44% cited this, +9% compared to the borough as a whole, 35%). This in turn shifted Support to older people with care needs down from 4th to 5th place (it should be noted the same percentage of respondents indicated it as important to them personally as the percentage who indicated it was important to the borough, 40%).
- Respondents were much more likely to say the Library service was important to them personally (39 %, ranked 7th) compared to the borough (32%) and moved up from 9th place to 7th. However, respondents were more likely to view Secondary education (40%, ranked 5th) as more important to the borough compared to important to themselves personally (38% ranked 8th). This was also true of Primary education which was ranked 7th (39%) being important to the borough compared to 9th (37%) when respondents were asked if this was personally important to them.

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CORPORATE PLAN AND BUDGET CONSULTATION

Chart 3: Residents Priorities, most important to focus on for the community and Barnet as a whole compared to the most important services personally.



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CORPORATE PLAN AND BUDGET CONSULTATION

- The following services all had similar rankings in terms of important to the borough and personal importance: Street lighting (35% ranked 10th personally and to the borough (31%); Support for children with disabilities and special needs (28%, ranked 12th personally 12th and 11th in terms of the borough (26%).
- In terms of the bottom 16 services there was slightly more variation in terms of what was deemed more important to respondents personally compared to the borough. In particular it is worth noting that those services that seek to support vulnerable adults and children and young people were ranked slightly more important for the borough than to respondents personally.

1.1.9 Differences between users and non users

Users were much more likely to rank the service they use as a higher priority compared to non-users of the service.

In terms of users who use the services that were seen as a less of a priority, their views did differ from the whole sample. These particular users were much more likely to consider services that focus on the more vulnerable were the most important rather than environment and street scene services. Further analysis of this is available on request.

1.1.10 Segmentation analysis and qualitative comments

In order to understand if there is any variation in views amongst our diverse communities, segmentation analysis has been conducted on those services which were most frequently mentioned as being important to the borough as a whole and also on the eight services which were ranked the lowest.

Respondents were also asked why they specified these services as important to Barnet as a whole and these reasons have also been included in the commentary below:

Eight highest ranked services for the community and Barnet as a whole

1st Refuse Collection

Overall, ranked 1st for the community and Barnet as a whole (54% of respondents in total indicated this service as one of their eight most important services).

- Segmentation analysis of the sample showed that respondents living in Hendon (58%) and Finchley and Golders Green (56%) constituencies were more likely to indicate this service as one of their top most eight important services compared to those respondents living in Chipping Barnet Constituency (51%). However, it was still seen as a top priority in Chipping Barnet.
- Males (59%) were more likely to indicate this service as one of their eight important services compared to females (51%).

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CORPORATE PLAN AND BUDGET CONSULTATION

- 18-24 years olds (39%) and 35-44 year olds (40%) were much less likely to indicate this service as one of their most eight most important services compared to any other age group.
- White (54%), Black (56%) and Mixed race (66 %* 14 out of 20 respondents) respondents were much more likely to indicate refuse collection as one of their eight most important services compared to Asian respondents (47%).
- In terms of disability, respondents with a disability (53%) were only slightly more likely to indicate this as one of their eight most important services compared to those respondents without a disability (50%).
- When respondents were asked why refuse collection was one of their most eight important services to the community, the most frequently cited reason was that it was an essential / basic service that the Council should be providing. The second most commonly cited reason was that it was a service that benefits the whole of the community/the majority or most people, followed closely by the fact that it makes them feel safe and it is important for the health and wellbeing of the borough. Some respondents said they felt it was important because it was a service area which requires more support /resource; others said it was because it directly affects them or their family.

2nd Community Safety Services

Overall, ranked 2nd for the community and Barnet as a whole (49% of respondents in total indicated this service as one of their eight most important services).

- Females (51%) were more likely to indicate that community safety services were one of their top most important services to the community and Barnet as whole compared to males (47%)
- 18-24 years olds (50%), 25-35 years olds (53%), 35-44 year olds (51%) and 65 plus (51%), were more likely to indicate that community safety services, were one of their top most important services to the community and Barnet as whole, compared to 45-54 year olds (43%) and 55 - 64 year olds (42%).
- Asian (51%) and Mixed race (66 %* 11 out of 20 respondents) were more likely to indicate community Safety services as one of their eight most important services compared to white (48%) and black respondents (44%) Black to Asian respondents (47%).
- In terms of disability, respondents with a disability (53%) were more likely to indicate that community safety services are one of their most important services compared to those respondents without a disability (46%).
- When respondents were asked why community safety services were one of their most eight important services to the community, responses were similar to that of refuse collection with the most commonly cited reason being that it was an essential / basic service that the Council should be providing. The second most commonly cited reason was that it makes them feel safe, citing specific concerns about security, anti-social behaviour and it will help reduce crime; followed closely by respondents citing it was a service that benefited the whole or the majority of the community. Other reasons cited by respondents were that it is a service area which requires more support / resource;

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CORPORATE PLAN AND BUDGET CONSULTATION

the service directly affects them personally; it will have long term benefits; and lastly they felt it was important for the Council to focus on because it will result in a better community and neighbourhood.

3rd Repairs of roads and pavements

Overall, ranked 3rd for the community and Barnet as a whole (48% of respondents in total indicated this service as one of their eight most important services)

- Segmentation analysis of the sample showed that respondents living in Hendon (52%) and Chipping Barnet Constituency (49%) constituencies were more likely to indicate this service as one of their top most eight important services compared to those respondents living in Finchley and Golders Green (43%).
- Males (54%) were more likely to indicate this service as one of their top most eight important services compared to females (42%).
- Respondents aged 65 years old (62%) and to a slightly lesser extent 18-24 years old (51%), 45-54 year olds (51%) and 55-64 year olds (50%) were much less like to indicate this service as one of their most eight most important services compared to 25-35 year olds (36%) and 35-44 year olds (44%).
- White (53%), and Mixed race (52%* 11 out of 20 respondents) were much more likely to indicate repairs of roads and pavements as one of their eight most important services compared to Black (19%) and to a lesser extent Asian (42%) respondents.
- In terms of disability, respondents with a disability (50%) were only slightly more likely to indicate this as one of their most important services compared to those respondents without a disability (47%).
- Again, when respondents were asked why repairs of roads and pavements was one of their top most eight important services to the community, responses were similar to that of refuse collection and community services, with the most commonly cited reason being that it was an essential / basic service that the Council should be providing. The second most commonly cited reason was that it was a service that benefited the whole of the community. The third most common reason, why respondents felt the repairs of road and pavements was important for the Council to focus on, and cited more often than with refuse collection and community safety services, was that respondents strongly felt that this was a service that requires more improvement and resource. This was then followed closely by respondents citing it was important for the health and safety of all our residents and will result in a better 'borough / community / neighbourhood'. Some respondents said that they felt it was important because it directly affected them or their family and others said it was important for the future of the borough.

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CORPORATE PLAN AND BUDGET CONSULTATION

4th Street Cleaning

Overall, ranked 4th overall for the community and Barnet as a whole (41% of respondents in total indicated this service as one of their eight most important services)

- Segmentation analysis of the sample showed that respondents living in Hendon constituency (47%) were more likely to indicate this service to be one of their top most eight important services compared to those respondents living in Chipping Barnet (36%) and Finchley and Golders Green (38%).
- Males (43%) were more likely to indicate this service as one of their eight top most eight important services compared to females (38%).
- Respondents aged 18-24 years old (44%), 45-54 year olds (42%) and 55-64 year olds (45%) and 65 and above (43%) were much more likely to describe this service as one of their most eight most important services compared to respondents aged 25-34 year olds (39%) and 34-44 year olds (35%).
- Mixed race respondents (60%* 12 out of 20 respondents) were much more likely to describe street cleaning as one of their eight most important services compared to Black (19%) and to a lesser extent White (41%) and Asian (41%) respondents
- In terms of disability, respondents without a disability (43%) were much more likely to indicate this as one of their most important services compared to those respondents with a disability (37%).
- When respondents were asked why street cleaning was one of their most eight important services to the community, the most commonly cited reason was that it was it was a service that benefited the whole of the community, closely followed by the fact it is important for the health and safety of the borough; and it is an essential / basic service that the Council should be providing. Some respondents mentioned that they felt it was important because they felt it would result in a better borough/ community; and because it required more resource or has inadequate provision. A few respondents said it was important because it directly affects them and that they felt it was important for the future of the borough.

5th = Secondary Education

Overall, ranked 5th equals for the community and Barnet as a whole (40% of respondents in total indicated this service as one of their eight most important services)

- Respondents living in Chipping Barnet (43%) and Finchley and Golders Green (42%). were more likely to indicate secondary education as one of their top most eight important services compared to those respondents living in Hendon (35%).
- Females (42%) were more likely to indicate this service as one of their top most eight important services compared to males (37%).
- Respondents aged 25-34 year olds (47%), 35-44 year olds (44%) and 45-54 year olds (41%) were much more likely to indicate that secondary education as one of their most eight most important services compared to respondents aged 18-24 years old (33%), 55-64 year olds (36%) and respondents aged 65 and over (30%).

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CORPORATE PLAN AND BUDGET CONSULTATION

- Asian (49%) and Black (42%) respondents were much more likely to indicate that secondary education was one of their eight most important services compared to White (39%) and to a greater extent Mixed race (19%*, 4 out of 20 respondents).
- In terms of disability, respondents without a disability (40%) were much more likely to indicate this as one of their most important services compared to those respondents with a disability (19%).
- When respondents were asked why secondary education was one of their most eight important services to the community, the most commonly cited reason was that it was again an essential / basic service that the Council should be providing. The second most commonly cited reason was that was secondary education was seen as important for the future / has long term benefits / and enable future employment followed closely by the fact that the service benefits the whole of the community. Some respondents also felt it was important as it was a service that requires more support / resource'. A few respondents said it was important because it directly affects them; and that it will result in a better community.

5 = Support to older people with care needs

Overall, ranked 5th equals in terms of the community and Barnet as a whole (40% of respondents in total indicated this service as one of their eight most important services)

- Respondents living in Chipping Barnet (42%) and Finchley and Golders Green (41%) were more likely to indicate support to older people with care needs as one of their top most eight important services compared to those respondents living in Hendon (36%).
- Females (44%) were more likely to indicate this service as one of their top most eight important services compared to males (36%).
- Respondents aged 45-54 year olds (44%), 55-64 year olds (50%) and respondents aged 65 and over (55%) were much more likely to indicate that support to older people with care needs as one of their most eight most important services compared to respondents aged 18-24 years old (28%), 25-34 year olds (33%) and, 35-44 year olds (32%).
- White (43%) and Asian (41%) were much more likely to indicate support to older people with care needs as one of their eight most important services compared to Black (25%) and to a greater extent Mixed race (19%*, 4 out of 20 respondents).
- In terms of disability, respondents without a disability (40%) were much more likely to indicate this as one of their most important services compared to those respondents with a disability (19%).
- When respondents were asked why support to older people with care needs was one of their most eight important services to the community, the most commonly cited reason was it is important in order to ensure there is provision for the vulnerable and for the borough to be seen as caring. The second most commonly cited reason was that support to older people with care needs was an essential / basic service that the Council should be providing and thirdly that it is a service that benefits the whole community/most people. Some respondents also said they felt it was important because the service requires more support /resource, followed by it will result in a better borough / community / neighbourhood; and because it directly affects their family or themselves.

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CORPORATE PLAN AND BUDGET CONSULTATION

7th Primary education

Overall, ranked 7th equals in terms of the community and Barnet as a whole (40% of respondents in total indicated this service as one of their eight most important services)

- Respondents living in Chipping Barnet (45%) and Finchley and Golders Green (42%) were more likely to indicate that primary education as one of their top most eight important services compared to those respondents living in Hendon (29%).
- Respondents aged 35-44 year olds (49%) and 45-54 year olds (44%) were much more likely to indicate that primary education as one of their most eight most important services compared to respondents aged 18-24 years old (22%), 25-34 year olds (37%), 55-64 year olds (40%) and respondents aged 65 and over (34%).
- White (41%) and Asian (41%) were much more likely to indicate primary education as one of their eight most important services compared to Black (28%) and to a greater extent Mixed race (16%*, 3 out of 20 respondents).
- In terms of disability, respondents without a disability (39%) were much more likely to indicate this as one of their most important services compared to those respondents with a disability (25%).
- When respondents were asked why primary education was one of their most eight important services to the community, the most commonly cited reason was that it was again an essential / basic service that the Council should be providing. The second most commonly cited reason was that it was seen as important for the future / long terms benefits / will help reduce crime in the future and enables future employment. This was closely followed by the fact that respondents felt the service benefited the whole of the community. Some respondents also felt it was important as it was a service that required more support / resource. Others cited it was important because it directly affects themselves or their family and it is important as it will result in a better borough.

8th Parks, playgrounds and open spaces

Overall, ranked 8th equals in terms of the community and Barnet as a whole (40% of respondents in total indicated this service as one of their eight most important services)

- Respondents living in Finchley and Golders Green (38%) were more likely to indicate that parks, playgrounds and open spaces as one of their top most eight important services compared to those respondents living in Chipping Barnet (34%) and Hendon (31%).
- Respondents aged 35-44 year olds (44%) were more likely to indicate parks, playgrounds and open spaces as one of their most eight most important services compared to respondents aged 18-24 years old (11%) and to a lesser extent 25-34 year olds (37%), 45-54 year olds (39%) 55-64 year olds (31%) and respondents aged 65 and over (35%).

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CORPORATE PLAN AND BUDGET CONSULTATION

- Black (38%) and White (36%) respondents were more likely to indicate primary education as one of their eight most important services compared to Asian (31%) and Mixed race (32%* 6 out of 20) respondents.
- In terms of disability, respondents without a disability (35%) were more likely to indicate this as one of their most important services compared to those respondents with a disability (23%).
- Again, when respondents were asked why parks, play ground and open spaces was one of their most eight important services to the community, the most commonly cited reason was that it was an essential / basic service that the Council should be providing. The second most commonly cited reason was that it was a service that benefited the whole of the community/the majority of people. The next most frequently reason was that it is important to focus on for the future / for 'better residents' / long terms benefits/ will reduce crime in the future. This was closely followed by respondents saying it will result in a better /community/neighbourhood and it directly affects them. A few respondents mentioned they felt it was important because it was an area that required more resource.

1.1.12 Differences between key demographics for the community and Barnet as a whole, eight lowest ranked services

28th Trading standards, consumer advice & licensing

Overall, ranked 28th overall for the community and Barnet as a whole (10% of respondents in total indicated this service as one of their eight most important services).

- Respondents living in Hendon (14%) constituency were slightly more likely to indicate Trading standards, consumer advice & licensing as one of their top most eight important services compared to those respondents living in Chipping Barnet Constituency (10%) and Finchley and Golders Green (8%).
- Males (14%) were more likely to indicate this service as one of their top most important service compared to females (7%).
- Respondents aged 18-24 years old (17%) were the more likely to indicate trading standards, consumer advice & licensing as one of their most eight most important services, followed by 55-64 year olds (14%), 65 years old and over (13%) and 25-34 year olds (11%). Compared to any other age group 35-44 year olds (6%) and 45-54 year olds (6%) were the much less likely to indicate this service as one of their most eight most important services.
- Mixed race (36 %*, 7 out of 20 respondents) respondents and to a slightly lesser extent and Asian (15%) and Black (12%) respondents. were more likely to indicate trading standards, consumer advice & licensing as one of their eight most important services compared to White respondents (7%).
- In terms of disability, respondents with a disability (12%) were slightly more likely to indicate this as one of their most important services compared to those respondents without a disability (9%).

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CORPORATE PLAN AND BUDGET CONSULTATION

- When respondents were asked why trading standards, consumer advice & licensing was one of their most eight important services to the community, the most commonly cited reason was that it benefited the whole of the community/the majority of people, followed closely by the fact that respondents felt it was an essential / basic service that the Council should be providing. Respondents also felt that it was important for the safety of the borough; it will result in a better borough/community; it is a service that requires which requires more support / resource; and lastly it generates an income.

27th Fostering, adoption and children in care

Overall, ranked 27th overall for the community and Barnet as a whole (11% of respondents in total indicated this service as one of their eight most important services).

- Respondents living in Chipping Barnet (13%) and Finchley and Golders Green (13%) constituencies were slightly more likely to indicate fostering, adoption and children in care as one of their top most eight important services compared to those respondents living in Hendon (8%) constituency.
- Females (15%) were more likely to indicate this service as one of their top most important service compared to males (8%).
- Respondents aged 18-24 years old (17%) and 25-34 year olds (16%) were the more likely to indicate that fostering, adoption and children in care as one of their most eight most important services compared to 35-44 year olds (10%), 55-64 year olds (9%), 45-54 year olds (8%) and 65 years old and over (8%).
- White respondents (12%) were more likely to indicate fostering, adoption and children in care as one of their eight most important services compared to Asian (3%), Black (3%) and Mixed race (0) respondents
- In terms of disability, respondents with a disability (16%) were slightly more likely to indicate this as one of their most important services compared to those respondents without a disability (10%).
- When respondents were asked why fostering, adoption and children in care was one of their most eight important services to the community, the most commonly cited reason was that respondents felt was that it was an essential / basic service that the Council should be providing. The second most mentioned reason was that respondents said it was important because it will benefit the whole community; followed by the fact they felt the provision for the vulnerable was really important. Other reasons were that some respondents felt the service requires more support/resource, closely followed by it will result in a better borough/ community/ neighbourhood; it is a service that will have long term benefits for the future and lastly it was important because the service directly affects their family or themselves..

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CORPORATE PLAN AND BUDGET CONSULTATION

26th Support to family carers of adults

Overall, ranked 26th overall for the community and Barnet as a whole (12% of respondents in total indicated this service as one of their eight most important services).

- Females (13%) were slightly more likely to indicate this service as one of their top most important service compared to males (10%).
- Respondents aged 45-54 year olds (18%) and 65 years old and over (19%) were the most likely to indicate that support to family carers of adults as one of their most eight most important services compared to 18-24 years old (0%), 25-34 year olds (7%) 35-44 year olds (12%) and 55-64 year olds (10%),
- Asian (18%) followed by White respondents (12%) were more likely to indicate support to family carers of adults as one of their eight most important services compared to Black (9%) and Mixed race (0) respondents.
- In terms of disability, respondents with a disability (16%) were more likely to indicate this as one of their most important services compared to those respondents without a disability (9%).
- When respondents were asked why support to family carers of adults was one of their most eight important services to the community, the most commonly cited reason was that respondents felt that the provision for the vulnerable is important. The second most frequently mentioned reason was that it is an essential/basic service that the Council should be providing. Followed by the fact that respondents felt it is a service that benefits the whole community; that they felt the service requires more support / resource and it is important because it will result in a better borough/community/neighbourhood and lastly the service directly affects their family or themselves.

25th Support for adults with a learning disability

Overall, ranked 25th overall for the community and Barnet as a whole (13% of respondents in total indicated this service as one of their eight most important services).

- Respondents living in Chipping Barnet (16%) and Finchley and Golders Green (14%) constituencies were slightly more likely to indicate support for adults with a learning disability as one of their top most eight important services compared to those respondents living in Hendon (8%) constituency.
- Respondents aged 18-24 years old (22%) and to a lesser extent 45-54 year olds (17%) were the most likely to indicate that support for adults with a learning disability as one of their most eight most important services compared to 25-34 year olds (11%) , 35-44 year olds (11%), 55-64 year olds (11%), and 65 years old and over (8%)
- Black respondents (24%) were more likely to indicate adults with a learning disability as one of their eight most important services compared to Asian (15%), White respondents (12%) and Mixed race (0) respondents.

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CORPORATE PLAN AND BUDGET CONSULTATION

- In terms of disability, respondents with a disability (15%) were slightly more likely to indicate this as one of their most important services compared to those respondents without a disability (11%).
- Again, as with support to family carers of adults, when respondents were asked why support for adults with a learning disability was one of their most eight important services to the community, the most commonly mentioned reason was that respondents felt the provision for the vulnerable was really important. The second most frequently mentioned reason was that it is an essential/basic service that the Council should be providing, followed by the fact that it is a service that benefits the whole community. Some respondents felt it was important because the service requires more support / resource and it is important because it will result in a better borough/community/neighbourhood and lastly the service directly affects their family or them selves.

24th Support for adults with a physical disability

Overall, ranked 24th overall for the community and Barnet as a whole (13% of respondents in total indicated this service as one of their eight most important services).

- Respondents living in Finchley and Golders Green (17%) and to a lesser extent in Chipping Barnet (14%) constituencies were slightly more likely to indicate Support for adults with a physical disability as one of their top most eight important services compared to those respondents living in Hendon (9%) constituency.
- Respondents aged 55-64 year olds (20%), and 65 years old and over (20%) and to a lesser extent 45-54 year olds (16%) were the more likely to indicate that support for adults with a physical disability as one of their most eight most important services compared to 18–24 years old (6%), 25-34 year olds (6%) and 35-44 year olds (11%).
- Black (22%) and to a lesser extent Asian (18%) respondents were more likely to indicate support for adults with a physical disability as one of their eight most important services compared to White (11%) and Mixed race (7%, 1 out of 20) respondents.
- As before, when respondents were asked why support for support for adults with a physical disability was one of their most eight important services to the community, the most commonly mentioned reason was that respondents felt the provision for the vulnerable is really important. This was followed by respondents saying that they felt it was an essential/basic service that the Council should be providing and that the service benefits the whole community. Some respondents said they felt it was important because the service requires more support /resource; will result on a better borough; and it was important because it directly affects themselves or their family

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CORPORATE PLAN AND BUDGET CONSULTATION

23rd Housing advice and housing benefits

Overall, ranked 23rd overall for the community and Barnet as a whole (16% of respondents in total indicated this service as one of their eight most important services).

- Respondents living in Hendon (22%) constituency were much more likely to indicate housing advice and housing benefits as one of their top most eight important services compared to those respondents living in Chipping Barnet Constituency (14%) and Finchley and Golders Green (11%).
- Female respondents (18%) were more likely to indicate this service was one of their top most important service compared to male's respondents (13%).
- Respondents aged 18-24 years old (22%) 35-44 year olds (21%) were the more likely to indicate housing advice and housing benefits as one of their most eight most important services compared to 25-34 year olds (15%), 45-54 year olds (13%), 55-64 year olds (12%) and 65 years old and over (11%).
- Black (33%) followed by Mixed race (23 %* 5 out of 20) respondents were much more likely to indicate housing advice and housing benefits as one of their eight most important services compared to White (15%) and Asian (14%) respondents .
- In terms of disability, respondents with a disability (22%) were slightly more likely to indicate this as one of their most important services compared to those respondents without a disability (18%).
- Again, the most commonly mentioned reason, why respondents felt housing advice and housing benefits was one of their top eight important services, was that they felt it was an essential/basic service that the Council . The second most commonly cited reason was that it was a service that benefits the whole of the community, closely followed by the service requires more support/resource. Some respondents mentioned that they felt it is important because the provision for the vulnerable is important; followed by the service directly affects them and it is important because it will result in a better borough.

22nd = Council owned leisure facilities

Overall, ranked 22nd equals overall for the community and Barnet as a whole (17% of respondents in total indicated this service as one of their eight most important services).

- Respondents living in Hendon (21%) and Chipping Barnet (19%) constituencies were much more likely to indicate that Council owned leisure facilities as one of their top most eight important services compared to those respondents living in Finchley and Golders Green (12%).
- Respondents aged 18-24 years old (17%) and 25-34 year olds (16%) were the most likely to indicate that Council owned leisure facilities as one of their most eight most important services compared to 35-44 year olds (10%) , 55-64 year olds (9%), 45-54 year olds (8%) and 65 years old and over (8%).

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CORPORATE PLAN AND BUDGET CONSULTATION

- Asian (20%), Mixed race (21 %*, 4 out of 20) and to some extent White (17%), respondents were much more likely to indicate council owned leisure facilities as one of their eight most important services compared to Black (5%) respondents.
- The most frequently mentioned reason why respondents felt Council owned leisure services were one of their top eight important services, was that they felt it was an essential/ basic service that the Council should provide. The second most frequently mentioned reason why it is important is that they felt the service is beneficial to the whole community/the majority. This was followed by respondents saying it is important for the future of the borough; it is a service that requires more support/resource; it will generate income; and it is a service that will result in a better community. Respondents also felt it was important for the health and well being of the borough, and because it generates income. Others mentioned it directly affects themselves; it will help reduce crime and lastly it is important in order to cater for an increasing population.

22nd = Doorstep recycling

Overall, ranked 21st overall for the community and Barnet as a whole (17% of respondents in total indicated this service as one of their eight most important services).

- Respondents living in Chipping Barnet (13%) and Hendon (8%) constituencies were slightly more likely to indicate this Trading standards, consumer advice & licensing as one of their top most eight important services compared to those respondents living in Finchley and Golders Green (13%) constituency.
- Males (19%) were more likely to indicate this service as one of their top most important service compared to females (16%).
- Respondents aged 18-24 years old (22%), 35-44 year olds (20%) 45-54 year olds (19%), and 65 years old and over (19%) were the more likely to indicate doorstep recycling as one of their most eight most important services compared to 25-34 year olds (11%), and 55-64 year olds (14%).
- Asian (22%), Mixed race (22%, 5 out of 20) and to lesser extent White respondents (17%) were the more likely to indicate doorstep recycling as one of their most eight most important services compared to Black respondents (8%).
- In terms of disability, respondents with a disability (21%) were slightly more likely to indicate this as one of their most important services compared to those respondents without a disability (16%).

When respondents were asked why doorstep recycling was one of their eight most important services to the community, the most commonly cited reason was that it was an essential / basic service that the Council should focus on. The second most frequently mentioned reason is that respondents felt it will result in a better borough/ community or neighbourhood, followed by the service benefits the whole of the community; it is important for the health and safety of all our residents and it t requires more support/resource.

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CORPORATE PLAN AND BUDGET CONSULTATION

1.1.13 Service areas respondents would like improved

Respondents were also invited to write in any services areas they felt the needed to be improved.

350 respondents answered this question.

Table 1 shows, of those who answered this question, the top most frequently mentioned services which respondents said they would like improved were: repairs of roads and pavement (16%), improving the parking situation, charges and payment methods (15%); street cleaning (15%); community safety / tackling crime / police presence (9%); education provision (8%); library services / protecting and maintaining (6%); youth - services and facilities for young people (6%), improve services for the vulnerable (5%) and tackling anti social behaviour (4%).

Five percent of respondents did say they did not think any services needed improving and that Barnet Council is doing a good job with the resources available to them.

Table 1: Verbatim comments on services respondents would like improved

Verbatim comments on service areas respondent would like improved (top ten)	%
Attending to damaged pavements / A hazard to infirm and disabled / Also keeping roads in good order	16%
Parking situation. Charges, method of payment, the effect on businesses and parking near own home	15%
Street cleaning	15%
Community safety / tackling crime / police presence	9%
Education provision	8%
Library services / Protect and maintain	6%
Youth - Services and facilities for young people	6%
Barnet is doing a good job with the resources available	6%
Services for vulnerable people (of all ages) - mental, learning and physical disabilities	5%
Tackling anti social behaviour	4%

1.1.14 Areas the Council could save money

Respondents were also invited to write in where they felt the Council could save money. 259 respondents answered this question.

The top most frequently mentioned areas where respondents felt the Council could save money were: review salary and expenses packages for 'top' and senior council employees (14%); Streamline and centralise internal services and departments (13%); Cut/Cap housing benefits / Make more stringent / Clamp down on fraud and sub letting (11%); Review remuneration and expenses of councillors (11%); Engage the community / Encourage people to do voluntary work that benefits the community / Especially those on benefits or who have been given community service (11%) Review all levels of council staff pay ((7%).

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CORPORATE PLAN AND BUDGET CONSULTATION

Table 2: Areas the Council could save money

Verbatim comments on where the Council could save money (top ten)	%
Review salary and expenses packages for 'top' and senior council employees	14%
Streamline and centralise internal services and departments / Review and streamline purchasing arrangements / Review procedures and avoid duplication / Restructure where appropriate	13%
Cut/Cap housing benefits / Make more stringent / Clamp down on fraud and sub letting	11%
Review remuneration and expenses of councillors	11%
Engage the community / Encourage people to do voluntary work that benefits the community / Especially those on benefits or who have been given community service	11%
Review all levels of council staff. Pay, are they required, expenses. Reduce layers. Make them more efficient. Allow less time off	10%
Recycling - Encourage / Get best price for materials / Reduce number of containers / Stop containers being thrown about and damaged	7%
Reduce frequency of household waste collection now that so much recycled / Reduce green waste collection to twice a month / Use fewer vehicles for separate wastes	6%
Reduce 'communication' budget / 'Keep substance but reduce frills'	5%
Merge some services with other boroughs / Group with other boroughs for purchasing power	5%
Do more in house. Cut back on use of consultants	5%

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CORPORATE PLAN AND BUDGET CONSULTATION

1.2 CORPORATE PLAN CITIZENS PANEL DELIBERATIVE EVENT (12 JAN 2012)

1.2.1 Summary of key findings – Deliberative event

- The deliberative event was attended by 74 members of the Citizens' Panel representing a cross-section of the community.
- Delegates were asked to comment on a set of draft corporate plan objectives. They commented that although they liked that there were fewer objectives than last year, the draft objectives appeared vague and needed to be more specific than as currently presented.
- It was felt that there should be an additional objective included relating to the local economy, business and employment (particularly for young people)
- There was also significant appetite for a deeper conversation about the Big Society and the 'deal' between citizens and the local authority
- In terms of service priorities, delegates agreed that universal services like refuse collection and roads and pavements were important as they were used by the widest number of people, however it was also generally acknowledged that the results undervalued the importance of the various social services provided by the Council for vulnerable residents. It was appreciated that while these may not be the priority of individual residents they should be a priority for the Council.
- While delegates were not opposed to rises in council tax where the need was clearly communicated and transparently recorded, in general they did not want any further money spent on improving the highest ranking services (refuse collection, roads and pavements), rather it was felt that the Council should simply do better with the resources they have already.
- Delegates felt that the Council had been poor at communicating changes to services in an accessible and timely manner, such as with parking. Any future changes to services need to be carefully explained and trailed well in advance
- In terms of scrutinising how the Council is performing against the strategic and service objectives in the Corporate Plan, financial information (some of which is already published but delegates were not aware of) was of particular interest
- The web was the obvious (though not only) medium through which delegates wanted to access this information. There was an appetite for new spaces (both online and face to face) for citizens to scrutinise council performance and discuss the information in a constructive way with officers and members.

1.2.2 Detailed findings:

1.2.2.1 Aims

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CORPORATE PLAN AND BUDGET CONSULTATION

The aim of this deliberative event was to seek views and opinions from members of Barnet Council's Citizens' Panel (as a representation of the general public) on their strategic and service-level priorities, and the information required by the public to scrutinise Council performance against those priorities.

More specifically, the aims were:

- To gain an in-depth understanding of residents' priorities related to the challenges facing the borough over the next ten years
- To test the results of the Corporate Plan online survey and unpack the reasoning behind this
- To explore residents' views on keeping council tax low versus quality of service
- To identify the different type of trade-offs residents are willing to accept

1.2.2.2 Sample

Participants were invited from London Borough of Barnet Citizens' Panel. The full Panel is a representative sample of Barnet's population. However, as usual with these events the invitation did not generate a strong take up from residents aged under 25's, so additional invitations were circulated to the Youth Board.

74 residents attended the event in total. There was a good mix of participants in terms of age, ethnic origin, gender and disability.

1.2.2.3 Methodology

Participants were split across 11 tables with a mix of demographics represented on each table. Council staff from across the organisation provided facilitation for table discussions and captured feedback.

Councillor Daniel Thomas, Deputy Leader of the Council and Cabinet Member for Resources and Performance, opened the event with a detailed presentation on the budget and demographic pressures facing the borough. Tom Pike, Head of Performance, then gave a presentation on the Council's business planning process and corporate plan which led into Workshop 1.

1.2.2.4 Workshop 1: Corporate Plan objectives

The aim of this first workshop was to capture resident opinion on the objectives in our draft corporate plan for 2012-13.

Tables were supplied with:

- A copy of last year's Corporate Plan objectives
- A copy of the draft Corporate Plan objectives for 2012-13.³

Delegates were asked whether the objectives identified in the draft plan were the 'right' ones, if reducing the number of objectives made those that remain more meaningful, and if anything was missing or needed changing?

³ Listed below (1.2.6)

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CORPORATE PLAN AND BUDGET CONSULTATION

1.2.2.5 Key Findings: Workshop 1

All tables but one fed back that the draft objectives for 2012-13 were too vague and too open to interpretation. Most commended the effort to reduce the number of objectives, as this made them easier for people to understand and remember. One table however felt there were still too many. Some residents commented that the draft objectives were too big to be achievable – rather more aspirational than practical. There were discussions as to whether the draft objectives were deliberately vague to cover failings in performance, but in general it was agreed that those that had been cut were not important for citizens to be aware of directly.

There were various comments on specific objectives:

Objective 3: An efficient council, with services designed to meet the changing needs of residents

Efficiency was felt to be important, with discussions emphasising the Council's need to get tougher on enforcement such as Council Tax collection and charging utilities companies for damage incurred from digging up roads and pavements. There were also several comments around more targeted support and the sentiment that those who can contribute more towards services, should, maximising resource for those in greatest need.

Objective 5: Improve health and well being

A clear objective around health and well being was a top priority for many delegates, with several suggesting a more explicit link to the role of leisure and recreation in promoting well being. There was also a desire to see more emphasis on proactive intervention in relation to the health (including mental health) of the community.

Objective 7: Ensuring every school is a good school, and targeting support at young people at risk of not fulfilling their potential

Various tables cited Barnet's schools as a valuable local asset and were glad to see this included among the objectives. However, delegates were unclear as to how the success of targeted support for those 'not fulfilling their potential' would be measured. Likewise, there was a question about whether the latter part of this objective was a duplication of the latter part of objective 3.

Objective 9: Sustainable and high quality waste service

Delegates were generally in support of recycling (some very enthusiastically so), but not all were clear on the link between recycling and reducing landfill charges. A more explicit statement on costs in the objective would be helpful. Although not everyone agreed, weekly collection of waste was a non-negotiable for most tables. On street recycling was felt to be a gap that probably fell under this objective.

Objective 10: Keeping Barnet moving through investment in roads and pavements

This objective was identified as valuable and often led onto conversations about parking. It was suggested that an explicit reference to fixing potholes might strengthen this objective.

Objective 11: Conserve and regenerate, promote sustainable growth, and provide affordable housing

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CORPORATE PLAN AND BUDGET CONSULTATION

Participants commented that they were unclear what was meant by sustainable growth. Following on from Cllr Thomas' presentation on growth and change in the borough, it was suggested that this objective should be clearer around what is being done to foster cohesion and help new arrivals to integrate into the community.

No specific mentions were recorded about the other draft objectives (see Appendix 1.2.6 for full list).

In terms of gaps, several tables wanted to see an objective around **economic development**, supporting local businesses and encouraging inward investment. On a similar note, some delegates fed back that they would like an objective around street cleanliness, citing the relationship between clean streets and local economic vitality. There was also felt to be something missing around **partnership** and working with other public services and shared services with neighbouring boroughs.

Although one table commented that they were glad to see last year's **Big Society** objective dropped, the Big Society concept was a popular idea on most tables, with widespread interest in how it could be encouraged locally and the suggestion that a Big Society objective should be retained. There was genuine willingness among participants to commit time to community efforts (such as snow shovelling, litter picking, volunteering) if the opportunities were clearly advertised and well structured. Some felt that the Council should act as a hub for this kind of community activity and the corporate plan should be framed as a compact between the local authority and residents, explicitly outlining 'the deal' around what you get and what you give. As part of this, it was suggested that schools and businesses should be encouraged to make their facilities more available to support the community.

One table was keen to see the old objective about **libraries** (2011-12, #9) retained in the new plan, citing the role of libraries in education.

1.2.3 Workshop 2: Service priorities

The second workshop was introduced by Sam Markey, Head of Insight. In a recent survey on service prioritisation, respondents were asked to identify the eight council services (from a list of 28) which they considered to be most important, first to themselves as individuals and then to the borough as a whole. This workshop was designed to test the results and explore the reasons behind the ranking of different services as more or less important.

Tables were supplied with:

- A document graphically displaying the results of the budget and corporate plan consultation (the priorities most important to residents personally and to the borough as a whole)
- A copy of the Council's budget infographic
- Additional background information on each of the 28 services listed in the survey

To ensure coverage of several service areas, each table was asked to begin by discussing one service assigned from the top eight according to the survey results and another from the bottom eight. After covering these, tables were assigned a service that was ranked in the middle.

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CORPORATE PLAN AND BUDGET CONSULTATION

Delegates were asked if they agreed with the ranking of the selected service and why (or why not), what experiences they had of the service in question (if any), and if there were ways that the service could be improved. They were also asked to comment on whether they felt that protecting / improving the current level of service was more or less important than keeping council tax low.

1.2.3.1 Key Findings: Workshop 2

In general, participants agreed that the top four services were rightly prioritised, although there was debate as to which order they should come within the four. The general consensus was that these services had been ranked top because they exist for the benefit of the majority and were essential to general health and safety. Others observed that these core services may have been prioritised by respondents to the survey because they were not being delivered to the standard expected (and were therefore a priority for improvement as well as intrinsically important). However, most people said that these services were good and they were keen to see the existing standards maintained, rather than further investments to change them.

Outside the top four, health was frequently identified as a top priority in discussions. One participant asserted that “as much should be spent on health and education as possible”. Another commented that “anything that looks after people should be at the top of the list”. Still another challenged the ranking of the top four, saying “the tighter the money gets, the more human needs should take priority”.⁴

In light of this sentiment, there was some discussion about why social services and care had been ranked below refuse collection and street cleaning. Participants observed that not all residents access all services, questioning whether respondents were able to identify “invisible” services which were of collective importance to the community if they had no direct experience of those services? It was also observed that there were multiple options for different types of social care which might have split the vote. (The same question was asked about why recycling facilities and doorstep recycling ranked so differently.)

On the subject of raising council tax to maintain or improve the quality of services, participants were not fundamentally opposed, but there was concern about unexpected changes. Any rise in council tax rates would have to be trailed in advance with an explanation of the reasons for the increase and accompanied by greater transparency about how the organisation’s resources are managed / value for money.

Comments about the specific services are captured below:

Refuse collection

The refuse collection service was considered good. Participants felt it should remain as it is (they were generally opposed to fortnightly collection): “As long as our rubbish is collected once a week we are happy with it, no more money should be put into it.” There was some consternation however that it was ranked as the top priority, with some asking “how it could be considered more important than education?”

⁴ Although each of these 28 services might reasonably be considered to meet human needs, the context of the dialogue implied that the human needs to which the individual referred were those of vulnerable residents.

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CORPORATE PLAN AND BUDGET CONSULTATION

Community Safety Services

The table tasked with looking at this service felt it deserved to be high ranking, though they were not entirely clear where the Council's service stopped and Police activity began. There was a concern that graffiti and vandalism in an area attracts crime, so efforts to tackle such ASB were appreciated.

Repair of roads and pavements

This service was considered important by both motorists and pedestrians, with particular concern expressed for vulnerable young and older residents. The general sense was that the existing service is not of a high standard, with participants citing potholes, broken paving stones and imperfect carriageway repairs. It was suggested that making high quality repairs first time around would be an investment in ongoing surface quality and better liaison should be had with utilities companies and neighbouring boroughs to coordinate repairs. However, participants did not want to pay more money to improve the service – it was felt that the Council should simply do better with what they have already.

Street cleaning

The delegates who discussed this service area responded that they considered street cleaning pivotal to improving pride in an area, reducing street crime and vandalism, all of which were felt to encourage the local economy.

Support to older people with care needs

Care of the elderly was identified as a key service for many, with some delegates even suggesting it should be at the top of the list. One participant applauded the post-op rehabilitation his wife had received from the council, while others discussed the role families and the community should have in caring for older people.

Primary and Secondary education

While these were listed separately, most comments were about education in general, which was highly prized by delegates. There was some surprise as to the range of services are offered to schools. It was suggested that the Council should target support to bespoke or vulnerable needs (e.g. SEN, music, sports), rather than offering universal services to schools.

Parks, playgrounds and open spaces

Delegates were generally pleased with Barnet's green spaces but it was suggested that more could be done to promote existing high quality assets such as Dollis Valley Walk. Although there was some cross-over in conversations, these outdoor assets were generally agreed to be rightly ranked above leisure facilities in terms of importance.

Library services

Libraries were celebrated as being an important element of education. Given the cost pressures, it was suggested that the university should contribute to the cost of the service (or even take on the service altogether) as their students can use council libraries for free, but the public cannot use the university's library.

Street lighting

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CORPORATE PLAN AND BUDGET CONSULTATION

Although some delegates were very wary of street lights being turned off at night as some boroughs have done, others were happy to let those out in the early hours fend for themselves. As one delegate put it, “only the young and fit are out at that time – they can take care of themselves”.

Youth activities

While delegates commented there were not enough diversionary youth activities, it was generally agreed that such activities should not be a priority for the Council. Rather, it was felt that the Council should support individuals and voluntary sector to set up these sorts of thing. Investing in young people and early interventions was however seen as a high priority by delegates, who saw the value of pre-empting future challenges. This was particularly emphasised in relation to youth (un)employment.

Provision for public space CCTV

CCTV was not considered a priority by residents, who were happy with its ranking in the results.

Parking services

Given the current public debate around parking, it was interesting that this service was ranked so low in the survey results. Many participants at the deliberative event felt that the new pay by mobile regime was inaccessible for some residents.

Parking came up as an issue on each of the tables and in each of the three workshops, with some ranking it alongside education as the highest priority. In addition to the change in payment method, charges were seen to be high. Residents felt motorists were being used as a source of revenue to compensate for the shortfall in council income. There was no knowledge among delegates of the nature of the parking account and the services it funds.

Doorstep recycling

Recycling collection was considered good, so delegates were not sure why it ranked so far down the priorities – some tables suggested that because it is working, it was not something that respondents felt warranted priority attention from the Council. There was however appetite for more to be collected and some delegates were still unclear as to what can be put in which bin.

Council owned leisure facilities

Delegates agreed that this service was legitimately ranked lower than, say children in care (though actually it wasn't) or waste collection. There was a conception that leisure facilities (along with parks and open spaces) contributed to reducing ASB, so it was suggested that this service should be targeted towards youth diversion (especially on Council estates) and promoting community cohesion; general, universal leisure services were less of a priority. Likewise, the role of leisure in health promotion was heavily emphasised on several tables.

1.2.4 Workshop 3: Sharing information

The third and final workshop was introduced by Chris Palmer, Assistant Director of Communications, who discussed the government's transparency agenda and efforts

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CORPORATE PLAN AND BUDGET CONSULTATION

the Council had made to make itself more open to public scrutiny (such as publishing spend over £500, quarterly performance data). He acknowledged however that this information is not always intelligible to residents, making it difficult for them to hold us to account. He highlighted that the Council would shortly be re-launching the ideas.barnet.gov.uk microsite with a focus on making our information more accessible and meaningful to residents.

To kick-start the re-launch of ideas.barnet.gov.uk, delegates were asked to tell us what information they wanted to see to make sure that the Council was achieving the priorities discussed in workshops 1 and 2. They were also asked how they wanted this information published to make it most useful.

1.2.4.1 Key Findings: Workshop 3

The most commonly requested information was detail on council finances, including performance on arrears collection and data on what revenues from services are spent on (for example, are parking charges and planning fees sown back into the service or spent on other things). In addition, there were requests for expenses related data, including member allowances, staff salaries and building costs. Some of these are already published by the organisation. Collectively, these might all be considered to be value for money indicators.

Other performance information suggested by delegates included crime statistics and road accidents by area to assess local safety, CO2 emissions of our estate and user satisfaction with services.

In terms of how they wanted information presented, participants were interested in seeing five year performance trends (not just in-year data) presented in plain English, with benchmarking against our neighbours and national averages. Visualisations such as histograms or infographics were also considered useful, but the underlying numbers should also be accessible. There was also significant interest in the idea of space for open comments alongside the information to allow real-time feedback and discussion of the performance (there was some concern that this should not just become another channel to complain but a space for constructive collaboration between residents and the services).

To allow this kind of dynamic engagement, social media was identified as a preferred channel. There was varying enthusiasm for social media among the wider group, with some delegates clearly not sold on the concept and others concerned about the risk of digital exclusion. However, some of those present were very interested in the conversation which might develop around more accessible information and acknowledged this as “a serious attempt to give away power to residents”.

Beyond social media, the council’s website was suggested as a possible channel for sharing information although many delegates felt the current website was poor and hard to navigate, undermining the value of releasing information. Several tables voiced that local papers were a good source of information about Barnet and suggested the council publish information about its performance there, although the funding for such an approach was not fully explored. On-street advertising and in information in public buildings such as libraries was also considered a good way to highlight key facts and figures.

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CORPORATE PLAN AND BUDGET CONSULTATION

Direct mail, including the annual Council Tax booklet, was considered the best way to share information for some, who said they were more likely to read 'official documents' addressed to them personally. Many of those present said that they did not receive Barnet First magazine.

Face-to-face opportunities like this deliberative event and residents forums were also cited as a constructive way to communicate information about our performance. Delegates said that such gatherings made the Council seem more approachable and easier to understand. It was suggested that there should be more public meetings where residents can have frank discussions with officers and members about the work of the Council. Furthermore, there was a suggestion that members should be more visible to residents.

1.2.5 Recommendations

Several practical actions were identified during the course of the evening's discussions:

- Redraft the corporate plan objectives to be more specific
- Develop a new objective around businesses and the local economy, including plans to tackle youth unemployment
- Begin a dialogue with residents about 'the deal' between citizens and the Council to tease out what each party expects of the other and where we can work together better
- Improve communications around changes in service delivery, charges or council tax to prepare residents for new processes in good time
- Improve transparency by promoting performance and expenses information which is already online more pro-actively (e.g. spend over £500 pounds, members allowances, staff salaries)
- Ensure that performance and other useful information is accessible and visible on the new website, with plain English narrative and visualisations
- Populate refreshed ideas.barnet.gov.uk with the suggestions from this discussion
- Create spaces (digital / face-to-face) for citizens to scrutinise and discuss council performance in a constructive way with council officers and members. The ideas website was seen as a good example of this.

1.2.6 Appendix: Draft corporate objectives

- Objective 1: Safeguarding vulnerable adults and children
- Objective 2: Investing in early intervention and prevention to reduce the number of children and families experiencing complex problems
- Objective 3: An efficient council, with services designed to meet the changing needs of residents

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CORPORATE PLAN AND BUDGET CONSULTATION

- Objective 4: Ensure a positive experience of care and support for carers
- Objective 5: Improve health and well being
- Objective 6: Promoting greater independence for residents using social care services, offering greater personalisation and enhanced quality of life
- Objective 7: Ensuring every school is a good school, and targeting support at young people at risk of not fulfilling their potential
- Objective 8: Keeping Barnet safe
- Objective 9: Sustainable and high quality waste
- Objective 10: Keeping Barnet moving through investment in roads and pavements
- Objective 11: Conserve and regenerate, promote sustainable growth, and provide affordable housing

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Budget and Corporate Plan Consultation findings, 27 September – 2nd January 2012, London Borough of Barnet

SECTION 2

Business Plan and Budget

General Consultation

Detailed Findings

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Budget and Corporate Plan Consultation findings, 27 September – 2nd January 2012, London Borough of Barnet

CORPORATE PLAN AND BUDGET CONSULTATION

2. BUSINESS PLAN AND BUDGET GENERAL CONSULTATION

The Business Plan and Budget consultation consisted of an online survey and face to face engagement with the voluntary sector and businesses.

2.1 BUSINESS PLAN AND BUDGET CONSULTATION ONLINE SURVEY

2.1.1 Summary of key findings

- The survey received a total response of 25 surveys (not all respondents completed all questions). Due to the small sample size the overall findings **should be treated with caution**.
- Opinion on the Council's overall approach to the budget was mixed in terms of the amount of efficiency savings and the increased revenue the Council has identified in its Business Plan. Just over a third of respondents (9 out of 24), who answered this question indicated that they felt the amount of efficiency savings the Council had identified was about right, the same number felt further efficiency savings should be identified and around a fifth felt there should be less pressure for efficiency savings.
- In terms of increased revenue identified in the budget, again around a third of respondents (8 out of 24) felt the increased revenue identified was about right. However a further third (8 out of 24 respondents) felt that the increase in revenue should be higher and a similar number (7 out of 24 respondents) felt the increase in revenue should be less.
- In terms of reduction to services, views were less mixed, with just over half, 14 out 25 respondents (56%), commenting that the reduction to services should be less. 7 out of 25 respondents (28%) thought the balance was about right and 3 out of 25 respondents (12%) thought there should be greater reduction to services.
- In terms of individual service areas respondents generally agreed with the priorities the Council had identified for the budget within each service area.
- The only exception where opinion was more mixed was support for the Chief Executive Service priority 'Launching a new "customer friendly" website' and the Children's Service priority 'Enabling parents and the Big Society to nurture Barnet's children'. When asked for reasons for their disagreement about Big Society, concern was expressed that there would be less funding for voluntary groups.
- Respondents were asked if they had any additional comments about specific savings proposed that were marked as 'general consultation' under each service area. Very few comments were received; however it is recommended that services look at these comments in detail. The findings can be found under 2.8 of this report.
- In terms of the level of council tax, views were mixed and there was no clear majority in terms of the relationship between keeping Council tax low compared to protecting council services. The option that received most support was to *increase council tax to*

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CORPORATE PLAN AND BUDGET CONSULTATION

be inline with inflation so the current level of front line services can be sustained at the same quality, with just under a third of respondents choosing this option (31%, 5 out of 16 respondents). A quarter, 4 out of 16 (25%), said they would prefer to continue with the current rate of council tax but reduce the level of front line service we provide. The same number of respondent's, 3 out of 16 (19%), indicated they would prefer to see an increase council tax above inflation so that the current front line services can be sustained at a higher quality or continue with the current rate of council tax and level of services but at a lower quality. Only one respondent said they would prefer a cut in council tax with reduced front line services and provide the remainder at a lower quality.

- A number of respondents put forward ideas that suggested that residents are willing to work with the Council to help realise savings. Of these, the suggestion that recycling and refuse collection could change to two week, alternate collections, had the most support.

2.2 BUSINESS PLAN AND BUDGET ONLINE SURVEY DETAILED FINDINGS

2.2.1 Technical details and method

In summary, the methodology was as follows:

- The consultation was published on the Council's engage space <http://engage.barnet.gov.uk/> which gave detailed background information about the Council budget, the challenges the Council faces and a hyper link to the full Cabinet Report on the Council Business Plan for 2012/13 – 2014/15.
- Collection of respondents views were fed back via an on line self-completion survey.
- Hard copies were also available on request.
- Fieldwork for the survey took place between 11 November 2011 and 2 January 2012.
- To ensure impartially, data was collated, analysed and tables produced by Quality Fieldwork, an independent market research company.

The survey was widely promoted through an insert in the November edition of Barnet First, in libraries, via Community Barnet Newsletter, the Youth Board and various service user groups and partner mailing lists.

Also, as part of the Council's statutory duty to consult with Non Domestic Rate Payers (NDRPs), letters were sent out to all the Council's NDRPs inviting them to take part in the survey.

2.2.2 Questionnaire design

The online survey was developed to ascertain residents' views on the Council's Business Plan for 2012/13 - 2014/15 and the budget, particularly in terms of:

- The savings and the priorities identified within each service area
- Those areas marked as 'general consultation' in the Council's Business Plan
- Views on keeping on the relationship between keeping Council tax low compared to protecting council services

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CORPORATE PLAN AND BUDGET CONSULTATION

In order to enable in-depth segmentation analysis on the results the following types of question were also included:

- Open ended questions, where respondents were asked if they disagreed with any priority to say why; and for comments on those budget savings which were marked as 'general consultation' in the detailed service savings of the Councils Business Plan and Budget for 2012/13-14/15 and then for any other comments where the Council could make savings
- Key demographic questions⁵

Throughout the survey hyper links were provided at each question to the relevant sections of the Council's Business Plan 2012/13 - 2014/15.

2.2.3 Response to the survey

The survey received a total response of 25 responses. Due to the small sample size the overall findings should be treated with caution and no segmentation analysis has been conducted between demographic sub groups.

2.2.4 Calculating and reporting on results

The results are based on "valid responses" only, i.e. all those providing an answer (this may or may not be the same as the total sample) unless otherwise specified. The base size may therefore vary from question to question depending on the extent of non response.

2.2.5 Sample profile

The table below shows the profile of those who responded to the survey. 25 responses were received in total; those who replied were mainly residents (48%). Despite writing to all NDPRs, no responses were received from businesses based in Barnet or those representing a public sector organisation. Due to the small sample size demographic information has not been produced for this report, although it was collected.

Type	Number	%
Resident	12	48%
Business	0	0
Public Sector Organisation	0	0
Voluntary/community organisation	2	8%
Other	2	8%
Not answered	9	36%
Total	25	100%

⁵ Inline with the councils equality policy and the 2010 Equalities Act

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CORPORATE PLAN AND BUDGET CONSULTATION

2.2.6 Results in detail: Council's overall approach to budget

Respondents were asked what they thought of the Council's approach to their Business plans in terms of efficiency savings, increased revenue and reductions to services.

Response to this question was mixed:

- In terms of efficiency savings, 9 out of 24 respondents (37%) think the balance is right, however 9 out of 24 (37%) respondents think there should be more efficiency savings and 5 out of 24 respondents (20%) think the efficiency savings should be less.
- 8 out of 24 respondents indicated they think the increase in revenue was about right. Conversely 8 out of 24 respondents (33%) think there should be higher increase in revenue. 7 out of 24 respondents (29%) think the increase in revenue should be less.
- In terms of reduction to services, just over half, 14 out 25 respondents (56%) think the reduction should be less. 7 out of 25 respondents (28%) think the balance is right and 3 out of 25 respondents (12%) think should be more reduction to services.

2.2.7 Service area questions

A series of questions were asked on each service area. Each set of questions asked how much respondents agreed or disagreed with the priorities identified within each service area and then a series of open ended questions on how the Council could save money in each service area, and comments on the specific service savings proposal marked as 'general' consultation in the Business Plan.

2.2.8 Priorities the Council has identified within each service area

The majority of respondents agreed with all the priorities that have been identified for the budget within each service area.

The detailed findings are outlined below:

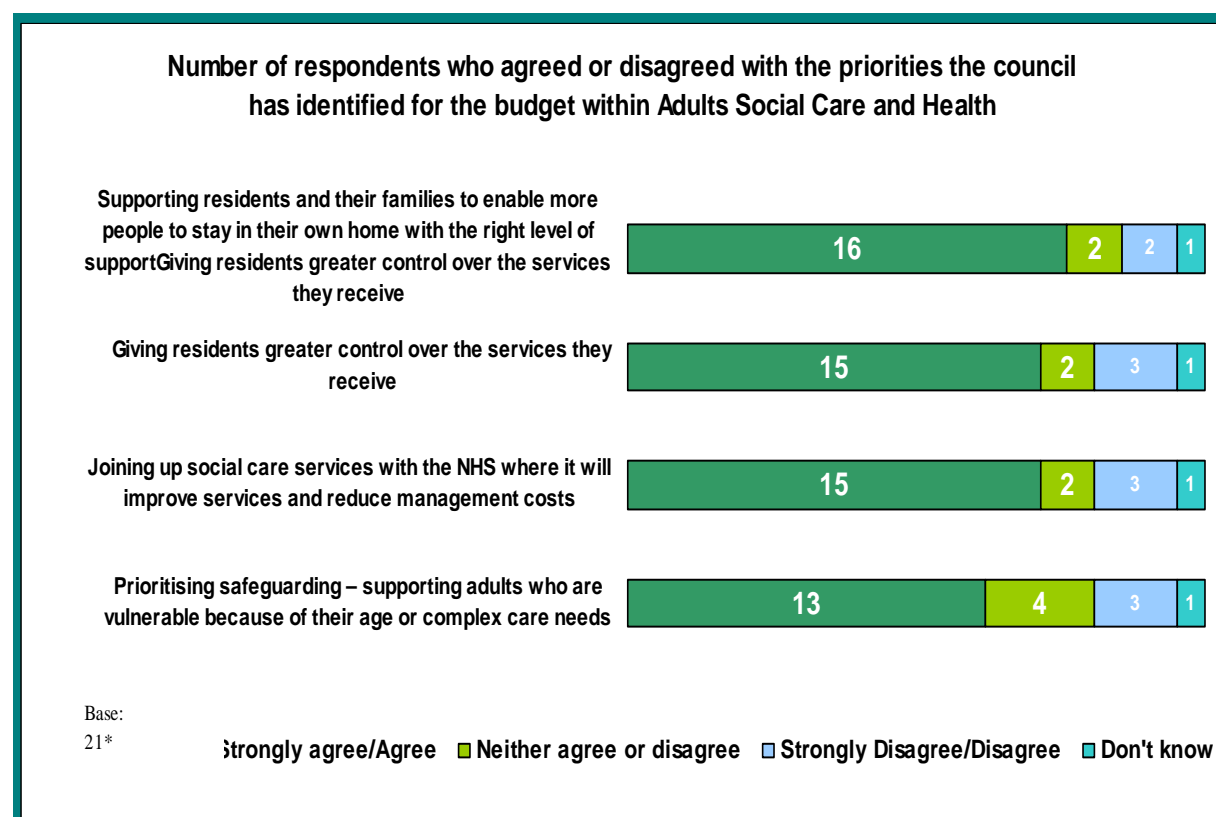
2.2.8.1 Adult Social Care and Health (ASCH)

The chart over the page shows that the vast majority of respondents agreed with all four priorities the Council has identified for the budget within Adult Social Care and Health. Respondents who did not indicate they 'agreed' with the objectives opinion was split between disagreeing, being neutral or saying that they did not know.

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CORPORATE PLAN AND BUDGET CONSULTATION

Chart 4: Number of respondents who agreed or disagreed with Adult Social Care and Health Priorities



- **Supporting residents and their families to allow more people to stay in their own homes** had the highest level of support, with 16 out of 21 respondents who answered this question, agreeing with this priority (76%). Only 2 out of 21 respondents disagreed with this (10%), while 3 out of 21 (15%) respondents said they were either neutral or did not know.
- **Giving residents greater control over the services they receive** and **Joining up social care services**, had almost as high levels of support, 15 out of 21 (~71%) agreeing against 3 respondents disagreeing (15%).
- A greater number of respondents neither agreed nor disagreed with **Prioritising safeguarding** than other priorities, 4 out of 21 (19%), but was still popular with 13 out of 21 (62%) agreeing.

Reasons for disagreement with ASCH priorities

- Respondents who disagreed with any of the priorities in ASCH were offered an opportunity to provide a reason.
- There were 7 explanations of disagreement with ASCH Priorities offered and these were mainly in context to the priority 'Joining up social care services with the NHS where it will improve services and reduce management costs'. Concerns included; the

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CORPORATE PLAN AND BUDGET CONSULTATION

extent to which joining up social care services with the NHS was dependent on its implementation, and that choice and efficiency in service delivery were not always compatible.

Comments on those savings marked as 'general consultation' in ASCH

Respondents were asked if they had any additional comments about specific savings proposed that are marked as 'general consultation' within the ASCH budget for which three general comments were made to the savings suggested in the Adults Social Care and Health budget. One respondent expressed concern that reduced funding would lead to provision of service that would not meet acceptable levels for groups of particularly vulnerable people.

One response suggested that *increase income levels and reduce the overhead costs of the remaining in-house services* (E3) has the potential to be expensive and risky given that an extra £100,000 will need to be spent to pay extra non-executive directors and VAT will increase costs for end users.

There is concern that by passing some responsibility to volunteers, communities and families (E9) that the Council are neglecting some of the responsibilities that they have to provide adequate services.

Additional comments on the savings identified in ASCH

Respondents were asked if they had any additional comments to make about the savings that have been identified or suggestions on where the Council could save money in ASCH. Three respondents suggest that joined up working is the key to saving money in Adult Social Care and Health. Suggestions include improving efficiency by merging services with neighbouring boroughs and refurbishing unused council housing for use by people with learning difficulties and mental health problems.

Of the five respondents, two are cautious that savings will lead to services that don't meet the needs of residents. A suggestion is made by two respondents that savings made now in preventative services will lead to higher long-term costs.

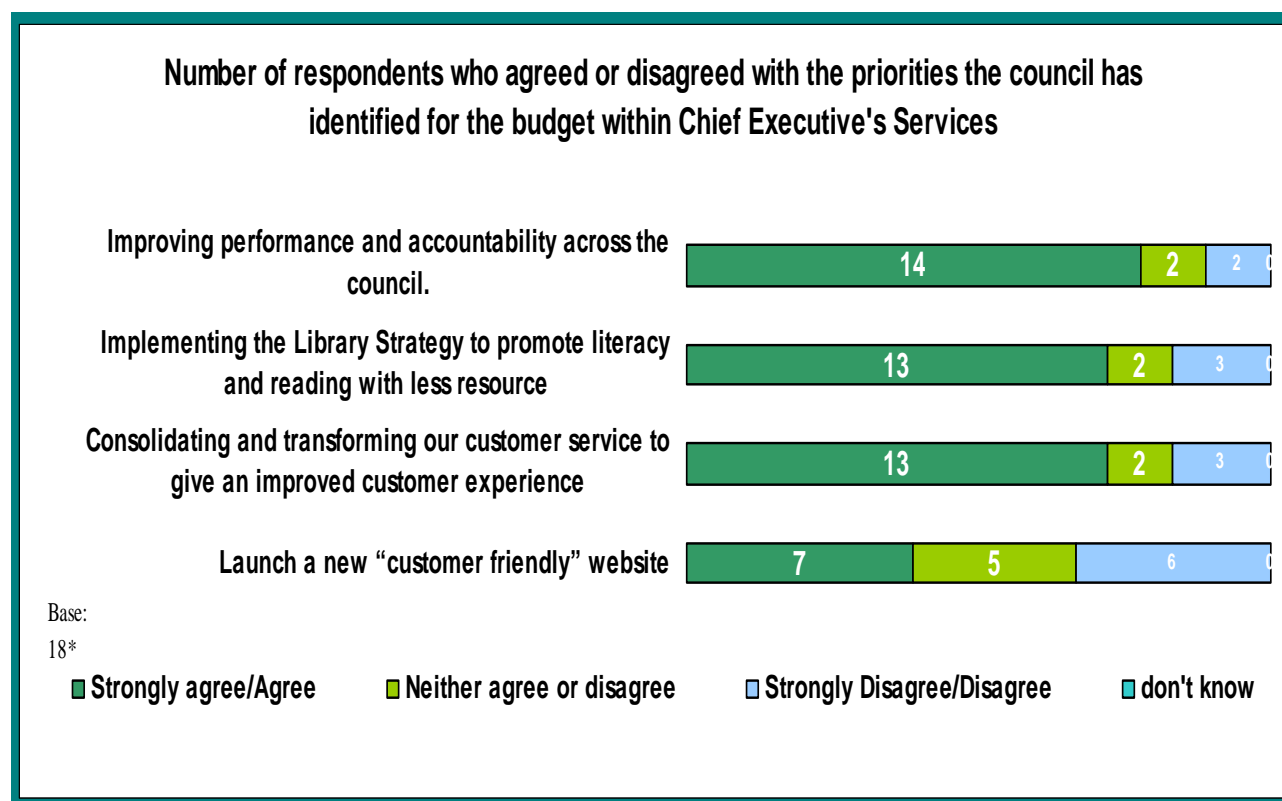
2.2.8.2 Chief Executive's Services (CES)

The chart over the page shows that the majority of respondents agreed with 3 of the 4 priorities the Council has identified for the budget within Chief Executive's Services. Respondents who did not agree with these were evenly split between disagreeing of neutral responses. The 4th priority received a similar number of positive, negative and neutral responses.

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CORPORATE PLAN AND BUDGET CONSULTATION

Chart 5: Number of respondents who agreed or disagreed with Chief Executive's Services Priorities



- The priority of **Improving performance and accountability across the Council** was supported by 14 out of 18 (78%) of respondents, while only 2 out of 18 (11%) disagreed or were neutral (11%).
- **Implementing the Library Strategy to promote literacy and reading** and **Consolidating and transforming customer service** were also both well supported with 13 out of 18 (72%) respondents agreeing with the priorities. In each case 2 out of 18 (11%) were neutral and 3 out of 18 (17%) disagreed.
- The response to the **Launch a new "customer friendly" website** was more nuanced however with broadly equal numbers of respondents agreeing, 7 out of 18 (39%), neutral, 5 out of 18 (28%) or disagreeing, 6 out of 18 (33%).

Reasons for disagreement with Chief Executive's Service priorities and additional comments about savings

There were 6 explanations of disagreement with CES Priorities offered. Despite the least supported priority being the new website, most comments (4 out of 6) were concerned about the impact on libraries of less resources.

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CORPORATE PLAN AND BUDGET CONSULTATION

Comments on those savings marked as 'general consultation' in CES

Respondents were asked if they had any additional comments about specific savings proposed that are marked as 'general consultation' within the Chief Executive's service budget. One respondent would like the amount spent on consultant's fees to be reduced. Another suggested that the ceremonial costs of the Mayor's position could also be reduced to reflect more austere times.

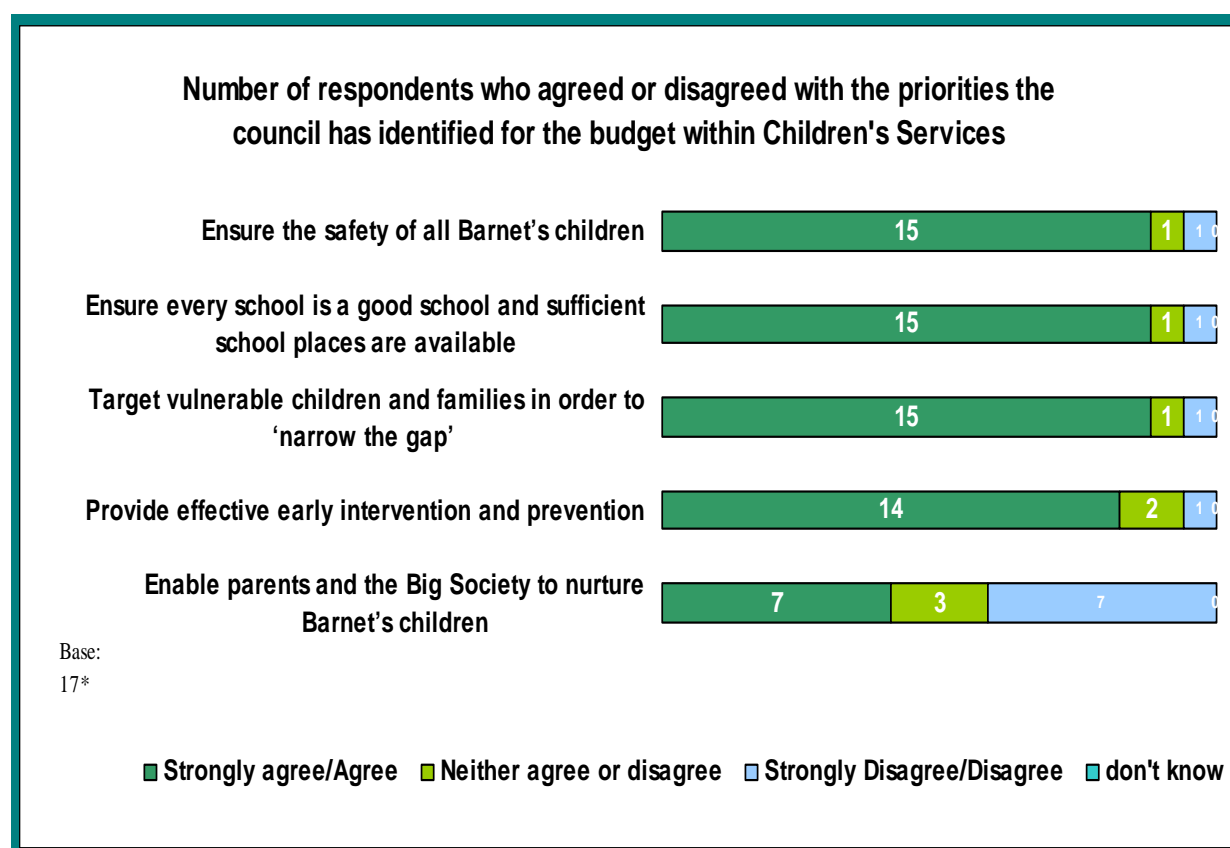
Additional comments on the savings identified in CES

Respondents were asked if they had any additional comments to make about the savings that have been identified or suggestions on where the Council could save money in Chief Executive's Service. One concern is that more and more services are moving to the web for the sole reason of saving money though that this will bypass a sizeable number of residents that have limited or no internet access.

2.2.8.3 Children's Service

The chart below shows that the majority of respondents agreed with 4 of the 5 priorities the Council has identified for the budget within Children's Services. Respondents who did not agree with these were evenly split between disagreeing or neutral responses. The 5th priority was more polarising with equal numbers of question respondents disagreeing as agreeing.

Chart 6: Number of respondents who agreed or disagreed with Children's Service Priorities



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CORPORATE PLAN AND BUDGET CONSULTATION

- 15 out of 17 (88%) agreed with the priorities; **Ensure the safety of all Barnet's children, Ensure every school is a good school and Target vulnerable children and families in order to narrow the gap, while one respondent was neutral and one disagreed.**
- **Provide effective early intervention and prevention** was almost as supported, 14 of 17 (72%) respondents agreed, the difference being reflected in a higher neutral response, 2 out of 17 (12%), rather than disagreement
- The priority to **Enable parents and the Big Society to nurture Barnet's children** resulted in equal numbers of respondents agreeing as disagreeing, 7 out of 17 (41%), while 3 out of 17 (18%) neither agreed or disagreed.

Reasons for disagreement with Children's Services priorities and additional comments about savings

Where respondents disagreed with a priority, they were offered an opportunity to provide a reason. There were 8 explanations of disagreement with Children's Services Priorities offered. Most concerns were about the Big Society (5 out of 8) and what this means in terms of less funding for voluntary groups.

Comments on those savings marked as 'general consultation' in Children's Services

Respondents were asked if they had any additional comments about specific savings proposed that are marked as 'general consultation' within the Children's services budget. There is an expressed concern that cuts to the budget for young people (R1 & R2), following a year in which there were riots involving large numbers of young people across the country, is short sighted. This is echoed by another respondent commenting on the proposed changes to the adoption funding (R8).

Additional comments on the savings identified in Children's Services

Respondents were asked if they had any additional comments to make about the savings that have been identified or suggestions on where the Council could save money in Children's Services and most agreed that investment should be made in staff and facilities that create an environment and ethos that provide activities to young people that will help and discourage harm. An important aspect of this is that the Council must be clear to families about the implications of changes to the Children's Service budget.

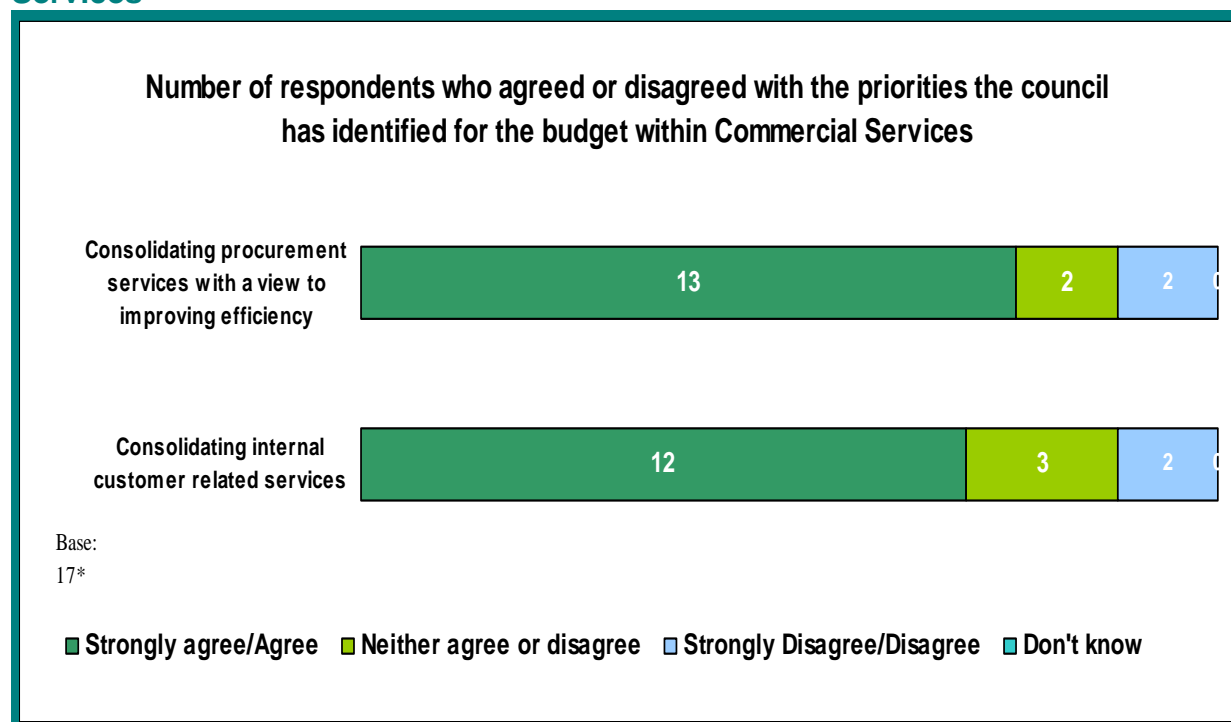
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CORPORATE PLAN AND BUDGET CONSULTATION

2.2.8.4 Commercial Services

The chart below shows that the most respondents agreed with both **the priorities the Council has identified for the budget within Commercial Services**.

Chart 7: Number of respondents who agreed or disagreed with Commercial Services



- 13 out of 17 (77%) respondents agreed with the priority of **consolidating procurement services to improve efficiency** with 2 out of 17 (12%) neutral and the same in disagreement.
- **Consolidating internal customer related services to improve efficiency** was only slightly less supported with 12 out of 17 (71%). The change was reflected in the slight increase of neutral respondents, 3 out of 17 (18%) rather than disagreement.

Reasons for disagreement with Commercial Services priorities and additional comments about savings

Where respondents disagreed with a priority, they were offered an opportunity to provide a reason. There were 3 explanations of disagreement with Commercial Services Priorities offered. One concern was that reorganising services endlessly is no substitute for knowledgeable and capable staff. Also that the focus should be on improving value with better quality.

Comments on those savings marked as 'general consultation' in Commercial Services

Respondents were asked if they had any additional comments about specific savings proposed that are marked as 'general consultation' within the Commercial Services budget. There were only two comments received. These comments were concerned

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CORPORATE PLAN AND BUDGET CONSULTATION

about Commercial Services' procurement policies and the need to identify and rectify the 400 existing council contracts that are currently in place and not compliant. One respondent suggested that money could be saved by moving committee meetings from Hendon Town hall to North London Business Park and Council meetings to the theatre in North Finchley, negating the need for the Hendon Town Hall.

Additional comments on the savings identified in Commercial Services

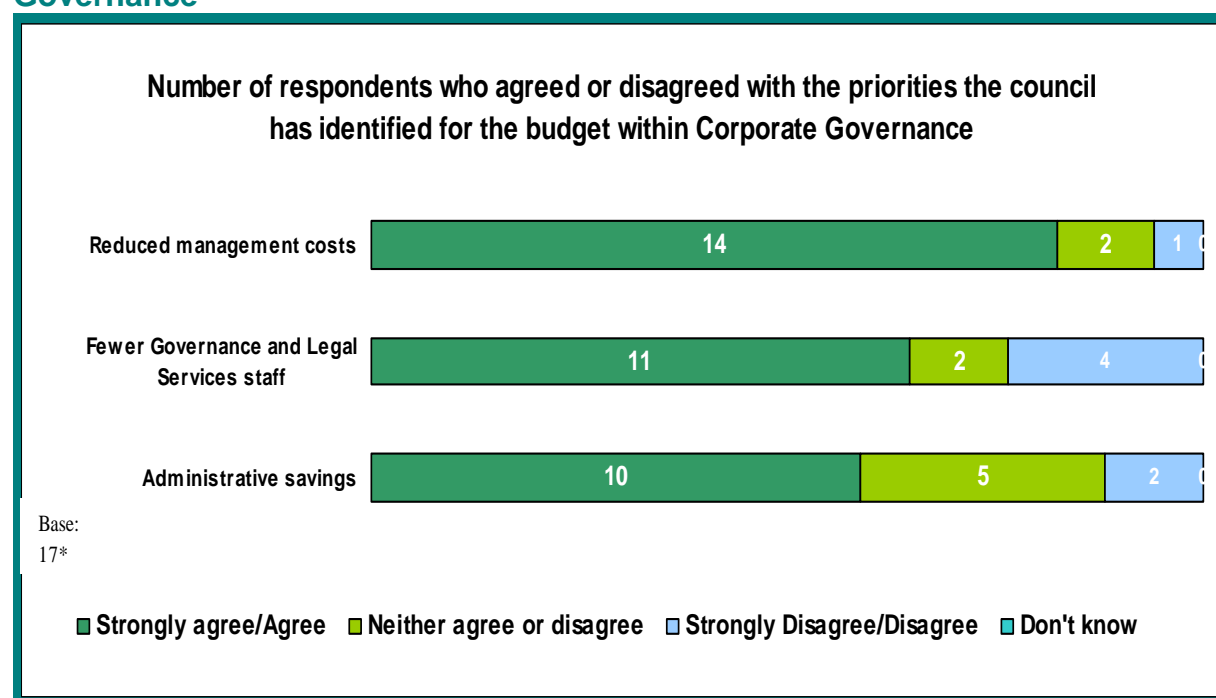
Respondents were asked if they had any additional comments to make about the savings that have been identified or suggestions on where the Council could save money in Commercial Services.

Comments received included less money should be spent on temporary, interim and consulting staff, and that more savings should be looked at for this area.

2.2.8.5 Corporate Governance

The chart below shows that the majority of respondents agreed with all three priorities **with the priorities the Council has identified for the budget within Corporate Governance**.

Chart 8: Number of respondents who agreed or disagreed with Corporate Governance



- **Reduced management costs** was the most agreed with Corporate Governance priority supported by 14 out of 17 (82%) respondents. Only one respondent disagreed.
- **Fewer Governance and Legal Services staff** was supported by 13 out of 17 (65%) respondents, while 3 out of 17 (24%) disagreed.
- **Administrative costs**, while supported by the majority, 10 out of 17 (59%), also had half this number, 5 out of 17 (29%) neutral, while 2 out of 17 (12%) disagreed.

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CORPORATE PLAN AND BUDGET CONSULTATION

Reasons for disagreement with Corporate Governance priorities and additional comments about savings

Where respondents disagreed with a priority, they were offered an opportunity to provide a reason. There were 4 explanations of disagreement with the Corporate Governance Priorities offered. Concerns included that fewer governance and legal services staff will reduce efficiency, and could lead to a lack of communication and assistance for residents. With governance being a critical function staff there is a need for more staff.

Comments on those savings marked as 'general consultation' in Corporate Governance

Respondents were asked if they had any additional comments about specific savings proposed that are marked as 'general consultation' within the Corporate Governance budget. A common theme was that expenses and payments to members (E6) should be cut by 30-50%.

Additional comments on the savings identified in Corporate Governance

Respondents were asked if they had any additional comments to make about the savings that have been identified or suggestions on where the Council could save money in Corporate Governance. One respondent commented that there must be more opportunity to save on a budget this size (E5 Cross directorate rationalisation). Another suggested the Council reduce expenditure in these 3 areas much more.

2.2.8.6 Deputy Chief Executive's Service

The majority of respondents, 8 out of 17 (47%) agreed **with the priority the Council has identified for the budget within Deputy Chief Executive's Services.**

Respondents who did not indicate they 'agreed' with the objectives were more likely to indicate that they disagreed that that they were neutral or that they did not know.

Reasons for disagreement with Deputy Chief Executive's Service priorities and additional comments about savings

Where respondents disagreed with a priority, they were offered an opportunity to provide a reason. There were 7 explanations of disagreement with Deputy Chief Executive's Service Priorities offered. The main concerns were around outsourcing being more expensive than in-house, and that outsourcing reduces accountability, and leads to knock-on implications for staff and service quality levels.

Additional comments on the savings identified in Deputy Chief Executive's Service

Respondents were asked if they had any additional comments to make about the savings that have been identified or suggestions on where the Council could save money in Deputy Chief Executive's Service. One respondent suggested service heads work better together with regard to responsibilities and stop blaming others while 2 respondents commented on the post and the salary figure of the DCE.

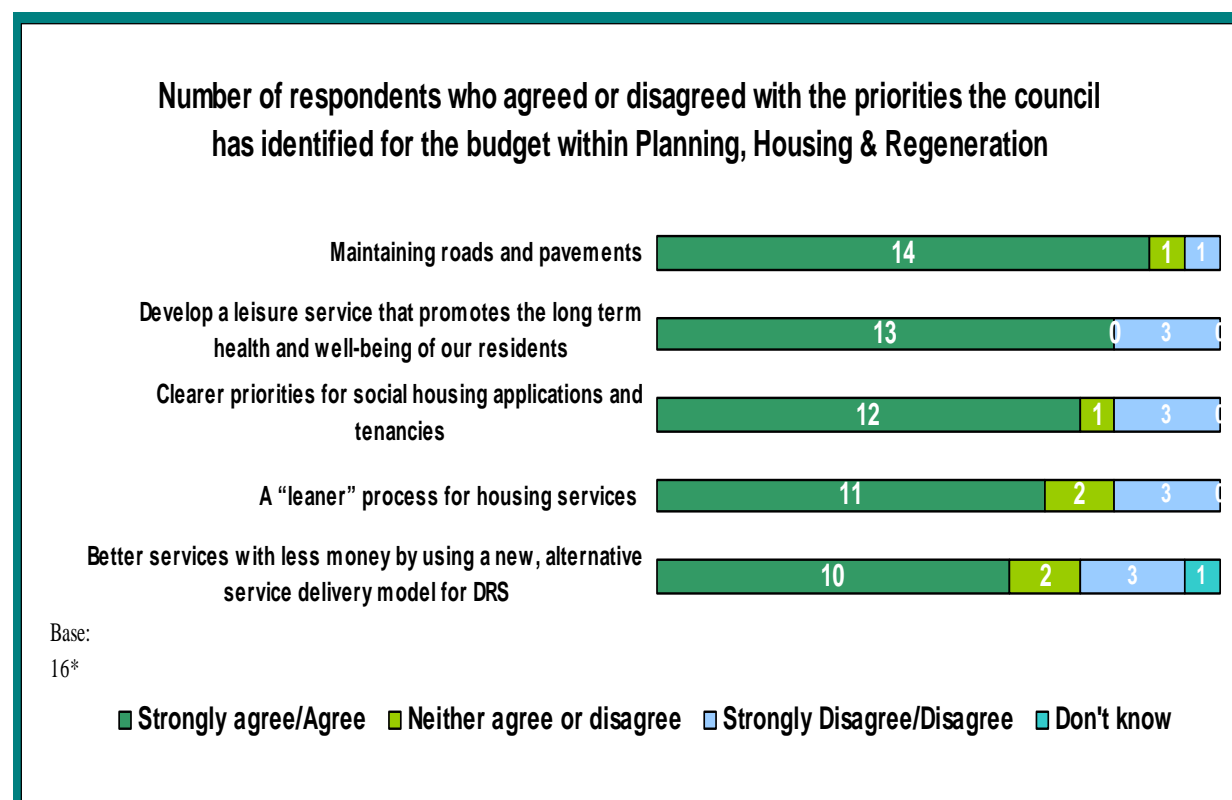
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CORPORATE PLAN AND BUDGET CONSULTATION

2.2.8.7 Environment, Planning & Regeneration (EPR)

The chart below shows that the majority of respondents agreed with all five **priorities the Council has identified for the budget within Environment, Planning & Regeneration**. Respondents who did not indicate they 'agreed' with the objectives were more likely to indicate that they disagreed than that they were neutral or that they did not know.

Chart 9: Number of respondents who agreed or disagreed with Environment, Planning & Regeneration



- **Maintaining roads and pavements** received most support with 14 out of 16 (88%) respondents, and single respondents were either neutral or in disagreement.
- The priority to **develop a leisure service that promotes the long term health of residents**, was second most supported, with 13 out of 16 (81%) in agreement. 3 out of 16 respondents (19%) disagreed, all respondents giving a preference one way or the other.
- The bottom 3 priorities; **Clearer priorities for social housing applications and tenancies**, **A "leaner" process for housing services**, and **Better services with less money by using a new service delivery model**, also all had 3 out of 16 respondents (19%) disagreeing, while still supported by the majority, at least 10 out of 16 (63%). The difference is shown by an increase in the number of respondents 2 out of 16 (13%) who were neutral regarding these priorities, and the **Better services with less money by using a service delivery model** was only the only priority where a 'don't know' was expressed - by a single respondent.

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CORPORATE PLAN AND BUDGET CONSULTATION

Reasons for disagreement with EPR priorities and additional comments about savings

Where respondents disagreed with a priority, they were offered an opportunity to provide a reason. There were 4 explanations of disagreement with the EPR Priorities offered. One concern was that the alternative delivery model for DRS will not save money and may end up costing more. Also that there are no details for the alternative models so difficult to comment on. With regard to leisure there are concerns over cuts to the budget, and one respondent believes the Council should provide leisure services but there is no need for non-vulnerable people to have health promoted to them as they can take responsibility for that themselves.

Comments on those savings marked as 'general consultation' in EPR

Respondents were asked if they had any additional comments about specific savings proposed that are marked as 'general consultation' within the EPR budget. One respondent is concerned that cutting park keepers and reducing investment in parks (E2/R1) is short sighted, especially in terms of their role with community engagement. Another believes Cashless parking (E13) is failing and was pushed through without adequate thought and consultation.

Additional comments on the savings identified in EPR

Respondents were asked if they had any additional comments to make about the savings that have been identified or suggestions on where the Council could save money in EPR. One respondent suggested a return to block cleansing, even just once a year, to save the Council money on fly tipping. Another said they would agree to refuse and recycling collections on alternate weeks.

2.2.9 Relationship between keeping Council tax low compared to protecting Council services

Respondents were asked for their views on relationship between keeping Council tax low compared to protecting council services. Respondents were presented with a list of options and asked to tick their preferred option.

Views were mixed in response to this question. The table below shows:

- The preferred option, of just under a third, 5 out of 16 respondents who answered this question (31%), was to **increase council tax to be inline with inflation so the current level of front line services can be sustained at the same quality.**
- A quarter, 4 out of 16 (25%), said they would prefer to **continue with the current rate of council tax but reduce the level of front line service we provide.**
- The same number of respondent's, 3 out of 16 (19%), indicated they would prefer to see **an increase council tax above inflation so that the current front line services can be sustained at a higher quality or continue with the current rate of council tax and level of services but at a lower quality.**
- Only one respondent said they would prefer **a cut in council tax with reduced front line services and provide the remainder at a lower quality.**

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CORPORATE PLAN AND BUDGET CONSULTATION

Option	%	Number
Increase council tax to be inline with inflation so the current Level of front line services can be sustained at the same quality.	31%	5
Continue with the current rate of council tax but reduce the level of front line service we provide	25%	4
Continue with the current rate of council tax and continue with the same number of front line service we provide but at a lower quality	19%	3
Increase council tax above inflation so that the current front line services can be sustained at a higher quality.	19%	3
Cut council tax and reduce front line services and provide the remainder at a lower quality	6%	1
Total	100%	16

Respondents were given the opportunity to give reasons for their answer and 11 responded. Reasons included the current rate is high enough, front line services should only be reduced if there will not be a negative impact on quality of safeguarding. Also that if the current rate is held, next year we will need a higher increase. Concerns that if services are cut further that Barnet will no longer be a good place to live. One respondent stated that while no increase in tax is popular, services for the most vulnerable must be maintained and, if possible, improved. Needs will increase not reduce. Another was impressed by Barnet's efficiency savings, but stated quality of front line services should not be reduced. Another stated that the burden of taxation has to be reduced and we should get used to lower levels of public service and or restricted choice, and to focus on what is absolutely essential.

2.2.10 The local community

Respondents were asked for suggestions on how the local community could help the Council save money. Two respondents thought the community agreeing to alternate week refuse and recycling collections would lead to savings. Another response was that the local community could use their unemployed to help out in libraries, schools, park and care homes by offering them a six-month taster session run by Jobcentre plus to help them back into work. One respondent suggested the local community could contact the Council with regard to support and benefits they are receiving that are no longer required, with a view to ending them. There was a concern about services being prioritised realistically with residents, and that the community should not be expected to provide services which the Council had provided a year earlier.

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CORPORATE PLAN AND BUDGET CONSULTATION

2.3 FACE TO FACE ENGAGEMENT WITH THE VOLUNTARY SECTOR

The Council used the opportunity to engage with the third sector through the existing group, the Network of Networks. The group is made up of representatives from all the voluntary sector networks in Barnet.

2.3.1 Summary of key findings

- The voluntary sector is understandably concerned about the implications of reductions in local authority funding for their own services. It is clear that the Council has to better communicate the One Barnet programme to the sector, particularly as it relates to commissioning.
- A practical outcome of this consultation will be to look at ways of improving dialogue between the voluntary sector and the Council, including regular meetings specifically to discuss how both parties are coping with the challenges of smaller budgets.

2.3.1 Findings in detail:

2.3.2 Background

As part of the consultation process, the Council conducted extensive face to face engagement with all its stakeholders to understand their priorities in-depth, the pressures they face over the next decade and look at to how we can develop solutions together.

This section presents the detailed findings from the face to face engagement with third sector.

2.3.3 Approach

The Council used the opportunity to engage with the third sector through the existing group, the Network of Networks. The group is made up of representatives from all the voluntary sector networks in Barnet.

Councillor Longstaff, Cabinet Member for Engagement and Community Safety, chaired the session. After a brief introduction of the purpose of the meeting, a detailed presentation was given by Tom Pike, Head of Performance LBB, on the pressures the borough faces over the next decade and the Council's approach to its Business Plan and Budget setting process for the next three years.

Jim Wilson, Assistant Director of Adult Social Care and Health, and Jonathan Tunde-Wright, a manager from Environment, Planning Housing and Regeneration, also gave a brief outline of their approach to their service budget setting process and the challenges that their service areas face specifically.

The Network was then invited to question the panel and raise any concerns they had. This was then followed by table discussions which focused on helping the Council understand:

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Budget and Corporate Plan Consultation findings, 27 September – 2nd January 2012, London Borough of Barnet

CORPORATE PLAN AND BUDGET CONSULTATION

- What are the challenges for the voluntary sector in the current climate and what are their long-term challenges?
- The voluntary sectors ambitions and aspirations for 'civic' society and for the voluntary sector?
- How can the Council best engage with the voluntary sector to plan for future?
- How can the Council best work with the voluntary sector to respond to social challenges?

2.3.4 Question and Answer Session from the floor:

2.3.5 Q: The Council is not making job cuts but passing cuts on to the voluntary sector.

A: The Council has excellent staff and over the last few years has cut staff to the bare minimum. The London Borough of Barnet is one of the most efficient London boroughs in terms of back office costs.

2.3.6 Q: Residents are being placed out of the borough, is there anything to be gained by this and the transparency agenda? The voluntary sector last year experienced a 33% cut in real terms with Advocacy in Barnet being put into the NHS pot which is an additional cut.

A: The first part of the question appears unrelated to our investment in voluntary sector prevention services. All current services in this sector operate exclusively within the borough.

Council agreed in March 2011 that funding for voluntary sector prevention services would be reduced by 33% over the two years 2011/12 and 2012/13. Funding was reduced by 13% for 2011/12 and the balance will be taken in 2012/13. The Council also decided that the preventative support being provided by the voluntary sector should be re-commissioned. Five separate procurement projects are currently proceeding to enable new contracts to be let for the provision of support for carers, people with mental illness, people with learning disabilities and older people and for the provision of a generic information, advice and advocacy service for disabled and older people. Our proposals for this work were first set out in 2009 in Looking after yourself – a prevention framework for Barnet and subsequently in a consultation document circulated to voluntary sector organisations in December 2010

Funding currently being paid to Advocacy in Barnet and other organisations providing information, advice or advocacy has been allocated to Barnet Centre for Independent Living (BCIL) as part of the arrangements for the fifth of the procurement projects referred to above and in line with our report approved by Cabinet Resources Committee in July 2011. The Council's contract with BCIL will commence shortly and will replace the Council's existing contracts with Advocacy in Barnet and other organisations. BCIL has advised that it is seeking to enter into sub-contracts with a number of organisations including Advocacy in Barnet but the Council will not be a party to these sub-contracts

The Council and NHS Barnet are currently taking forward plans for a pooled budget to fund re-commissioned prevention services. Under these plans, funding currently being paid to voluntary organisations by NHS Barnet will be added to the Council's funding

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CORPORATE PLAN AND BUDGET CONSULTATION

for the five procurement projects referred to above. Funding currently being paid by NHS Barnet to Advocacy in Barnet will therefore be added to the funding allocated to BCIL for the re-commissioned information, advice and advocacy service. NHS Barnet funding for some areas of prevention service is subject to budgetary reduction although the rate of reduction is lower than that being implemented by the Council.

2.3.7 Q: Fairer Charging Policy means that users are saying they don't want services and user's quality of life is going down.

A: The Fairer Charging Policy is responding to the most vulnerable. Users have started to say they don't want the service at this price and for some they may not actually need services. In some instances services will have been provided but now may not meet eligibility criteria or, people's circumstances having improved they don't, any longer, need services. Every authority in the country is experiencing these same issues.

2.3.8 Q: How is the Council monitoring whether users really do not need the service; there are examples of people saying they don't need a service but they do really need it and their quality of life is being affected.

A: We do have systems in place to ensure that this is not happening. When a user indicates they no longer require a service, mechanisms are in place to check that social services agree that the user no longer requires it and they are not at risk. However, if there are circumstances, where users are saying they do not require a service because of cost but in fact still need the service, it is important that the sector supplies details of these people so that the Council can investigate further.

2.3.9 Q: 'Fees issue' this is a Council tax through the back door.

A: Statement noted

2.3.10 Q: Partnerships are good however we hope with the tendering processes we don't lose the fluid working and innovation.

A: There is a commitment to working with the voluntary sector to develop preventative services.

A Rochdale pilot put money into the voluntary sector with the NHS to get volunteers to go out into the community. A scheme being developed here in Barnet is an innovative scheme to look at ways of avoiding admissions to hospital, which will require partnership with the voluntary sector to realise some elements of the proposals.

The Ageing Well Event also demonstrates the range of initiatives we need to build on.

2.3.11 Q: We are pleased about the efficiencies and the Council is being smarter. What is the view on investments? If we invest in carers it helps prevent people going into a statutory service or hospital. However, the huge cuts that are being made to carers in Barnet – amounts to a 66% cut.

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A: The procurement project referred to above to re-commission carers support is affected by the reduction level of 33% agreed by council, not 66%. Our policy document (*Looking after yourself – a prevention framework for Barnet*) affirms the Council's commitment to preventative support, helping people to stay independent and reducing requirements for statutory social services provision. Most of these prevention services are delivered by voluntary organisations, and many have a long and valued track record of dedicated support for Barnet residents. But no area of our expenditure can expect exemption from the budget pressures that now face the Council, and the Council must subject all programmes to scrutiny in order to decide how budget reductions would affect Barnet residents, and how practicable and sustainable reductions might be in implementation terms and by comparison with other reductions to other programmes.

Unlike the majority of Adult Social Services expenditure, the voluntary sector budget is mainly concerned with support for people with low or moderate needs – support that we know is valued by many of the people who benefit from it, but support that nevertheless is of a different order of priority compared with statutory provision. The Council cannot ignore this reality and has concluded that it would be appropriate and practicable for the sector to take a significantly higher reduction than the overall average. Nevertheless, the proposed total reduction to the voluntary sector budget will contribute only 5% of the total reductions required of the Council's Adult Social Services budget.

2.3.12 Q: The Council is keen to implement efficiencies. The voluntary sector has put things on the table to get investments and the sector has been waiting for fifteen months to have a conversation.

A: All five procurement projects referred to above have been the subject of active discussion through meetings and correspondence with the provider organisations operating in each of the sectors concerned as well as with service users. In the case of four of the five projects, this has included opportunity during 2011 to shape and refine the draft specifications for the future services and where appropriate, their proposals and comments have been reflected in amendments to the specifications. The fifth project – concerned with day opportunities for older people – will be the subject of public consultation commencing in February following detailed discussion with provider organisations about the options. It is expected that the specification/s for future services for older people will be drawn up in 2013 in the light of the outcomes of the public consultation and this work will be conducted in dialogue with the provider and user groups that the Council has established. The procurement projects are overseen by the Developing a Consumer Led Market Board whose membership includes Community Barnet's CEO

2.3.13 Q: 15 % cuts have already been implemented and 15% of cuts will be implemented in the future. This could affect those who are on the margins of managing. If these adults begin not to manage and the cuts have been implemented it could mean adults with mental health problems will need to be placed outside of the borough at a cost of £80 000.00 per annum. These cuts will jeopardise the lives of adults with learning difficulties having to leave their family and put in placement outside the borough.

The voluntary sector has a lot of information and skills and not just being listened

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CORPORATE PLAN AND BUDGET CONSULTATION

Q: Cuts are taking funding from smaller organisations and focusing on the larger voluntary organisations. If we continue we will lose smaller voluntary organisations who have great knowledge and we will lose the volunteer base they have built up.

A: Yes, it is important that we don't lose these skills and the large base of volunteers.

2.3.14 Q: The impact of the cuts on the voluntary sector is huge. Putting the Links out to tender did not work the first time, why is the Council doing this again at great cost and taking it away from the voluntary sector and community organisations?

A: Again part of a further conversation with the sector.

2.3.15 Q: Information brokerage is up for grabs. The Council in its specification document has stated the unit cost should be no more than £15.00 per hour; however National Advocacy states that the national average unit cost is £50.00 per hour. How can we submit a proposal which is inline with what the Council is requesting?

A: It is essential that the Council and its contractors have a clear focus on value for money and the return on investment. An important component in value for money appraisal is to understand service costs and to establish a transparent and robust basis for benchmarking and comparison with alternative investment options. Cost per hour and unit cost are well-recognised assessment tools and that is why the Council has held discussions with voluntary organisations to promote understanding of their significance and of relevant benchmarks applicable to other kinds of adult social care and support. However, the Council has not at this stage defined maxima applicable to voluntary sector prevention services, and the reference to inclusion of a unit cost maximum in a specification document is therefore incorrect.

2.3.16 Q: The cuts are moving the burden of cost on to the vulnerable. There is nothing in place to improve the growth of inequality. This is not about big society, it is about reality. Building care is so important when looking at day centres.

A: Reduction of the budget for the Council's Adult Social Care and Health Service inevitably affects some of the most vulnerable of Barnet's residents and that is why the Council has carefully considered all the options and the conclusions of our Equalities Impact Assessments in making its decisions on the budgetary proposals relating to adult social care and support expenditure including voluntary sector prevention services.

2.3.17 Q: The sector appreciates the Council faces enormous challenges but the tension on increasing rents and putting this burden on the voluntary sector is enormous. The Council is not renewing leases and properties have been left to run down. The Council should review their use as the landlord and the how the voluntary sector uses these as tenants. Many youth, scout and guides groups occupy these buildings.

A: The Council is expected to ensure we gain best effect for the public purse. To this end we deal with the valuation and re-evaluation of rents on a case by case basis, taking into account building condition and its use.

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CORPORATE PLAN AND BUDGET CONSULTATION

2.3.18 Table discussions

2.3.19 What are the challenges for you in the current climate and what are your long-term challenges?

The voluntary organisations present, clearly felt that there was a lack of dialogue and engagement with the Council on the future of services which they also felt prevented partnership working across the sector.

They also cited that maintaining the current service provision with less resource was proving very challenging and with this challenge came the added pressure of how to raise funds in order to sustain these services.

The voluntary organisations also reiterated the Council's challenge, of the changing demography, which was resulting in an increased demand for their services and this challenge was being compounded further with the reduced resources.

There was also concern on what the affect the reduced funding will have on facilitating volunteering, the uncertainty the cuts have created, and the impact the cuts will have on staff.

2.3.20 Verbatim comments:

- **Lack of dialogue**
No dialogue with the Council on the future of services/No partnership works due to lack of dialogue/Still lack of engagement about the future/Proper dialogue, true partnership work across sector.
- **Maintaining services on less resource/survival of services/Risk of reduced services**
Survival of services/cuts will force us to reduce services/challenges of a shrinking sector/ Continuing with our organisation and social activities/ Money - lack of it! A UK B likely to loose 60% of local authority funding –so loss of building and service/The Good neighbour scheme for Mill Hill and Burnt Oak. If Barnet pulls out their £12 000 PA we will not survive.
- **Raising funds/Where will the money come from**
Raising enough funds to sustain services/providing a service now and in the future with insufficient funding/uncertainty about where (if any) funding will be forthcoming/ the good Neighbour Scheme.....other funders will not be our largest donor. They will pull out too/
- **Coping with increased demand for services**
Coping with increasing demand, for example aging population, great number experiencing mental ill health, increased unemployment, and poverty and recession/More people using our services due to financial situation meaning more relationships breaking down breaking down.
- **Organising and facilitating volunteering with reduced funding**
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CORPORATE PLAN AND BUDGET CONSULTATION

- **Uncertainty/How much for how long/Short term contracts. Lack of long term perspective/Still lack of engagement regarding the future**
- **Impact on losing staff**

2.3.21 What are your ambitions and aspirations for 'civic' society and for the voluntary sector?

The table discussions only generated a few comments with regards ambitions and aspirations for 'civic society', namely providing voluntary assistance to the old and vulnerable in society; developing 'new features' of an involved civic society; reducing health inequalities and lastly aiming to be an equal partner of Barnet Council

2.3.22 Verbatim comments:

- *To look after and provide voluntary assistance to as many old and vulnerable people in the society and in our neighbourhood*
- *Actively helping to develop 'new' features of an involved civic society/to reduce health inequalities –these are good measures of social equality.*
- *To stop being the patronised and unequal 'partner' of Barnet Council and take the stage as a full partner*

2.3.23 How can the Council best engage with the voluntary sector to plan for future?

Voluntary organisations felt there was a clear need for the Council to provide more information about the One Barnet Programme in order for their organisations to plan for the future. They also thought it was particularly important to have more information on what is planned in terms of the relationship with the new larger contractors and the smaller voluntary organisations. Some voluntary organisations felt a representative from the voluntary sector should be a member of the One Barnet Board.

There was a clear consensus that the Council should play more of an active role in engaging, listening and understanding what the smaller voluntary organisations do.

Voluntary organisations also felt that the Council should provide more support, advice and assistance to these smaller voluntary organisations with a particular focus on supporting those organisations that deal with the most vulnerable.

2.3.24 Verbatim comments:

- **Provide more information on the One Barnet Programme/ Information on the relationship of new large contractor with the Voluntary sector and smaller organisations/Membership and Involvement of the One Barnet Board**
Give more information on the relationship of the new large contractors with the Voluntary sector and smaller organisations/Volunteer sector membership on the One Barnet Board and health Board. Why we are not involved?/Will the Council demand

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CORPORATE PLAN AND BUDGET CONSULTATION

that the contractor keep services for small organisations/What will be the relationship of a new large contractor with the sector and the smaller organisations?

- **The Council should listen to our views and engage with smaller organisations/The Council become more familiar with what the smaller voluntary organisations do/ Take an interest in what we do/Engage with smaller organisations**

The Council should listen to our views /The Council should become familiar with the activities of smaller organisations/ Listen, learn from our experience and past experience/ Take an interest come and visit us find out what we do and who we do it for/Engage, talk to us/By actually listening/ By positive interaction with voluntary organisations...

- **The Council should provide more support, advice and assistance to smaller organisations/simplify requirements for small organisations to participate/give more resources to smaller organisations**

The Council should provide smaller organisations with advice and assistance wherever possible/Provide services in particularly with efficient small organisations/ Simplify requirements for small organisations to participate. Reduce bureaucracy/ By giving some resources to organisations and people who are trying to create space for civic involvement despite the problems/ Help us with accommodation and provide enough funds to continue smaller organisations like ours/Stop doing things at the same time – sending us more referrals and then cutting our funding. We can cope to some extent with doing the same for less! But we can't do even more for less.

- **The Council should support organisations who are dealing with the vulnerable and organisations that provide a service to the voiceless**

The Council should act open and give vulnerable people real choice/ provide a service to voiceless people such as BME Communities

- **Other**

Decrease of resources spent as commissioning/Individual and community safety / Implement the Best Value Strategy Guidance

2.3.25 How can the Council best work with the voluntary sector to respond to social challenges?

The response to this question was varied but a repeated theme was for better engagement and dialogue between the Council and the sector in order to improve transparency and understanding.

Verbatim Comments

- *To be supportive in providing valued 'community' services to increase social cohesiveness and integration –reduce stigma and discrimination / The Council should be responsive to the most in need which includes prevention policies and facilities*
- *By positive interaction and early approach with the officers.*

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CORPORATE PLAN AND BUDGET CONSULTATION

- *Listen to your social care team*
- *Create efficiency by longer contracts*
- *Reduce tender costs*
- *Improve transparency/Improve dialogue/ more meetings like this one/*
- *Train commissioners better*
- *Joint coordinator of partnership boards*

2.3.26 Recommended Actions:

2.3.27 Council Actions

- Ensure voluntary organisations are kept informed of the one Barnet Programme and related structural changes within the Council, in particular with reference to the implications of commissioning services and the relationship of the appointed large sector contractor with smaller voluntary organisations
- Clearly communicate where there is potential for future funding from the Council, i.e. innovative service provision that supports the Councils agenda
- Continue dialogue with voluntary sector, with regular meetings to review how the Council and voluntary sector are coping with the challenges and to enable further support
- Look at ways of improving dialogue with a view to improving partnership working

2.3.28 Voluntary Sector Actions

- Set up support networks for fund raising initiatives
- Encourage the voluntary sector to support each other in how to attract funding
- Appoint a champion/s representing small voluntary organisations in Barnet with a view to communicating with the Council the challenges these small voluntary organisations are facing
- Ensure the Council is kept informed of any new voluntary organisations coming into the borough

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CORPORATE PLAN AND BUDGET CONSULTATION

2.4 BUSINESS PLAN AND BUDGET GENERAL CONSULTATION – FACE TO FACE ENGAGEMENT WITH LOCAL BUSINESSES

Summary

Following on from the statutory consultation with Non-Domestic Rate Payers, Barnet Council held a business breakfast at which members of the business community were invited to comment on the Council's response to the current challenging circumstances. This was not strictly a consultation on the budget or corporate plan, but rather an effort to rekindle an ongoing dialogue between the Council and local businesses.

Following presentations from the Leader of the Council and the Chief Executive, the floor was opened to questions from the 70 strong audience. The recent changes in the method of payment and the cost for parking were a common concern, with strong opinions on the subject voiced by a number of those present. Other questions included whether the planning process could be simplified to enable dormant property to be released through change of use applications and how small businesses can take advantage of opportunities in council procurement. In general, it was felt that this meeting was a promising start to a new relationship, although many in attendance had a wait and see attitude to if anything would change as a result of it.

A full report of the session is available on request and online. The Chief Executive committed to holding another gathering around Easter.

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SECTION 3

Business Plan and Budget

Service Consultations

Detailed Findings

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Budget and Corporate Plan Consultation findings, 27 September – 2nd January 2012, London Borough of Barnet

CORPORATE PLAN AND BUDGET CONSULTATION

3.1 SERVICE SPECIFIC CONSULTATIONS, BUSINESS PLAN AND BUDGET 2012/13

In summary the following service consultations have been or are being consulted on as part of Business Plan and Budget Consultation 2012/13-2014/15:

- **Children's Services** have now completed the following consultations: Youth Services, Child and Adolescence Mental Health, Adoption and Fostering allowances, Corporate Parenting. The service consulted with their users and other stakeholders directly. The general public were also given an opportunity to have their say and register their interest at http://engage.barnet.gov.uk/childrens-service/childrens-service-budget-informal-consultation/consult_view
- **ASCH:** had no service specific consultations this year as they had already consulted last year, namely on: Funding for voluntary sector services, charging for services (Fairer Contributions Policy), Housing and support options for older people, and Future of Barnet Sign Language Interpreting Service. Full details can be found on <http://engage.barnet.gov.uk> (past consultations)
- **EPR** have consulted on: charging for events in parks, and the new fees and charges increases. EPR also consulted on charging for clinical waste early in the financial year informing some of the proposals for 2012/13. Full details of all these consultation can be found on the <http://engage.barnet.gov.uk>
- **Commercial Services:** Arel eading on the Leisure Review (planned to start February 2012)
- **Chief Exec:** Community advice, (already conducted last year full details are on the engage space), Mobile Library Service (April 2012).

3.2 Children Services Consultation Findings:

3.2.1 Children's Service Budget Consultation Summary

86 people responded to the online Children's Service budget consultation survey. The budget proposals have also been discussed at a number of meetings, including parent groups and with young people. The key points that emerged were:

- Regarding youth services, the majority of respondents were in favour of option Y – to start to charge for some activities and make a smaller reduction in funding for youth and play activities as opposed to option X, which would not involve charging, but would entail a greater decrease in funding for youth and play activities. Most respondents felt that as many Youth Services as possible should be retained, especially in light of the summer riots.
- There were strong feelings about the impact of the proposed youth service reductions on disabled children and young people. Alternative venues for some of these activities were being discussed.
- There was concern from voluntary sector organisations about the need to support voluntary sector organisations, for example in ensuring rents are sustainable.
- Some were concerned about the impact of a reduction in the computer budget on children in care, while others felt it reasonable for foster carers to provide computers using existing resources.
- Some concern was expressed over the impact of a reduction in individual tuition budgets on young people in care with SEN as they are most likely to require

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CORPORATE PLAN AND BUDGET CONSULTATION

additional support. However, the majority of survey respondents agreed with this proposal.

- It was felt that regular reviews of allowances for foster carers, adopters and children in care should take place, but that they shouldn't face significant reductions in allowances.
- Most respondents felt that CAMHS services were already unable to meet demand. A few felt that a more flexible system would be valuable. However most survey respondents tended to agree with the proposal.

3.2.2 Detailed finding on Children's Service Budget Consultations

Four key proposals are being consulted on as part of the Children's Service Budget Consultation to achieve savings of £1.044m for 2012/13. They are youth services; corporate parenting; adoption and fostering allowances related to children in care; and Child and Adolescent Mental Health Services (CAMHS).

3.2.3 Methods of consultation

Consultation on the Children's Service budget proposals took place in the following ways:

- Key stakeholders were emailed a consultation letter containing information about each of the key budgets proposals for the Children's Service and how to respond to consultation.
- A Children's Service budget consultation webpage containing key documents and information, including a young person's version
- An online questionnaire
- An email address for people to send their comments or queries to
- A number of consultation meetings (see Appendix A)

3.2.5 Proposals and feedback

3.2.5.1 Youth Services

- Two options: either reduce funding for youth and play activities (X), or start to charge for some activities and make a smaller reduction in funding for youth and play activities (Y). - £150,000
- Re-negotiate contracts within the areas of advocacy, out of school activities for young people with disabilities, and universal art programmes to reduce costs. - £135,000
- Reduce non frontline staff posts and continue to deliver core functions by integrating teams and building capacity in the voluntary sector. - £215,000

86 people responded to the online survey between 4 November and 6 January 2012. A summary of responses is shown in the table below.

Proposal	Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly Disagree	Don't know
A – X	4.7%	8.1%	10.5%	29.1%	46.5%	1.2%
A – Y	20.9%	48.8%	9.3%	8.1%	11.6%	1.2%
B	8.9%	25.3%	20.3%	17.7%	21.5%	6.3%
C	9.0%	35.9%	19.2%	16.7%	15.4%	3.8%

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CORPORATE PLAN AND BUDGET CONSULTATION

Feedback

Most respondents felt that as much as possible should be retained in the way of Youth Services, preferably without charging, particularly in the light of the summer riots. Many felt that the youth sector was not able to sustain further cuts.

The majority of respondents, including the Barnet Youth Board, preferred option Y – to start to charge for some activities and make a smaller reduction in funding for youth and play activities as opposed to option X, which would not involve charging, but would entail a greater decrease in funding for youth and play activities. Those who were in favour of charging for activities mentioned that charging could make services more stable and that the Finchley Youth Theatre already successfully charges for some activities. Some parents and carers commented that they would be prepared to pay a small fee for activities. It was also noted that many cannot afford to pay for activities and so means testing would be vital if charging was introduced. Some also felt that means testing may exclude families on a middle income and those whose parents do not prioritise youth activities in their own budgeting.

There were strong feelings about the impact of the proposals on disabled children and young people. Parents of young people with disabilities were keen to see the continuation of activities where all young people regardless of disability can mix and interact. The activities at Canada Villa music studio were particularly appreciated for young people with disabilities and they were keen for an alternative venue to be found for CLIVE (a training programme in music performance and event organisation, including a nightclub for young people aged 14 – 25 with learning disabilities). Concern was also voiced around the proposed reduction in funding for Mapledown.

There was concern from voluntary sector organisations about the need to support voluntary sector organisations, for example in ensuring rents are sustainable. Many respondents to the online survey were not convinced that the voluntary sector could provide the same level of services as the local authority, for example through qualified staff, as they are not resourced to do this.

Whilst many respondents were in favour of renegotiating contracts as good practice, particularly in hard economic times, there were concerns about what this would mean in practice. Those consulted were keen to see as many services retained as possible.

Response to consultation

Activity with partners will be increased to deliver universal arts programmes. It is also proposed to integrate Arts into the Positive Activities team, which will enable the service to maximise resources and funding. If a charging policy for some youth and play activities is introduced (option Y) further consultation will take place, and a clear and robust process will be implemented to ensure free/reduced activities continue for vulnerable young people. Our preferred option is option Y, as opposed to option X.

It is acknowledge that the proposed reductions could have a negative impact on disabled children and young people, and so an alternative venue is being sought for CLIVE. Work is also taking place with Mapledown to help secure additional resources for out of school provision for young people with disabilities.

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CORPORATE PLAN AND BUDGET CONSULTATION

Advocacy support will be spot purchased as necessary. It is proposed to continue to increase partnership work with the voluntary sector. A pool of equipment is being made available to voluntary sector organisations, and discussions are taking place around the sustainability of rents. The retention of frontline staff, such as targeted youth workers, has been prioritised.

3.2.5.2 Corporate Parenting

- d) Reduce the budget for computers provided to children in care and foster carers by better targeting of resources to need. - £40,000
- e) Reduce the budget for individual tuition for children in care by approximately 40% by better targeting of resources to need and through closer working with schools to minimise the impact on children. - £40,000
- f) Reduce non frontline support for children in care around educational and health outcomes and the staff training budget. - £20,000

Proposal	Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly Disagree	Don't know
D	16.7%	43.6%	16.7%	7.7%	11.5%	3.8%
E	11.5%	34.6%	19.2%	14.1%	16.7%	3.8%
F	5.1%	26.9%	28.2%	17.9%	7.7%	14.1%

Feedback

Some of those consulted were concerned about the impact of a reduction in the computer budget on children in care, while others felt it reasonable for foster carers to provide computers using existing resources. Many of those consulted, including the Corporate Parenting Advisory Group, expressed their concerns about the impact that a reduction to the computer budget might have on the Children's Service priority to 'narrow the gap' in attainment for this group of children and young people.

Some concern was expressed over the impact of a reduction in individual tuition budgets on young people in care with SEN as they are most likely to require additional support. However, the majority of survey respondents agreed with this proposal. It was suggested that schools should be able to support this as part of their community role in the Borough. The Barnet Youth Board was concerned about how well the local authority and schools would work together as a significant number of secondary schools are now academies.

Response to consultation

The Children's Service remains committed to 'narrowing the gap'. No budget reductions were proposed for children's social care last year. Given the significant budget savings that have to be found across the Council we need to seek further efficiencies, including children's social care. The remaining resources to support children in care would be targeted at those most in need.

The introduction of Pupil Premium Funding, introduced in April 2011, which is paid to schools for each child on the roll who is eligible for free school meals or who has been

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CORPORATE PLAN AND BUDGET CONSULTATION

in care for six months, may help to mitigate the impact of the Corporate Parenting Teams reduced spend on educational achievement.

The SEN Services in and out of borough help to meet the needs of children with statements. We will continue to work with schools to ensure that appropriate support is in place for children in care including those with disabilities and/or learning disabilities.

3.2.5.3 Adoption and fostering allowances related to children in care

- g) Review and reduce the overall costs of allowances given to children in care, foster carers and those newly adopting by carrying out more regular reviews to ensure that allowances are appropriate and being applied consistently. - £110,000

Proposal	Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly Disagree	Don't know
G	16.2%	50.0%	14.9%	2.7%	12.2%	4.1%

Feedback

Consultant respondents felt that regular reviews of allowances for foster carers, adopters and children in care should take place, but that they shouldn't face significant reductions in allowances. It was suggested that regular reviews should take place based on the need of each child rather than a blanket allowance for all children.

There was general support for the proposed increase in the use of the Oyster network rather than taxis. Value for money was highlighted as being the most important factor in negotiating these savings.

Response to consultation

When reviewing allowances we would take into account the different needs of children and young people to ensure that allowances are sufficient and being appropriately applied. Further consultation would take place with those potentially impacted to ensure that their views shape any proposals to amend and regularly review allowances.

3.2.5.4 Child and Adolescent Mental Health Services

- h) Work with providers to find efficiencies, such as joining up teams, which enable us to reduce the commissioning budget for CAMHS with a minimal impact on services. - £100,000

Proposal	Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly Disagree	Don't know
H	19.7%	47.4%	10.5%	9.2%	9.2%	3.9%

Feedback

Overall comments emphasised that CAMHS is an extremely high impact organisation that is greatly valued by those who use it, and it is already unable to meet demand. The Secondary Heads Forum in particular felt that resources for CAMHS should on no account be reduced, especially as they felt demand for these services in schools is

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CORPORATE PLAN AND BUDGET CONSULTATION

increasing. Likewise, members of the Corporate Parenting Advisory Panel felt that reducing these services would have a significant negative impact on the borough's most vulnerable young people and ultimately increase the likelihood of more costly interventions being needed in the future. A few respondents felt that a more flexible system would be valuable, and the majority of survey respondents tended to agree with the proposal.

Response to consultation

CAMHS remains a priority area for Barnet and the proposed budget reduction would still ensure a higher level of service than in Enfield and Haringey which have both reduced their tier 2 services (for those with moderate needs) significantly. The proposed budget reduction does not impact on funding for the primary and secondary CAMHS projects which schools value. We will also seek to strengthen CAMHS representation on the Team Around the Setting (a virtual team for schools and children's centres). There are no plans to reduce SCAN provision for those with autism. If SCAN provision is reshaped, the quality of the SCAN service will be prioritised.

3.2.5.6 Any other comments

Other comments in the survey responses focussed on the following themes:

- There was a strong feeling that the disadvantaged and disabled would be most negatively impacted by the proposals and that they had already sustained significant savings.
- There were several suggestions of reducing the salaries and number of posts in the Council at a high level including 'One Barnet' proposals.
- A number of respondents suggested closer working with the voluntary sector in the face of savings.
- Several respondents commented that the proposals in the consultation were not detailed enough and that it was not possible to answer the questions fully without more information.

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3.3 ENVIRONMENT PLANNING AND REGENERATION CONSULTATION UPDATE

3.3.1 Events in Parks

Consultation on Events in Parks proposals has attracted considerable interest from residents. Approximately 1000 representations were received via email and telephone calls. An initial overview of the responses indicates that there is a strong feeling against the proposal amongst residents and various stakeholders. Concerns raised relate mainly to safety, access, noise pollution, litter and preservation of the parks. The Council recognises the need to address these concerns and to demonstrate that adequate measures will be implemented to prevent the concerns raised becoming an issue.

The Council also recognises the need to address some concerns raised by further clarifying some details of the proposals and rebutting incorrect facts and misunderstanding currently in the public domain. Full analysis of the feedback is currently ongoing and will feed into recommendations made on how any proposals could be implemented in a way that addresses residents' concerns, safeguards the environment and communities in close proximity to the parks.

3.1.2 Fees and Charges

The schedule of Fees and Charges for 2012/13 was published on the Council's engage portal for residents' feedback. The majority of responses relate to parking charges (approximately 80) followed by the proposed increases to Allotment rents (approximately 20). This year no increase charge was proposed to on street parking. In addition, most of the other parking charge fee increase proposals were kept within inflation. However, some residents expressed dissatisfaction at any increase to parking charges following on from last year's increases.

3.1.3 Clinical Waste

Following consultation early in the 2011/12 financial year and an equalities impact assessment, proposals to introduce a new charge for household clinical waste customers will not proceed at this stage. Alternative options will be considered that ensures continued delivery of the service in a way that supports the vulnerable members of the community. However proposals to increase clinical waste fees for trade customers remains with an intention to implement from April 2012.

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CORPORATE PLAN AND BUDGET CONSULTATION

APPENDIX A: Children's Services face to face consultation meetings

Date	Name of meeting	Stakeholder group	Anticipated numbers reached	Method i.e. meeting/discussion
INFORMAL:				
27 September 2011	Youth Support Service Practitioners Group	Staff & Partners & Service users	70	Meeting/workshops
6 October 2011	Youth Support Service Partnership Board	Partners	20	Meeting
6 October 2011	Youth Support Service full team meeting	Staff	60	Meeting
10 October 2011	Schools Forum	Schools / Governing Bodies / NUT	17	Meeting
11 October 2011	IAG/NEET Group Meeting	Staff and Partners	10	Meeting
13 October 2011	Safeguarding Professional Advisory Group	Staff and Partners	10	Meeting
20 October 2011	Youth Board Meeting	Service Users	10	Meeting
3 November 2011	Director's meeting with Secondary Heads	Schools	22	Meeting
FORMAL:				
11 November 2011	Director's meeting with Primary Heads	Schools	80+	Meeting
17 November 2011	Barnet Youth Board	Service Users	30	Meeting
17 November 2011	Corporate Parenting Advisory Panel	Councillors and staff	15	Meeting
21 November 2011	Youth Support Service full team meeting	Staff	60	Meeting
22 November 2011	Youth Support Service Practitioners Group	Staff and Partners & Service users	70	Meeting/workshops
22 November 2011	YSS Partnership Board	Partners	20	Meeting
24 November 2011	Role Model Army	Service Users	10	Meeting
25 November 2011	CommUnity Barnet	Partners and Service users	20	Meeting
29 November 2011	Family Evening - Middlesex Uni	Service Users	50	Meeting
30 November 2011	PP4DAN & Finchley Youth Theatre Parent groups	Service Users	20	Meeting
6 December 2011	Family Evening – NLBP	Service Users	50	Meeting

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Medium Term Financial Plan	2011/2012 £000	2011/2012 £000	2012/13 £000	2013/14 £000	2014/15 £000	Total
	Budget	Actual				
Budget brought forward			290,875	291,998	284,100	
Statutory/cost drivers						
Inflation (pay)			873	1,198	1,210	
Inflation (non-pay)			3,007	3,057	3,057	
NLWA levy			(700)	2,229	1,804	
Capital financing costs			2,250	2,250	2,250	
Statutory/cost drivers sub-total			5,430	8,734	8,321	
Central Expenses						
CT Base - Long Term Empty Discounts				1,000		
Contingency (includes provision for Council Tax Benefit reduction)			1,331	1,775	4,721	
Concessionary Fares			605	1,000	1,000	
Full year effect of 2010/11 savings			(59)	(17)		
Central Expenses sub-total			1,877	3,758	5,721	
Balances to/(from) reserves						
Specific reserves contribution 2011/12	3,996	6,546	(6,546)			
Specific reserves contribution 2012/13			11,141	(11,141)		
Specific reserves contribution 2013/14				3,641	(3,641)	
Reserves sub-total			4,595	(7,500)	(3,641)	
Total expenditure	288,325	290,875	302,777	296,990	294,501	
New Formula grant funding						
New Formula Grant	99,505	99,505	90,635	89,291	82,872	
New Formula grant sub-total	99,505	99,505	90,635	89,291	82,872	
Council Tax						
Council tax	155,466	155,466	159,386	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	14,499	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	2,813	2,643	2,574	
Learning disabilities	10,439	10,439	10,694	9,543	9,295	
New Homes Bonus		1,518	3,000	TBC	TBC	
Additional grant income (notified after Budget set in March 2011)		937	263			
Other funding sub-total	188,820	191,370	201,363	194,809	198,233	
Total Income from grant and Council Tax	288,325	290,875	291,998	284,100	281,105	
Budget Gap before savings	(0)	(0)	10,779	12,890	13,396	37,065
Savings (proposed November budget report)			(13,301)	(14,440)	(15,340)	(43,081)
Agreed Pressures (March budget report)			800	800	0	1,600
Proposed Pressures (November budget report)			1,722	750	1,944	4,416
Budget Gap after savings			0	0	0	0

REVENUE BUDGET 2012/13

	2011/2012		2012/2013
	Original Estimate	Current Estimate	Original Estimate
	£	£	£
<u>Council Services</u>			
Adult Social Services	98,865,964	99,592,485	95,815,485
Central Expenses	62,912,470	54,958,470	63,143,470
Chief Executives' Services	10,558,297	11,338,151	9,621,150
Children's Service (net of Dedicated Schools Grant)	57,410,200	57,471,355	57,569,355
Commercial Services	14,633,180	16,249,180	14,363,180
Corporate Governance	5,938,680	6,055,680	5,858,680
Deputy Chief Executive	13,295,270	13,567,270	12,014,270
Environment Planning and Regeneration	26,638,230	31,130,950	29,367,950
Highways - Special Parking Account	(5,922,720)	(6,033,970)	(6,895,970)
Total Service Expenditure	284,329,571	284,329,571	280,857,570

REVENUE BUDGET 2012/13

Appendix 4

	2011/2012		2012/2013
	Original Estimate	Current Estimate	Original Estimate
	£	£	£
Total Service Expenditure	284,329,571	284,329,571	280,857,570
Contribution to / (from) Specific Reserves	3,996,192	6,546,192	11,140,180
Contribution to / (from) Balances			
NET EXPENDITURE	288,325,763	290,875,763	291,997,750
Other Grants	(33,354,200)	(35,904,200)	(41,977,000)
BUDGET REQUIREMENT	254,971,563	254,971,563	250,020,750
Formula Grant	(99,505,391)	(99,505,391)	(90,635,000)
Collection Fund Adjustments		0	
BARNET'S ELEMENT OF COUNCIL TAX REQUIREMENT	155,466,172	155,466,172	159,385,750
Greater London Authority - Precept	43,268,532	43,268,532	43,915,556
COUNCIL TAX REQUIREMENT	198,734,704	198,734,704	203,301,306
Components of the Council Tax (Band D)	2011/2012	2012/2013	Increase
	£	£	
Mayors Office for Policing and Crime	225.31	233.46	3.62%
London Fire & Emergency Planning Authority	52.53	41.83	(20.37%)
Mayor, Administration, Transport for London, Olympic Games and Boroughs' Collection Fund balances.	31.98	31.43	(1.72%)
Greater London Authority	309.82	306.72	-1.00%
London Borough of Barnet	1,113.20	1,113.20	0.00%
Total	1,423.02	1,419.92	-0.22%

REVENUE BUDGET 2012/13

COUNCIL TAX SUMMARY

Council Tax Bands (based on property values @ 1 April 1991)	2011/12	2012/2013	Tax Yield
	£	£	£
[Up to £40,000]	948.68	946.61	1,688,601
[Over £40,000 & up to £52,000]	1,106.79	1,104.38	8,338,102
[Over £52,000 & up to £68,000]	1,264.91	1,262.15	28,666,115
[Over £68,000 & up to £88,000]	1,423.02	1,419.92	39,127,032
[Over £88,000 & up to £120,000]	1,739.25	1,735.46	46,216,098
[Over £120,000 & up to £160,000]	2,055.47	2,051.00	35,350,072
[Over £160,000 & up to £320,000]	2,371.70	2,366.53	33,741,701
[Over £320,000]	2,846.04	2,839.84	10,173,585
			203,301,306

COUNCIL TAXBASE

Council Taxbase	2011/12	2012/2013	
	Band D Equivalents	Band D Equivalents	Income
Total properties (per Valuation List)	161,644	162,698	231,018,146
Exemptions	(4,439)	(3,816)	(5,418,415)
Disabled reductions	(121)	(117)	(166,131)
Discounts (10%, 25% & 50%)	(13,687)	(12,776)	(18,140,898)
Adjustments	(1,775)	(717)	(1,018,083)
Aggregate Relevant Amounts	141,622	145,272	206,274,619
Non-Collection (1.5% both years)	(2,125)	(2,178)	(3,092,586)
Contributions in lieu from MoD	160	84	119,273
	139,657	143,178	203,301,306

2012/13 Budget Summary and Forward Plan

Adult Social Services		2012/13	2013/14	2014/15
		£	£	£
Base Budget		98,865,964	95,815,485	92,671,485
Virements		726,521		
		99,592,485	95,815,485	92,671,485
Efficiencies				
Transport	To rationalise the transport costs across adults day care transport through merging routes and making better use of vehicles.	(55,000)		
E-recruitment	Savings will be generated in the service through use of the new electronic recruitment system.	(10,000)		
Social Work	Implementation of a 'New Social Work Model', which increases use of support planning outside of the Council and promotes people's own management of their own care arrangements through direct payments.		(450,000)	(250,000)
Commissioning & Transformation	Integrating similar functions across health and social care commissioning to reduce management costs and support joined up services.		(40,000)	
Integration across Council	Integrating similar functions across health and social care teams and provision to reduce management costs and deliver joined up services.		(300,000)	
Social Work - Long Term Conditions	Closer working with the NHS on long term conditions.	(40,000)	(40,000)	
Supporting People	Efficiencies through changing the way that the older people's supported housing service is delivered.	(150,000)		
Younger Adults - All Groups	Greater community and family involvement in supporting disabled people to lead ordinary lives.	(615,000)	(465,000)	
Learning & Development	Greater efficiencies in commissioning and provision of training and development opportunities for Adult Social Care.	(20,000)	(30,000)	
Strategic Commissioning and Supply Management	Reductions in back office transactional functions (Supply Management) through new ways of working.	(63,000)	(63,000)	
Transformation and Resources	Reductions in back office transactional functions (Financial Assessments) through new ways of working.	(16,000)	(16,000)	
Transformation and Resources	Reductions in back office transactional functions (Business Systems and Business Support) through new ways of working.	(91,000)	(110,000)	
Across Services	Reduction of Strategic Commissioning capacity as service users directly commission services through direct payments.			(318,000)

2012/13 Budget Summary and Forward Plan

Adult Social Services		2012/13	2013/14	2014/15
		£	£	£
All Services	Sharing services with other Local Authorities and therefore reducing management costs.		(300,000)	
Across Services	Efficiencies through joint procurement with the NHS for Continuing Health Care.	(200,000)		
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.	(25,000)		
Community Mental Health Network	Rationalising facilities costs through the disposal of the Network site on Station Road.	(30,000)		
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.	(100,000)		
Home & Community Support / Enablement	Retendering of electronic call monitoring service for vulnerable adults.	(30,000)		
Younger Adults - Learning Disabilities	Implementation of a national costing model for all Supported Living placements.	(200,000)	(100,000)	
Cross-Cutting Savings	Implementation of a national costing model for all younger adults residential care placements.	(670,000)	(168,000)	
Meals at Home	Re-tendering of Meals at Home contract.	(10,000)		
Cross-Cutting Savings	Working with providers to contain inflationary pressures.	(600,000)	(600,000)	
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.	(300,000)	(700,000)	
Younger Adults: Physical Disabilities	Ensuring that Direct Payments promote independence.	(20,000)	(20,000)	
Younger Adults: Mental health	Enabling people to move from residential care into a home of their own with support.	(150,000)	(150,000)	
Older Adults and Younger Adults (all groups)	Additional savings related to Home & Community Support & Enablement services.	(130,000)		
Younger Adults: Learning Disabilities	A widespread revision of our Learning Disabilities service, including: - full integration of health and social care teams; - minimising the number of people placed outside of the borough; - implementing a new transport policy;			(1,900,000)

2012/13 Budget Summary and Forward Plan

Adult Social Services		2012/13	2013/14	2014/15
		£	£	£
Older Adults and Younger Adults (all groups)	Increased use of Telecare, Aids and Equipment to support the enablement process; provide a safe alternative to face to face support and support people to move from residential care back into the community.			(739,000)
Younger Adults: Physical and Sensory Impairments	Reduce spot purchasing of residential and nursing placements for people with physical or sensory impairments through better use of existing contracts and increased support in the home.			(200,000)
Older Adults	Development of a fracture service follow up, reducing home care placements resulting from hip and spine fractures.			(71,000)
Older Adults	Reduce short term use of residential placements while people are having their home adapted, or are being rehoused, following release from hospital.			(39,000)
Older Adults and Younger Adults (all groups)	Revision of our provision of equipment, in line with new retail model, following end of current contract.			(120,000)
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.			(200,000)
Younger Adults: Mental Health	Achievement of lower unit costs from specialist Mental Health providers.			(290,000)
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.			(200,000)
Older Adults and Younger Adults (all groups)	Introduction of 'adult placement' and 'shared lives' schemes into the borough, decreasing need for residential care.			(330,000)
Older Adults and Younger Adults (all groups)	Concessionary Travel savings through centralised assessment and implementation of transport policy.			(241,000)
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.			(180,000)
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.			(20,000)
Older Adults and Younger Adults (all groups)	Greater use of direct payments for home care packages to deliver better value for money.			(54,000)
Older Adults and Younger Adults (all groups)	Reviewing people's homes for potential adaptation to avoid admission into residential care.			(400,000)

2012/13 Budget Summary and Forward Plan

Adult Social Services		2012/13	2013/14	2014/15
		£	£	£
Younger Adults: Learning Disabilities	Introduction of 'key ring' schemes to the borough to reduce housing related support spend for people with a learning disability.			(125,000)
		(3,525,000)	(3,552,000)	(5,677,000)
<u>Service Reductions</u>				
Supporting People	Annual savings levied on supporting people contracts.	(210,000)	(210,000)	
Supporting People	Reduction of the contract value for Generic Floating Support (flexible support to allow people to live independently in their own accomodation)	(132,000)	(132,000)	
Third Sector	Delivering efficiencies and reducing costs through the voluntary sector working together.	(550,000)		
Younger Adults - Mental Health -	Better use of Mental health day opportunities.	(8,000)		
Drugs & Alcohol Service	Greater use of non residential rehab placements for people with substance misuse.	(20,000)	(10,000)	
		(920,000)	(352,000)	0
<u>Income</u>				
Revenue Income Optimisation	Make all community services chargeable through implementation of a new fairer contributions policy based on ability to pay.	(212,000)	(40,000)	
Transport	Charge higher rate Disability Living Allowance (mobility element) recipients for transport we provide them.			(27,000)
		(212,000)	(40,000)	(27,000)
<u>Pressures</u>				
	Demographics pressures due to increase in those with social care needs especially those with Learning Disabilities and Older Adults including dementia.	800,000	800,000	1,194,000
		800,000	800,000	1,194,000
<u>Invest to Save</u>				
To achieve Saving.	Investment in a Social Workers and a Nurse to move clients back to the Borough.	80,000		
		80,000	0	0
Budget		95,815,485	92,671,485	88,161,485

Adults Social Services

Cost Centre			Original Estimate 2011/12	Current Estimate 2011/12	Original Estimate 2012/13
Older Adults & Physical Disabilities	Care Service Delivery	Access	2,062,476	1,746,710	1,746,710
		Barnet Independent Living Services	498,571	499,871	494,351
		Complex Planning & Ongoing Support	2,265,754	2,242,459	2,202,459
		Direct Payments	5,219,327	6,214,277	6,088,277
		Divisional Management & Support	522,144	563,100	563,100
		Enablement and Rehabilitation	846,690	870,170	870,170
		Externally Purchased Services	31,657,324	31,841,808	30,491,178
		Other Services	410,192	376,192	370,192
Older Adults & Physical Disabilities Total			43,482,478	44,354,587	42,826,437
Learning Disabilities	Care Service Delivery	Assessment & Care Management	963,747	1,008,747	1,088,747
		Direct Payments	1,238,480	1,807,020	1,807,020
		Externally Purchased Services	27,702,919	27,111,575	26,337,725
		In House Services	4,721,169	4,738,939	4,674,479
Learning Disabilities Total			34,626,315	34,666,281	33,907,971
Mental Health	Care Service Delivery	Assessment & Care Management	299,061	299,061	289,061
		Direct Payments	171,405	147,405	147,405
		Externally Purchased Services	3,585,383	4,162,733	4,018,193
		Mental Health Trust Partnership	2,136,649	2,132,989	2,106,649
		Other Services	573,141	570,801	553,141
Mental Health Total			6,765,639	7,312,989	7,114,449
Strategic Commissioning, Supply Management & Transformation & Resources	Strategic Commissioning, Supply Management & Transformation & Resources	Business Improvement	1,202,474	1,224,474	1,133,474
		Campus Reprovisioning	886,867	886,867	886,867
		Customer Financial Affairs	466,596	661,466	604,466
		Divisional Management & Support	608,202	707,877	707,297
		Strategic Commissioning	3,214,418	3,490,798	2,981,568
		Supply Management	1,617,699	1,055,159	973,159
		Supporting People	5,373,048	4,439,569	3,947,569
		Training & Workforce Development	219,428	219,428	199,428
		Transformation	402,800	572,990	532,800
Strategic Commissioning, Supply Management & Transformation & Resources Total			13,991,532	13,258,628	11,966,628
Grand Total			98,865,964	99,592,485	95,815,485

Adults Social Services

Subjective Analysis	Original Estimate 2011/12	Current Estimate 2011/12	Original Estimate 2012/13
* Employee Related	19,199,450	19,213,545	18,843,185
* Premises Related	270,125	243,125	270,125
* Transport Related	1,206,101	1,206,101	1,151,101
* Supplies and Services	12,216,184	11,698,700	10,935,520
* Third Party Payments	74,067,471	76,885,411	73,325,961
* Transfer Payments	5,247,222	5,188,222	5,168,222
* Capital Financing Costs	(98,935)	(98,935)	(98,935)
** Expenditure Total	112,107,618	114,336,169	109,595,179
* Other Grants, Reimbursements & Contribs	(3,492,274)	(4,560,764)	(3,490,774)
* Customer & Client Receipts	(9,749,380)	(10,182,920)	(10,288,920)
** Income Total	(13,241,654)	(14,743,684)	(13,779,694)
*** Total	98,865,964	99,592,485	95,815,485

2012/13 Budget Summary and Forward Plan

Central Expenses		2012/13	2013/14	2014/15
		£	£	£
Base Budget		62,912,470	63,143,470	63,126,470
Virements		(7,076,000)		
		55,836,470	63,143,470	63,126,470
Full Year Effects				
Contingency	2010/11 Invest to save - Pericles Systems	(59,000)	(17,000)	
		(59,000)	(17,000)	0
Pressures				
Levies	North London Waste Authority Levy. Decrease in levy due to use of NWLA reserves	(700,000)		
Contingency	General Provision for inflation	3,880,000		
Contingency	Provision for a reduction in the council tax benefit subsidy due to the changes in the benefit scheme	1,331,000		
Capital Financing	Increase in capital financing costs resulting from capital programme commitments.	2,250,000		
Levies	Increase in concessionary fares levy due to the increase in the cost of travel by TFL	605,000		
		7,366,000	0	0
Budget		63,143,470	63,126,470	63,126,470

Central Expenses			
Cost Centre	Original Estimate 2011/12	Current Estimate 2011/12	Original Estimate 2012/13
Corporate Subscriptions	314,220	314,220	314,220
Levies	27,926,050	27,926,050	27,831,050
Central Contingency	9,199,190	3,245,190	9,275,190
Rate Relief	433,300	433,300	433,300
Capital Financing	17,218,670	17,218,670	19,468,670
Early Retirement(NT)	4,820,380	2,820,380	2,820,380
Corporate Fees & Charges	798,940	798,940	798,940
Car Leasing	2,210	2,210	2,210
Early Retirement Costs Teachers	2,183,340	2,183,340	2,183,340
Miscellaneous Finance	16,170	16,170	16,170
* Total	62,912,470	54,958,470	63,143,470

Central Expenses			
Subjective Analysis	Original Estimate 2011/12	Current Estimate 2011/12	Original Estimate 2012/13
* Employee Related	5,739,680	3,739,680	3,739,680
* Premises Related	829,490	829,490	829,490
* Transport Related	2,210	2,210	2,210
* Supplies and Services	1,736,140	1,736,140	1,736,140
* Third Party Payments	28,091,880	28,091,880	27,996,880
* Transfer Payments	431,180	431,180	431,180
* Capital Charges	0	0	0
* Capital Financing Costs	27,224,100	21,270,100	29,550,100
* Secondary Recharges	0	0	0
** Expenditure Total	64,054,680	56,100,680	64,285,680
* Government Grants	0	0	0
* Other Grants, Reimbursements & Contribs	(18,130)	(18,130)	(18,130)
* Customer & Client Receipts	176,040	176,040	176,040
* Interest	(1,300,120)	(1,300,120)	(1,300,120)
** Income Total	(1,142,210)	(1,142,210)	(1,142,210)
*** Total	62,912,470	54,958,470	63,143,470

Revenue Budget 2012/13

CENTRAL EXPENSES			
Levies	Original Estimate 2011/12	Current Estimate 2011/12	Original Estimate 2012/13
	£	£	£
<u>Other Establishments - Third part Payments</u>			
Thames 21	5,520	5,520	0
Probation Service - Justices of the Peace	850	850	0
Environment Agency	280,730	280,730	280,730
Lea Valley Regional Park	428,350	428,350	428,350
London Pension Funds	787,000	787,000	787,000
Traffic Control Signals Unit	437,760	437,760	479,400
Concessionary Fares	14,362,280	14,362,280	14,967,280
	16,302,490	16,302,490	16,942,760
<u>Joint Authorities - Third Party Payments</u>			
North London Waste Authority	10,247,080	10,247,080	9,458,800
Coroners Court	230,990	230,990	284,000
	10,478,070	10,478,070	9,742,800
<u>Other Local Authorities - Third Party</u>			
London Boroughs Grants	1,145,490	1,145,490	1,145,490
Total Levies	27,926,050	27,926,050	27,831,050

2012/13 Budget Summary and Forward Plan

Chief Executive Services		2012/13	2013/14	2014/15
		£	£	£
Base Budget		10,558,296	9,621,150	8,826,150
Virements		690,854		
		11,249,150	9,621,150	8,826,150
Efficiencies				
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.	(220,000)		
Customer Service Transformation	Saving from re-engineering customer-facing services as part of Customer Service Transformation programme.	(260,000)		
Customer Services	Reduction in security at Burnt Oak.	(20,000)		
Customer Service Transformation	Consolidation of management roles as a result of customer service consolidation and subsequent procurement.	(120,000)		
Libraries	Implementation of RFID self-service in all sites (for book loans and issues).	(60,000)	(60,000)	
Libraries	Implementation of volunteering programme.		(130,000)	
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.	(25,000)	(25,000)	
Libraries	Shared services partnership phase two - review options to share services between local authorities.		(250,000)	
Libraries	Delivery of library strategy - cessation of LBB run library within Hampstead Garden Suburb.	(85,000)		
Libraries	Delivery of library strategy - creation of Grahame Park library as a link library.			(75,000)
Libraries	Delivery of library strategy - creation of Child's Hill library as a link library.		(60,000)	
Libraries	Creation of new landmark library in Arts Depot.	(100,000)	(100,000)	
Strategy Team	Reorganisation of performance and business management functions	(125,000)		
Customer services	Reduction in external advertising.			
Registration & Nationality Team	Staff saving from relocation of registry office.	(50,000)		
E-recruitment	Savings will be generated in the service through use of the new electronic recruitment system.	(1,000)		

2012/13 Budget Summary and Forward Plan

Chief Executive Services		2012/13	2013/14	2014/15
		£	£	£
Strategy Team - Web Manager	Web Manager left in Aug 11 - will not replace	(30,000)		
Policy Team	Supplies and services.	(2,000)		
Strategy Team - performance unit subscriptions	Cut annual subscription to CIPFA.	(8,000)		
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.	(199,000)	200,000	
Across Service	Senior Management Restructure.	(100,000)	(200,000)	(270,000)
		(1,405,000)	(625,000)	(345,000)
Service Reductions				
Libraries	Achieving savings from withdrawal of Museums funding which took effect 1 April 2011.	(60,000)	(20,000)	
Third sector commissioning	Reduction in funding for the Arts preventative programme.	(8,000)	(8,000)	
Third sector commissioning	Reduce Community Barnet core funding.	(7,000)	(10,000)	
Third sector commissioning	Refocus community advice services to greater target need.	(64,000)	(57,000)	
		(139,000)	(95,000)	0
Income				
Revenue Income Optimisation	Implementation of Revenue Income Optimisation project.	(30,000)	(30,000)	
Revenue Income Optimisation	Development of Settlement Checking Service (i.e. indefinite leave to remain).	(4,000)		
Registration & Nationality Team	Increase wedding income.	(10,000)		
Libraries	Increasing use of community rooms and partners sharing library buildings.	(20,000)	(25,000)	
Libraries	Increasing fees and charges, using vending machines, selling merchandise.	(20,000)	(20,000)	
		(84,000)	(75,000)	0
Budget		9,621,150	8,826,150	8,481,150

Chief Executive Services			
Cost Centre	Original Estimate 2011/12	Current Estimate 2011/12	Original Estimate 2012/13
**** Assistant Chief Executive	2,854,561	3,125,241	2,681,241
**** Customer Services, Libraries and Registration	7,051,515	7,610,689	6,387,689
**** Strategic Directors'	652,220	602,220	552,220
***** Total	10,558,296	11,338,150	9,621,150

Chief Executive Services

Subjective Analysis	Original Estimate 2011/12	Current Estimate 2011/12	Original Estimate 2012/13
* Employee Related	8,385,612	8,898,246	7,684,476
* Premises Related	1,022,070	1,024,070	955,860
* Transport Related	183,290	184,550	183,560
* Supplies and Services	2,541,004	2,904,484	2,445,674
* Capital Financing Costs	(15,000)	(15,000)	(15,000)
* Secondary Recharges	(247,620)	(247,620)	(247,620)
** Expenditure Total	11,869,356	12,748,730	11,006,950
* Other Grants, Reimbursements & Contribs	(64,370)	(152,870)	(64,370)
* Customer & Client Receipts	(1,246,690)	(1,257,710)	(1,321,430)
** Income Total	(1,311,060)	(1,410,580)	(1,385,800)
*** Total	10,558,296	11,338,150	9,621,150

2012/13 Budget Summary and Forward Plan

Children's Services		2012/13	2013/14	2014/15
		£	£	£
Base Budget		57,410,200	57,569,355	53,766,355
Virements		61,155		
		57,471,355	57,569,355	53,766,355
Efficiencies				
Transport	Transport for pupils with Special Educational Need.	(27,000)		
E-recruitment	Savings will be generated in the service through use of the new electronic recruitment system.	(20,000)		
Early Intervention & Prevention	Invest in early intervention and prevention services to save on the use of high end, high cost acute services.		(2,180,000)	
Workforce development, communications, performance and administration	Restructure and reduce workforce development, communications, performance and administration support functions.	(100,000)	(100,000)	(100,000)
Pupil Referral Units	Reshape provision for children excluded from school.		(250,000)	
Schools and Learning (1)	Reshape support for the school improvement service.	(37,000)	(13,000)	
Children's Social Care	Reduce social care learning and development budget.			(50,000)
Early Intervention & Prevention	Achieve efficiencies within the Family Support service by reducing management capacity when the service is fully established.			(300,000)
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.			(1,400,000)
Complex needs (including special educational needs)	Achieve efficiencies through delegating funding to families via personalised budgets.			(80,000)
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.		(280,000)	
Service Management	Achieve efficiencies through jointly procuring, commissioning and/or delivering services with other public sector providers or other organisations.			(300,000)
		(184,000)	(2,823,000)	(2,230,000)

2012/13 Budget Summary and Forward Plan

Children's Services		2012/13	2013/14	2014/15
		£	£	£
Service Reductions				
Youth Offer (a)	Further reduce financial support for youth related services, activities and commissioning budgets.	(500,000)		
Youth Offer (b)	Further reductions in youth services in 2013/14, retaining capacity to deliver only statutory provision.		(958,000)	
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.		(233,000)	
Child and Adolescent Mental Health Service	Reduce contribution to Child and Adolescent Mental Health commissioning budget for treatments and interventions for children experiencing poor emotional and mental health.	(100,000)		
Schools and Learning; 14-19 curriculum	Further reshape/reduce of 14-19 curriculum team.		(90,000)	
Substance misuse	Cease commissioning of services for supporting and preventing substance misuse.		(150,000)	
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.	(100,000)		
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.	(110,000)		
Children's Social Care (c)	Cease specialist social work services for children and young people with emotional and mental health needs.		(249,000)	
Children's centres	Further reconfigure childrens' centre services.			(500,000)
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.			(800,000)
Schools and Learning (2)	Reduce school challenge and support service.			(120,000)
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).			(200,000)
		(810,000)	(1,680,000)	(1,620,000)

2012/13 Budget Summary and Forward Plan

Children's Services		2012/13	2013/14	2014/15
		£	£	£
Income				
Increase fees and charges	Increase existing fees and charges across children's service.	(50,000)	(50,000)	(50,000)
		(50,000)	(50,000)	(50,000)
Pressures				
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.	750,000	750,000	750,000
Early education for 2 year olds	Statutory provision of free entitlement to free early education to 2 year olds	392,000		
		1,142,000	750,000	750,000
Budget		57,569,355	53,766,355	50,616,355

Children's Service - General Fund			
Profit center	2011/12 Original Estimate	2011/12 Current Estimate	2012/13 Original Estimate
*** Children's Service Management Team	793,190	797,860	778,120
**** Children's Service Management	793,190	797,860	778,120
*** Children's Social Care Management	2,784,170	2,402,659	2,684,870
*** Children In Care	19,879,860	20,463,604	20,919,938
*** Children In Need	4,189,060	4,231,737	4,113,580
**** Children's Social Care	26,853,090	27,098,000	27,718,388
*** Schools & Learning Management	996,790	1,173,070	1,131,220
*** 14 - 19 Education	427,670	230,830	230,830
*** Admissions	140,830	140,830	140,830
*** Schools & Early Years	280,900	163,640	163,640
*** Schools Attendance	607,920	362,190	362,190
*** Other Services to Schools	(31,020)	9,930	(17,118)
**** Schools & Learning	2,423,090	2,080,490	2,011,592
*** Partnerships & Safeguarding Management	2,047,050	955,050	855,050
*** Safeguarding	1,085,890	1,122,218	1,084,160
*** EIPS	9,168,875	8,887,616	9,284,586
*** Intergrated Youth & Play Service	3,886,915	5,089,445	4,511,705
*** Access to Learning	407,000	735,250	735,250
*** Complex Needs	8,937,200	8,938,950	8,903,260
**** Partnerships & Safeguarding	25,532,930	25,728,529	25,374,011
*** Policy, Performance & Planning Management	17,730	32,540	19,840
*** Children's Service Finance	257,310	289,080	229,450
*** Performance, Communications, Strategy & Planning	918,720	738,555	761,575
*** Schools Catering	(208,330)	(208,330)	(223,452)
*** Workforce Development	989,240	1,017,240	1,002,440
**** Policy Performance & Planning	1,974,670	1,869,085	1,789,853
***** Total Children's Service General Fund	57,576,970	57,573,964	57,671,964

Children's Service - Schools Budget			
Profit center	2011/12 Original Estimate	2011/12 Current Estimate	2012/13 Original Estimate
*** Children's Service Management Team	171,580	171,580	171,580
**** Children's Service Management DSG	171,580	171,580	171,580
*** Children in Care DSG	395,900	426,900	395,900
**** Children's Social Care DSG	395,900	426,900	395,900
*** Admissions DSG	436,590	476,590	436,590
*** Schools & Early Years DSG	406,450	406,450	406,450
*** Schools Forum DSG	34,680	34,680	34,680
*** Short Stay Schools DSG	1,513,650	1,681,490	1,681,490
*** Schools & Learning Management DSG	337,830	589,260	594,110
**** Schools & Learning DSG	2,729,200	3,188,470	3,153,320
*** EIP DSG	6,181,080	6,315,522	6,181,078
*** Access to Learning DSG	685,900	351,940	351,940
*** Complex Needs DSG	11,677,380	13,006,935	12,614,838
**** Partnerships & Safeguarding DSG	18,544,360	19,674,397	19,147,856
*** Children's Service Finance DSG	1,483,700	1,705,670	1,841,731
*** Performance, Communications, Strategy & Planning DSG	223,960	224,390	179,560
**** Policy Performance & Planning DSG	1,707,660	1,930,060	2,021,291
**** Schools Funding DSG	225,240,440	194,540,551	168,264,960
**** Dedicated Schools Grant DSG	(248,955,910)	(220,034,567)	(193,257,516)
**** Total Schools Budget	(166,770)	(102,609)	(102,609)
***** Total Children's Service	57,410,200	57,471,355	57,569,355

Notes:

"Dedicated Schools Grant" is a grant paid to a local authority by the Secretary of State under section 14 of the 2002Act. The grant will be paid as a ring fenced specific grant and must be used in support of the Schools Budget.

The amounts per pupil underpinning the overall grant allocation are set by government each year in advance but the pupil numbers are estimated as at January. the actual grant will be notified in June, based on the actual pupil level school census.

The school library service is also funded from the schools budget and this is incorporated in the Chief Executive's budget along with additional insurance budget which are held within central expenses.

DSG figure shown is an estimate based on pupil numbers at the November census. It is also shown net of recoupment for academies anticipated to convert in 2012/13.

Childrens Services - General Fund
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Subjective Analysis	Original Estimate 2011/12	Current Estimate 2011/12	Original Estimate 2012/13
* Employee Related	31,176,550	33,360,274	32,154,671
* Premises Related	655,880	554,240	524,830
* Transport Related	3,904,340	3,932,723	3,905,663
* Supplies and Services	12,342,740	10,983,232	10,859,138
* Third Party Payments	17,544,360	17,454,189	17,246,809
* Transfer Payments	4,247,080	3,451,036	4,380,250
* Secondary Recharges	303,190	303,190	303,190
** Expenditure Total	70,174,140	70,038,884	69,374,551
* Government Grants	(819,350)	(1,685,320)	(1,043,010)
* Other Grants, Reimbursements & Contribs	(1,059,220)	(1,075,042)	(906,072)
* Customer & Client Receipts	(10,718,600)	(9,704,558)	(9,753,505)
** Income Total	(12,597,170)	(12,464,920)	(11,702,587)
*** Total	57,576,970	57,573,964	57,671,964

Childrens Services - Schools Budget
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Subjective Analysis	Original Estimate 2011/12	Current Estimate 2011/12	Original Estimate 2012/13
* Employee Related	6,953,060	7,827,488	6,675,208
* Premises Related	39,800	24,780	38,560
* Transport Related	477,580	490,740	490,790
* Supplies and Services	745,380	1,136,572	1,368,508
* Third Party Payments	18,446,880	19,420,748	19,442,560
* Transfer Payments	249,412,800	214,943,757	224,311,676
** Expenditure Total	276,075,500	243,844,085	252,327,302
* Government Grants	(274,517,780)	(242,312,804)	(250,780,861)
* Other Grants, Reimbursements & Contribs	(1,690,570)	(1,626,390)	(1,626,390)
* Customer & Client Receipts	(33,920)	(7,500)	(22,660)
** Income Total	(276,242,270)	(243,946,694)	(252,429,911)
*** Total	(166,770)	(102,609)	(102,609)

***** Total Children's Service	57,410,200	57,471,355	57,569,355
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2012/13 Budget Summary and Forward Plan

Commercial Services		2012/13	2013/14	2014/15
		£	£	£
Base Budget		14,633,180	14,363,180	13,144,180
Virements		1,721,000		
		16,354,180	14,363,180	13,144,180
Efficiencies				
IS - New Support Organisation	Alternative Service delivery model savings (IS savings from NSCSO business case Jan 2013-).	(278,000)	(502,000)	(81,000)
IS	Further review of contracts and supplier costs on consolidation (IS).	(20,000)		
IS	IS Transformation - contract renegotiation.	(20,000)		
IS	IS Transformation - IS restructure (excludes NSCSO consolidation; includes libraries staff consolidation).	(175,000)		
IS	IS Transformation - Reduced contract costs	(150,000)		
IS	IS Transformation - Reduced supplier costs.	(95,000)		
IS	IS Transformation - Reduced software licensing costs.	(76,000)		
IS	IS Training budget reduction.	(50,000)		
E-recruitment	Savings will be generated in the service through use of the new electronic recruitment system.	(2,000)		
Procurement	Review of Council contracts.	(440,000)		
Procurement - New Support Organisation	Transactional Procurement transformation.	(28,000)	(84,000)	
Estates - New Support Organisation	Transformation of the Estates Service.	(146,000)	(393,000)	
Estates	Reduction in costs of maintaining properties pending sale.	(120,000)	(120,000)	
Estates - FM	Stepped reduction in the number of Custodians.	(50,000)	(50,000)	(50,000)
Estates - Mill Hill depot	Savings in Facilities Management and Security from relocation of depot.	(10,000)	(60,000)	(10,000)
Estates - Property Services	Property Services - increased charging to services and projects	(10,000)	(10,000)	
Estates- Public offices	Public Offices Accommodation review.			(1,100,000)
Estates- Print & document centre	Establishment reduction plus change in service delivery.	(54,000)		

2012/13 Budget Summary and Forward Plan

Commercial Services		2012/13	2013/14	2014/15
		£	£	£
Estates- Property services and Facilities management	Establishment reduction.	(97,000)		
		(1,821,000)	(1,219,000)	(1,241,000)
<u>Income</u>				
Estates - Public offices	Office consolidation	(170,000)		
		(170,000)	0	0
Budget		14,363,180	13,144,180	11,903,180

Commercial Services			
Cost Centre	Original Estimate 2011/12	Current Estimate 2011/12	Original Estimate 2012/13
*** Commercial Management Team	0	436,000	436,000
*** Commercial Assurance	413,220	210,730	(257,270)
*** Information Systems	7,059,250	7,176,250	6,310,250
*** Corporate Programmes	85,880	315,990	371,400
*** Estates	7,074,830	8,110,210	7,502,800
**** Total	14,633,180	16,249,180	14,363,180

Commercial Services

Subjective Analysis	Original Estimate 2011/12	Current Estimate 2011/12	Original Estimate 2012/13
* Employee Related	5,978,090	6,918,340	6,466,820
* Premises Related	8,618,490	9,157,240	9,035,760
* Transport Related	44,590	44,590	44,590
* Supplies and Services	6,506,320	6,643,320	5,950,320
* Secondary Recharges	(2,088,380)	(2,088,380)	(2,088,380)
** Expenditure Total	19,059,110	20,675,110	19,409,110
* Customer & Client Receipts	(4,425,930)	(4,425,930)	(5,045,930)
** Income Total	(4,425,930)	(4,425,930)	(5,045,930)
*** Total	14,633,180	16,249,180	14,363,180

2012/13 Budget Summary and Forward Plan

Corporate Governance		2012/13	2013/14	2014/15
		£	£	£
Base Budget		5,938,680	5,858,680	5,669,680
Virements		80,000		
		6,018,680	5,858,680	5,669,680
Efficiencies				
E-recruitment	Savings will be generated in the service through use of the new electronic recruitment system.	(1,000)		
Crime and Anti Fraud Team (CAFT)	Reorganisation.	(9,000)	(9,000)	
Legal Services/ Governance	Reduction in expenditure.		(30,000)	
Cross-directorate	Expenditure reduction.	(10,000)	(10,000)	
Cross-directorate	Rationalisation.		(40,000)	
Governance	Savings in Members allowances & a reduction in Member development budget.			(20,000)
CAFT	Reduction of supplies and services.			(20,000)
		(20,000)	(89,000)	(40,000)
Service Reductions				
Governance	Reorganisation.	(50,000)	(50,000)	
Legal Services	Rationalisation.	(90,000)	(50,000)	(50,000)
Governance	Printing and couriers.			(50,000)
Governance	Deletion of Political Assistants.			(88,000)
		(140,000)	(100,000)	(188,000)
Budget		5,858,680	5,669,680	5,441,680

Corporate Governance

Cost Centre	Original Estimate 2011/12	Current Estimate 2011/12	Original Estimate 2012/13
*** Leader's Office	10,190	10,190	10,190
*** Performance and OD Team	180,090	250,468	229,468
*** Legal Services	1,850,200	1,920,822	1,750,167
*** Democratic Svices	2,294,780	2,312,780	2,245,015
*** Operational Governance	1,332,510	1,302,510	1,318,330
*** Corporate Governance Directors	278,630	266,630	315,630
Insurance	(7,720)	(7,720)	(10,120)
**** Total	5,938,680	6,055,680	5,858,680

Corporate Governance

Subjective Analysis	Original Estimate 2011/12	Current Estimate 2011/12	Original Estimate 2012/13
* Employee Related	5,802,120	5,869,663	5,719,663
* Premises Related	10,200	9,200	9,200
* Transport Related	10,650	11,650	11,650
* Supplies and Services	1,149,730	1,206,127	1,159,127
* Third Party Payments	250	250	250
* Secondary Recharges	(375,650)	(375,650)	(375,650)
** Expenditure Total	6,597,300	6,721,240	6,524,240
* Other Grants, Reimbursements & Contribs	(31,190)	(28,030)	(28,030)
* Customer & Client Receipts	(607,770)	(617,870)	(617,870)
* Recharges	(19,660)	(19,660)	(19,660)
** Income Total	(658,620)	(665,560)	(665,560)
*** Total	5,938,680	6,055,680	5,858,680

2012/13 Budget Summary and Forward Plan

Appendix 4

Deputy Chief Executive Services		2012/13	2013/14	2014/15
		£	£	£
Base Budget		13,295,270	12,014,270	11,471,270
Virements		(228,000)		
		13,067,270	12,014,270	11,471,270
Efficiencies				
New Support Organisation	Alternative service delivery provision - Revenues and Benefits.			(200,000)
New Support Organisation	Alternative service delivery provision - Finance.		(234,000)	(224,000)
New Support Organisation	Alternative service delivery provision - Human Resources: - People @ Work Contract to be amended to 'pay as you go', services to pay. - Review Traded Services to charge for adhoc work with non buy-back schools.	(29,000)	(72,000)	(28,000)
New Support Organisation	- 1no FTE in H&S to be charged to Childrens Services	(40,000)		
Human Resources	Do not fill vacant O&D Specialist & Analyst Roles - posts are currently vacant.	(81,000)		
Financial Services	Vacancies.	(67,000)		
Revenues and Benefits	R&B restructure for 2012/13.	(35,000)		
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.	(265,000)		
Financial Services	Vacancies.	(209,000)	(83,000)	
Strategic Finance	Strategic Finance restructure for 2012/13.	(72,000)		
		(798,000)	(389,000)	(452,000)
Service Reductions				
Human Resources	HR efficiency savings.		(300,000)	
Human Resources	Trade Union	(43,000)		(80,000)
		(43,000)	(300,000)	(80,000)
Income				
Strategic Finance	Income recovery - VAT Fleming.	37,000	300,000	
Strategic Finance	Increased income from deposits.	(249,000)	(154,000)	
		(212,000)	146,000	0
Budget		12,014,270	11,471,270	10,939,270

Deputy Chief Executive

Cost Centre	Original Estimate 2011/12	Current Estimate 2011/12	Original Estimate 2012/13
*** Finance Directorate	3,917,430	4,116,430	3,556,430
*** Human Resources	2,091,130	2,141,130	1,948,130
*** Revenues	7,286,710	7,309,710	6,509,710
**** Total	13,295,270	13,567,270	12,014,270

Deputy Chief Executive			
Subjective Analysis	Original Estimate 2011/12	Current Estimate 2011/12	Original Estimate 2012/13
* Employee Related	15,927,772	15,821,200	14,549,200
* Premises Related	5,980	3,770	3,770
* Transport Related	85,660	64,580	64,580
* Supplies and Services	319,700	251,800	211,800
* Transfer Payments	212,500,000	212,500,000	212,500,000
* Secondary Recharges	(323,690)	(284,070)	(284,070)
** Expenditure Total	228,515,422	228,357,280	227,045,280
* Government Grants	(211,523,950)	(211,523,950)	(211,523,950)
* Other Grants, Reimbursements & Contribs	(1,517,890)	(1,117,190)	(1,117,190)
* Customer & Client Receipts	(2,178,312)	(2,148,870)	(2,177,870)
* Interest	0	0	(212,000)
** Income Total	(215,220,152)	(214,790,010)	(215,031,010)
*** Total	13,295,270	13,567,270	12,014,270

2012/13 Budget Summary and Forward Plan

Environment, Planning and Regeneration		2012/13	2013/14	2014/15
		£	£	£
Base Budget		26,638,230	29,367,950	26,649,950
Virements		4,135,720		
		30,773,950	29,367,950	26,649,950
<u>Efficiencies</u>				
E-recruitment	Savings will be generated in the service through use of the new electronic recruitment system.	(18,000)		
Greenspaces	Efficiencies from changed working practices which includes reducing park-keeping services.	(194,000)		
Waste & Sustainability	Efficiencies within Waste and Sustainability service; full year effect of monitoring officer post.	(11,000)		
Highways	Efficiencies within Traffic and Development by reduction of one vacant full time equivalent post.	(24,000)		
Community Protection Group	Savings from shared service including de-layering of management responsibilities.	(80,000)	(37,000)	
Development and Regulatory Services	Savings resulting from alternative service provision.		(1,530,000)	(1,255,000)
Housing	Housing Needs Options for alternative service provision/rationalisation of service following implementation of allocations policy.	(400,000)		
Performance / Business Support	Saving from combining functions following merging of planning and environment directorates.	(25,000)		
Streetscene	Savings resulting from alternative service provision.		(657,000)	(1,211,000)
Planning	Savings resulting from reduction in management function in Area Planning.	(27,000)		
Leisure	Savings following Leisure Services Review.			(967,000)
		(779,000)	(2,224,000)	(3,433,000)
<u>Service Reductions</u>				
Greenspaces	Reduction in planned development works in parks.	(100,000)		
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.	(200,000)	(200,000)	
Streetscene	Consolidation of night-time functions into day time operations	(175,000)	(225,000)	
Streetscene	Stopping or charging for clinical waste collection service.	(57,000)		
		(532,000)	(425,000)	0

2012/13 Budget Summary and Forward Plan

Environment, Planning and Regeneration		2012/13	2013/14	2014/15
		£	£	£
Income				
Revenue Income Optimisation	Charging for parking in the boroughs 7 remaining free car parks.	(6,000)	(7,000)	
Greenspaces	Charging for events in parks.	(30,000)		
Parking (Off-street)	Alternative Service Provision From April 2012 the entire parking service will be provided by an external contractor with consequential savings.	(59,000)	(62,000)	(65,000)
EPR	Fees & charges.	(260,000)		
Regeneration	Surplus made on rents received through buy backs. Additional income through better management of void properties.	(40,000)		
Highways	Introduction of Fixed Penalty Notices for streetworks contraventions.	(200,000)		
		(595,000)	(69,000)	(65,000)
Pressures				
Across Service	Leasing costs for new Green waste vehicles. Carriageways & Footpaths. Planned Maintenance Cross-overs	500,000		
		500,000	0	0
Budget		29,367,950	26,649,950	23,151,950

Environment Planning and Regeneration (General Fund)			
Cost Centre	Original Estimate 2011/12	Current Estimate 2011/12	Original Estimate 2012/13
** Management & Administration	72,658	563,472	1,311,302
*** Management&Administration	72,658	563,472	1,311,302
** Highways	(993,083)	(868,234)	648,286
** Highways Implementation	2,108,852	2,128,488	1,657,648
** Highways Inspection & Enforcement	(561,022)	(656,802)	(626,802)
** Street Lighting	5,319,701	6,012,858	5,800,208
** Highways Maintenance	283,330	187,017	477,017
** Car Parks	(1,163,760)	(1,348,300)	(1,917,710)
*** Highways	4,994,018	5,455,027	6,038,647
** Community Safety	387,920	355,270	211,260
** Community Protection	1,222,790	1,191,140	1,228,510
** Transport	(66,300)	(65,300)	(165,300)
** Recycling/Waste Strategy	3,373,160	3,498,160	3,383,350
** Parks & Greenspaces Development	4,957,800	5,009,352	5,019,342
** Refuse & Cleaning	10,043,140	9,764,795	9,472,775
** Trade Waste	(1,999,876)	(1,997,996)	(2,114,996)
** Leisure	1,053,100	1,553,200	862,870
*** Street Scene, Greenspaces, Leisure & Community Protection	18,971,734	19,308,621	17,897,811
*** Land Charges	(960,490)	(903,490)	(963,840)
*** Housing General Fund	1,613,490	4,109,949	3,623,097
*** Strategic Development	16,340	41,340	(224,590)
** Planning & Environmental Protection - Management&Administration	506,620	461,805	473,805
** Planning	1,051,025	1,351,681	1,112,663
** Building Control	(319,715)	(74,820)	(664,810)
** Environment Health& Trading Standard	692,550	817,365	763,865
*** Planning & Environmental Protection	1,930,480	2,556,031	1,685,523
***** Total	26,638,230	31,130,950	29,367,950

Environment Planning and Regeneration (General Fund)

Subjective Analysis	Original Estimate 2011/12	Current Estimate 2011/12	Original Estimate 2012/13
* Employee Related	29,652,488	29,490,662	29,951,584
* Premises Related	3,107,610	2,733,135	2,692,515
* Transport Related	10,387,359	10,005,266	10,112,306
* Supplies and Services	10,260,259	17,437,201	16,276,819
* Third Party Payments	5,344,780	6,925,780	6,149,610
* Capital Charges	6,323,310	6,034,560	6,895,970
* Secondary Recharges	(3,021,014)	(6,493,834)	(5,887,574)
** Expenditure Total	62,054,792	66,132,770	66,191,230
* Government Grants	(384,804)	(384,734)	(384,734)
* Other Grants, Reimbursements & Contribs	(620,852)	(579,527)	(752,377)
* Customer & Client Receipts	(34,309,636)	(34,010,750)	(35,659,360)
* Interest	(101,270)	(26,809)	(26,809)
** Income Total	(35,416,562)	(35,001,820)	(36,823,280)
*** Total	26,638,230	31,130,950	29,367,950

2012/13 Budget Summary and Forward Plan

Special Parking Account		2012/13	2013/14	2014/15
		£	£	£
Base Budget		(5,922,720)	(6,895,970)	(7,374,970)
Virements		(111,250)		
		(6,033,970)	(6,895,970)	(7,374,970)
<u>Efficiencies</u>				
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).	(312,000)	(349,000)	108,000
Parking	Cashless Parking The move to "pay by phone" parking will enable savings in the maintenance of the existing pay and display infrastructure.	(460,000)		
		(772,000)	(349,000)	108,000
<u>Income</u>				
Parking	Permits for Essential Users	(50,000)		
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.	(40,000)	(130,000)	
		(90,000)	(130,000)	0
Budget		(6,895,970)	(7,374,970)	(7,266,970)

Revenue Budget 2012/2013

Special Parking Account

	2011/2012	2011/2012	2012/2013
	Original Estimate	Current Estimate	Original Estimate
	£	£	£
Income			
Penalty Charge Notices	(6,132,500)	(6,135,270)	(6,334,735)
Permits	(2,942,000)	(2,540,240)	(2,200,000)
Pay & Display	(2,416,510)	(2,815,500)	(2,956,275)
CCTV Bus lanes	(900,000)	(900,000)	(1,065,000)
Total Income	(12,391,010)	(12,391,010)	(12,556,010)
Operating Expenditure	6,068,290	6,357,040	5,660,040
Net Operating Surplus	(6,322,720)	(6,033,970)	(6,895,970)
Add Capital Expenditure / Debt Charge	400,000		
Net Expenditure in Year	(5,922,720)	(6,033,970)	(6,895,970)
Balance brought forward	0	0	0
Appropriation to General Fund	5,922,720	6,033,970	6,895,970
Balance Carried Forward	0	0	0

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

Council on 4 November 1997 noted that the provision of further off-street parking places was unnecessary for the time being and that there was no further demand on the ringfenced account in respect of further off-street parking. Accordingly, part of the surplus arising from the SPA is used to substitute for existing relevant works.

The net projected surplus on the SPA is available for implementation of parking schemes and as a general support for public transport improvement projects that fall within the criteria set out in the Highways Act 1980.

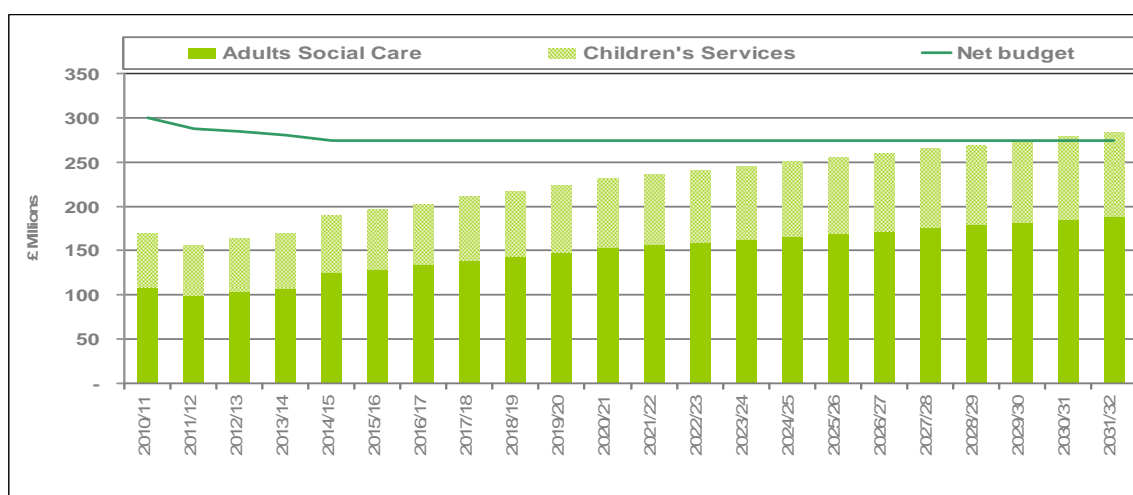
Capital Strategy

1. Strategic Context

Barnet Council is ambitious about the impact that capital investment plans will have on the borough over the next 10 to 20 years. This capital strategy sets out how these plans will deliver against these ambitions.

The Council, alongside most public sector organisations, is facing unprecedented challenges in planning for the delivery of services over the coming years. An increasing population in Barnet is creating additional demand for services. Customer expectations continue to increase and technological advances change the way that we communicate with customers and the way people want us to communicate with them. Alongside this, the Government's plan to cut public spending by £81 billion by 2015 will have a big impact on councils across the country. For Barnet, this translates into a 26% cut to government grant funding over 4 years. Tough choices are required.

These challenges make the status quo unaffordable. The graph below shows that, with our current delivery models and projected demographics, we would **only be able to fund Adult Social Care and Children's services by 2028/9**, with only £43m to spend on other services by 2020. Barnet currently spends £132m on other services (waste, libraries, street cleansing and support services). Population increase, inflation and social care changes increase total budgets by 48% over 10 years (4.8% per annum).



Even if we make **3% efficiency per annum for 10 years**, there will still not be enough to fund existing frontline services. Increasing Council tax to address these issues is not viable. Our 2011/12 to 2014/15 budgets include savings that equate to a **30% increase in Council Tax**.

This situation is exacerbated by significant demographic change. By 2016, the number of 5-9 year olds will increase by 23% and the number of people aged over 90 will increase by 17%.

Alongside the revenue budget challenge that the graph above shows, the result of this is that we also face an **infrastructure funding gap of more than £100m**.

2. Strategic response

There are a number of ways that the Council is responding to the challenges of increased population, increasing customer expectations and declining resources:

- The Council's overall response is the **One Barnet programme**, which is transforming the way that services are delivered, challenging existing delivery models, and changing the way that the Council interacts with citizens;
- This picture of changing demographics is used to inform **investment in services**. The Council's budget strategy directs resources into **Adults and Children's Social Care** services over the next 3 years to meet the demands of increasing client groups in these services;
- This analysis is also used to inform the Council's capital investment plans. **The infrastructure gap of £100m** can be reduced by delivering regeneration plans, working with other agencies to lever in investment into Barnet, and ensuring that internal capital budgets are used as effectively as possible.

The changing structure of local government finance provides opportunities to meet these challenges, despite the significant reductions in government grant support for the foreseeable future. For example, the recent **localism bill** provides for greater autonomy for Councils around **business rates** and **housing revenue account funding**. Funding sources that were previously collected by central government will increasingly be collected locally, with the risks and rewards associated with this sitting with local authorities.

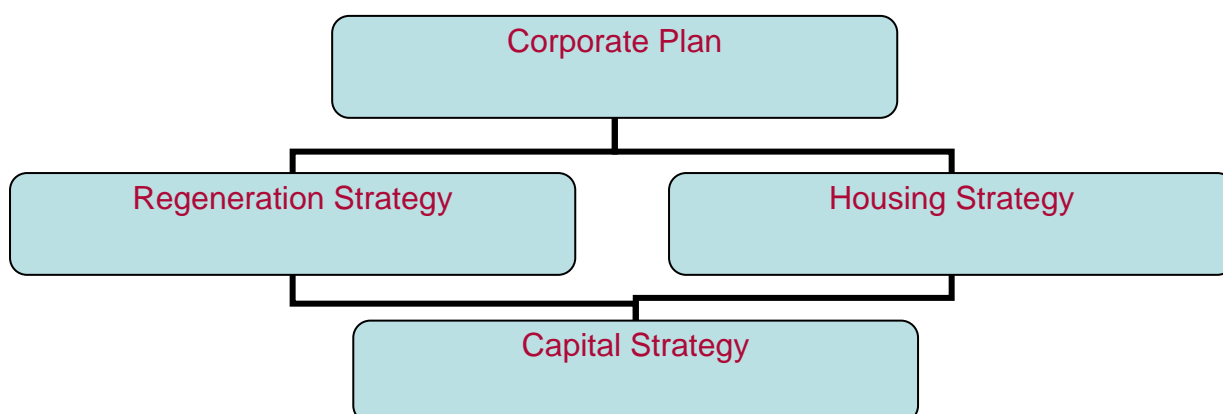
A growing borough is likely to see increases in business rate growth, so there are opportunities for Barnet from localisation of business rates. The challenge for the Council is to ensure that it can stimulate business growth and turn these opportunities into reality.

The Housing Revenue Account settlement that comes into place on 1st April 2012 will see the Council benefiting financially from greater resources available both for the provision of housing services and also for investment in housing stock.

3. Aligning capital investment with Barnet's priorities

The Capital Strategy sits within the context of other key Council strategies, which support significant planned growth for the borough over the next 15

years, drawing out themes relevant to capital investment and ensuring that these objectives have the resources to enable them to be delivered.



The Corporate Plan includes three overarching themes: ***Better Services with less money; Sharing opportunities, sharing responsibilities; and A successful London suburb.*** The council's strategic objectives sit below these themes. Objectives are set out below:

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
- An efficient council, with services designed to meet the changing needs of residents

Sharing opportunities, sharing responsibilities

- Ensuring a positive experience of care and support for carers
- Improving health and well being
- Promoting greater independence for residents using social care services, offering greater personalisation and enhanced quality of life
- Ensuring every school is a good school, and targeting support at young people at risk of not fulfilling their potential

A successful London suburb

- Working with our partners and residents to keep Barnet safe
- Keeping Barnet clean and green
- Keeping Barnet moving through efficient management of roads and pavements network
- Conserve and regenerate - achieving sustainable growth and providing affordable housing

The corporate plan objectives are developed further in the Regeneration and Housing Strategies – as follows:

The **Regeneration Strategy** supports the Council's corporate priorities with the following strategic objectives:

- Enhance Barnet as a Successful London Suburb through delivery of quality new places and neighbourhoods in the areas of the borough in greatest need of investment and renewal
- Deliver sustainable housing growth and infrastructure, and improve the condition and sustainability of the existing housing stock
- Ensure residents in all areas of the borough can share in Barnet's success while taking responsibility for the well-being of their families and their communities
- Promote economic growth by encouraging new business growth while supporting local businesses and town centres
- Help residents to access the right skills to meet employer needs and take advantage of new job opportunities

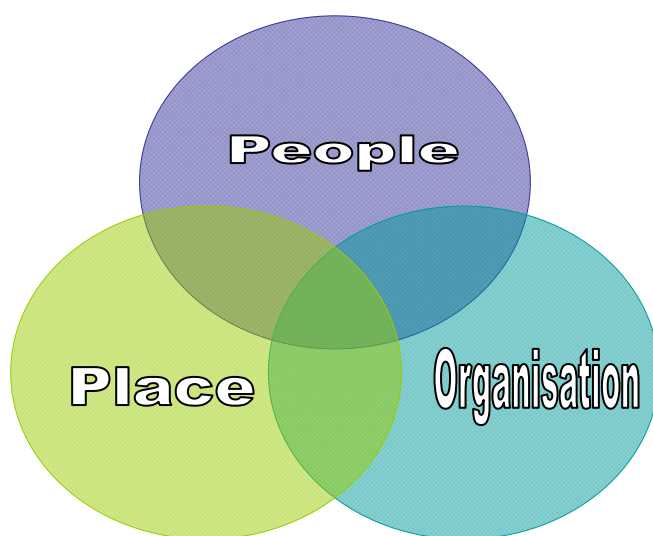
The **Housing Strategy** supports the Council's corporate priorities with the following strategic objectives:

- Increasing housing supply
- Improving the condition and sustainability of the existing housing stock
- Promoting mixed communities
- Maximising the options for home ownership
- Housing related support options that maximise the independence of residents
- Excellent value services that exceed residents expectations

The capital strategy sets out how our capital investment plans are pulled together to ensure the delivery of the strategies as set out above.

4. Capital investment themes

The overall themes for the capital strategy are built around organisation, people and place.



People – the most important stakeholders for Barnet Council are local residents. The capital strategy focuses on capital investment plans that make a real difference to people. The most significant priorities are:

- Investment in provision of **additional school places** (primary and secondary) **and education facilities** (such as the PRU and special schools);
- Investment in **disabled facilities adaptations** to support older people to live at home and maintain their independence.

Place – the capital strategy must underpin the regeneration strategy and deliver its aspirations for Barnet as a place. The most significant priorities within this are:

- Investment in **roads and pavements**; and
- Investment in **infrastructure** to support the delivery of regeneration projects.

The **Infrastructure Delivery Plan (IDP)** responds to demographic change in Barnet up to 2026 and drives the Council's prioritisation of investment in infrastructure. The population is expected to increase by 14% in the next 15 years. The IDP sets out the infrastructure required to support this growth. The high level of projected growth within a number of specific areas has strongly

influenced how and where infrastructure such as open spaces, schools, leisure facilities and health centres is to be delivered.

The IDP sets out the funded capital infrastructure projects across Barnet, and where these are delivered by Barnet Council, these are reflected in the Council's capital programme. The IDP also sets out unfunded infrastructure projects. The Community Infrastructure Levy is one source of funding designed to support these unfunded schemes.

Consideration will be given to using HRA funding (both existing capital funding), on strategic interventions to enable schemes to progress in accordance with the **regeneration strategy**.

Organisation - alongside this, some funding needs to be set aside for essential projects to enable the council to fulfil its statutory duties and this is reflected in the programme. The most significant priorities within this are:

- **Health and safety works** on Council owned buildings;
- **Drainage** works;
- Investment in **equipment** to support services.

Inevitably, there are more capital projects across Barnet (roads, pavements, schools, regeneration, housing and improvements to existing assets) than there is funding available to deliver them. As a result, the Council needs to prioritise capital projects. In November 2011, Cabinet agreed a process of prioritisation of capital projects which would consider the following:

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

As a result of prioritisation, additional investment has been allocated to the capital programme as part of this budget process as follows:

Scheme	Additional investment £m
Urgent New Primary Places – Permanent	£24.0
Urgent New Primary Places – Temporary	£2.8
Secondary School Places – Permanent	£10.0
Disabled Facilities Grants	£6.85

Drainage schemes	£0.6
Pavements	£5.0
Carriageway	£6.0
Oak Lodge Special School	£3.0
Pupil Referral Unit	£3.0
Implementation of Library Strategy	£3.0
CCTV (Invest to Save)	£0.05
Empty Properties	£3.00
Strategic Performance Management System	£0.1
Park Infrastructure	£0.7
Customer Access Centre	£3.0
Asset Management Strategy	£5.0

5. Funding the capital strategy

Capital investment plans are funded from a range of sources, resources generated internally, and those levered in from external organisations.

These funding streams are as follows:

- Developer Contributions through Section 106;
- Community Infrastructure Levy
- New Homes Bonus
- Government Grant Funding
- Prudential Borrowing
- Capital Receipts
- Housing Revenue Account Funding
- Tax incremental financing

Developer contributions through s106 funding is ringfenced to specific regeneration projects where delivery of particular items of infrastructure is necessary to manage future impacts of the development and is allocated to these within the programme.

The Council is intending to set a **Community Infrastructure Levy** (CIL) from April 2013. This will be applied to all new development and is not ring fenced to individual schemes. The funding generated from this source will be added

to the capital programme and allocated to the delivery of specific infrastructure projects.

Cabinet have taken the decision to earmark the **New Homes Bonus** (NHB) to fund infrastructure projects and this will be allocated as such in the capital programme. The level of NHB allocated to Barnet is dependent on the number of new homes that are delivered in the borough in each year. The total estimated funding available through NHB over the period to 2016 is over £30m.

Government grant funding remains available to fund specific projects, usually this funding is ringfenced. The most significant elements are funding from the Department for Education in respect of new school places (estimated to be £34.6m in total over the period to 2017), and funding from Transport for London in respect of highways projects (approximately £11.1m per annum).

Capital investment plans can be supported by prudential borrowing. Borrowing plans need to be prudent, affordable and sustainable, and these criteria are tested by applying prudential indicators as set out in the Council's annual budget report. Barnet Council currently spends £665 per head on borrowing. This compares to the average across London of £1,504 per head. The Council's budget strategy allows provision for additional prudential borrowing on an annual basis to fund high priority capital projects. Revenue provision allows for additional project of approximately **£10m per annum** and will ensure that the overall spend per head on borrowing **will not exceed the London average over the 5 year period of the current capital programme**. This funding is not ringfenced, and can be allocated to Council priorities, principally investment in additional school places and education, and investment in road and pavement improvements.

	Total borrowing levels (£m)	Borrowing per head of population (£)
Average across London	347.4	1,504
Barnet	219.4	665

The budget strategy also includes a target of £40m of **capital receipts** over the period 2011-14 to support the capital programme. Again this funding is not ringfenced, so can be allocated to Council priorities, principally investment in additional school places and education, and investment in road and pavement improvements.

The Council also has funding available for capital projects through the **Housing Revenue Account** (HRA). This includes annual funding to support improvements to Council housing stock, and also includes the additional headroom available for investment in housing assets through the HRA reform that comes into place on 1st April 2012.

As part of the Treasury autumn statement in November 2011, the government announced its intention to consider a select number of **tax incremental financing** (TIF) plans from local areas. These plans involve ring-fencing the

future business rate growth from major regeneration schemes which can be used to finance infrastructure associated with these schemes. The Council is currently developing a TIF proposal in respect of Brent Cross Cricklewood.

6. Governance of the capital programme

a) 5 year rolling programme

This capital strategy takes the Council from an annual process of allocating capital budgets, to a 5 year rolling programme.

This provides the organisation with greater certainty in delivery of capital projects and will ensure that resources are managed more effectively and that they deliver better outcomes for people, place and the organisation.

b) Appraisal and funding decisions

Final investment decisions will be taken only once a full business case has been approved through the investment appraisal board. Approval will be based on the following criteria:

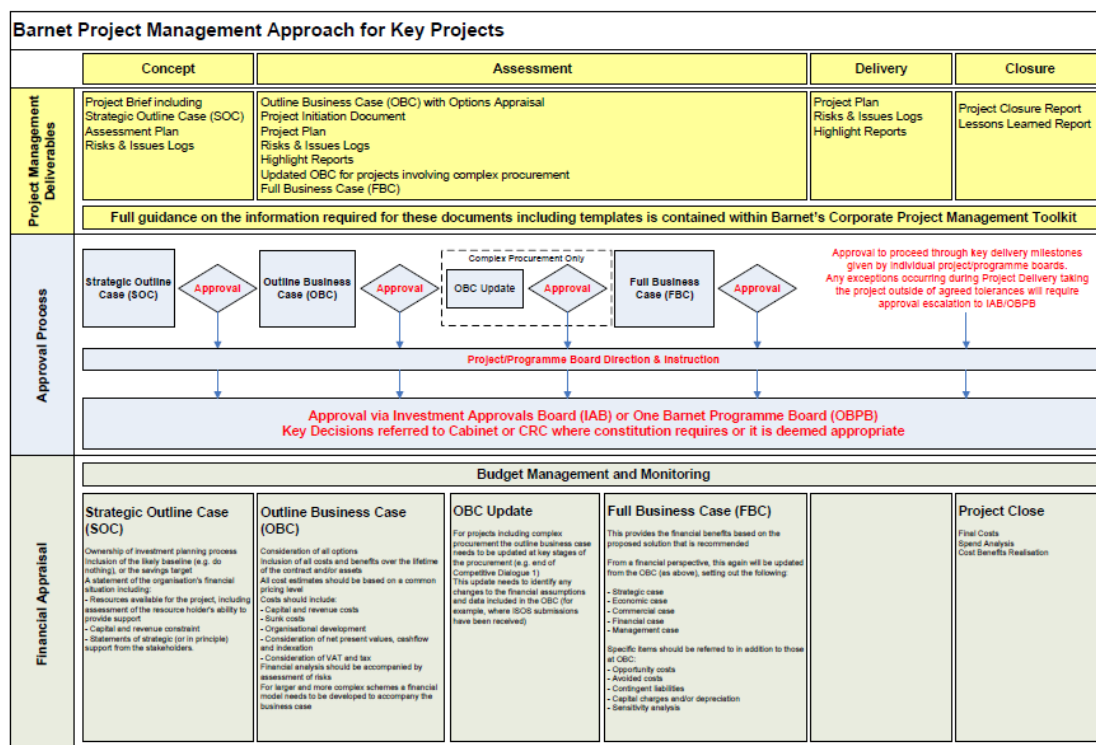
1. The investment is necessary to deliver corporate objectives.
2. The project or programme has been justified as the best way of delivering corporate priorities following proper options appraisal taking into account the costs and benefits of a project over its whole life cycle.
3. No suitable alternative funding source is available.
4. Full project funding is in place or confirmation received that the proposal will be supported by other funders.
5. The project complies with current environmental / energy efficiency standards.
6. The project has undergone Equalities Impact Assessment.

The Investment Appraisal Board meets on a regular basis to ensure that these criteria are met before capital projects become live in the capital programme.

c) Governance

Governance should not be unnecessarily bureaucratic, but must put the right controls in place to manage a multi-million pound portfolio of projects. An effective and proportionate governance structure enables the Council to make timely and responsive decisions, based on sound business cases. It follows principles of risk management, escalations and of regular reporting.

The Council follows the project management approach as set out in the diagram below:



d) Monitoring the strategy

Financial monitoring: will be undertaken monthly with quarterly reporting to Cabinet during the development and delivery phases.

Monitoring of delivery: this is undertaken through the Investment Appraisal Board at the gateway review stages

CAPITAL PROGRAMME - 2011-12 TO 2016-17

SERVICE	Programme						Total	2011/12 Funding					Total 2011/12	2012/13 Funding					Total 2012/13	2013/14 Funding					Total 2013/14
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17		Grants	RCCO/ MRA	Other (incl. S106)	Capital Receipts	Borrowing		Grants	RCCO/ MRA	Other (incl. S106)	Capital Receipts	Borrowing		Grants	RCCO/ MRA	Other (incl. S106)	Capital Receipts	Borrowing	
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Adult Social Services	1,198	1,299	541				3,038	1,198					1,198	1,247			52		1,299	489			52		541
Central Expenses	1,000	1,588	1,000	1,000	1,000	1,000	6,588				1,000		1,000				1,588		1,588				1,000		1,000
Children's Service	22,310	45,267	28,009	18,500	13,300	9,000	136,386	10,531		4,812	3,406	3,561	22,310	25,017		26	11,359	8,865	45,267	10,377		6,500	632	10,500	28,009
Corporate Governance	2	29					31				2		2				29		29						
Commercial	3,008	16,558	2,000	1,000	1,000	1,000	24,566				2,019	989	3,008				14,955	1,603	16,558				1,000	1,000	2,000
Chief Executive Service	1,329	3,643	2,500				7,472				579	750	1,329				3,543	100	3,643				2,500		2,500
Deputy Chief Executive Services	547						547		35		512		547												
Environment, Planning and Regeneration	18,367	17,322	10,240	5,579	5,070	5,070	61,648	8,364	200	1,087	2,863	5,854	18,367	7,418	125	562	6,092	3,124	17,322	2,323			5,242	2,675	10,240
Sub total - General Fund	47,761	85,706	44,290	26,079	20,370	16,070	240,276	20,093	235	5,899	10,381	11,154	47,761	33,682	125	588	37,618	13,692	85,706	13,189		6,500	10,426	14,175	44,290
Housing Revenue Account	21,583	21,521	19,455	21,288	18,922	19,428	122,197	5,750	14,733	1,000	100		21,583		20,608	739	175		21,522		18,778	677			19,455
Total - all services	69,344	107,227	63,745	47,367	39,292	35,498	362,473	25,843	14,968	6,899	10,481	11,154	69,344	33,682	20,733	1,327	37,793	13,692	107,227	13,189	18,778	7,177	10,426	14,175	63,745

CAPITAL PROGRAMME -

SERVICE	2014/15 Funding						2015/16 Funding						2016/17 Funding						Total Funding					
	Grants	RCCO/ MRA	Other (incl. S106)	Capital Receipts	Borrowing	Total 2014/15	Grants	RCCO/ MRA	Other (incl. S106)	Capital Receipts	Borrowing	Total 2015/16	Grants	RCCO/ MRA	Other (incl. S106)	Capital Receipts	Borrowing	Total 2016/17	Grants	RCCO/ MRA	Other (incl. S106)	Capital Receipts	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Adult Social Services																			2,934			104		3,038
Central Expenses				1,000		1,000				1,000		1,000				1,000		1,000				6,588		6,588
Children's Service	5,400		2,500		10,600	18,500	5,400				7,900	13,300	5,400				3,600	9,000	62,125		13,838	15,397	45,026	136,386
Corporate Governance																						31		31
Commercial					1,000	1,000					1,000	1,000					1,000	1,000				17,974	6,592	24,566
Chief Executive Service																						6,622	850	7,472
Deputy Chief Executive Services																			35			512		547
Environment, Planning and Regeneration	870			509	4,200	5,579	870				4,200	5,070	870				4,200	5,070	20,715	325	1,649	14,706	24,253	61,648
Sub total - General Fund	6,270		2,500	1,509	15,800	26,079	6,270			1,000	13,100	20,370	6,270			1,000	8,800	16,070	85,774	360	15,487	61,934	76,721	240,276
Housing Revenue Account		20,548	740			21,288		18,264	658			18,922		18,752	676			19,428	5,750	111,683	4,490	275		122,197
Total - all services	6,270	20,548	3,240	1,509	15,800	47,367	6,270	18,264	658	1,000	13,100	39,292	6,270	18,752	676	1,000	8,800	35,498	91,524	112,043	19,977	62,208	76,721	362,473

CAPITAL PROGRAMME 2011-12 TO 2016-17									TOTAL CAPITAL FUNDING					
Adult Social Services		2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	Total	Grants	RCCO/ MRA	Other (incl. S106)	Capital Receipts	Borrowing	Total
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
AS04	Improving the Care Environments for Older People	16						16	16					16
AS05	Broadfields - supporting living development	280						280	280					280
AS06	Barnet Independent Living Service- Repair Works	19						19	19					19
	Centre for Independent Learning	72						72	72					72
	LEZ Compliant Vehicle	742						742	742					742
	Adults Personal Social Services		758					758	758					758
IT04	SWIFT	69	541	541				1,151	1,047			104		1,151
		1,198	1,299	541				3,038	2,934			104		3,038

CAPITAL PROGRAMME 2011-12 TO 2016-17									TOTAL CAPITAL FUNDING					
Central Expenses		2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	Total	Grants	RCCO/ MRA	Other (incl. S106)	Capital Receipts	Borrowing	Total
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
CE01	Capitalised Redundancies	1,000	1,588	1,000	1,000	1,000	1,000	6,588				6,588		6,588
		1,000	1,588	1,000	1,000	1,000	1,000	6,588				6,588		6,588

CAPITAL PROGRAMME 2011-12 TO 2016-17								TOTAL CAPITAL FUNDING						
Children's Services		2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	Total	Grants	RCCO/ MRA	Other (incl. S106)	Capital Receipts	Borrowing	Total
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
ED01	Schools Access Initiatives													
	2010-11 Programme	41						41					41	41
ED12	Modernisation - Primary & Secondary													
	Modernisation Prim & Sec 2008-09	380						380	55				325	380
	Modernisation Prim & Sec 2009-10	75						75					75	75
	Modernisation Prim & Sec 2010-11	984						984	293				691	984
	Modernisation Prim & Sec	3,700	3,142	4,109				10,951	10,946				5	10,951
ED13	Urgent Primary Places - Temporary	3,100	3,254	1,600	1,000	800	1,000	10,754	5,073		102	2,870	2,709	10,754
ED13	Urgent Primary Places - Permanent													
	Broadfields	1,840	1,400					3,240	1,005		85	2,100	50	3,240
	Mill Hill East		2,000	6,500	2,500			11,000	2,000		9,000			11,000
	Orion Primary School / Blessed Dominic	1,350	10,550	3,975				15,875	10,793		150	957	3,975	15,875
	Moss Hall Infants and Juniors		2,000	500				2,500				2,000	500	2,500
	Brunswick Park		1,500	500				2,000				1,500	500	2,000
	Menorah Foundation		1,500	500				2,000				1,500	500	2,000
	St Mary's and St John's		3,000	2,000				5,000	5,000					5,000
	Unallocated	85	6,310	1,825	8,000	10,000	6,000	32,220	10,728			917	20,575	32,220
ED23	Primary Schools Capital Investment Programme													
	Wave 1 - Whitings Hill	116	1,100					1,216					1,216	1,216
	Wave 1 - Broadfields	150	123					273	3		11		259	273
	Wave 1 - Northway/Fairway	500	442					942			2	450	490	942

Children's Services		2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	Total	Grants	RCCO/ MRA	Other (incl. S106)	Capital Receipts	Borrowing	Total
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
ED27	Primary Capital Programme	4,555	1,142					5,697	62		3,977	500	1,158	5,697
	Oak Lodge Special School			1,500	1,500			3,000					3,000	3,000
	Pupil Referral unit		1,000	2,000				3,000					3,000	3,000
ED16	Early Years & Children's Centres	194						194	194					194
ED21	Major School Rebuild Hyde School Rebuild & Childrens Centre	173						173					173	173
ED22	Major School Rebuild Parkfield School	121						121					121	121
ED25	East Barnet & Project Faraday	1,032	562					1,594	70			1,100	424	1,594
	General Schools Organisations				3,700	2,500	2,000	8,200	5,000				3,200	8,200
	Christ's College		2,500	500				3,000	3,000					3,000
	Copthall		1,500	1,500				3,000	3,000					3,000
	Compton		2,000	1,000	1,800			4,800	3,000				1,800	4,800
ED63	Extended Schools	209						209	209					209
ED64	Targeted Capital 14-19 SEN	1,505	242					1,747	150			1,382	215	1,747
ED68	Aiming High for Disabled Children	231						231	231					231

Children's Services		2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	Total	Grants	RCCO/ MRA	Other (incl. S106)	Capital Receipts	Borrowing	Total
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
ED72	TCF - Kitchen & Dining	1,523						1,523	938		511	50	24	1,523
ED30	Youth Equipment and Development Fund	375						375	375					375
ED99	Outstanding commitments on completed schemes	71						71				71		71
		22,310	45,267	28,009	18,500	13,300	9,000	136,386	62,125		13,838	15,397	45,026	136,386

CAPITAL PROGRAMME 2011-12 TO 2016-17								TOTAL CAPITAL FUNDING						
Corporate Governance		2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	Total	Grants	RCCO/ MRA	Other (incl. S106)	Capital Receipts	Borrowing	Total
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
LP04	Emergency Response Command Centre	2	29					31				31		31
		2	29					31				31		31

CAPITAL PROGRAMME 2011-12 TO 2016-17									TOTAL CAPITAL FUNDING					
Commercial		2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	Total	Grants	RCCO/ MRA	Other (incl. S106)	Capital Receipts	Borrowing	Total
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
	IS PROJECTS													
	Corporate IM Platform	960	1,328					2,288				2,063	225	2,288
IT14	Shared Service Centre	85						85				85		85
IT15	SWIFT	75						75				75		75
IT16	Education Management Information System	44						44				44		44
	IS Refresh	300	2,066	1,000				3,366				3,366		3,366
	ESTATES													
HD42	Arts Depot Lift		82					82				82		82
HD19	Cartwright Memorial, St Mary's Church	32						32					32	32
HE01	North London Business Park - relocation of staff	39						39					39	39
HE08	Energy Efficiency Measures	40						40				40		40
HE09	Accommodation Strategy													
	Office Consolidation	648	5					653				148	505	653
	HTH Committee room refurbishment	5						5				5		5
HE11	Friary House	13						13					13	13

CAPITAL PROGRAMME 2011-12 TO 2016-17									TOTAL CAPITAL FUNDING					
Commercial		2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	Total	Grants	RCCO/ MRA	Other (incl. S106)	Capital Receipts	Borrowing	Total
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
IT12	Air Conditioning Building 4	105						105				105		105
HE13	Depot Relocation	247	11,704					11,951				11,951		11,951
	Asset Management System		1,000	1,000	1,000	1,000	1,000	5,000					5,000	5,000
	OTHER													
IT10	Modernising the Way We Work	405	373					778					778	778
IT13	Project & Programme Management Software	10						10				10		10
		3,008	16,558	2,000	1,000	1,000	1,000	24,566				17,974	6,592	24,566

CAPITAL PROGRAMME 2011-12 TO 2016-17									TOTAL CAPITAL FUNDING					
Chief Executives		2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	Total	Grants	RCCO/ MRA	Other (incl. S106)	Capital Receipts	Borrowing	Total
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
HD41	Land & Assets Programme													
	Plantech Implementation programme	20						20				20		20
	GIS	11	43					54				54		54
ED28	Libraries Strategy	35						35				35		35
	Implementation of Libraries Strategy		1,500	1,500				3,000				3,000		3,000
IT09	Customer Relationship Management (CRM)	48						48				48		48
IT01	Customer Services Transformation	1,215						1,215				465	750	1,215
	Strategic Performance Management Information System		100					100					100	100
	Customer access Centre		2,000	1,000				3,000				3,000		3,000
		1,329	3,643	2,500				7,472				6,622	850	7,472

CAPITAL PROGRAMME 2011-12 TO 2016-17									TOTAL CAPITAL FUNDING					
Deputy Chief Executives		2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	Total	Grants	RCCO/ MRA	Other (incl. S106)	Capital Receipts	Borrowing	Total
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
DCE	Pericles	547						547		35		512		547
		547						547		35		512		547

CAPITAL PROGRAMME 2011-12 TO 2016-17								TOTAL CAPITAL FUNDING						
Environment,Planning & Regeneration		2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	Total	Grants	RCCO/ MRA	Other (incl. S106)	Capital Receipts	Borrowing	Total
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
ENVIRONMENT	CCTV													
	<u>EN12</u> CCTV in Town Centres Programme													
	2004/05 & 2005/06 programme	62						62				62		62
	2007/09 prgramme	22						22				22		22
<u>LP04</u>	CCTV Installation		377	100				477				427	50	477
GREENSPACES & LEISURE														
<u>HD51</u>	Dollis Valley Greenway	379						379	332		47			379
<u>EN14</u>	Improvements to six of the Boroughs parks	72						72			72			72
-	Old Court House - public toilets	40						40			40			40
<u>New</u>	Princes & Edgwarebury Parks		125					125		125				125
<u>EN16</u>	Finchley Lido - Major roof repairs	180						180				142	38	180
	Park Infrastructure		300	100	100	100	100	700					700	700
WASTE														
<u>EN65</u>	Waste	94	1,453	1,453				3,000				3,000		3,000

CAPITAL PROGRAMME 2011-12 TO 2016-17								TOTAL CAPITAL FUNDING						
Environment,Planning & Regeneration		2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	Total	Grants	RCCO/ MRA	Other (incl. S106)	Capital Receipts	Borrowing	Total
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<u>HIGHWAYS</u>														
HIGHWAYS TfL - LOCAL IMPLEMENTATION PLAN														
<u>HD01</u>	Structural Maintenance of Bridges	5						5	5					5
<u>HD45</u>	Road Maintenance	74						74	74					74
<u>HD46</u>	Corridors	1,491						1,491	1,491					1,491
<u>HD55</u>	Cycling on Greenways	30						30	30					30
<u>HD49</u>	Local Transport Funding	100	100					200	200					200
<u>HD67</u>	Enabling Works	24						24	24					24
<u>HD53</u>	Principle Road maintenance	653	944					1,597	1,597					1,597
<u>HD54</u>	Corridors, Neighbourhoods and Supporting Measures	3,948	3,729					7,677	7,677					7,677
HIGHWAYS non-TfL														
CARRIAGEWAYS & FOOTWAYS														
<u>HD10</u>	Footway Reconstruction	242	21					263			239		24	263
		16						16			16			16
<u>HD35</u>	Highways Investment Programme	303						303			42		261	303

CAPITAL PROGRAMME 2011-12 TO 2016-17									TOTAL CAPITAL FUNDING					
Environment,Planning & Regeneration		2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	Total	Grants	RCCO/ MRA	Other (incl. S106)	Capital Receipts	Borrowing	Total
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
HD38	Carriageway and Footways	72						72				29	43	72
	Capitalisation of planned maintenance	1,500						1,500					1,500	1,500
HD52	Carriageway and Footway	2,000	2,000	2,000	2,000	2,000	2,000	12,000				4,000	8,000	12,000
	Pavements		1,000	1,000	1,000	1,000	1,000	5,000					5,000	5,000
HD50	Pothole Elimination Programme	395						395	395					395
TRAFFIC MANAGEMENT														
HD14	Traffic Management	41	95					136			136			136
PARKING														
HD07	Road Traffic Act - Controlled Parking Zones	278						278			249	29		278
HD64	Parking	800	200					1,000				1,000		1,000
OTHER														
HD33	Colindale Development Area													
	Reconstruction of Railway Bridges	1,354						1,354			252		1,102	1,354
	A41 Aerodrome Road junction improvement works	24	290					314			314			314

CAPITAL PROGRAMME 2011-12 TO 2016-17									TOTAL CAPITAL FUNDING					
Environment,Planning & Regeneration		2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	Total	Grants	RCCO/ MRA	Other (incl. S106)	Capital Receipts	Borrowing	Total
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
	Controlled Parking Zones	7	28					35			35			35
	Aerodrome Road - additional pedestrian facilities	21	11					32			32			32
	Colindale Station interchange	29	15					44			44			44
	New scheme to be approved (Public Transportation Improvements)	10	95					105			105			105
	Colindale CPZ Parking Review Feasibility Study-Colindale Hospital	2	8					10			10			9
HD33	CDA- Colindale Hospital	7						7			7			7
HD38	GAF 3 Funding of Transport Projects	262						262	262					262
HD39	Travel Plan Implementation	43						43			10		33	43
	Drainage Schemes		300	300				600					600	600
HD99	Outstanding Transport Commitments on completed schemes	4						4				4		4
HOUSING GENERAL FUND:														
HS17	GF Regeneration		1,324	1,324				2,648				2,399	249	2,648
	Mill Hill East	1,065	554					1,619				466	1,153	1,619
	Outer London Fund	299						299	299					299
	Outer London Fund - Cricklewood		754	1,014				1,768	1,769					1,768
	Outer London Fund - Edgware		266	191				457	457					457
	Outer London Fund - North Finchely		755	247				1,002	1,002					1,002
HS27	Disabled Facilities Grant - Mandatory	1,924	1,370	1,370	1,370	1,370	1,370	8,774	5,100	200		974	2,500	8,774

CAPITAL PROGRAMME 2011-12 TO 2016-17									TOTAL CAPITAL FUNDING					
Environment,Planning & Regeneration		2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	Total	Grants	RCCO/ MRA	Other (incl. S106)	Capital Receipts	Borrowing	Total
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<div>HS36</div> <div>EN11</div>	Disabled Facilities Grant - Discretionary	119						119				119		119
	Hendon Cemetry & Crematorium Enhancement	187	509	540	509			1,745				1,745		1,745
	Hostel Refurbishment Programme	149	100					249				249		249
	Environmental Officer - capitalisation of salary	40						40				40		40
	Empty Properties		600	600	600	600	600	3,000					3,000	3,000
		18,367	17,322	10,240	5,579	5,070	5,070	61,648	20,714	325	1,648	14,706	24,253	61,648

CAPITAL PROGRAMME 2011-12 TO 2016-17									TOTAL CAPITAL FUNDING					
Housing Revenue Account		2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	Total	Grants	RCCO/ MRA	Other (incl. S106)	Capital Receipts	Borrowing	Total
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
HS26	Cash incentives	400	400	414	428	443	459	2,545		2,545				2,545
HS28	Housing Management System		291					291		116		175		291
	Major Works (excl Granv Rd)	4,990	5,702	7,794	8,790	8,359	9,538	45,173		43,391	1,782			45,173
	Granville Road	8,287	284					8,571	5,750	2,590	231			8,571
	Regeneration	1,263	8,646	5,795	5,616	3,190	2,366	26,876		25,783	1,093			26,876
	Misc - Repairs	1,990	1,870	1,613	1,816	1,746	2,410	11,444		10,898	546			11,444
	M&E/ GAS	2,424	2,993	2,510	3,314	3,815	3,180	18,236		17,397	839			18,236
	Voids and Lettings	2,029	1,335	1,330	1,323	1,369	1,475	8,861		8,861				8,861

Housing Revenue Account		2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	Total	Grants	RCCO/ MRA	Other (incl. S106)	Capital Receipts	Borrowing	Total
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
	GF Hostels	100						100				100		100
	Procurement and mobilisation	100						100		100				100
		21,583	21,521	19,455	21,288	18,922	19,428	122,197	5,750	111,681	4,491	275		122,197

**London Borough of Barnet
Treasury Management Strategy Statement
and Investment Strategy revised 2011/12
2012/13 to 2014/15**

Contents

- 1. Background**
- 2. Balance Sheet and Treasury Position**
- 3. Outlook for Interest Rates**
- 4. Borrowing Strategy**
- 5. Investment Policy and Strategy**
- 6. Annual Investment Strategy**
- 7. Use of Financial Instruments for the Management of Risks**
- 8. Balanced Budget Requirement**
- 9. 2012/13 MRP Statement**
- 10. Reporting**
- 11. Other Items**

Annexes

- A. Current and Projected Portfolio Position**
- B. Prudential Indicators**
- C. Economic And Interest Rate Forecast**
- D. Sovereign and Counterparty List**

1. **Background**

- 1.1. The Chartered Institute of Public Finance and Accountancy's Code of Practice for Treasury Management in Public Services (the "CIPFA TM Code") and the Prudential Code require local authorities to determine the Treasury Management Strategy Statement (TMSS) and Prudential Indicators on an annual basis. The TMSS also incorporates the Investment Strategy as required under the CLG's Investment Guidance.
- 1.2. As per the requirements of the Prudential Code the Authority adopted the CIPFA Treasury Management Code on 3 January 2003 and incorporates the changes from the revised CIPFA Code of Practice (2011) into its treasury policies, procedures and practices.
- 1.3. CIPFA has defined Treasury Management as:

"the management of the organisation's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."
- 1.4. The Council is responsible for its treasury decisions and activity. No treasury management activity is without risk. The successful identification, monitoring and control of risk are integral element to treasury management activities and include credit and counterparty risk, liquidity risk, market or interest rate risk, refinancing risk and legal and regulatory risk.
- 1.5. The strategy takes into account the impact of the Council's revenue budget and capital programme on the balance sheet position, the current and projected treasury position (Annex A), the Prudential Indicators (Annex B) and the outlook for interest rates (Annex C).
- 1.6. The purpose of this Treasury Management Strategy Statement is to approve:
 - Revisions to Treasury Management Strategy and Prudential Indicators for 2011-12;
 - Treasury Management Strategy for 2012-13;
 - Annual Investment Strategy for 2012-13;
 - Prudential Indicators for 2012-13, 2013-14 and 2014-15 (NB: the Authorised Limit is a statutory limit); and
 - MRP Statement.
- 1.7. All treasury activity will comply with relevant statute, guidance and accounting standards.

- 1.8. The main revision to the Treasury Management Strategy is to recommend adjust minimum long term credit ratings from 'A+' or equivalent to 'A-' or equivalent specifically for UK banking institutions which are considered of 'global systemic importance to the financial system' but have down graded credit ratings below the current required 'A+'. This would allow new investment with the main UK clearing banks which have been removed from the current counterparty list. Investment would continue to be subject to an operational overlay to manage credit risk. There would be limits to investment duration and the counterparty list would be restricted to the key UK banks and subject to regular review. Full details are set out in Annex D.
- 1.9. The other main adjustments are to prudential indicators to reflect changes to the Prudential Code following the introduction of the Self Financing Housing changes and the additional HRA borrowing requirement.

2. Balance Sheet and Treasury Position

- 2.1. The underlying need to borrow for capital purposes, as measured by the Capital Financing Requirement (CFR), together with Usable Reserves, are the core drivers of treasury management activity. The estimates, based on the current Revenue Budget and Capital Programmes, are:

Table 1 Balance Sheet Summary Analysis:

	31/03/2012 Estimate £000	31/03/2013 Estimate £000	31/03/2014 Estimate £000	31/03/2015 Estimate £000
General Fund CFR	177,790	191,482	205,657	221,457
HRA CFR **	201,339	201,339	201,339	201,339
Total CFR	379,129	392,821	406,996	422,796
Less: Existing Profile of Borrowing and Other Long Term Liabilities	(322,650)	(322,419)	(322,157)	(321,862)
Cumulative Maximum Additional External Borrowing Requirement	56,479	70,402	84,839	100,934
Usable Reserves	(107,049)	(107,049)	(107,049)	(107,049)
Cumulative Net Borrowing Requirement/(Investments)	(50,570)	(36,647)	(22,210)	(6,115)

** this figure reflects the HRA debt increase on account of Housing Reform of £102.580m.

- 2.2. The Council's level of physical debt and investments is linked to these components of the Balance Sheet. The current portfolio position is set out at **Annex A**. Market conditions, interest rate expectations and credit risk considerations will influence the Council's strategy in determining the borrowing and investment activity against the underlying Balance Sheet position. The Council will ensure that net physical external borrowing (i.e. net of investments) will not exceed the CFR other than for short term cash flow requirements. A full list of Prudential Indicators is set out in **Annex B**.

Financing costs

- 2.3. The estimate for interest payments in 2012/13 is £12.75m (including £4.10m for HRA self-financing) and for interest receipts is £1.09m.
- 2.4. The Council is able to borrow funds in excess of the current level of its CFR up to the projected level in 2014/15. The Authority is likely to only borrow in advance of need if it felt the benefits of borrowing at interest rates now compared to where they are expected to be in the future, outweighs the current cost and risks associated with investing the proceeds until the borrowing was actually required. Given current interest rates, this situation is very unlikely in 2012/13.
- 2.5. The Council has an integrated treasury management strategy and manages its treasury positioning accordance with its approved strategy and practice. Overall borrowing will arise as a consequence of all the financial transactions of the Council and not just those arising from capital spending reflected in the CFR.
- 2.6. The Council's balance of actual gross borrowing plus other long-term liabilities is shown in Annex A. This is measured in a manner consistent for comparison with the Operational Boundary and Authorised Limit. Please note the both the Operational Boundary and Authorised Limit calculations include the additional HRA borrowing of £103.248 million
- 2.7. The **Authorised Limit** sets the maximum level of external borrowing on a gross basis (i.e. not net of investments) and is the statutory limit determined under Section 3(1) of the Local Government Act 2003 (referred to in the legislation as the Affordable Limit).

Authorised Limit for External Debt	2011/12 Revised £000	2012/13 Estimate £000	2013/14 Estimate £000	2014/15 Estimate £000
Borrowing	427,878	432,547	439,001	444,965
Other Long-term Liabilities	32,902	32,671	32,409	32,114
Total	460,780	465,218	471,410	477,079

- 2.8. The **Operational Boundary** links directly to the Council's estimates of the CFR and estimates of other cashflow requirements. This indicator is based on the same estimates as the Authorised Limit reflecting the most likely, prudent but not worst case scenario but without the additional headroom included within the Authorised Limit.

Operational Boundary for External Debt	2011/12 Revised £000	2012/13 Estimate £000	2013/14 Estimate £000	2014/15 Estimate £000
Borrowing	427,878	432,547	439,001	444,965
Other Long-term Liabilities	17,902	17,671	17,409	17,114
Total	445,780	450,218	456,410	462,079

Reforms to the Council Housing Subsidy System

- 2.9. The reforms involve a removal of the housing subsidy system by offering a one of reallocation of debt the settlement of the reallocation is scheduled to take place on 28th March 2012 and will result in the Council having an increase in debt to fund the settlement of £102.580 million. Revisions to the prudential indicators have been made from 2011-2012 to reflect the increase in borrowing to reflect the self-financing settlement.

3. Outlook For Interest Rates

- 3.1. The economic interest rate outlook provided by the Council's treasury advisor, Arlingclose Ltd, is attached at Annex C. The Council will reappraise its strategy from time to time and, if needs be, realign it with evolving market conditions and expectations for future interest rates

4. Borrowing Strategy

- 4.1 Treasury management and borrowing strategies in particular continue to be influenced not only by the absolute level of borrowing rates but also the relationship between short and long term interest rates. The interest rate forecast provided in Annex C indicates that an acute difference between short and longer term interest rates is expected to continue. This difference creates a "cost of carry" for any new longer term borrowing where the proceeds are temporarily held as investments because of the difference between what is paid on the borrowing and what is earned on the investment. Whilst the cost of carry can be assumed to be a reasonably short-term issue since borrowing is often for longer dated periods (anything up to 50 years) it cannot be ignored against a backdrop of uncertainty and affordability constraints in the Authority's wider financial position. This position means that it is favourable, where possible, for the Council to use internal balances, rather than take on new debt, in the short term.
- 4.2 As indicated in Table 1, the Authority has a gross borrowing requirement of £70.4 million in 2012/13 but has sufficient balances and reserves to avoid the need for external borrowing and is able to minimise borrowing costs and reduce overall treasury risk by reducing the level of its external balances.
- 4.3 The Authority will adopt a flexible approach to future borrowing and debt rescheduling in consultation with its treasury management advisers, Arlingclose Ltd. The following issues will be considered prior to undertaking any external borrowing:
- Affordability;
 - Maturity profile of existing debt;
 - Interest rate and refinancing risk;
 - Borrowing source.

Sources of Borrowing and Portfolio implications

4.4 In conjunction with advice from its treasury advisor, Arlingclose Ltd, the Authority will keep under review the following borrowing sources:

- PWLB
- Local authorities
- Commercial banks
- European Investment Bank
- Money markets
- Capital markets (stock issues, commercial paper and bills)
- Structured finance
- Leasing

4.5 The cost of carry has resulted in an increased reliance upon shorter dated and variable rate borrowing. This type of borrowing injects volatility into the debt portfolio in terms of interest rate risk but is counterbalanced by its affordability and alignment of borrowing costs with investment returns. The Authority's potential for exposure to shorter dated and variable rate borrowing is kept under regular review by reference to the difference or spread between variable rate and longer term borrowing costs.

Debt Rescheduling

4.6 The Council has £62.5m loans which are LOBO loans (Lender's Options Borrower's Option) of which £5m of loans are currently in or will be in their call period in 2012/13. In the event that the lender exercises the option to change the rate or terms of the loan, the Council will consider the terms being provided and repayment of the loan without penalty. The Council may utilise cash resources for repayment or may consider replacing the loan(s) by borrowing from the PWLB. The default response will however be early repayment without penalty.

4.7 The Council is not expected to borrow in advance of need in 2012/13.

4.8 The rationale for rescheduling would be one or more of the following:

- Savings in interest costs with minimal risk
- Balancing the volatility profile (i.e. the ratio of fixed to variable rate debt) of the debt portfolio
- Amending the profile of maturing debt to reduce any inherent refinancing risks.

4.9 Any borrowing and rescheduling activity will be done under delegated authority and reported to the Cabinet Resources Committee.

5 Investment Policy and Strategy

5.1 The Council sets an Annual Investment Strategy (AIS) in accordance with best practice and to comply with CLG Guidance on Local Government Investments.

5.2 The Council's investment priorities are:

- Security of the invested capital;
- Liquidity of the invested capital;
- An optimum yield which is commensurate with security and liquidity

5.3 Credit markets remain in a state of distress as a result of the excessive and poor performing debt within the financial markets. In some instances, Greece and Italy being the most notable examples, the extent and implications of the debt it has built up have led to a sovereign debt crisis and a banking crisis with the outcome still largely unknown. It is against this backdrop of uncertainty that the Authority's investment strategy is framed.

5.4 Investments are categorised as "Specified" or "Non-Specified" within the investment guidance issued by the CLG. Specified investments are sterling denominated investments with a maximum maturity of one year. They also meet the "high credit quality" as determined by the Authority and are not deemed capital expenditure investments under Statute. Non specified investments are, effectively, everything else.

5.5 The types of investments that may be used by the Authority and whether they are specified or non-specified are set out in the table below:

Table 2: Specified and Non-Specified Investments

Investment	Specified	Non-Specified
Term deposits with banks and building societies	✓	✓
Term deposits with other UK local authorities	✓	✓
Certificates of deposit with banks and building societies	✓	✓
Gilts	✓	✓
Treasury Bills (T-Bills)	✓	x
Bonds issued by Multilateral Development Banks	✓	✓
Local Authority Bills	✓	x
Commercial Paper	✓	x
Corporate Bonds	✓	✓
AAA rated Money Market Funds	✓	x
Other Money Market and Collective Investment Schemes	✓	✓
Debt Management Account Deposit Facility	✓	x

5.6 A number of changes have been implemented to investment strategy for 2012/13 in response to changes in the CLG Guidance and evolving conditions in financial markets. This results in the inclusion of corporate bonds which the CLG have indicated will become an eligible non-capital investment from 1st April 2012. However, the principal amendments are in relation to the individual institutions with which the Authority is prepared to lend its funds.

5.7 The Authority and its advisors, Arlingclose Ltd, select countries and financial institutions after analysis and ongoing monitoring of:

- Published credit ratings for financial institutions
- Credit Default Swaps (where quoted)
- Economic fundamentals (for example Net Debt as a percentage of GDP)
- Sovereign support mechanisms
- Share Prices
- Corporate developments, news, articles, markets sentiment and momentum

5.8 Any institution can be suspended or removed should any of the factors identified above give rise to concern.

5.9 It is recommended to adjust minimum long term credit ratings from 'A+' or equivalent to 'A-' or equivalent specifically for UK banking institutions which are considered of 'global systemic importance to the financial system' but have down graded credit ratings below the current required 'A+'. This would allow new investment with the main UK clearing banks which have been removed from the current counterparty list. Investment would continue to be subject to an operational overlay to manage credit risk. Investment duration would be short and the counterparty list would be restricted to the key UK banks and subject to regular review.

5.10 The countries and institutions that would currently meet the proposed criteria for term deposits, Certificates of Deposit (CDs) and call accounts are included in **Annex D**.

5.11 It remains the Authority's policy to make exceptions to counterparty policy established around credit ratings, but this is conditional and directional. What this means is that an institution that meets criteria may be suspended, but institutions not meeting criteria will not be added.

5.12 The duration limit for deposits is set at a maximum 364 days.

5.13 The Council banks with the Cooperative Bank. At the current time, it *does not* meet the minimum credit criteria equivalent) long term. *Despite the credit rating being* below the Authority's minimum criteria, the Co-operative Bank will continue to be used for short term liquidity requirements (overnight and weekend investments) and business continuity arrangements.

6 Annual Investment Strategy

- 6.1 With short term interest rates low for even longer, an investment strategy will typically result in a lengthening of investment periods, where cash flow permits, in order to lock in higher rates of acceptable risk adjusted returns. The problem in the current environment is finding an investment counterparty providing acceptable levels of counterparty risk.
- 6.2 In order to diversify an investment portfolio largely invested in cash, investments will be placed with a range of approved investment counterparties in order to achieve a diversified portfolio of prudent counterparties, investment periods and rates of return. Maximum investment levels with each counterparty will be set to ensure prudent diversification is achieved.
- 6.3 Money market funds (MMFs) will be used provide good diversification the Council will also seek to diversify any exposure by using more than one MMF. The Authority will also restrict its exposure to MMF's with lower levels of funds under management and will not exceed 0.5% of the net asset value of the MMF.

7 Use of Financial Instruments for the Management of Risks

- 7.1 Currently, Local Authorities' legal power to use derivative instruments remains unclear. The General Power of Competence enshrined in the Localism Bill is not sufficiently explicit. Consequently, the authority does not intend to use derivatives.
- 7.2 Should this position change, the Council may seek to develop a detailed and robust risk management framework governing the use of derivatives, but this change in strategy will require full Council approval.

8 Balanced Budget Requirement

- 8.1 The Council complies with the provisions of S32 of the Local Government Finance Act 1992 to set a balanced budget

9 2012/13 MRP Statement

- 9.1 The Local Authorities (Capital Finance and Accounting)(England)(Amendment) Regulations 2008 (SI 2008/414) place a duty on local authorities to make a prudent provision for debt redemption. Guidance on Minimum Revenue Provision has been issued by the Secretary of State and local authorities are required to "have regard" to such Guidance under section 21(1A) of the Local Government Act 2003.
- 9.2 The four MRP options available are:
- Option 1: Regulatory Method
 - Option 2: CFR Method
 - Option 3: Asset Life Method
 - Option 4: Depreciation Method
- NB This does not preclude other prudent methods*

- 9.3 The four MRP options MRP in 2012/13: Options 1 and 2 may be used only for supported non –HRA capital expenditure funded from borrowing. Methods of making prudent provision for self financed expenditure include Options 3 and 4 (which may also be used for supported non HRA capital expenditure if the Council chooses). There is no requirement to Charge MRP in respect of HRA capital expenditure funded for borrowing (Barnet policy).
- 9.4 The MRP Statement will be submitted to Council before the start of the 2012/13 financial year. If it is ever proposed to vary the terms of the original MRP Statement during the year, a revised statement should be put to Council at that time.
- 9.5 The Council will apply Option 2 in respect of supported capital expenditure and Option 3 in respect of unsupported capital expenditure.
- 9.6 MRP in respect of leases brought on Balance Sheet under the IFRS-based Code of Practice will match the annual principal repayment for the associated deferred liability.

10 Monitoring and Reporting on the Treasury Outturn and Prudential Indicators

Treasury activity is monitored and reported internally to Deputy Chief Executive. The Prudential Indicators will be monitored through the year and reported as under:

The Deputy Chief Executive will report to the Cabinet Resources Committee on treasury management activity / performance and Performance Indicators as follows:

- (a) Quarterly against the strategy approved for the year.
- (b) The Council will produce an outturn report on its treasury activity no later than 30th September after the financial year end.
- (c) The Budget Performance Overview and Scrutiny Committee will be responsible for the scrutiny of treasury management activity and practices.

11 Other Items

Training

CIPFA's Code of Practice requires the Deputy Chief Executive to ensure that all members tasked with treasury management responsibilities, including scrutiny of the treasury management function, receive appropriate training relevant to their needs and understand fully their roles and responsibilities.

Investment Consultants

The CLG's Guidance on local government investments recommend that the Investment Strategy should state:

- Whether and, if so, how the authority uses external contractors offering information, advice or assistance relating to investment and
- How the quality of any such service is controlled.

Following a tender process, the Council appointed Arlingclose as their Treasury Investment Consultants from effect 1 August 2010. Arlingclose provide advice, information and assistance with investments, borrowing, debt restructure, market conditions and compliance with legislation. The services provided by Arlingclose are reviewed on an informal basis during quarterly meetings with officers.

ANNEX A

EXISTING PORTFOLIO PROJECTED FORWARD

	Current Portfolio £000	31 Mar 12 Estimate £000	31 Mar 13 Estimate £000	31 Mar 14 Estimate £000	31 Mar 15 Estimate £000
External Borrowing:					
Fixed Rate – PWLB	139,000	241,580	241,580	241,580	241,580
Fixed Rate – Market	62,500				
Variable Rate – PWLB	201,500				
Variable Rate – Market		62,500	62,500	62,500	62,500
Total External Borrowing	201,500	304,080	304,080	304,080	304,080
IFRS Long Term Liabilities:	17,902	17,902	17,671	17,409	17,114
- PFI					
- Operating Leases					
Total Gross External Debt	219,402	321,982	321,751	321,498	321,194
Investments:					
<i>Managed in-house</i>					
- Short-term monies (Deposits/ monies on call /MMFs)	(180,000)	(160,000)	(146,000)	(132,000)	(116,000)
- Long-term investments (maturities over 12 months)					
Total Investments	(180,000)	(160,000)	(146,000)	(132,000)	(116,000)
Net Borrowing Position/ (Net Investment position)	39,402	161,982	175,751	189,489	205,194

ANNEX B

PRUDENTIAL INDICATORS

Prudential Indicators

1 There is a requirement under the Local Government Act 2003 for local authorities to have regard to CIPFA's Prudential Code for Capital Finance in Local Authorities (the "CIPFA Prudential Code", when setting and reviewing their Prudential Indicators.

Net Borrowing and the Capital Financing Requirement;

2 This is key indicator of prudence. In order to ensure that over the medium term net borrowing will only be for a capital purpose, the Council should ensure that the net external borrowing does not, except in the short term, exceed the total of the capital financing requirement in the preceding year plus the estimates of any additional increases to the capital financing requirement for the current and next two years. The DCE reports that the authority had no difficulty meeting this requirement in 2011/12, nor is there any difficulties envisaged for future years. This view takes into account current commitments, existing plans and the proposals in the approved budget.

Estimates of Capital Expenditure:

3 It is a requirement of the Prudential Code that that the Council ensures that capital expenditure remains within sustainable limits and, in particular, to consider the impact on Council Tax and in the case of the HRA, housing rent levels.

Capital Expenditure	2011/12 Revised £000	2012/13 Estimate £000	2013/14 Estimate £000	2014/15 Estimate £000
Non-HRA	47,760	85,705	44,290	26,079
HRA	21,583	21,521	19,455	21,288
Total	69,343	107,226	63,745	47,367

4 Capital expenditure is expected to be financed as follows

Capital Financing	2011/12 Revised £000	2012/13 Estimate £000	2013/14 Estimate £000	2014/15 Estimate £000
Capital receipts	10,480	37,793	11,103	1,509
Government Grants	25,842	33,682	13,189	6,270
Major Repairs Allowance	14,733	20,608	18,778	20,548
Revenue contributions	7,134	1,451	6,500	3,240
Total Financing	58,189	93,534	49,570	31,567
Supported borrowing				
Unsupported borrowing	11,154	13,692	14,175	15,800
Total Funding	11,154	13,692	14,175	15,800
Total Financing and Funding	69,343	107,226	63,745	47,367

Incremental Impact of Capital Investment Decisions

- 5 As an indicator of affordability the table below shows the impact of capital investment decisions on Council Tax and Housing Rent levels. The incremental impact is calculated by comparing the total revenue budget requirement of the current approved capital programme with an equivalent calculation of the revenue budget requirement arising from the proposed capital programme.

Incremental Impact of Capital Investment Decisions	2011/12 Revised £	2012/13 Estimate £	2013/14 Estimate £	2014/15 Estimate £
Increase in Band D Council Tax	13.68	24.54	12.68	7.47
Increase in Average Weekly Housing Rents	0	0	0	0

Financing costs

- 6 The estimate for interest payments in 2012/13 is £12.78m and for interest receipts is £1.09m. The ratio of financing costs to the Council's net revenue stream¹ is an indicator of affordability and highlights the revenue implications of existing and proposed capital expenditure by identifying the proportion of the revenue budget required to meet borrowing costs. The ratio is based on costs net of investment income.

Ratio of Financing Costs to Net Revenue Stream	2011/12 Revised %	2012/13 Estimate %	2013/14 Estimate %	2014/15 Estimate %
Non-HRA	2.14	3.08	3.30	3.58
HRA	13.59	15.06	14.86	14.83

7. The following Prudential Indicators allow the Council to manage the extent to which it is exposed to changes in interest rates. The upper limit for variable rate exposure has been set to ensure that the Council is not exposed to interest rate rises which could adversely impact on the revenue budget. The limit allows for the use of variable rate debt to offset exposure to changes in short-term rates on investments. The Council's existing level of fixed interest rate exposure is 100% and variable rate exposure is 0%.

	2011/12 Revised %	2012/13 Estimate %	2013/14 Estimate %	2014/15 Estimate %
Upper Limit for Fixed Interest Rate Exposure	100%	100%	100%	100%
Upper Limit for Variable Interest Rate Exposure	30%	30%	30%	30%

¹ The Capital Financing Requirement measures the Council's underlying need to borrow for capital purposes.

8. The Council will also limit and monitor large concentrations of fixed rate debt needing to be replaced. Limits in the following table are intended to control excessive exposures to volatility in interest rates when refinancing maturing debt.

Maturity structure of fixed rate borrowing	Existing level (or Benchmark level) at 31/03/12 %	Lower Limit for 2012/13 %	Upper Limit for 2012/13 %
under 12 months	0.0	0	50
12 months and within 24 months	0.0	0	50
24 months and within 5 years	0.0	0	75
5 years and within 10 years	1.0	0	75
10 years and within 20 years	0.0	0	100
20 years and within 30 years	25.8	0	100
30 years and within 40 years	33.3	0	100
40 years and within 50 years	3.7	0	100
50 years and above	36.2	0	100

Gross and Net Debt

9. The purpose of this new treasury indicator is to highlight a situation where the Council is planning to borrow in advance of need

Gross and Net Debt	2011/12 Revised £000	2012/13 Estimate £000	2013/14 Estimate £000	2014/15 Estimate £000
Outstanding Borrowing (at nominal value)	201,500	304,080	304,080	304,080
Other Long-term Liabilities (at nominal value)	17,902	17,671	17,409	17,114
Gross Debt	219,402	321,751	321,489	321,194
Less: Investments	(160,000)	(146,000)	(132,000)	(116,000)
Net Debt	59,402	175,751	189,489	205,194

Actual External Debt:

- 10 This indicator is obtained directly from the Council's balance sheet. It is the closing balance for actual gross borrowing plus other long-term liabilities. This Indicator is measured in a manner consistent for comparison with the Operational Boundary and Authorised Limit.

Actual External Debt as at 31/03/2011	£000
Borrowing	202,500
Other Long-term Liabilities	18,244
Total	220,744

11 The Council has placed an upper limit for principal sums invested for over 364 days, as required by the Prudential Code. This limit is to contain exposure to the possibility of loss that may arise as a result of the Council having to seek early repayment of the sums invested.

Upper Limit for total principal sums invested over 364 days	2011/12 Revised £000	2012/13 Estimate £000	2013/14 Estimate £000	2014/15 Estimate £000
	0	0	0	0

HRA Limit on Indebtedness

12 This is a new indicator required by the revised Prudential Code, issued in November 2011:

HRA Limit On Indebtedness	2011/12 Revised £000	2012/13 Estimate £000	2013/14 Estimate £000	2014/15 Estimate £000
HRA CFR	201,339	201,339	201,339	201,339
HRA Debt Cap (as prescribed by CLG) *	240,043	240,043	240,043	240,043
Difference	(38,704)	(38,704)	(38,704)	(38,704)

ANNEX C

Economic & Interest Rate Forecast (Sections 3,4 and 5)

	Dec-11	Mar-12	Jun-12	Sep-12	Dec-12	Mar-13	Jun-13	Sep-13	Dec-13	Mar-14	Jun-14	Sep-14	Dec-14
Official Bank Rate													
Upside risk						0.25	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Central case	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Downside risk													
1-yr LIBID													
Upside risk	0.25	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Central case	1.75	1.75	1.75	1.75	1.75	1.80	1.85	1.95	2.00	2.10	2.20	2.30	2.40
Downside risk	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25
5-yr gilt													
Upside risk	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Central case	1.25	1.30	1.35	1.40	1.50	1.60	1.70	1.80	2.00	2.10	2.30	2.40	2.50
Downside risk	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25
10-yr gilt													
Upside risk	0.25	0.25	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Central case	2.20	2.30	2.40	2.45	2.50	2.55	2.60	2.70	2.75	2.80	2.85	2.90	3.00
Downside risk	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25
20-yr gilt													
Upside risk	0.25	0.25	0.25	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Central case	3.00	3.05	3.05	3.10	3.20	3.25	3.30	3.35	3.40	3.45	3.50	3.60	3.75
Downside risk	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25
50-yr gilt													
Upside risk	0.25	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Central case	3.25	3.40	3.50	3.60	3.70	3.80	3.90	4.00	4.00	4.00	4.10	4.20	4.25
Downside risk	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25

- The UK's status as a safe haven remains for now and keeps Gilt yields suppressed.
- Conventional monetary policy has become largely redundant; the Bank of England and the US Federal Reserve have signalled their respective official interest rates will be on hold through to the end of 2012. It could be 2016 before official interest rates rise.
- The Bank of England's Monetary Policy Committee has returned to unconventional monetary policy and embarked on a further round of Quantitative Easing. There will be more to come.

Underlying Assumptions:

- Stress in financial markets continues to build. Rates within Interbank markets (where banks fund the majority of their day to day operations) continue to climb. This dynamic was a feature of the banking crisis that occurred in 2008 and whilst the authorities have flooded the markets with liquidity still provides a key barometer of rising risk within markets.
- The MPC's decision to embark on a further £75 billion of QE – which the Minutes showed was unanimously supported – is likely to be expanded in the coming months as some members of the MPC had voted for £100bn of QE.

- Inflation moderated back to 5% from what is considered to be its peak of 5.2% reached in October. The Bank of England expects domestic inflation to subside markedly in 2012 as the twin effects of the VAT increase and surge in oil prices fall out of the twelve month series.
- Economic growth meanwhile remains largely illusive not helped by the considerable uncertainty and expansion of risks presented by the crisis in the Eurozone. Even if a credible and effective policy is implemented, the scale of the problems means that there is likely to be a prolonged period of subdued growth within the euro area. A failure to meet the challenges would almost certainly have significant implications for the global economy.
- Recent data and surveys suggest that the UK economy has lost the admittedly fragile momentum since the summer. Business and consumer surveys point to continued weakness in coming months and the situation in the euro area is likely to further undermine confidence and lead to tighter credit conditions for households and firms.
- Against this uncertain backdrop the ability of the economy (government, companies and individual consumers) to accommodate an increase in the cost of money through higher interest rates – in the absence of a deterioration in the high credit standing that the UK enjoys – remains unlikely. In fact, this is highly unlikely.

Sovereign and Counterparty List**ANNEX D**

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

Long-term minimum: A-(Fitch); A- (Moody's); A3 (S&P)

Short-term minimum: F1 (Fitch); P-1 (Moody's); A-1 (S&P)

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

New specified investments will be made within the following limits:

Instrument	Country/ Domicile	Counterparty	Maximum Counterparty Limits £m
Term Deposits	UK	DMADF, DMO	No limit
Term Deposits/Call Accounts	UK	Other UK Local Authorities	No limit
Term Deposits/Call Accounts	UK*	Counterparties rated at least A- Long Term and F1 Short Term (or equivalent)	
Term Deposits/Call Accounts	Non-UK*	Counterparties rated at least A+ Long Term and F1 Short Term (or equivalent) in select countries with a Sovereign Rating of at least AA+	
Gilts	UK	DMO	No limit
T-Bills	UK	DMO	No limit
Bonds issued by multilateral development banks		(For example, European Investment Bank/Council of Europe, Inter American Development Bank)	
AAA-rated Money Market Funds	UK/Ireland/ Luxembourg domiciled	CNAV MMF's VNAV MMF's (where there is greater than 12 month history of a consistent £1 Net Asset Value)	15% of total LBB investment cash outstanding for each MMF.
Other MMF's and CIS	UK/Ireland/ Luxembourg domiciled	Pooled funds which meet the definition of a Collective Investment Scheme per SI 2004 No 534 and subsequent amendments	15% of total LBB investment cash outstanding for each MMF.

NB Any existing deposits outside of the current criteria will be reinvested with the above criteria on maturity.

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

Money Market Funds – investments will be diversified amongst at least two or more funds and subject to investment limits of 15% of the total LBB investment cash outstanding per MMF fund and no more than 0.5% of the total value of the MMF's funds under management.

Group Limits - For institutions within a banking group, a £37.5 million total limit will be applied (1.5 times the individual limit of a single bank within that group).

Duration – No investment over 364 days and duration subject to operational overlay advice.

Instrument	Country/ Domicile	Counterparty	Maximum Counterpart y Limit £m	Maximum Group Limit (if applicable) £m
Term Deposits/Call Accounts	UK	Bank of Scotland (Lloyds Banking Group)	£25,000,000	£37,500,000
Term Deposits/Call Accounts	UK	Lloyds TSB (Lloyds Banking Group)	£25,000,000	£37,500,000
Term Deposits/Call Accounts	UK	Barclays Bank Plc	£25,000,000	
Term Deposits/Call Accounts	UK	Clydesdale Bank (National Australia Bank Group)	£25,000,000	£37,500,000
Term Deposits/Call Accounts	UK	HSBC Bank Plc	£25,000,000	
Term Deposits/Call Accounts	UK	Nationwide Building Society	£25,000,000	
Term Deposits/Call Accounts	UK	NatWest (RBS Group)	£25,000,000	£37,500,000
Term Deposits/Call Accounts	UK	Royal Bank of Scotland (RBS Group)	£25,000,000	£37,500,000
Term Deposits/Call Accounts	Australia	Australia and NZ Banking Group	£25,000,000	
Term Deposits/Call Accounts	Australia	Commonwealth Bank of Australia	£25,000,000	
Term Deposits/Call Accounts	Australia	National Australia Bank Ltd (National Australia Bank Group)	£25,000,000	£37,500,000

Instrument	Country/ Domicile	Counterparty	Maximum Counterpart y Limit £m	Maximum Group Limit (if applicable) £m
Term Deposits/Call Accounts	Australia	Westpac Banking Corp	£25,000,000	
Term Deposits/Call Accounts	Canada	Bank of Montreal	£25,000,000	
Term Deposits/Call Accounts	Canada	Bank of Nova Scotia	£25,000,000	
Term Deposits/Call Accounts	Canada	Canadian Imperial Bank of Commerce	£25,000,000	
Term Deposits/Call Accounts	Canada	Royal Bank of Canada	£25,000,000	
Term Deposits/Call Accounts	Canada	Toronto-Dominion Bank	£25,000,000	

Please note this list could change if, for example, a counterparty/country is upgraded, and meets our other creditworthiness tools. Alternatively if a counterparty is downgraded, this list may be shortened.

HOUSING REVENUE ACCOUNT		
	2011/12	2012/13
	Original Budget	Original Budget
	£	£
Income		
Dwelling rents	(48,577,504)	(51,887,260)
Non-dwelling rents	(1,408,559)	(1,622,982)
Tenants Charges for services and facilities	(4,110,200)	(4,119,040)
Leaseholder Charges for Services and Facilities	(2,799,681)	(2,872,967)
Total Income	(56,895,944)	(60,502,249)
Expenditure		
Repairs and Maintenance	8,300,000	8,050,000
Supervision and management		
General	15,137,710	14,587,510
Special	6,589,000	6,756,617
Rents, Rates, taxes and other charges	121,500	121,500
Negative housing revenue account subsidy payable	10,887,097	0
Depreciation and impairment of fixed assets	9,315,504	12,866,805
Contribution to Major Repairs Reserve	0	7,625,356
Debt Management Costs	4,376,660	8,254,911
Increase in bad debt provision	350,000	450,000
Total Expenditure	55,077,471	58,712,699
Net Cost of HRA Services	(1,818,473)	(1,789,550)
Interest and investment income	(40,000)	(80,000)
(Surplus) or deficit for the year on HRA services	(1,858,473)	(1,869,550)

Introduction

The Local Government & Housing Act 1989 requires the Housing Revenue Account (HRA) to be maintained as a ring-fenced account and prescribed the debits and credits for it. Any surpluses generated from the HRA can be used to support the account when it fails to break even and for any one year a budget can be set such that there is a drawing on balances, but it is not permissible for an overall HRA budget deficit to be set. It is for the Council to determine what level of balances should be maintained. The quarter 3 monitoring position indicated that at 31 March 2011 the HRA balances were £4.2m, and forecast to be £6.1m at 31 March 2012.

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

HRA self financing

From April 2012 the government is proposing to end the current housing subsidy system. This is based on provisions within the Localism Act.

Under the current system the Council has had to make an annual payment to government (£12.2m in 2010/11) based on a notional calculation of our annual HRA surplus. From April 2012 Councils will operate on a self financing basis, retaining all their rental income, ending the system of annual redistribution. The department for Communities and Local Government (CLG) has calculated the level of debt that it believes each Council's HRA can bear. This calculation is largely based on the existing subsidy system, calculating notional costs and income associated with the management and maintenance of the stock over the next 30 years, discounting this back to a value in today's terms, which represents the level of debt considered affordable. Where the level of debt calculated using this methodology is higher than current housing debt, the Council must make a one off payment at the end of March 2012. For Barnet, this figure is £102.6m.

The determination gives the following results for Barnet

Key Outputs from the CLG model	
Self financing implementation assumed	April 2012
Opening housing stock	10,719
Combined percentage uplift to allowances including allowance for disabled facilities grant	16.98%
Opening Debt Allocation (Valuation) (£'000)	240,043
Subsidy Capital Finance Requirement (£'000)	137,462
Debt taken on at settlement date (£'000)	102,580
Average debt per dwelling (£)	22,395

The calculation leaves the Council in a more favourable position than under the existing subsidy system, due largely to an uplift in cost allowances of almost 17%. Crucially it gives the Council an ability to set long term plans for the management and maintenance of its stock in a way that has not been possible under the existing annual redistributive system.

The Council's ability to take on additional HRA debt is capped at the opening settlement level of £240.0m.

The Council's actual HRA debt is lower than the level assumed in the subsidy system. Therefore our starting debt in April 2012, following payment of the self financing settlement of £102.6m will be £201.3m. This leaves the Council with £38.7m "headroom" which could be used to increase borrowing to finance additional housing projects.

Under the self financing proposals the government reserves the right to re-open the settlement in future, for example if there are major changes in government social housing policy.

Right to Buy

CLG had originally indicated that Right to Buy receipts would continue to be pooled, with 75% paid to central government as is currently the case. The debt settlement makes assumptions about the level of Right to Buy in order to reflect the lost income from these units in a lower debt settlement figure. Recent announcements on proposals to change Right to Buy policy may impact on future levels of Right to Buy sales. CLG consultation has recently closed on this issue and we are awaiting further guidance on the pooling of additional Right to Buy sales as a result of this policy change.

Demolitions

The debt settlement calculation takes into account 1,168 demolitions planned in Barnet over the next five years. The debt is reduced to take into account lost income from these units. CLG will reserve the right to revisit the debt settlement level if these demolitions do not take place as planned. This leaves the Council with a risk of additional debt payments in future if demolitions are delayed, or alternative plans agreed.

Rent policy

The debt settlement calculation is based on existing social housing rent policy. This moves current rents to target rents over the next four years with annual increases limited RPI + 0.5% + £2. Once actual rents meet target rents, they are increased each year by RPI + 0.5%.

RPI is based on the figure for the September of the preceding year. This means that for April 2012 the rent increase is based on RPI of 5.6%. The impact on the rent increase for Barnet is set out below.

HRA business plan

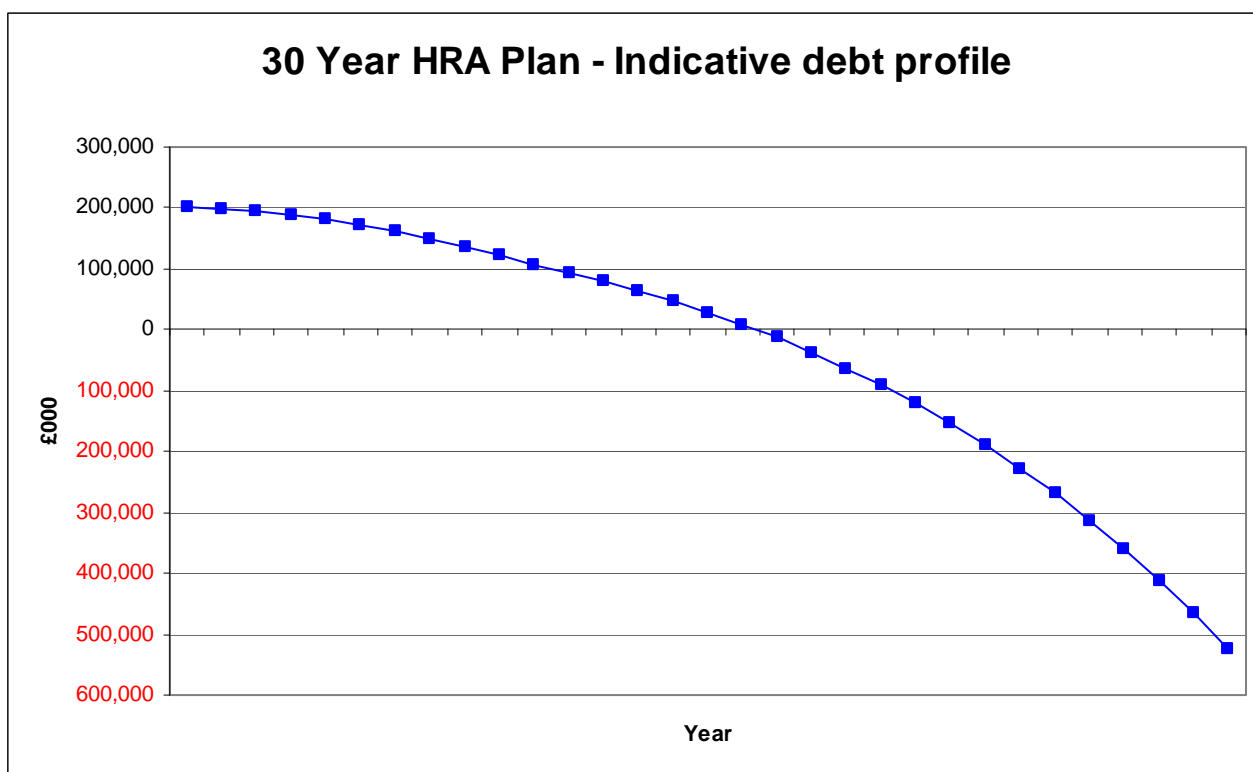
The HRA business plan has been developed to reflect the self financing arrangements. The financial model sets out the income and expenditure relating the HRA over the next 30 years and allows the Council to manage the debt finance.

Key assumptions in the model include:

- An interest rate on debt of 4.1%
- Base inflation on expenditure of 3.5%
- Existing convergence policy on rent setting continues – and thereafter rent increases at 0.5% above inflation p.a. (i.e. 4%)
- Service charges increase at 0.5% above inflation p.a. (i.e. 4%)
- Level of right to buys have not been adjusted up for possible future increases in the discount offered, as firm information in this area is currently unavailable.
- Average of £15m of spend (in today's value) on capital works per annum (net of leaseholders contribution)
- Repairs spend set at the current level (with efficiencies from the new contractors included)
- Barnet Homes' management fee is reduced by £1.5m over the first 5 years from it's current level via the delivery of efficiencies

The HRA business plan model assumes that a voluntary charge is made and that any HRA surpluses that are not used to fund capital expenditure in year, are used to repay HRA debt. Based on this assumption, the starting HRA debt of £201.3m is repaid by year 17 (2028/29) as shown in Chart 1.

Chart 1:
Debt repaid in year 17



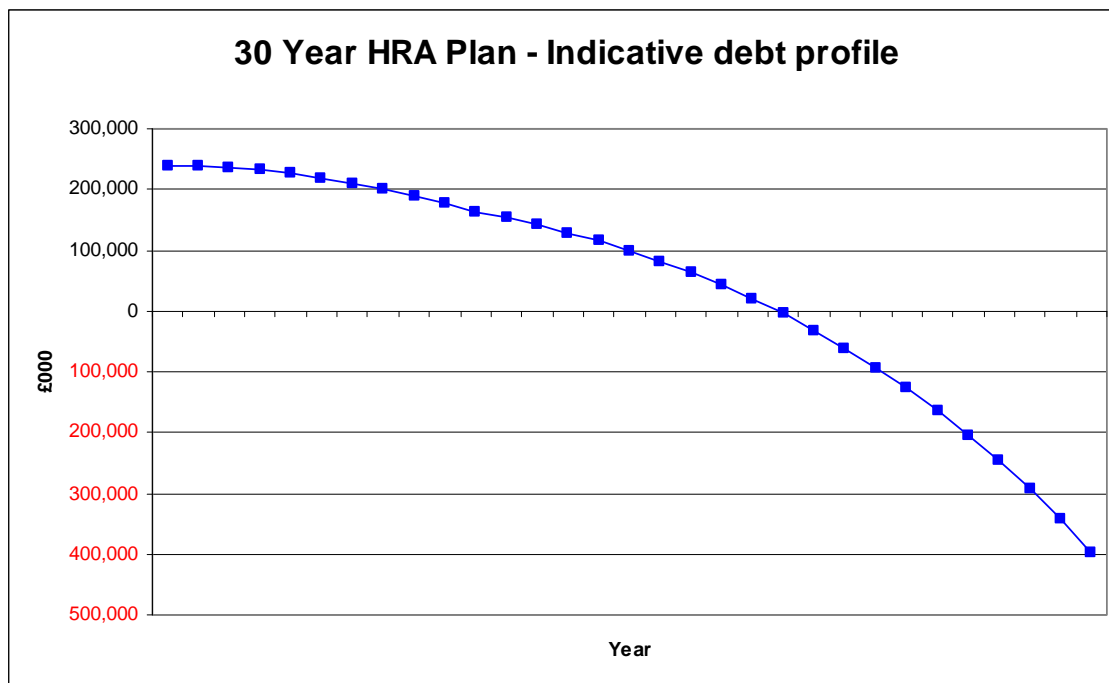
Assumptions: HRA debt £201.3m including Self-Financing Settlement of £102.6m

The business plan also assumes that the “headroom” of £38.7m may be used to improve services or provide new and improved housing. Use of these resources will focus on the following principles:

1. Accelerating regeneration – linked to findings of the regeneration review;
2. Addressing adult services and other client groups’ priorities in terms of housing services and supply;
3. Exploring Barnet Homes’ capacity for development of additional housing on HRA land; and
4. Additional services (e.g. Family Intervention Project, support for the Council’s tenancy strategy).

Options appraisals to produce proposals for decision will be developed for consideration by Cabinet from April 2012. Assuming full use of the headroom the starting HRA debt of £240.0m is repaid by year 20 (2031/32) as shown in Chart 2.

Chart 2:
Debt repaid in year 20



Assumptions: Borrow up to Debt Cap £240.0m including Self-financing Settlement of £102.6m plus £38.7m headroom

Rent increase 2012/13

The rent increase has been established according to RPI inflation at September 2011, which was 5.6%, combined with a factor for convergence.

The increase to any individual property is limited to inflation plus 0.5% plus £2 per week (on a 52 week basis) The application of the rent convergence formula combined with rent limitation has resulted in an average rent increase of 7.41% for Barnet tenants. Should rents be increased by less, this would lead to a reduction in service provision and a reduction in the ability of the new HRA business plan to meet the capital expenditure requirements of the stock.

It is proposed that rents for the Council's hostels be increased in accordance with the general rent increase. Rents for the Council's shared ownership schemes will also be raised in line with the general rent increase. It is also recommended that rents on garages be increased by 7.41%.

Service Charges

Service charges for tenants were introduced in 2003/04 for specific services (mainly caretaking), and it is proposed that these be raised by 6.1%. Charges for these services will not generally recover the full cost of their provision. The proposed increase is in line with the rent increase, excluding convergence factor (RPI of 5.6% plus 0.5%). Weekly charges are as follows:-

	Current	Proposed
	11/12	12/13
Grounds maintenance	£0.59	£0.63
Lighting	£0.91	£0.97
Caretaking	£5.72	£6.07
Caretaking+	£7.39	£7.84
Quarterly caretaking	£1.15	£1.22

The communal digital TV service charge for all tenants of all flats and maisonettes will be £0.76 as agreed at Council 1 March 2011.

Following a review by Barnet Homes around tenant affordability, gas consumption and cost, we propose the following changes to the weekly gas charges for dwellings linked to the communal boiler house on the Grahame Park estate:-

- 1 bedroom dwellings – an 18.5% decrease from £13.53 to £11.03
- 2 bedroom dwellings – a 6.5% increase from £14.36 to £15.29
- 3 bedroom dwellings – a 15.0% increase from £14.36 to £16.51

It is proposed that heating charges excluding Grahame Park should increase by 6.1%.

HRA Summary & Working Balance

Total expenditure for 2012/13 is estimated at £58.7m, including charges for financing HRA debt under the self financing proposals and a contribution to the Major Repairs Reserve of £7.6m. The proposed average rent increase of 7.41% is estimated to raise an additional £3.3m after the effect of forecast reduction in property numbers is taken into account. Efficiency savings made by Barnet Homes have resulted in a reduction in the management fee of £0.35m for 2011/12 and £0.50m for 2012/13.

The HRA for 2012/13 shows a contribution to balances of £1.8m, after a contribution to the Major Repairs Reserve of £7.6m. The estimated HRA balance as at 31 March 2013 is £7.9m.

Capital programme

The investment standard within the capital programme will maintain the Council's stock outside of the regeneration estates to the Decent Homes standard. It also makes some allowances for resident priorities for future investment. On the regeneration estates the investment proposed will maintain the stock to a safe standard until it is demolished. This will not meet the decent homes criteria given the time limited life of the housing stock there.

Stock condition expenditure estimates are based on Barnet Homes' assessment of the investment needs of the stock, gathered from regular

surveys undertaken by them over the last few years, and recorded on their asset management system.

As stock condition expenditure is the largest element of expenditure in the HRA business plan, the largest risk to the plan is the accuracy of these estimates. Barnet Homes has commissioned an external validation of stock condition expenditure and the results of this should be available by mid February.

Barnet Homes is also preparing an asset management strategy that will set out a framework for investment decisions going forward, based on an objective assessment of the financial performance of assets. This will allow us to identify financially unviable assets and consider alternative options for them to improve the value for money of our investment programme.

Based on the existing information available, the level of capital programme proposed is affordable throughout the 30 years of the business plan.

The key outcomes of the equality considerations on the budget savings for 2012/13 are as follows:

Adult Social Care and Health

The Adult Social Care and Health savings are based on principles of fairness and need with resources directed to those who need it most and ensuring that safeguarding vulnerable people remains a priority. Eligibility remains unchanged remaining at the substantial and critical levels.

The budget saving identified in 2010-2011 remain unchanged for 2012-2013. The consideration of the equalities impact for 2012-2013 builds on the assessment made in 2010-2011. Any learning from 2011-2012 has been built into the reviewed assessment of impact and effect.

1. Fairer Contributions

Safeguarding measures have been built into the policy to ensure a person has the ability to pay in 2012/13. These include:

- Case by case assessment of Disability Related Expenses claims which will offset any contribution and prevent hardship
- Provision of home visits to service users to assist with the completion of financial assessment forms and offer advice on Fairer Contributions
- Benefit maximisation checks as part of the financial assessment process
- An appeals system for people who disagree with their assessed charge
- Maintained protected levels of income, as set out by the Department of Health. These protected levels of income are based on benefit income rates. The policy takes into account outgoings when assessing ability to pay.

Direct impact and effect of changes

There was anticipated impact on age, disability, pregnancy/maternity, ethnicity, religion or belief, gender, carers, however it is expected that these changes will mitigate the effect.

2. Transport

Description

From 1 April 2011, the council altered the collection and pick up times for people using minibus transport to attend Fremantle day centre and Barnet Independent Living Centre by one hour, and also adjusted the opening hours of the latter to correspond with this change. The change in times was necessary so that the same buses could be used for ASCH and Children's Service clients, enabling a reduction in the minibus fleet requirement and consequent budget savings.

Direct impact and effect of changes

This was a one-off change in service, and no additional budget reduction is intended for 2012/13. It was believed that none of the users with protected characteristics would be disproportionately affected by this adjustment in service delivery following consultation with carers, users and staff.

3. Reduction in back office and management overheads and training

Reduction in back office and management overheads and training which have been delivered through a number of proposals during 2011/12 and will continue to deliver savings in 2012/13.

Direct impact and effect of changes

All of these proposals could have a greater impact on people, who use, or whose relatives use, social care services. However, no differential impact has been identified as a result of the changes made in 2011/12 and those proposed for 2012-13. Efforts have been made to ensure that implementation of the decreases in back office staff will not directly lead to a decrease in the range and quality of service provisions and that the organisational management of change policy has been used for changes impacting on the workforce.

4. Partnership with Health

There have been a number of section 75 agreements to transfer NHS monies to the Council (as defined in the NHS Act 2006) since the beginning of the financial year including those for the Integrated Learning Disability Service and transfer of NHS monies for voluntary sector prevention services.

The savings identified focus on back office efficiencies to minimise the impact and effect of reduced budgets on front line service delivery.

Direct impact and effect of changes

The savings identified focus on back office efficiencies to minimise the impact of reduced budgets on front line service delivery which will minimise the effect on protected groups.

5. In-house services

Background

The 'More Choices Project' aims to change the way people receive social care services to enable service users to have more choice and control over their own support. This is part of the national Personalisation Agenda and requires all councils to make changes which ensure people can get the social care support that best meets their needs.

The council believes that changing how social care services are run will increase the opportunity for people to have more choice and independence when they spend their Personal Budget. At present, the law prevents people from using their Personal Budgets to purchase services that are directly delivered by the council. Many users want to continue to use these providers after they have been allocated a Personal Budget and do not wish to change. In response to this desire, the More Choices project investigated the option of creating a Local Authority Trading Company (LATC).

Direct impact and effect of changes

The result of this is that all re-commissioning activities now consider the requirements of different groups. All contracts outline the equalities duties placed on providers. However, it is through the relationship with the provider over the contract duration that detailed and targeted work can be undertaken to address equalities issues. These contracts are awarded on a 3 and 5 year basis and the procurement process ensures that consideration of equalities issues remains a key part of the contract procedure process.

6. Re-tendering core services

Background

A number of core services have been re-tendered to achieve better value for money including a Meals at Home contract, Home and Community Support contract and a Community Equipment contract.

Direct impact and effect of changes

All re-commissioning activities considered the requirements of different protected groups. All providers were required to provide a personalised and flexible service that responded to the needs of the individual. These standards have been monitored through the contract monitoring arrangements and providers are required to maintain standards within existing resources.

People with personal budgets are also able to purchase services outside of these contracts that address their identified outcomes and may be with specialist providers. Providers are required to minimise the impact and effect of reduced budgets on front line service delivery through back office efficiencies.

All contracts outline the equalities duties placed on providers. However, it is through the relationship with the provider and through the Performance Monitoring processes over the contract duration that detailed and targeted work can be undertaken to address equalities issues. These contracts are awarded on a 3 and 5 year basis.

7. Reducing the costs of the most expensive care packages

This project aimed to reduce the amount of spend on residential and high cost supported living packages through reassessments and negotiation with providers.

Since April 2011, the council has been planning to reduce the amount of spend on residential and high cost supported living packages.

Direct impact and effect of changes

The key reasons for this approach are to: enable people who are currently located in out-of-borough residential accommodation to be able to move back into the borough; reduce the financial burden both on the state and service users and their families.

The positive impact is that we are working with a number of people who are currently in residential provision out of borough to enable them to move back to the borough, closer to family, into supported living resources which gives them a secure tenancy.

It is anticipated that there may be an increase in complaints if value for money constraints are applied in some cases where providers are requesting significant increases in costs. There is on-going work in partnership with Commissioning and Supply Management to work proactively with providers to support them in delivering value for money whilst delivering positive outcomes for service users and managing the expectations of users and carers. With the increasing number of people who have a personal budget this is providing greater transparency and opportunities for increased choice and control over the support they receive which may mean that residential provision is not required.

We are being proactive in ensuring that no single client group benefits disproportionately in the context of limited resources and with the application of Fair Access to Care and the Personal Budget Questionnaire this ensures that access to support is equitable.

At this moment in time, our equality analysis does not suggest that people with protected characteristics will be disproportionately affected by this change.

8. Reductions in care packages through increasing the contribution that families and communities make

The council is aware that there is a high level of volunteering amongst Barnet's residents (RPS 2010)? Using this data, the council believes there is a critical mass of residents who would be interested in having greater involvement with individuals, their families and their communities by meeting their social care needs in an effective way through harnessing social capital to build social inclusion. This work is currently being scoped out and is anticipated to support all people with protected characteristics. However, this work will be subject to an equality analysis as the work progresses.

The plans for increasing the contribution that families and communities make are still in development by a mixed group of staff and external stakeholders.

Direct impact and effect of changes

As the plans are still in development there is currently no differential impact on protected groups. The initial Equalities Impact Assessment identified that there may be an impact on families and carers who feel pressured by additional responsibilities. These individual impacts will be explored and mitigated through the assessment process. When more detailed plans are developed an equality analysis will be undertaken of the anticipated impact on protected groups.

9. Supporting People and the Voluntary Sector

The change is intended to re-commission the provision of prevention services and to reduce budgetary provision by one-third. The re-commissioning requirement was signalled by the council's 2009 Prevention Framework and informed by the comprehensive sector review completed in 2010. However, implementation was postponed pending clarification of the council's MTFs agreed in Feb 2011 and which requires savings totalling 33% to be taken over the period 2011/12 - 2012/13 in the case of the voluntary sector, and over the period 2011/12- 2013/14 in the case of the housing related support sector..

The 2011/12 reductions have been implemented by applying a standard 13% reduction to the funding paid to voluntary sector and by a mix of differently targeted reductions across the services making up the housing related support sector.

Equality analyses were undertaken as part of the 2011/12 Budget Report and MTF Strategy and found that changes in investment could impact negatively on some people but people with eligible needs will continue to have access to assessments and provision of services.

Direct impact and effect of changes

Both sectors have generally been expected to minimise the impact and effect of initial budget reductions on front line service delivery through back office efficiencies. However, in the case of sheltered housing and generic floating support, the financial reductions were at a level that required a loss or reduction of service capacity. In the case of the voluntary sector, one provider has negotiated a reduction in service delivery but other providers are believed to have maintained service performance within available resources.

The year 2011/12 has been used to prepare the provider market for further budget reductions in 2012/13 through developing lead provider contract arrangements and re-focusing service provision to meet priorities.

10. Reviews of current packages to ensure that the most appropriate support is given at the right price

This project aimed to review current packages to ensure they provide most appropriate support at right cost with appropriate health funding for health needs.

Since April 2011, we have commenced work on reviewing all current packages under this proposal. This process will continue in 2012/13.

Direct impact and effect of changes

Reductions to packages for older people and those with disabilities have largely been around the area of domestic and practical assistance in relation to shopping through use of alternative provision (internet shopping, family support, private purchase of domestic input.) and individuals changing needs. In some cases use of enablement service for existing service users has reduced size of ongoing packages. Transfer to personal budgets in some cases has achieved better value for money despite decrease in spend.

Some savings have also been achieved by working in partnership with Health colleagues to share funding for meeting high level needs and finding ways of meeting needs which provide better value for money and more independence, for example, greater use of rehabilitation placements for substance abusers and moving people on from care homes to supportive living.

Children's Services

Over the next three years the Council is proposing savings of £43.4 million. Revenue savings of £6.4m were achieved for the Children's Service in 2011/12. £1.651m of these savings related to reshaping and reducing youth services, including a reduction in the funding available for arts, play and sports, and teenage pregnancy. For 2012/13 the Children's Service needs to find further savings of £1.044m.

The following savings proposals have the most significant impact on service delivery, and the equality impact is considered below:

Corporate parenting

It is proposed that £100,000 of these savings are found by reducing the Corporate Parenting Team budget.

What are the outcomes to be achieved? What are the aims and objectives?

Children in care are among Barnet's most vulnerable and supporting these children and young people in order to 'narrow the gap' remains a key priority. No budget reductions were proposed for children's social care last year. Given the significant budget savings that have to be found across the council we need to seek further efficiencies, including children's social care.

The proposal to reduce the Corporate Parenting budget in the areas of computers, tuition and staff training may reduce satisfaction among children and young people in care. It could also reduce satisfaction among teachers and residents using Barnet's schools if there are any negative consequences of reduced levels of educational support to children in care. However, the introduction of Pupil Premium Funding, introduced in April 2011, which is paid to schools for each child on the roll who is eligible for free school meals or who has been in care for 6 months, may help to mitigate against the impact of the Corporate Parenting Teams reduced spend on educational achievement.

Review fostering and adoption allowances

It is proposed that £110,000 of these savings are found by reviewing and reducing allowances given to children in care, foster carers and those newly adopting to ensure that they are appropriate and being applied consistently.

Who is it aimed at and what are the outcomes to be achieved?

A £110,000 savings proposal relating to adoption and fostering allowances related to foster carers, adopters and looked after children was proposed. Barnet's fostering and adoption allowances are currently, overall, in line with the rates recommended by the Fostering Network. These allowances have not been reviewed for some time. It is anticipated that the review will identify areas for efficiencies such as through the increased use of Oyster travel cards for young people in care rather than taxis – a practice which would put them more in line with their peers yet at the same time reduce overarching costs. There is a balance that needs to be made between ensuring that Barnet's fostering allowances remain competitive whilst at the same time remaining good value to the council.

A transparent review and allocations process clearly setting out entitlements will ensure that foster carers and adoptive parents will receive an allowance that is reflective of the child's needs.

This Equalities Impact Assessment is the first step in taking account of possible reductions in allowances and any anticipated impacts on those with protected characteristics under the Equality Act 2010

Reducing funding for Child and Adolescent Mental Health Service

It is proposed that the Local Authority's contribution to the Child and Adolescent Mental Health Services (CAMHS) commissioning budget be reduced by £100,000.

The majority of CAMHS services are funded by NHS Barnet. The Council currently contributes £763,000 a year which is primarily focused on commissioning support for those with moderate needs (tier 2). CAMHS remains a priority area and the proposal would still ensure a higher level of service in Barnet compared to Enfield and Haringey which have both reduced their tier 2 services significantly.

This saving will be achieved through the re-engineering of business processes together with the new CAMHS referral process which was introduced in September 2011.

Who is it aimed at and what are the outcomes to be achieved?

Children and young people with mental health needs remain a priority for Barnet. There are no plans to reduce SCAN provision for those with autism. If SCAN provision is reshaped, the quality of the SCAN service will be prioritised. Those protected groups who could potentially be impacted by the proposal include males (who form the majority of service users), and teenage parents. We will seek to strengthen CAMHS representation on the Team Around the Setting (a virtual team for schools and children's centres). However, it is not anticipated that the proposals will have a significant impact on service users.

Reducing funding for youth support services

It is proposed that £500,000 of savings be identified from youth services.

Three proposals have been put forward:

- reduce funding for youth and play activities
- renegotiate external contracts in the areas of advocacy, out of school activities for disabled young people and universal arts programmes
- reduce the number of non frontline staff by integrating teams to deliver core functions whilst at the same time build capacity in the local third sector.

Who is it aimed at and what are the outcomes to be achieved?

Youth support services target resources towards vulnerable young people, for example those at risk of not being in education, employment or training (NEET) and young offenders. Services include arts, play and sports opportunities, which are available at a number of venues, and participation work to engage young people in decision-making.

A consultation/engagement exercise has been undertaken to elicit and capture the views of different stakeholders, and we recognise that these proposals support the transformation of the Children's Service from delivering universal services to targeting provision. Youth support services will continue to be targeted to those young people listed above including those with disabilities.

Some of the anticipated negative impacts of these proposals include:

- reduction of funding an accredited arts film and music project for 24 young refugees and asylum seekers
- positive participation in sports by young women
- reduced funding of out-of-school activities for young people with disabilities
- termination of independent advocacy service for disabled children and young people
- terminated funding of the universal arts services delivered to disabled young people

The reductions to the universal arts programme are anticipated to have a disproportionate impact on children and young people with protected characteristics. The council is mitigating this by increasing activity with partners to deliver universal arts programmes, and working with current providers of after-school provision for young people with disabilities to help secure alternative funding. If a charging policy for some youth and play activities is introduced further consultation will take place, and a clear and robust process will be implemented to ensure free/reduced activities continue for vulnerable young people.

Chief Executive's Service

Customer Service Transformation

The Customer Service Transformation (CST) project is part of the One Barnet programme. Providing high quality, efficient and effective customer services is the central platform on which the council needs to be able to engage better with residents about how to best share opportunities and responsibilities. The CST is expected to deliver £620,000 of savings in 2012/13.

The creation of a Customer Services Organisation will offer a seamless customer for both residents and users of public services, with a focus on:

- improving the quality of customer service experienced – this includes increasing the number of avoidable contacts with the council at a transactional level
- a customer advocacy role to improve individual and collective customer experiences of all council services
- reducing waste and driving efficiencies to achieve better value for money.

The Customer Service Organisation will be delivered by:

- having a richer understanding of customer needs and behaviour
- offering a range of contact channels (web, email, telephone, post, face-to-face) with excellent experiences which will be informed by:
 - Insight - high quality intelligence on customers, their needs and their service use will be used to inform the services delivered
 - Efficiency - reducing the cost of front-office customer service and driving cost reduction in the middle and back-office
 - Innovation - taking advantage of new and evolving technologies and practice to drive improvements in customer experience and access.

An equality analysis is being undertaken as part of the revised business case. An initial consideration of the project anticipates that it will be primarily beneficial to all Barnet residents and businesses and not disproportionately impact on any single protected group.

The aspiration to increase avoidable contacts with the council by improving the quality of customer service experienced will be advantageous to vulnerable and marginalised individuals and communities who make find it difficult to access the council.

Environment Planning and Regeneration (EPR)

The EPR directorate has a savings target contribution of £2.9 million for the next financial year 2012/13 and proposals have been put forward to meet this target. These savings proposals represent £1.5 million in efficiency savings, £532,000 in service reduction savings, £400,000 in additional income from new or increased fees & charges for EPR services and £500,000 from new revenue streams.

Details of these proposals were published in the council's Business Plan and Budget Proposals report to Cabinet on 3 November 2011. Public consultation on these proposals commenced on 11 November and ended on 2 January 2012.

EPR also undertook a review of the equality impact of its budget decisions for the 2011/12 and presented it to the same cabinet meeting with advice on mitigating action that needed to be taken.

Efficiency Savings

Each EPR proposal has been considered in terms of the equalities and diversity issues to identify the potential equalities impact to residents and users of the services. An impact assessment conducted ahead of changes to the cashless parking service identified potential impacts for certain groups within the community including disabled, elderly and non-English speaking drivers. In recognition of this the council introduced scratch card parking permits and Paypoint for drivers who did not have a mobile phone or debit card.

Proposals for a significant saving identifiable from the planned Leisure Review will be subjected to a detailed Equalities Impact Assessment as part of the review. Other efficiency savings within the Planning service relate to back office functions and will be considered as part of the Employee Equality Impact Assessment.

We are satisfied that mitigating actions have been taken to reduce the impact of potentially adverse effects arising to specific groups as a result of these proposals and these have been captured in the detailed annex.

Service Reductions

Service reduction proposals have also been considered carefully in terms of equalities impacts. There are four service reduction proposals of which three relate to proposals originally made in the previous financial year 2011/12. These relate specifically to a reduction in the budget for planned

development works in parks, re-profiling the new column installation programme for street lighting and the consolidation of some street cleansing night time functions into day time operations. EPR does not anticipate any adverse impacts to protected characteristics equalities group. The potential impacts relate to the general population and for which the following steps will be taken.

The reduced budget for development work in parks will be profiled in a manner that ensures no negative impact on the council's ability to ensure ongoing health and safety of borough's parks. The re-profiling of the street lighting installation programme and the reinvestment in new technology that allows reduction in lighting levels will still be delivered compliant with the Code of Practice for lighting the public highway. This will ensure that lighting is not dimmed to the extent that it negatively impacts residents feeling safe.

The only service reduction proposal originating in the 2012/13 relates to stopping or charging for clinical waste collection service. This proposal has been carefully considered for its equalities impact assessment. As a consequence, the proposals have been reviewed and additional options developed resulting in the continuation of this service to vulnerable residents – many of whom will have protected characteristics.

The impact of these proposals on protected groups has been given careful consideration and where necessary, as with the clinical waste, alternative options developed or mitigating actions taken. For other proposals where potential impacts to the population as a whole have been identified, EPR has taken steps to minimise or avoid them as with the development work in parks and the street lighting proposals. In addition, these proposals will continue to be monitored over the course of their development and implementation to test and review the initial impact assessments as they relate to protected equalities groups.

Income and Charging proposals

Proposals for Traffic Management and Highways universal services will facilitate the improved flow of traffic and enforce against contraventions. An initial equalities impact risk assessment did not identify adverse equalities impacts or potential differential outcomes for different groups and users of these universal services. However, further development of some these proposals has meant that at the time of implementation the impact may be experienced differently between different groups. For example, standardising car parking charges across the borough will result in none of the borough's car parks being able to offer free parking. This could disproportionately impact on the borough's retail community and also upon drivers on low incomes (neither of these characteristics fall within the protected groups as defined by the Equality Act 2010). However, implementation of such proposals would be subject to statutory consultation.

Due consideration has also been given to the equalities impact of proposals to extend hiring of parks for private events in specific parks and identified no negative impact on any of the protected equalities groups. However, there are potential minimal impacts to park users and local residents as a whole. The proposals were subject to a public consultation that generated significant interest and feedback from local residents highlighting issues reflected in an equalities impact assessment document (see appendix). These have been mitigated by detailed policies that include assessments on individual application basis.

Fees and Charges schedule

Similar consideration has been given to proposals to introduce above inflation increases to existing fees and charges.

For example, the increase in fees in relation to the bowls service has resulted in a disproportionate impact on older residents who historically tend to be members of bowls clubs. To mitigate this impact EPR have decided on a partial reduction rather than complete removal of the existing levels of subsidy on bowling clubs.

EPR's equalities impact position on all proposals will be revisited following a collation and analysis of feedback generated from the ongoing consultations published at <http://engage.barnet.gov.uk>

Detailed Equality Impact Assessments on Budget Savings for 2012-2013

Adult Social Care and Health

The Adult Social Care and Health savings are based on principles of fairness and need with resources directed to those who need it most and ensuring that safeguarding vulnerable people remains a priority. Eligibility remains unchanged remaining at the substantial and critical levels. Saving proposals in Adults have maximised opportunities to be as effective as possible around One Barnet, workforce changes, running costs, partnerships with health, the voluntary sectors, procurement and reviewing care packages.

The budget saving identified in 2010-2011 remain unchanged for 2012-2013. The consideration of the equalities impact for 2012-2013 builds on the assessment made in 2010-2011. Any learning from 2011-2012 has been built in. This report on the continuation of the assessment of impact and effect of the changes

1. Fairer Contributions

The safeguarding measures built into the policy to ensure a person has the ability to pay will remain for 2012/13. These include:

- Case by case assessment of Disability Related Expenses claims which will offset any contribution and prevent hardship
- Provision of home visits to service users to assist with the completion of financial assessment forms and offer advice on Fairer Contributions
- Benefit maximisation checks as part of the financial assessment process
- An appeals system for people who disagree with their assessed charge
- Maintained protected levels of income, as set out by the Department of Health. These protected levels of income are based on benefit income rates. The policy takes into account outgoings when assessing ability to pay.

Financial Assessment Helpline - This line is manned by staff from the Financial Assessment Team. They will continue to support customers to complete financial assessment forms, either over the phone or through arranging a home visit, respond to queries in relation to the financial assessment outcome and provide advice and information on the process. They will also be referred to the Social Care Helpline where appropriate.

Direct impact and effect of changes

Where people were adamant that they wished to reduce or stop a service, the Reviewing Officers will, as far as possible, attempt to complete an assessment of risk over the telephone. Where a high degree of risk is identified then a visit to complete a full re-assessment will be arranged.

2. Transport

Description

From 1 April 2011, the council altered the collection and pick up times for people using minibus transport to attend Fremantle day centres and Barnet Independent Living Centre by one hour, and also adjusted the opening hours of the latter to correspond with this change. The change in times was necessary so that the same buses could be used for

ASCH and Children's Service clients, enabling a reduction in the minibuss fleet requirement and consequent budget savings.

This was a one-off change in service, and no additional budget reduction is intended for 2012/13

3. Reduction in back office and management overheads and training

Background

Reduction in back office and management overheads and training can be divided into five sub-groups of proposals:

- Reduction of spend on communication and engagement with the public
- Reduction of spend on learning and development
- Reduction of staffing of commissioning, contract management and financial assessment teams
- Reduction through changes to the department's management capacity
- Saving £10,000 through the use of the E-Recruitment technology being introduced through the One Barnet programme.

Update on implementation

The proposals have been implemented for 11/12 and will continue to deliver further savings in 12/13

Direct impact and effect of changes

None of these proposals are targeted at services which support people from specific ethnic, religious, sex or gender groups. Consequently, no differential impact has been identified in relation to those dimensions of equality.

All of these proposals could have a greater impact on people, who use, or whose relatives use, social care services. However, no differential impact has been identified as a result of the changes made in 2011/12 and those proposed for 2012-13. Efforts have been made ensuring the implementation of these proposals to ensure that decreases in back office staff have not directly led to a decrease in service provisions and the organisational management of change policy has been used for changes impacting on the workforce.

4. Partnership with Health

Background

The savings identified focus on back office efficiencies to minimise the impact and effect of reduced budgets on front line service delivery. All required a more integrated approach between the NHS and the Council. All of the projects are moving towards closer working across services and commissioning functions leading up to the GPs decision in 2013 about how the North Central London cluster work together. Some of these initiatives will be financed through the NHS monies being passed to the Council to manage via section 75 agreements.

In 2011-12 the key projects were:

- Learning Disabilities integration of health and social work teams
- Kick off and scoping for the Integration of enablement and ICT, including piloting access to enablement via ICT

In 2012-13 the key projects will be:

- Integration of enablement and ICT
- Dementia pathway re-modelling
- Stroke pathways re-modelling
- Continuing health care, integration of commissioning functions

Update

There have been a number of section 75 agreements to transfer NHS monies to the Council since the beginning of the financial year including those for the Integrated Learning Disability Service and transfer of NHS monies for voluntary sector prevention services.

Direct impact and effect of changes

The savings identified focus on back office efficiencies to minimise the impact of reduced budgets on front line service delivery and therefore minimise the effect on protected groups.

5. In-house services

Background

The More Choices Project aims to change the way people receive social care services to enable service users to have more choice and control over their own support. This is part of the national Personalisation Agenda and therefore all councils are making these changes to ensure people can get the social care support that best meets their needs.

The change to social care support means service users will have a Personal Budget to spend on their social care support to buy social care services instead of the council providing the services in-house. The service user will be in control of their Personal Budget which may be spent in a way which they could not have done before including the purchase of support services from alternative providers. Everyone who receives support from Barnet Council will have a Personal Budget by December 2011.

Changing how social care services are run will help people to have more choice and independence when they spend their Personal Budget. The law states that people cannot use their Personal Budgets to buy services that are run by the council therefore we need to change the way that these services are run so that people can use them with their Personal Budget. To do this, the More Choices project investigated into the creation of a Local Authority Trading Company. If this did not happen, people with a Personal Budget will not be able to use services that are now run by Barnet Council

Update on implementation

The Local Authority Trading Company is being established. Part of this company will be the Adult Social Care Services (formally known as In-house services). A shadow board has been established which provides the governance for the new organisation.

Adult Social Care and Health Strategic Commissioning Team are leading on the development of a specification which is being developed that will be agreed by end of September as part of entering into contractual arrangements with the Local Authority Trading Company. A commissioning relationship is being established that will include working closely with the new organisation to ensure that service development and improvement includes effective monitoring and mitigating of any negative impact upon equalities.

Direct impact and effect of changes

All re-commissioning activities consider the requirements of different groups. All contracts outline the equalities duties placed on providers. However, it is through the relationship

with the provider over the contract duration that detailed and targeted work can be undertaken to address equalities issues. These contracts are awarded on a 3 and 5 year basis

6. Re-tendering core services

Background

A number of core services have been re-tendered to achieve better value for money including a Meals at Home contract, Home and Community Support contract and a Community Equipment contract.

Update on implementation

The Meals at Home contract was awarded in January 2011. The specification ensured that a variety of dietary requirements could be met within available resources. The provision for particular requirements as a result of faith or cultural considerations or health factors was tested by a mixed panel of people who used Meals at Home to ensure satisfaction with the provision. The contract is closely monitored to ensure the service meets the requirements of particular faith, cultural or disability groups and there are measures in place should the provider not meet standards.

The new contract Community Equipment contract was in place from the 1 April 2011. The Council have implemented the Retail model for community equipment services and this has been fully functioning since September. This allows professionals to prescribe equipment that can be collected from various retailers by the individual. This allows them to 'top-up' to meet their individual preferences and requirements from a convenient and usually more local provider.

The Short-Term Enablement Homecare contract was awarded in September 2010. This is put in place by Adult Social Care and Health following a FACS (Fair Access to Care Services) assessment and now forms part of the assessment pathway. 83% of new referrals to Adult Social Care and Health currently receive an enablement service prior to any further service. This is a flexible service of up to 6 weeks where an individual receives community-based support which 'does with' rather than 'does for' the service user to enable them to reach a greater level of independence.

The Home and Community Support contract is was awarded in September 2011. The specification asked providers to consider how they would provide a personalised support service within available resources. The contract allowed sub-contracting to providers of specialist services where required.

Direct impact and effect of changes

All re-commissioning activities consider the requirements of different groups. All providers are required to provide a personalised and flexible service that respond to the needs of the individual. These standards are monitored via the contract and providers are required to maintain standards within existing resources. People with personal budgets are also able to purchase services outside of these contracts that address their identified outcomes and may be with specialist providers. Providers are required to minimise the impact and effect of reduced budgets on front line service delivery through back office efficiencies.

All contracts outline the equalities duties placed on providers. However, it is through the relationship with the provider and through the Performance Monitoring processes over the contract duration that detailed and targeted work can be undertaken to address equalities issues. These contracts are awarded on a 3 and 5 year basis.

7. Reducing the costs of the most expensive care packages

Background

This project aimed to reduce the amount of spend on residential and high cost supported living packages through reassessments and negotiation with providers.

Update on implementation

Since April 2011, the plans to reduce the amount of spend on residential and high cost supported living packages.

Direct impact and effect of changes

The positive impact is that we are working with a number of people who are currently in residential provision out of borough to enable them to move back to the borough, closer to family, into supported living resources which gives them a secure tenancy.

It is anticipated that there may be an increase in complaints if value for money constraints are applied in some cases where providers are requesting significant increases in costs. There is on-going work in partnership with Commissioning and Supply Management to work proactively with providers to support them in delivering value for money whilst delivering positive outcomes for service users and managing the expectations of users and carers. With the increasing number of people who have a personal budget this is providing greater transparency and opportunities for increased choice and control over the support they receive which may mean that residential provision is not required.

We are being proactive in ensuring that no single client group benefits disproportionately in the context of limited resources and with the application of Fair Access to Care and the Personal Budget Questionnaire this ensures that access to support is equitable.

8. Reductions in care packages through increasing the contribution that families and communities make

Background

The plans being scoped anticipate that the greater involvement of someone's family and community in meeting their social care needs can be an effective way of building social inclusion.

Update

The plans for increasing the contribution that families and communities make are still in development by a mixed group of staff and external stakeholders.

Direct impact and effect of changes

As the plans are still in development there is no differential impact on protected groups. The initial Equalities Impact Assessment identified that there may be an impact on families and carers who feel pressured by additional responsibilities. These individual impacts will be explored and mitigated through the assessment process. When more detailed plans are developed they will need to re-assess the overall impact on the protected groups.

9. Supporting People and the Voluntary Sector

Description of change

The change is intended to re-commission the provision of prevention services and to reduce budgetary provision by one-third. The re-commissioning requirement was signalled by the council's 2009 Prevention Framework and informed by the comprehensive sector review completed in 2010. However, implementation was postponed pending clarification of the council's MTFs agreed in Feb 2011 and which requires savings totalling 33% to be taken over the period 2011/12 - 2012/13 in the case of the voluntary sector, and over the period 2011/12- 2013/14 in the case of the housing related support sector..

Update

The 2011/12 reductions have been implemented by applying a standard 13% reduction to the funding paid to voluntary sector and by a mix of differently targeted reductions across the services making up the housing related support sector.

Existing voluntary sector providers were consulted with in Q4 2010/11 and invited to input to the councils' re-commissioning proposals although relatively few took up this opportunity. Since then, detailed plans have been approved and are at various stages of implementation under the oversight of Delivering a Consumer Led Market Board. All new contracts with a smaller number of voluntary organisations and within approved resources are due to be in place by Q2 2012/13. The main changes within the housing related support sector concern the withdrawal of sheltered housing warden services completed in Sept 2011, and the procurement of a supported housing framework agreement to be completed during Q1-2 2012/13.

Direct impact and effect of changes

Both sectors have generally been expected to minimise the impact and effect of initial budget reductions on front line service delivery through back office efficiencies. However, in the case of sheltered housing and generic floating support, the financial reductions were at a level that required a loss or reduction of service capacity. In the case of the voluntary sector, one provider has negotiated a reduction in service delivery but other providers are believed to have maintained service performance within available resources. The year 2011/12 has been used to prepare the provider market for further budget reductions in 2012/13 through developing lead provider contract arrangements and re-focusing service provision to meet priorities.

10. Reviews of current packages to ensure that the most appropriate support is given at the right price

Description of change

This project aimed to review current packages to ensure they provide most appropriate support at right cost with appropriate health funding for health needs.

Update on implementation

Since April 2011, we have commenced work on reviewing all current packages under this proposal. This process will continue in 2012/13.

Direct impact and effect of changes

Reductions to packages for older people and those with disabilities have largely been around the area of domestic and practical assistance in relation to shopping through use of alternative provision (internet shopping, family support, private purchase of domestic input.) and individuals changing needs. In some cases use of enablement service for existing service users has reduced size of ongoing packages. Transfer to personal budgets in some cases has achieved better value for money despite decrease in spend.

Some savings have also been achieved by working in partnership with Health colleagues to share funding for meeting high level needs and finding ways of meeting needs which provide better value for money and more independence, for example, greater use of rehabilitation placements for substance abusers and moving people on from care homes to supportive living.

Appendix 1 - EQUALITY IMPROVEMENT PLAN

Below sets out the equality objectives, actions and targets that result from the Equality Impact Assessment (continue on separate sheets as necessary).

Equality Objective	Action	Target	Officer responsible	By when
1. Fairer Contributions				
To monitor the financial impact of the policy.	As part of its implementation and in the continued day-to-day business of the Assessment Team within Adult Social Services, monitoring measures have been implemented.	Quarterly reports to Finance	Gary Johnson and Kerry-Anne Smith	December 2011 March 2012 June 2012 September 2012 December 2012
The results of the Easy Read survey demonstrated that the first two options proposed saw a significantly different reception when compared to the standard responses. Although implementation of the policy would be mitigated by a number of safeguarding measures, there is a need to ensure that if the policy were implemented that there is a continued provision of advice and documentation accessible to people with learning difficulties.	Working in conjunction with the Adult Social Services Communications Team, to ensure that all related communications which will arise as a result of implementation is made available in a format which is accessible to people with learning difficulties. This should include, but not be limited to, working closely with forums, such as the Learning Disabilities Parliament and carers groups, as appropriate.	For all documentation and advice to be made accessible in standard and Easy Read	Andrew Hannon	Ongoing

Appendix 8

Equality Objective	Action	Target	Officer responsible	By when
Ensure support and advice is maintained to carers through any changes via promoting the uptake of carers' allowance, conducting carers assessments and reassessments.	To work closely with carers and carers' organisations as using different methods of communication, such as advice lines and online support.	Thorough support service for carers.	Gary Johnson Jasvinder Perihar	Ongoing
2. Transport				
No actions incomplete				
3. Reduction in back office and management overheads and training				
The workforce understands the changes and feels supported through the change management process	Information Centre meetings, electronic communications and team meetings are used to inform the workforce about the changes and how they might impact on them	Effective Communication Plan	Managers of the respective team and communications lead for ASCH	Ongoing from work commenced in 2010/11
Support staff individually who may experience changes to job role or have concerns about job loss	Ensure that 1-1 agenda's and mid year performance reviews allow time to discuss individual impact, actions to mitigate and development opportunities	Effective 1-1's	Managers of affected staff	Ongoing from work commenced in 2010/11
Equalities considerations are regularly reviewed and discussed with the areas concerned to make sure that the position does not change	Regular review by the EIA author	Up to date EIA and action plan reviewed at least 6 monthly	Author of EIA in conjunction with departmental EIA network	March 2012
4. Partnership with Health				

Appendix 8

Equality Objective	Action	Target	Officer responsible	By when
Gain a better understanding of the client base in order to offer service users the most appropriate package for the individual	Monitor SWIFT/Adult Social Care database. Add further attributes e.g. ICT recipient, disabilities, sexual orientation, transgender information to records	Increase number of eligible men and those from BME groups accessing services offered within the programme	Andrew Serlin	By the end of the project
Gain a better understanding of the client base in order to offer service users the most appropriate package for the individual	Monitor ICT. Create robust datasharing framework for providers in health and social care. Data to be collected and collated from NCL and providers	Create a baseline in order to measure impact of ICT initiatives on whole programme.	Ian Newman, Central London Community Health care.	Create baseline at start of project. Measure impact using same matrix at the end project
Create trust in council and how it delivers service and business	Savings vs Cost analysis for each service which is part of the programme.	Savings to outweigh costs in overall project	Project Leads	By the end of the project
Ensure identified groups receive equal standard of care	Monitor satisfaction through a more uniform survey for health and social care inputs. Create accessible service and frequently review feedback	Increase satisfaction rates of all classified groups. Ensure satisfaction remains constant or increases for the carers group	Project Leads	Trial survey during project
Improve cross-ward dementia and stroke community services	Collect and collate data as part of the Dementia and Stroke pathway modelling programme. Identify invest-to-save benefits across health and social care in Barnet	Use information collected to create business case which promotes greater efficiency and accessibility for all service-users. Business case to reflect Barnet's changing demographics and needs	Project Lead	By end of six month project (set to commence November 2011)
5. In House Services				
Service users and carers and staff in the in-house services	Implement Communications plan	Written communication sent to all service users and carers.	Project manager with support from	Beginning October 2010 and

Appendix 8

Equality Objective	Action	Target	Officer responsible	By when
understand the changes and feel supported through the change			ASCH SMT.	ongoing throughout the project lifecycle as per communications and engagement plan.
SLA with future Local Authority Trading Company, reflects current policy regarding equalities duties and provision of appropriate services	Include appropriate contract clauses in SLA Consult with service reps and staff on the draft SLA	Add consultation and review activities to the 'More Choices' project plan	Project manager	December 2010
Support individuals disproportionately affected by proposals, for example where Individual Budgets do not cover the cost of the service or eligibility criteria exclude individuals	Find out costs of in-house services	Include within detailed analysis of the business case.	Project manager	November 2010
	Monitor current and future access to individual budgets. Put in place plans to support individuals with the changes Raise as an issue with Care Services Delivery	Raise issue with Care Services Delivery for support in place. Impact of change is managed and where possible, minimised	Project manager	December 2010
Lessons are learnt from roll out of personal budgets elsewhere,	To be included in analysis - considering risk of support not	Benchmark with other local authorities for inclusion within	Project manager	December 2010

Appendix 8

Equality Objective	Action	Target	Officer responsible	By when
to ensure that those who will find the change the most difficult are supported	being available	Full Business Case analysis.		
Lessons are learnt from outsourcing initiatives elsewhere, for example the PWC Lessons Learnt report to ensure that Barnet's diverse communities have confidence in the way that Barnet does business	To be included in analysis.	Inclusion within the Full Business Case	Project manager	November 2010
Equalities considerations are key throughout the project as plans become clearer	Review Equalities Impact Assessment and plan at key points during the project as plans	Review activities are added to the 'More Choices' project plan at key points	Project Manager	December 2010
6. Re-tendering core services				
Assess whether the changes have resulted in a different profile of clients	Conduct a second equalities monitoring exercise and analyse data against the information collected in 2011	Planned equalities analysis to be undertaken. Action plans to be put in place by the provider to address any issues	Contract Performance Monitoring chairs	Quarterly
7. Reducing the costs of the most expensive care packages				
To ensure that the focus on reducing the cost of expensive packages does not negatively impact on adults with a learning disability or their carers.	Analysis of all support packages that have been amended to ensure equity of review processes	Quarterly	Helen Duncan-Turnbull	On-going
	Use of Care Funding Calculator (a national costing tool) to ensure standardised application	All new supported living/residential placements and reviewed placements	John Binding/Doreen Williams	On-going

Appendix 8

Equality Objective	Action	Target	Officer responsible	By when
	of care/support and cost review			
	Monitoring of complaints to ensure that these are not related to differential outcomes from reducing costs	Monthly	Helen Duncan-Turnbull	On-going
8. Reductions in care packages through increasing the contribution that families and communities make				
Equalities considerations are key throughout the project as plans become clearer	Review Equalities Impact Assessment and plan at key points during the project as plans are approved	Plans are in place to mitigate against disproportionate impact where identified	Project Manager	To be confirmed
Review of RAS and Quality Assurance process takes into account potential for differential impact on specific service user groups	Refined Quality Assurance and RAS has a evaluation model built into it with data analysis undertaken and reported on a 3 monthly basis	Monitoring in place to ensure that Quality Assurance and RAS system is refined if identified it is having a disproportionate impact	Operational Heads of Service, Finance Lead and Project Manager	To be confirmed
Customers, experts by experience and User Led Organisation are involved in design of social capital developments	Implement social care project arrangements are in place that include customers and the principles of co production are in place	Social Capital is developed through co production and user led approaches	Project Manager	To be confirmed
Specific Projects that deliver the social capital savings all have a distinct EIA	EIA's to be reviewed once social capital are agreed	Action plans are in place to mitigate against identified impacts	Project manager	To be confirmed
9. Supporting People and the Voluntary Sector				

Appendix 8

Equality Objective	Action	Target	Officer responsible	By when
Assess whether the changes have resulted in a different profile of clients	Conduct a second equalities monitoring exercise and analyse data against the information collected in 2011	Analyse the client profile. Also the client numbers and duration of service	SCT	July 2012
10. Reviews of current packages to ensure that the most appropriate support is given at the right price				
To ensure that no group is affected disproportionately by care package reductions following robust reviews	To devise report to measure impacts on key groups and to monitor on regular basis	End of November 2011	Nigel Love	

Children's Service Equality Impact Assessment (EIA) Questionnaire

1. Details of function, policy, procedure or service:	
<p>Title of what is being assessed:</p> <p>Review and reduce the overall costs of allowances given to; Looked After Children; foster carers; and those newly adopting; and carry out more regular reviews to ensure that allowances are appropriate and being applied consistently.</p>	
<p>Is it a function, policy, procedure or service?: Allowance</p>	
<p>Department and Section: Children's Social Care</p>	
<p>Date assessment completed: 11 January 2011</p>	
2. Names and roles of officers completing this assessment:	
Lead officer	Ann Graham
Stakeholder groups	
Representative from internal stakeholders	Jo Pymont
CS Equalities Network rep	Elaine Tuck, Lindsey Hyde
HR rep (for employment related issues)	Not applicable
3. Full description of function, policy, procedure or service:	
<p>Why is it needed?</p> <p>The Council must make further reductions in spending of £43.4m for 2012/13 and 2013/14. All areas of the Council must make savings. Last year the Children's Service reduced budgets by £6.4m, while also investing £2.5m to meet unprecedented pressure on children's social care and to fund more preventative services.</p> <p>Savings of £1.044m are proposed for the Children's Service in 2012/13. The Children's Service is aiming to achieve savings through efficiencies rather than service reduction. This Equalities Impact Assessment is associated with the £110,000 savings proposal relating to adoption and fostering allowances related to foster carers, adopters and looked after children.</p> <p>Who is it aimed at and what are the outcomes to be achieved?</p> <p>Fostering and adoption allowances and allowances paid to looked after children are provided to support children in their foster or adoptive placements in recognition of the reality that many of them will have additional needs over time due to their early experiences. It also enables families to foster or adopt who might otherwise not be able to afford the costs associated with taking a child into their family. It is recognised that local authorities should support looked after children to build money management skills. Pocket money, leisure and clothing allowances provided within foster care help children to develop finance skills.</p> <p>Clothing allowances are paid to children and young people at a rate that has been estimated to be equivalent to the amount an 'average' family would spend on their child over the course of a year. This amount is currently divided into a weekly allowance. Foster carers are also paid an additional holiday</p>	

allowance in recognition that they will be taking the child in care on holiday with them and that additional child care costs may be incurred over the summer break. Barnet's fostering and adoption allowances are currently, overall, in line with the rates recommended by the Fostering Network.

Barnet's fostering allowances, for example for clothing and transport, and the allowances paid to looked after children, have not been reviewed for some time. The annual allowance given to those newly adopting also needs to be reviewed, while ensuring that the child's needs are met. A thorough review of the allowances which are paid needs to ensure that allowances are consistent, regularly reviewed and transparent. Funding for adopters, foster carers and looked after children would be agreed for shorter periods of time with reviews built in to account for changing circumstances for the child in care. It is anticipated that the review will identify where some efficiencies could be made, for example, through the increased use of Oyster travel cards for young people in care, which could reduce the spend on taxis. The review may result in thresholds for allowances changing, given the overarching need to reduce costs, but the review will ensure that the payment of allowances within these thresholds is fair and proportionate to each individual child's needs. However, it must be recognised that in a market which has many providers, it is important that Barnet's fostering allowances remain competitive.

Who is likely to benefit?

It is important for looked after children and young people, foster carers and adopters to have clear written guidance that sets out what entitlements they have, what conditions are attached to these entitlements and how payments will be made and reviewed. By ensuring that allowances are clear and transparent all stakeholders can be clear of entitlements. By regularly reviewing allowances, the local authority can ensure that foster carers, adopters and looked after children are receiving the correct allowance entitlement. For example, if there has been a change in circumstances, the looked after child, the foster carers or adoptive parents can be assured that they will receive an allowance that is reflective of the child's needs.

How will the needs of those with protected characteristics under the Equality Act 2010 be taken account of?

This Equalities Impact Assessment is the first step in taking account of the impact of a review and possible reductions in fostering and adoption allowances. This initial overview outlines any anticipated impacts on those with protected characteristics under the Equality Act 2010. Once a thorough review has been undertaken, further consultation will take place as necessary.

A consultation on Barnet's budget proposals for 2012-13 was undertaken between 4 November and 6 January 2012. Respondents to the online questionnaire were asked to provide data about themselves so that we could see whether any particular group of respondents was over or underrepresented.

A total of 88 people responded to all or one of the questions related to adoption and fostering allowances for children in care. Of those who gave their personal details via the online questionnaire (excludes those who did not answer the question):

- 79.7% (59) were female, 20.3% (15) were male
- 1.4% (1) were aged 18 to 24, 12.5% (9) aged 25-34, 31.9% (23) aged 35-44, 37.5% (27) aged 45-54, 15.3% (11) aged 55-64, 1.4% (1) 65-74
- 73.5% (50) were white British, 13.2% (9) white other, 5.9% (4) Asian or Asian British and 7.4% (5) Black or Black British. There was a very small number of respondents from other ethnicities
- 46.4% (26) were Christian, 12.5% (7) Jewish, 12.5% (7) atheist, 12.5% (7) no religion, 5.4% (3) Agnostic, 5.4% (3) Muslim. There was a very small number of respondents with other religions.

- 92.7% (51) were heterosexual, 3.6% (2) lesbian, 1.8% (1) gay and 1.8% (1) bisexual
- 3 people (out of 70) stated they had a disability under the DDA

The profile of respondents is not comparable with young people accessing services.

4. How are the equality strands affected?			
Equality Strand	Affected?	Explain how affected	What action has been taken already to mitigate this?
Race	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	<p><i>Foster carers</i> - 28.2% of Barnet's foster carers are from black backgrounds, compared to 8.8% of Barnet's population</p> <p>Therefore, black foster carers may be disproportionately impacted by any reductions to allowances resulting from the review.</p>	When reviewing allowances we will seek to ensure that hard to place children, including those from black and ethnic minority backgrounds, are not disproportionately impacted.
	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p><i>Looked after children</i> -</p> <p>At March 2011, black children are overrepresented in the children in care population with 31% compared with 14.8% of Barnet 0-19 population.</p> <p>White, Indian and Chinese children are underrepresented with 43%, 1% and 0% of children in care population respectively, compared with 56.2%, 8% and 2.2% of Barnet 0-19 population.</p> <p>Any reduction in payments may result in foster carers and adopters being discouraged to provide care for looked after children, there may be an impact on the availability or stability of foster or adoptive placements. This may disproportionately impact on black children who are over</p>	

		<p>represented among children in care.</p> <p>Children who are from black and ethnic minority backgrounds are often harder to place with foster or adoptive parents and received some of the highest allowances. They may be disproportionately impacted by allowance changes which may result from these proposals.</p>	
Sex	<p>Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/></p> <p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p><i>Foster carers and adopters -</i></p> <p>It is not anticipated that any reduction in allowances would disproportionately impact on foster carers or adopters based on sex.</p> <p><i>Looked after children -</i> there are a larger number of males in the care population than females. At March 2011 males made up 58.6% of the looked after children cohort, compared with 51.1% of the 0-19 population (as at November 2011). Therefore, any change to allowances would have a greater impact on males.</p>	<p>The review will seek to consider the impact any changes to allowances may have according to the sex of foster carers, adopters and looked after children.</p> <p>The review will seek to consider that allowances are sufficient for both male and female looked after children.</p>
Disability	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	<p><i>Foster carers and adopters –</i></p> <p>Allowances paid to foster carers and adopters are reflective of the needs of the child(ren) rather than the foster carer or adoptive parent. As such, it is not anticipated that foster carers or adoptive families who themselves have a disability would be disproportionately impacted by any reduction to allowances.</p> <p>At 30 November 2011 no foster carers or adoptive</p>	<p>Given that there are no foster carers or adoptive parents with a known disability, it would be valuable for the review and resulting consultation on allowances to explore whether the current payment of allowances are sufficient for people with disabilities, given that they may have additional needs in caring for a child.</p>

	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>parents within the 19 adoptive families¹ have a known disability.</p> <p><i>Looked after children-</i></p> <p>Children that are hardest to place with foster carers or adoptive parents, which includes those with disabilities, receive the largest allowances. Disabled children are therefore more likely to be disproportionately affected if allowances were to be reduced.</p> <p>At 31 March 2011 20% of children in care had a disability or multiple disabilities. DWP National Family Resource Survey provides a comparative estimate that 5% of 0-15 year olds have a disability. Therefore, data suggests that children with a disability are over represented among the children in care population and may be disproportionately impacted.</p>	When reviewing allowances we will seek to ensure that they are sufficient to meet the needs of disabled children and young people in care.
Age	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p><i>Foster carers -</i> At 30 November 2011, 39.8% of Barnet foster carers were aged between 40-49 and a further 31.2% were aged between 50-59. Therefore any changes to allowances resulting from the review may have a greater impact on foster carers of this age.</p> <p>The 21.9% of foster carers aged 60-69 and 1.6% who are aged 70+ may be disproportionately impacted by any reduction in allowances. This is on the basis that they are more likely to be retired from employment and not earning</p>	The impact of any allowance changes on current foster carers and adopters will be considered with reference their age profile.

¹ Adoptive families who have been approved and are awaiting placement or adoption orders in the 2011/12 financial year or who have previously been approved and have received adoption orders or are waiting to receive adoption orders in the 2011/12 year

	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>an income than the wider foster carer population.</p> <p><i>Looked after children</i> - At 31 March 2011, a large proportion (79.7%) of looked after children and young people are aged over 10 years. To break this down further 44.4% are aged between 10-15 years and 25.3% aged 16 and above.</p> <p>Any reduction in allowances may impact more significantly on these age groups. This impact may be disproportionate as older children can be harder to place in both foster and adoptive placements and allowances often reflect this.</p>	When reviewing allowances we will take into account the different needs of children and young people, which will differ depending on their age.
Religion or belief	<p>Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/></p> <p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p>Any reduction in allowances paid for the celebration of religious festivals may have an impact. However, this is anticipated to impact on all children in the same way as payments for all festivals are the same.</p> <p>Therefore, it is not anticipated that this would disproportionately impact on foster carers, adopters or looked after children based on religion.</p> <p><i>Looked after children</i> – Data at 31 March 2011, shows that 15.8 % of children and young people in care are Muslim. This compares to 8.7% of Barnet's under 16 population (2001 Census). This suggests that Muslim children are over represented in the children in care cohort. However, this comparison must be viewed with caution, given that Barnet's religious diversity is likely to have grown since the 2001 Census.</p> <p>Data at 31 March highlights that children in care who</p>	When reviewing allowances we will take into account the different needs of children and young people, which will differ depending on their religion or belief.

		have no religion (9.9%), who are Jewish (2.3%) and who are Christian (39.1%) are under represented in the children in care cohort. This is compared to Barnet's under 16 population, respectively 12.4%, 15.7% and 42.4% (2001 Census).	
Sexual Orientation	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	<p>Data shows that at 30 November 2011, of the 19 adoptive families who have been approved² in Barnet in the 2011/12 year, 4 are same sex couples.</p> <p>There is not sufficient data on the sexual orientation of foster carers and looked after children to ascertain whether particular sexual orientations are over or under-represented among foster carers and looked after children.</p> <p>It is anticipated that foster carers, adopters and looked after children will all be affected in the same way by the review of allowances and any resulting changes to allowances.</p>	
Gender reassignment	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	<p>Data relating to gender reassignment is not currently routinely collected and it is therefore difficult to ascertain whether foster carers, adopters or looked after children who have reassigned gender are over or under-represented among foster carers, adopters and looked after children.</p> <p>However, individuals who have reassigned gender or are in the process of reassigning gender would be impacted in the same way by any changes to allowances.</p>	
Pregnancy and	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	<i>Foster carers and adopters -</i>	When reviewing allowances

² Adoptive families who have been approved and are awaiting placement or adoption orders in the 2011/12 financial year or who have previously been approved and have received adoption orders or are waiting to receive adoption orders in the 2011/12 year

maternity (including young parents)	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	<p>Potential and current foster carers and adopters who are pregnant or on maternity leave are not expected to be disproportionately impacted by these proposals.</p> <p><i>Looked after children</i> - Young parents should not be impacted disproportionately by the proposals. Young parents will continue to receive allowances for which they are eligible according to their age and status as parents.</p>	we will take into account the different needs of children and young people, which will differ if they are pregnant or a parent.
Marriage and civil partnership	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p> <p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p><i>Foster carers</i> – At 30 November 2011, 58% of the 81 foster families were couples and 42% were single foster carers.</p> <p><i>Adopters</i> – At 30 November 2011, of the 19 adoptive families who have been approved³ in Barnet in the 2011/12 year, 15 are couples and 4 are single parents.</p> <p>Any reduction in allowances resulting from the review may have a disproportionate impact on single foster carers or adoptive parents, who will have one income at most.</p> <p>However, it must be noted that the data above relates to status as a foster carer or adoptive parent, not necessarily marital status.</p>	When reviewing allowances we will take into account any impact they might have on potential fosters and adopters based on marital status.
Those on low incomes	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>Prospective foster carers or adopters on low incomes may be less likely to foster or adopt if they are unable to commit to caring for a child under any amended payment of allowances. Therefore, any reduction in allowances may have a disproportionate impact on prospective foster carers or</p>	When reviewing allowances, there will be an opportunity to consider the impact on income levels. However, income itself is not a protected characteristic under the Equality Act 2010 and as such, income will need to be considered as part of the impact on other protected groups.

³ Adoptive families who have been approved and are awaiting placement or adoption orders in the 2011/12 financial year or who have previously been approved and have received adoption orders or are waiting to receive adoption orders in the 2011/12 year

		<p>adopters on low incomes.</p> <p>However, data is not available to understand what proportion of current foster carers and adoptive parents are on low incomes. Therefore it is currently difficult to ascertain what proportions of current foster carers or adoptive families may be impacted upon.</p>	<p>More detailed information will be sought as part of any consultation process to more fully understand the impact of any changes.</p>
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5. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents

The satisfaction of current foster carers and looked after children, as well as those who have newly adopted may be most likely to be impacted by these proposals. It may also reduce satisfaction ratings among potential adopters and foster carers if the changes make it more difficult for them to take on caring responsibilities, and consequently they may chose to adopt or foster through another agency or Local Authority. There is a risk that looked after children, foster carers and adopters may feel less supported if there are changes to the payment of allowances. However, the review will present an opportunity to seek the views of stakeholders and for any concerns or dissatisfaction to be expressed and to inform any future changes. Reviewing allowances could result in increased satisfaction as it may help to demonstrate to current and prospective foster carers and adopters and children in care that Barnet is allocating these in a proportionate and transparent manner.

6. How does the proposal enhance Barnet's reputation as a good place to work and live?

It is widely acknowledged that many foster carers need additional funding to maintain their foster home. Some research indicates that monetary compensation is not an exceptionally important motivator and that payment is not the main factor for entering or remaining active in the foster care system. However, what research does appear to indicate is that if foster parents perceive their reimbursement as adequate, it can positively impact on retention (summary of research as cited in MacGregor et al, 2006⁴).

The wide body of evidence linking the retention of foster carers with the levels and quality of support they receive includes well managed payment systems. The proposal to review the allowances paid to foster carers, adopters and children in care may result in initial dissatisfaction. This may be based on concerns of changes to the allowances which are paid. However, a thorough review of allowances will ensure that the system of allowance payments is more consistent, regularly reviewed and more transparent. The review may result in different thresholds being set for allowances, but it will also ensure that payment of allowances within these thresholds is fair and proportionate to each individual child's needs. This could help to enhance Barnet's reputation as a good place to work and live.

7. How will members of Barnet's diverse communities feel more confident about the council and the manner in which it conducts its business?

Clear communication, consultation and engagement will take place with stakeholders to help ensure the views of Barnet's diverse communities are taken into account. Barnet's communities should feel confident that the council has conducted a thorough review of its current arrangements and will use appropriate avenues to report the findings of the review. Barnet's communities will have an opportunity to feed their views into the review and Councillors will fully consider and give due regard to the review and the finding of consultation, and to this Equalities Impact Assessment. This will inform a clear and transparent decision-making process to try and ensure that all citizens feel confident about the manner in which the council is conducting its business.

⁴ McGregor, T.E., Rodger, S., Cummings, A. L., & A. W. Leschied. 2006. The Needs of Foster Parents. A Qualitative Study of Motivation, Support, and Retention. *Qualitative Social Work*. Vol. 5(3): 351–368

8. What measures and methods have been designed to monitor the application of the policy or service, the achievement of intended outcomes and the identification of any unintended or adverse impact?

Following the implementation of any changes to allowances, any impact of a reduction in allowances on the number of foster carers and adopters coming forward will need to be monitored through regular performance monitoring. Additionally, children in care are each assigned a social worker who keeps in regular contact with children and their foster carers or adoptive parents. Social workers will raise any serious concerns, including around any negative impacts a reduction in allowances might have, with their team manager as part of the supervision process.

9. How will the new proposals enable the council to promote good relations between different communities?

The review of allowances paid to foster carers, adopters and looked after children will seek to ensure that the system of allowance payments is consistent and transparent. This will enable all communities to have a clear and transparent understanding of allowance entitlements for foster carers, adopters and looked after children which are appropriate to need. A transparent and clear guide to allowances which is consistently applied will help prevent resentment between different groups of people as entitlements will be clearly outlined.

10. How have residents with different needs been consulted on the anticipated impact of this proposal? How have any comments influenced the final proposal?

A consultation on Barnet's budget proposals for 2012-13 was undertaken between 4 November and 6 January 2012. Respondents to the online questionnaire were asked to provide data about themselves so that we could see whether any particular group of respondents was over or underrepresented.

The majority of respondents to the questionnaire either said they strongly agree or tend to agree with the proposal to review and reduce the overall costs of allowances given to children in care, foster carers and those newly adopting by carrying out more regular reviews to ensure that allowances are appropriate and being applied consistently. The results of the questionnaire are given below:

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly Disagree	Don't know
16.2%	50.0%	14.9%	2.7%	12.2%	4.1%

Following a review and prior to implementation, a thorough consultation will take place to understand the impact of any change on affected groups, particularly to consider in more depth the impact on groups highlighted in this proposal.

11. Decision:

No Impact	Positive Impact	Neutral Impact	Negative Impact or Impact Not Known ⁵
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

⁵ 'Impact Not Known' – tick this box if there is no up-to-date data or information to show the effects or outcomes of the function, policy, procedure or service on all of the equality strands.

12. Comment on decision

Consultation on the specifics of this proposal cannot currently commence as it is necessary to first conduct a review of the current allowances which are paid to foster carers, adoptive parents and looked after children. Following a thorough review of the current arrangements for paying allowances, stakeholders will be consulted as appropriate to ensure that their views shape any proposals to amend and regularly review allowances.

Children and foster carers from black backgrounds are overrepresented among service users and so may be disproportionately impacted by the proposal. It may also have a potentially greater impact on disabled children; older foster carers, adoptors and young people; and foster carers and adoptors on lower incomes.

We will seek to take these potential impacts into consideration when reviewing allowances and, where needed, more detailed information will be sought as part of any consultation process to more fully understand the potential impact of any changes.

13. Equality Improvement Plan

Please list all the equality objectives, actions and targets that result from the Equality Impact Assessment (continue on separate sheets as necessary). These now need to be included in the relevant service plan for mainstreaming and performance management purposes.

Equality Objective	Action	Target	Officer responsible	By when
Ensure the views of stakeholders are gathered and inform the review	Consult with stakeholders, including foster carers, current and prospective adopters and young people in care, at least six months prior to implementation of the proposal	Consultation on any specific proposals takes place.	Ann Graham	Six months prior to implementation
Ensure consultation reaches wide range of stakeholders, including hard to reach groups	Communicate consultation widely using different methods of communication	Wide engage with consultation on specific proposals.	Ann Graham	
Ensure everyone effected understands any change to allowances	Clearly communicate any changes to allowances	Any changes to allowances are understood	Ann Graham	

1st Authorised signature (Lead Officer)	2nd Authorised Signature (Member of SLT)
Date:	Date:

Children's Service Equality Impact Assessment (EIA)

Questionnaire

14. Details of function, policy, procedure or service:	
Title of what is being assessed: Reducing Child and Adolescent Mental Health Service	
Is it a function, policy, procedure or service?: Service	
Department and Section: Commissioning, Health and Complex Needs	
Date assessment completed: 11 January 2011	
15. Names and roles of officers completing this assessment:	
Lead officer	Vivienne Stimpson and Brian Davis
Stakeholder groups	
Representative from internal stakeholders	
CS Equalities Network rep	Elaine Tuck
HR rep (for employment related issues)	Dealt with as part of separate EIA
16. Full description of function, policy, procedure or service:	
<p>Why is it needed</p> <p>Over the next three years the Council is proposing savings of £43.4 million, so all service areas need to make budget reductions. For 2012/13 the Children's Service needs to find savings of £1,044,000. It is proposed to find £100,000 of these savings by reducing the Local Authority's contribution to the Child and Adolescent Mental Health Services (CAMHS) commissioning budget provided by Barnet Enfield and Haringey Mental Health Trust (BEH MHT).</p> <p>The majority of CAMHS services are funded by NHS Barnet. The Council currently contributes £763,000 a year which is primarily focused on commissioning support for those with moderate needs (tier 2). CAMHS remains a priority area for Barnet and the proposed £100,000 reduction would still ensure a higher level of service than in Enfield and Haringey which have both reduced their tier 2 services significantly.</p> <p>What are the outcomes to be achieved? What are the aims and objectives?</p> <p>These proposals aim to achieve total savings of £100,000. We are proposing to work with providers to find efficiencies, such as joining up teams, which enable us to reduce the commissioning budget for CAMHS with a minimal impact on services. CAMHS support for autism and transitions would continue to be prioritised.</p> <p>A new CAMHS referral model was formally introduced in September 2011 to make processes more efficient and reduce duplication. It is also anticipated that this will result in savings in 2012/13.</p> <p>Alongside this the NHS is proposing a broader reconfiguration of CAMHS services, which would be likely to take place over the next few years. The £100,000 reduction proposed needs to be seen in the context of any budget reductions that may take place in 2012/13 across Barnet Enfield and Haringey Mental Health Trust. The scale of any health service budget reductions is not yet known.</p> <p>Who is it aimed at? Who is likely to benefit?</p> <p>The CAMHS commissioning budget funds a range of treatments and interventions for children experiencing poor emotional and mental health. The assessment and treatment of serious mental health</p>	

disturbances and associated risks in young people up to the age of 18 years. The service covers a range of conditions from psychosis and depression to self harm learning disabilities and complex neuro-disabilities.

How have needs based on race, gender, disability, age, religion/belief, sexual orientation or carers been taken account of?

Consultation has been carried out via a number of methods, enabling stakeholders to give feedback and put the proposals into context against their needs. Stakeholders are being encouraged to respond via a dedicated email address, post, online questionnaire, and at consultation events.

A consultation on Barnet's budget proposals for 2012-13 was undertaken between 4 November and 6 January 2012. Respondents to the online questionnaire were asked to provide data about themselves so that we could see whether any particular group of respondents was over or underrepresented.

A total of 88 people responded to all or one of the questions related to Child and Adolescent Mental Health Service. Of those who gave their personal details via the online questionnaire (excludes those who did not answer the question):

- 79.7% (59) were female, 20.3% (15) were male
- 1.4% (1) were aged 18 to 24, 12.5% (9) aged 25-34, 31.9% (23) aged 35-44, 37.5% (27) aged 45-54, 15.3% (11) aged 55-64, 1.4% (1) 65-74
- 73.5% (50) were white British, 13.2% (9) white other, 5.9% (4) Asian or Asian British and 7.4% (5) Black or Black British. There was a very small number of respondents from other ethnicities
- 46.4% (26) were Christian, 12.5% (7) Jewish, 12.5% (7) atheist, 12.5% (7) no religion, 5.4% (3) Agnostic, 5.4% (3) Muslim. There were a very small number of respondents with other religions.
- 92.7% (51) were heterosexual, 3.6% (2) lesbian, 1.8% (1) gay and 1.8% (1) bisexual
- 3 people (out of 70) stated they had a disability under the DDA

The profile of respondents is not comparable with young people accessing services.

Identify the ways people can find out about and benefit from the proposals. Consider any processes they need to go through or criteria that we apply to determine eligibility.

As indicated above, stakeholders were consulted via a range of methods with the option of responding verbally, by post, by email or online.

17. How are the equality strands affected? Please detail the effects on each equality strand, and any mitigating action you have taken so far

Equality Strand	Affected?	Explain how affected	What action has been taken already to mitigate this?
Race	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	The data available suggests that black and ethnic minority people are overrepresented in CAMHS services and that new	When working with providers to find efficiencies and develop options for the most effective delivery of services we will seek to ensure that

		immigrant groups from eastern Europe are beginning to use the service	service users are not disproportionately impacted across any ethnic group.
Gender	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	The proposal will disproportionately affect boys as more males than females access the service (60% boys and 40% girls).	When working with providers to find efficiencies and develop options for the most effective delivery of services we will seek to ensure that neither male nor female service users are disproportionately impacted, although it is acknowledged that a greater number of males are likely to be impacted as they form the majority of service users.
Disability	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	There is a possibility that specialist SCAN provision for those with autism may be reshaped, either as a consequence of the proposed budget reduction or other reductions that health services may make. This aim of the reshaping is to improve services for specialist groups through clear care pathways into specialist services children and young people with autism for example.	We will seek to ensure that the specific needs of disabled young people are taken into account when developing options for the most effective delivery of services. There are no plans to reduce SCAN provision. If SCAN provision is reshaped, the quality of the SCAN service will be prioritised.
Age	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Children and young people are likely to be disproportionately affected. The proposal will affect all age groups within this. Transition will continue to be a priority to support those young people who are nearing adulthood and may need to use adult services in the future.	The new family focus team which aims to prevent need from escalating through targeted interventions, may help to reduce the number of children requiring tier 2 and 3 CAMHS services. We will seek to strengthen CAMHS representation on the Team Around the Setting (a virtual team for schools and children's centres) to help reduce any potential negative impact on children and young people of the budget proposal.
Sexual Orientation	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Young people sometimes require CAMHS support around their sexual orientation. The proposal may therefore adversely impact on these young	We will seek to ensure that the specific needs of those requiring support around their sexual orientation are taken into account when developing options for the

		people.	most effective delivery of services.
Gender reassignment	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	Support for is those experiencing gender identification issues is given by another provider.	
Religion or belief	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	We do not have data to suggest that changes to the service will disproportionately affect those with different religious beliefs.	Having analysed consultations responses it does not appear that stakeholders feel there could be a disproportionate impact on children and young people due to their religion or belief.
Pregnancy or maternity (including teenage parents)	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Teenage parents may be more likely than other groups to require support around mental health issues.	Remaining resources will be targeted at those most in need of support, which may include teenage parents. The Family Nurse Partnership for young first time mothers will provide support to teenage parents around a range of issues including emotional health and wellbeing. Government is also increasing the number of health visitors by 4,200 nationally which should help to increase support for teenage parents.
Marriage/civil partnership	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	The marital status of young people or their parents is not part of the criteria for access to CAMHS.	Children and young people will continue to have access to CAMHS regardless of their marital status.
Those on low incomes	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Those on low incomes may be more affected than those on higher incomes, as they are unlikely to be able to purchase support around mental health issues privately.	We are not aiming to introduce a charging model for CAMHS, and will work with providers to find efficiencies which enable us to reduce the commissioning budget for CAMHS with a minimal impact on service users regardless of income.
Children in care/care leavers	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Children in care and care leavers are more likely to have experienced difficult backgrounds and as a consequence require support around mental health issues.	There is currently a service providing specialist social work services for children and young people with emotional and mental health needs. As part of budget savings in 2013/14 it is proposed to cease this service for children in care, with only a

			small commissioning pot remaining. This proposal for 2013/14 will need to be considered in the light of any budget reductions that take place in 2012/13 and will be subject to a separate Equalities Impact Assessment.
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18. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents
<p>Satisfaction and perception data about specific services available to children and young people, such as CAMHS, is not regularly collected. The Residents Perception Survey 2010 didn't specifically ask about CAMHS services. However, during consultation overall comments emphasised that CAMHS is an extremely high impact organisation that is greatly valued by those who use it. The Secondary Heads Forum in particular felt that resources for CAMHS should on no account be reduced, especially as they felt demand for these services in schools is increasing. The proposed budget reduction does not impact on funding for the primary and secondary CAMHS projects which schools value.</p> <p>Although is anticipated that the savings can be found with a minimal impact on services, young people and their families currently in receipt of CAMHS services may experience a change in the way services are delivered which could make them less satisfied.</p>
19. How does the proposal enhance Barnet's reputation as a good place to work and live?
<p>We are proposing to work with providers to find efficiencies, such as joining up teams, which enable us to reduce the commissioning budget for CAMHS with a minimal impact on services. There are no plans to reduce SCAN provision for children with autism. This approach of prioritising services for children with autism and seeking to make efficiencies rather than service reductions should help to support Barnet's reputation.</p> <p>If fewer children receive support around poor emotional and mental health there could be a negative impact on anti-social behaviour, which would not enhance Barnet's reputation. Strengthening CAMHS representation on the Team Around the Setting (a virtual team for schools and children's centres) should help to reduce any impact of the proposed saving.</p>
20. How will members of Barnet's diverse communities feel more confident about the council and the manner in which it conducts its business?
<p>Thresholds for CAMHS services and any changes to the level of support that residents can expect going forward will be clearly communicated in order to help Barnet's diverse communities feel more confident about the Council and how it strives to treat people fairly and equitably.</p> <p>The proposed £100,000 saving needs to be seen in the context of any budget reductions that may take place in 2012/13 across Barnet Enfield and Haringey Mental Health Trust. Although any reductions in health budgets will be subject to NHS processes, the Council will work closely with them to identify where increased joint working can reduce the impact of constrained resources on service users.</p>
21. What measures and methods have been designed to monitor the application of the policy or service, the achievement of intended outcomes and the identification of any unintended or adverse impact? <i>Include information about the groups of people affected by this proposal. Include how frequently will the monitoring be conducted and who will be made aware of the analysis and outcomes? Include these measures in the Equality Improvement Plan (section 13)</i>
<p>The providers will continue to aggregate data on service users to identify and address any inequalities and inform service planning, and this will be reported to the commissioners.</p>
22. How will the new proposals enable the council to promote good relations between different communities? <i>Include whether proposals bring different groups of people together, does the proposal have the potential to lead to resentment between different groups of people and how might you be able to compensate for perceptions of differential treatment or whether implications are explained.</i>
<p>If services are delivered in a different way this may create tension among existing service users, those who would like to use services, and those receiving different levels of support. We will seek to clearly communicate thresholds for treatment and the challenging choices that are being made as a result of</p>

budget reductions.

Feedback from voluntary sector organisations indicates that more could be done to include voluntary sector organisations in the referral process once they evidence that they meet the necessary quality standards. We will be working with them to help ensure that those referred to CAMHS services can access voluntary sector services that may help to meet their specific needs within the community.

23. How have residents with different needs been consulted on the anticipated impact of this proposal? How have any comments influenced the final proposal? Please include information about any prior consultation on the proposal been undertaken, and any dissatisfaction with it from a particular section of the community.

A consultation on Barnet's budget proposals for 2012-13 was undertaken between 4 November and 6 January 2012. Respondents to the online questionnaire were asked to provide data about themselves so that we could see whether any particular group of respondents was over or underrepresented.

Feedback from consultation indicates that the majority of respondents to the questionnaire either said they strongly agree or tend to agree with the proposal to work with providers to find efficiencies, such as joining up teams, which enable us to reduce the commissioning budget for CAMHS with a minimal impact on services.

Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly Disagree	Don't know
19.7%	47.4%	10.5%	9.2%	9.2%	3.9%

24. Decision:

No Impact	Positive Impact	Neutral Impact	Negative Impact or Impact Not Known ⁶
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

25. Comment on decision

There may be a negative equalities impact on children and young people in Barnet as young people with mental health needs are likely to be disproportionately affected by this proposal. We will ensure that the needs of vulnerable groups of service users, such as disabled young people and teenage parents, are taken into account when finding efficiencies and developing options for the most effective delivery of services. For example we will prioritise SCAN provision for children with autism.

Strengthening CAMHS representation on the Team Around the Setting (a virtual team for schools and children's centres) may help reduce any potential negative impact on children and young people of the budget proposal.

⁶ 'Impact Not Known' – tick this box if there is no up-to-date data or information to show the effects or outcomes of the function, policy, procedure or service on all of the equality strands.

26. Equality Improvement Plan

Please list all the equality objectives, actions and targets that result from the Equality Impact Assessment (continue on separate sheets as necessary). These now need to be included in the relevant service plan for mainstreaming and performance management purposes.

Equality Objective	Action	Target	Officer responsible	By when
Ensure that the needs of vulnerable groups of service users, such as disabled young people and those with gender identification issues, are taken into account when finding efficiencies and developing options for the most effective delivery of services.	We will seek to ensure that the specific needs of disabled young people are taken into account when developing options for the most effective delivery of services.	Access to support for emotional well being and positive mental health through multi agency intervention supported by CAMHS specialists.	Vivienne Stimpson	May 2012
	There are no plans to reduce SCAN provision. If SCAN provision is reshaped, the quality of the SCAN service will be prioritised.	Early identification re neurological development issues to be maintained	Vivienne Stimpson	Ongoing
	Ensure access to support through care or education plan.	Care and education plans refer to CAMHS support.	Brian Davis	Ongoing
Clearly communicate any changes in levels of service and changes to thresholds to stakeholders.	Review capacity against assigned budgets. Identify further input from voluntary sector and develop more coordinated approach.	Early intervention and prevention activity supported. Further consultation takes place as appropriate as impact of combined budget effects becomes clearer. Clear pathways and treatment models established.	Vivienne Stimpson/ Brian Davis	Ongoing
Continue to monitor performance indicators.	Further develop reporting arrangements and monitoring in light of national developments. This to include impact re identified equalities issues.	Confident reporting of outcomes and quality control/capacity and service use.	Vivienne Stimpson/ Brian Davis	Ongoing

1st Authorised signature (Lead Officer)	2nd Authorised Signature (Member of SLT)
Date:	Date:

Children's Service Equality Impact Assessment (EIA) Questionnaire

27. Details of function, policy, procedure or service:	
Title of what is being assessed: Reducing funding for corporate parenting	
Is it a function, policy, procedure or service?: Service	
Department and Section: Corporate Parenting, Children's Social Care	
Date assessment completed: 11 January 2012	
28. Names and roles of officers completing this assessment:	
Lead officer	Ann Graham
Stakeholder groups	
Representative from internal stakeholders	
CS Equalities Network rep	Caroline Glover, Elaine Tuck
HR rep (for employment related issues)	n/a
29. Full description of function, policy, procedure or service:	
<p>Why is it needed? Due to the reduced amount of money that Central Government is making available to all local authorities. Barnet Council will have to make savings of £43.4m between 2012/13 and 2014/15. In 2012/13 the Children's Service will need to find savings of £1.044m, it is proposed that £100k of these savings are found by reducing the Corporate Parenting Team budget.</p> <p>What are the outcomes to be achieved? What are the aims and objectives? Children in care are among Barnet's most vulnerable and supporting these children and young people in order to 'narrow the gap' remains a key priority. No budget reductions were proposed for children's social care last year. Given the significant budget savings that have to be found across the council we need to seek efficiencies, including from within children's social care.</p> <p>These proposals aim to achieve total savings of £100,000. There are three main proposals:</p> <ol style="list-style-type: none"> 1. Reduce the budget for computers provided to children in care and foster carers by exploring alternative provision in the voluntary sector and by better targeting of resources to need - proposed saving of £40,000 2. Reduce the budget for individual tuition for children in care by approximately 40% by better targeting of resources to need and through closer working with schools to fully utilise the pupil premium and minimise the impact on children - proposed saving of £40,000 3. Reduce non frontline support for children in care around educational and health outcomes and the staff training budget - proposed saving of £20,000 <p>Who is it aimed at? Who is likely to benefit? The Corporate Parenting budget supports the educational achievements, good health and healthy lifestyles and participation of children in care. The service aims to reduce inequalities in outcomes for children and young people in care, and is particularly aimed at narrowing the gap. It also helps the</p>	

Council to meet its statutory Corporate Parenting responsibilities.

How have needs based on race, gender, disability, age, religion/belief, sexual orientation or carers been taken account of?

Consultation has been carried out via a number of methods, enabling stakeholders to give feedback and put the proposals into context against their needs. Stakeholders are being encouraged to respond via a dedicated email address, post, online questionnaire, and at consultation events. We have also consulted with the Role Model Army (Children in Care Council).

The [Profile of Children and Young People in Barnet](#) contains some of the data used to evidence the potential effects on different equalities strands.

A consultation on Barnet's budget proposals for 2012-13 was undertaken between 4 November and 6 January 2012. Respondents to the online questionnaire were asked to either state which organisation they were replying on behalf of or to provide data about themselves so that we could see whether any particular group of respondents was over or underrepresented.

A total of 88 people responded to all or one of the questions related to corporate parenting. Of those who gave their personal details via the online questionnaire (excludes those who did not answer the question):

- 79.7% (59) were female, 20.3% (15) were male
- 1.3% (1) were aged 18 to 24, 12.5% (9) aged 25-34, 23% (23) aged 35-44, 37.5% (27) aged 45-54, 15.3% (27) aged 55-64, 1.4% (1) 65-74.
- 73.5% (50) were white British and 13.2% (5), white other, 5.9% (4) Asian or Asian British and 7.4% (5) Black or Black British
- 46.4% (26) were Christian, 12.5% (7) Jewish, 12.5% (7) atheist and 12.5% (7) no religion
- 93% (51) were heterosexual, 1.8% (1) gay, 3.6% (2) lesbian and 1.8% (1) bisexual
- 3 people (out of 70) stated they had a disability under the DDA

The profile of respondents is not comparable with young people accessing services.

30. How are the equality strands affected? Please detail the effects on each equality strand, and any mitigating action you have taken so far

Equality Strand	Affected?	Explain how affected	What action has been taken already to mitigate this?
Race	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Black children are overrepresented in the children in care population (31% compared with 14.9% of Barnet 0-19 population as at March 2011) while white children and Indian children are underrepresented (43% and 1% of children in care population respectively,	Remaining resources to support children in care will be targeted at those most in need,

		compared with 56.2% and 8% of Barnet 0-19 population). The proposal may therefore impact disproportionately on black children.	
Gender	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	The proposal may disproportionately affect boys as males are overrepresented in the children in care population (59% as at March 2011).	Remaining resources to support children in care will be targeted at those most in need. We will seek to ensure that neither male nor female service users will be disproportionately impacted, although it is acknowledged that a greater number of males are likely to be impacted as there are slightly more males in care.
Disability	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>Children with disabilities are likely to have greater support needs. Children in care with statements of Special Educational Need are likely to require more support to achieve their attainment potential. Those with physical disabilities are likely to have greater need for support around health issues. The proposal therefore may disproportionately affect those with disabilities.</p> <p>During consultation some concern was expressed over the impact of a reduction in individual tuition budgets on young people in care with SEN.</p>	<p>Remaining resources to support children in care will be targeted at those most in need, such as those with disabilities.</p> <p>The SEN Services in and out of borough help to meet the needs of children with statements. We will continue to work with schools to ensure that appropriate support is in place for children in care including those with disabilities and/or learning disabilities.</p>
Age	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Children aged 10 and over are overrepresented in the children in care population (70% as at March 2011).	Remaining resources to support children in care will be targeted at those most in need, including those in the older age groups.
Sexual Orientation	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	We do not expect changes to the service to disproportionately affect young people of different sexual orientations.	
Gender reassignment	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	We do not expect changes to the service to	

		disproportionately affect young people who have had a gender reassignment.	
Religion or belief	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	We do not expect changes to the service to disproportionately affect young people of different religions or beliefs.	Remaining resources to support children in care will be targeted at those most in need, including those with different religions and beliefs.
Pregnancy and maternity (including teenage parents)	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	Children in care and care leavers are more likely to be teenage parents. They currently receive dedicated support through the children in care health service. It is not proposed to reduce these services as part of the Budget proposals	Remaining resources to support children in care will be targeted at those most in need, including those who are teenage parents.
Marital status	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	Children in care will receive care based on their needs including marital status where appropriate.	
Those on low incomes	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Many children in care come from families on low incomes. Reducing educational support to children in care may undermine current efforts to 'narrow the gap' and to support care leavers into further/higher education and employment.	Remaining resources to support children in care will be targeted at those most in need.
Children in care/care leavers	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Children and young people in care will be disproportionately affected by this proposal since the proposal relates specifically to additional support given to this vulnerable group.	Remaining resources will be focused on supporting children in care including those preparing to leave care.
NEETs	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Children in care who are NEET are likely to have higher support needs and may therefore be disproportionately affected by this proposal. Care leavers are also more likely to be NEET (52.4% of 19 year old care leavers NEET compared with 5.7% of all 19 year olds NEET as at September 2011).	Remaining resources to support children in care will be targeted at those most in need, including NEET young people in care.

31. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents
<p>The proposal to reduce the Corporate Parenting budget in the areas of computers, tuition and staff training may reduce satisfaction among children and young people in care. It could also reduce satisfaction among teachers and residents using Barnet's schools if there are any negative consequences of reduced levels of educational support to children in care.</p> <p>For the 2010/11 Residents Perception, 74% of residents responded that they 'didn't know' when asked to rate social services for children and families. Whilst 12% of respondents think social services for children and families were 'good or excellent' and 4% thought they were 'poor/extremely poor'. These statistics may suggest that changes to the Corporate Parenting budget are unlikely to have a negative impact on the majority of residents, as the majority of residents have no strong views about the current performance of social services.</p> <p>However, 54% of social care service users said that the service was 'good/excellent', this could indicate that a reduction to the Corporate Parenting budget might negatively impact upon the number of social care service users that perceive Barnet's social care services to be good/excellent.</p>
32. How does the proposal enhance Barnet's reputation as a good place to work and live?
<p>Overall, the proposal is unlikely to change the reputation of Barnet as a good place to work and live.</p>
33. How will members of Barnet's diverse communities feel more confident about the council and the manner in which it conducts its business?
<p>Barnet's diverse communities are likely to be aware of the excellent schools in the local area. A large number of Barnet's children in care attend these schools and like other children receive the necessary support to help them achieve their potential.</p> <p>Recent inspections of Barnet's two in-house residential units have received improved judgements. One is judged as outstanding and the other as good.</p> <p>Barnet currently has an Education Champions scheme in which senior members of staff throughout the Council take on a corporate parenting responsibility to help ensure that a specific pupil receives the educational support from schools and other agencies they would expect for their own child. The proposal could lead to greater ownership of the issues by Council staff, and a greater perception among local communities that the whole Council is working to help improve outcomes for the most disadvantaged.</p>
34. What measures and methods have been designed to monitor the application of the policy or service, the achievement of intended outcomes and the identification of any unintended or adverse impact? Include information about the groups of people affected by this proposal. Include how frequently will the monitoring be conducted and who will be made aware of the analysis and outcomes? Include these measures in the Equality Improvement Plan (section 13)
<p>Children in care have regular health assessments and we will continue to meet our statutory responsibilities in this regard, and shall be measuring completed health checks for children in care (one of our local performance indicators). We also monitor a range of performance indicators relating to the educational attainment of children in and leaving care such as care leavers in education, employment or training (NI 148), children in care achieving 5 A*s to C at GCSE (NI 101) and looked after children missing at least 25 days of school. These will continue to be monitored to identify any negative impacts of the proposal. The virtual headteacher for children in care will also continue to measure educational outcomes for children in care.</p> <p>The Corporate Parenting Team carry out bi-annual health and education audits on every child in care, these audits will also help to identify any negative impacts of the savings.</p>

The introduction of Pupil Premium Funding, introduced in April 2011, which is paid to schools for each child on the roll who is eligible for free school meals or who has been in care for 6 months, may help to mitigate against the impact of the Corporate Parenting Teams reduced spend on educational achievement.

35. How will the new proposals enable the council to promote good relations between different communities? *Include whether proposals bring different groups of people together, does the proposal have the potential to lead to resentment between different groups of people and how might you be able to compensate for perceptions of differential treatment or whether implications are explained.*

Better targeting will ensure that the most vulnerable children and young people are provided with support to help them develop the necessary skills to live happily in their social groups and communities. In this way, children and young people are likely to develop the confidence to become active members of their community should they so wish.

36. How have residents with different needs been consulted on the anticipated impact of this proposal? How have any comments influenced the final proposal? *Please include information about any prior consultation on the proposal been undertaken, and any dissatisfaction with it from a particular section of the community.*

A consultation on Barnet's budget proposals for 2012-13 was undertaken between 4 November and 6 January 2012. Respondents to the online questionnaire were asked to provide data about themselves so that we could see whether any particular group of respondents was over or underrepresented.

In proposals D and F the majority of respondents to the questionnaire either said they strongly agree or agree with the proposal to reduce the budgets. However, in proposal E (on tuition) just less than 50% of respondents strongly agreed or tended to agree with 31.8% tending to disagree or strongly disagree. The results of the questionnaire are given below:

Proposal D: Reduce the budget for computers provided to children in care and foster carers by better targeting of resources to need. - £40,000

Proposal E: Reduce the budget for individual tuition for children in care by approximately 40% by better targeting of resources to need and through closer working with schools to minimise the impact on children. - £40,000

Proposal F: Reduce non frontline support for children in care around educational and health outcomes and the staff training budget. - £20,000

Proposal	Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly Disagree	Don't know
D	16.7%	43.6%	16.7%	7.7%	11.5%	3.8%
E	11.5%	34.6%	19.2%	14.1%	16.7%	3.8%
F	5.1%	26.9%	28.2%	17.9%	7.7%	14.1%

37. Decision:

No Impact	Positive Impact	Neutral Impact	Negative Impact or Impact Not Known ⁷
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

⁷ 'Impact Not Known' – tick this box if there is no up-to-date data or information to show the effects or outcomes of the function, policy, procedure or service on all of the equality strands.

38. Comment on decision

This proposal may result in a negative equalities impact on children and young people in care, who are already a disadvantaged group and whose educational attainment remains significantly below that of other groups of children. Males and those from a black background are slightly overrepresented in children in care and so may be especially impacted. Children in care with disabilities or learning difficulties often have higher support needs and so may potentially be more impacted by the proposal. Remaining resources to support children in care will be targeted based on children's individual needs including any disabilities. Better targeting will ensure that the most vulnerable children and young people are provided with support to help them develop the necessary skills to live happily in their social groups and communities. Funding schools will receive for children in care as part of the Pupil Premium may also help to mitigate any negative equalities impacts of the proposal.

39. Equality Improvement Plan

Please list all the equality objectives, actions and targets that result from the Equality Impact Assessment (continue on separate sheets as necessary). These now need to be included in the relevant service plan for mainstreaming and performance management purposes.

Equality Objective	Action	Target	Officer responsible	By when
Ensure children and young people and other stakeholders are consulted on any proposed changes.	To organise a consultation meeting with the role model army, on the proposed reductions.	Consultation carried out	Christine Bridgett	January 2012 (completed)
To ensure that education is actively monitored and any impacts addressed efficiently.	Continue to closely monitor performance indicators so any issues can be considered	Performance indicators continue to be monitored, including through the virtual school	Gina Filose/ Sue Brown	Ongoing
To work with schools to ensure support for children in care is maximised.	Discussion to take place with schools to maximise use of Pupil Premium	Pupil Premium maximised.	Sue Brown	Ongoing
Working with the voluntary sector to mitigate the reduction in educational support	To explore alternative resources to provide learning opportunities and resources for looked after young people	Discussions with voluntary sector and resources joined up where appropriate	Chris Bridgett/ Gina Filose	May 2012

1st Authorised signature (Lead Officer)	2nd Authorised Signature (Member of SLT)
Date:	Date:

Children's Service Equality Impact Assessment (EIA)

40. Details of function, policy, procedure or service:	
Title of what is being assessed: Reducing funding for Youth Support Services	
Is it a function, policy, procedure or service?: Service	
Department and Section: Youth Support Services (including Targeted Youth Work, Youth Offending Service, Voice of the Child, Play Services, Sports Development and Educational Welfare)	
Date assessment completed: 11 January 2011	
41. Names and roles of officers completing this assessment:	
Lead officer	Flo Armstrong (Youth Support Service)
Stakeholder groups	
Representative from internal stakeholders	Jane Graham
CS Equalities Network rep	Elaine Tuck
HR rep (for employment related issues)	Dealt with as part of separate EIA
42. Full description of function, policy, procedure or service:	
<p>Why is it needed?</p> <p>Over the next three years the Council is proposing savings of £43.4 million. Revenue savings of £6.4m were achieved for the Children's Service in 2011/12. £1.651m of these savings related to reshaping and reducing youth services, including a reduction in the funding available for arts, play and sports, and teenage pregnancy. For 2012/13 the Children's Service needs to find further savings of £1.044m, of which £500k are proposed for Youth Services.</p> <p>What are the outcomes to be achieved? What are the aims and objectives?</p> <p>These proposals aim to achieve total savings of £500,000. There are three main proposals:</p> <ul style="list-style-type: none"> • To either reduce funding for youth and play activities, or start to charge for some activities and make a smaller reduction in funding for youth and play activities. Any charge for activities would need to be means tested and ensure that vulnerable young people are not disadvantaged. • To renegotiate external contracts within the areas of advocacy, out of school activities for young people with disabilities and universal art programmes. This would result in a reduction in the services delivered and Youth Support Service would aim to work with providers/voluntary sector to minimise the impact. • To reduce some non-frontline staff posts and continue to deliver core functions by integrating teams and building capacity in the voluntary sector <p>Within the reduced budget we would continue to prioritise support for the voluntary sector and local communities to build capacity, and to prioritise support for vulnerable young people.</p> <p>Who is it aimed at?</p> <p>Youth support services target resources towards vulnerable young people, for example those at risk of not being in education, employment or training (NEET) or those at risk of poor sexual health or teenage pregnancy. These services include arts, play and sports opportunities, which are available at a number</p>	

of venues, and participation work to engage young people in decision-making.

Who is likely to benefit?

The proposal involves continuing to target resources for vulnerable young people, increasing partnership work with the voluntary sector and providing support including training and advice. This would be available through Council provided training programmes and through Youth Support Service Practitioners Group meetings.

How have needs based on race, gender, disability, age, religion/belief, sexual orientation or carers been taken account of?

Consultation has been carried out via a number of methods, enabling stakeholders, including parents/carers, to give feedback and put the proposals into context against their needs. Stakeholders have been encouraged to respond via a dedicated email address, post, online questionnaire, and at consultation events.

During consultation, it was noted that many cannot afford to pay for activities and so means testing would be vital if charging was introduced. Some also felt that means testing may exclude families on a middle income and those whose parents do not prioritise youth activities in their own budgeting. Feedback from Headteachers showed concern regarding the proposed reduction of positive activities and charging for the activities and the criteria that will be used to charge for some activities. They also expressed concern regarding reduced support for young people with disabilities and how young people will access play activities.

There were strong feelings about the impact of the proposed youth service reductions on disabled children and young people. Parents of young people with disabilities were keen to see the continuation of activities where all young people regardless of disability can mix and interact. The activities at Canada Villa music studio were particularly appreciated for young people with disabilities and they were keen for an alternative venue to be found for CLIVE (a nightclub for young people with disabilities). Concern was also voiced around the proposed reduction in funding for Mapledown.

Identify the ways people can find out about and benefit from the proposals. Consider any processes they need to go through or criteria that we apply to determine eligibility.

Youth support services will continue to be targeted at those most in need of support, with vulnerable groups likely to include those with disabilities, those at risk of becoming NEET, and young offenders.

The [Profile of Children and Young People in Barnet](#) contains some of the data used to evidence the potential effects on different equalities strands.

A consultation on Barnet's budget proposals for 2012-13 was undertaken between 4 November and 6 January 2012. Respondents to the online questionnaire were asked to either state which organisation they were replying on behalf of or to provide data about themselves so that we could see whether any particular group of respondents was over or underrepresented.

A total of 88 people responded to all or one of the questions related to the youth offer. Of those who gave their personal details via the online questionnaire (excludes those who did not answer the question):

- 79.7% (59) were female, 20.3% (15) were male
- 1.3% (1) were aged 18 to 24, 12.5% (9) aged 25-34, 23% (23) aged 35-44, 37.5% (27) aged 45-54, 15.3% (27) aged 55-64, 1.4% (11) aged 65-74.
- 73.5% (50) were white British and 13.2% (5) white other, 5.9% (4) Asian or Asian British, and 7.4% (5) Black or Black British

- 46.4% (26) were Christian, 12.5% (7) Jewish, 12.5% (7) atheist and 12.5% (7) no religion
- 93% (51) were heterosexual, 1.8% (1) gay, 3.6% (2) lesbian, and 1.8% (1) bisexual
- 3 people (out of 70) stated they had a disability under the DDA

43. How are the equality strands affected? Please detail the effects on each equality strand, and any mitigating action you have taken so far

Equality Strand	Affected?	Explain how affected	What action has been taken already to mitigate this?
Race	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>Reduced activities could affect vulnerable groups such as excluded young people and young offenders. Children and young people with African and Caribbean backgrounds are overrepresented in exclusions (Exclusions: 29.6% of permanent exclusions in 2010/11 compared with 16% of school population).</p> <p>The proposed reduction in Universal Arts funding would include funding for an accredited arts film and music project for 24 young refugees and asylum seekers.</p>	<p>If a charging policy for some youth and play activities is introduced a clear and robust process will be implemented to ensure free/reduced activities continue for vulnerable young people including those groups identified here</p> <p>Intensive workers from YOS team will continue to work with those at risk of offending</p> <p>Young refugees and asylum seekers will continue to be prioritised by Targeted Youth Workers</p>
Gender	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>Males are more likely to be first time offenders (30 male to 5 females age 15. 32 male to 13 females age 16. 27 male to 7 females age 17 in 2010/11) so a reduction positive activities is more likely to disproportionately affect them.</p> <p>Positive activities data suggests that activities are accessed by marginally more females than males (1403 (53%) females compared to 1244 (47%) males during the period April to October 2011)</p> <p>Sports data shows that more females than males access sport activities (721 (58%) females to 522 (42%) males during the period April to</p>	<p>The remaining Positive Activities funding/ programmes will target the most vulnerable young people including males at risk of offending</p> <p>The positive activities and sports activities programmes will continue to ensure that activity programmes are implemented to attract both males and females</p>

		October 2011).	
Disability	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>Reduction in funding for out of school activities (after school club) for young people with disabilities is likely to have a negative equalities impact on young people with disabilities as provision will be lessened. This was also highlighted in the consultation, where it became clear that the activities at Canada Villa music studio and CLIVE (a nightclub for young people with disabilities) were particularly valued.</p> <p>The reduction of funding for Universal Arts includes:</p> <ul style="list-style-type: none"> • Clive (a training programme in music performance and event organisation, including a nightclub for young people aged 14 – 25 with learning disabilities) targeted at a group of 200 young people. • Signing choir which engages 50 young people with and without hearing impairments to create an integrated signing choir • Inclusive dance project to engage 50 young people with learning disabilities in physical dance activity projects <p>Ceasing funding for these programmes is likely to have a negative equalities impact.</p> <p>Termination of independent advocacy service for disabled children and young people in London Borough of Barnet could have a negative equalities impact.</p>	<p>We will work with current providers to help secure alternative funding within the Children's Service for out of school activities for disabled young people.</p> <p>If a charging policy for some youth and play activities is introduced a clear and robust process will be implemented to ensure free/reduced activities continue for vulnerable young people including those with disabilities</p> <p>We will increase inclusive activities for young people at Finchley Youth Theatre to ensure young people with disabilities have increased opportunities to participate in creative arts activities at this venue.</p> <p>Activity with partners will be increased to deliver universal arts programmes including discussions taking place on how to deliver an inclusive club night at Finchley Youth Theatre or another appropriate venue. By integrating Arts into the same team as Positive Activities it will enable the service to maximise resources and funding.</p> <p>In addition to professionals working with children and young people where necessary we will provide an appropriately qualified Children & Young Person's advocate on a "spot purchased" basis.</p>
Age	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Reductions in non frontline staff posts may impact on capacity to manage play activities, although core functions will still be carried	We will ensure that there is a balance of activities for those of different age groups when allocating funding for youth and play activities.

		<p>out. The proposal to reduce funding for play activities is also likely to have a disproportionate impact on younger service users.</p> <p>Young people are also disproportionately likely to be impacted by the proposals as they form the majority of service users.</p>	
Sexual Orientation	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		Any funding available for activities will be targeted for vulnerable groups including LGBT groups
Gender reassignment	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		Any funding available for activities will be targeted for vulnerable groups including those vulnerable due to gender reassignment
Religion or belief	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Reduction in funding for activities could have an impact on some universal activities delivered by community faith groups	We will ensure that the needs of all service users, including those of different faiths, are taken into account when renegotiating contracts and reallocating funding. This will include considering whether services targeted geographically could impact disproportionately on those of a certain religion.
Pregnancy and maternity (teenage parents)	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Reduction of funding for Universal Arts which includes an annual creative arts programme for 30 teenage parents and their children could have a negative impact on teenage parents.	<p>Partnership work will be undertaken with the Family Nurse Partnership for young first time mothers to provide support to teenage parents around a range of issues, which will include access to youth activities and other support services available.</p> <p>If a charging policy for some youth and play activities is introduced a clear and robust process will be implemented to ensure free activities continue for vulnerable young people including teenage parents</p>
Marital status	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	<p>The marital status of young people or their parents is not part of the criteria for access to youth services.</p> <p>However, children of lone parents could be considered</p>	

		a priority group for targeted youth services if, for example, they have a significantly lower household income.	
Those on low incomes	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>Charging for activities will have a potential negative impact on those on low income. The exact impact will depend on the charging model adopted.</p> <p>Consultation also drew attention to the fact that means testing may exclude families on a middle income and those whose parents do not prioritise youth activities in their own budgeting.</p>	<p>We are developing a possible model for this and will be consulting service users.</p> <p>If a charging policy for some youth and play activities is introduced a clear and robust process will be implemented to ensure free/reduced activities continue for vulnerable young people including those on low income</p>
Young carers	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Reduction of funding for Universal Arts which includes a creative arts programme for 10 young carers	Continue to support this group of young people through Barnet Young Carers and Siblings Group at Canada Villa and other appropriate venues
Children in care/care leavers	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Reduction of funding for activities may have a negative equalities impact on young people in care/care leavers.	If a charging policy for some youth and play activities is introduced a clear and robust process will be implemented to ensure free/reduced activities continue for vulnerable young people including children in care/care leavers
Young offenders	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Reduction of funding for Universal Arts which includes an arts development programme for 10 young offenders	YOS Intensive workers and Targeted Youth Workers will continue to support Young Offenders
NEETs	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Reduction of funding for Universal Arts which includes an annual programme of accredited work placements for 10 NEET young people	Targeted Youth Workers will continue to support NEET young people and work with them to get them back into education, employment or training

44. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents

In the Residents Perception Survey 2010/11 16% of respondents said that not enough being done for young people was one of their top three concerns. Highlights related to youth provision included:

- 37% respondents who used activities for young people said that service was poor or extremely poor, compared with 33% who said it was good or excellent.
- 24% of non service users said activities for young people were poor/extremely poor, compared with 13% saying they were good/excellent.
- For holiday schemes and activities 24% of users felt they were poor/extremely poor, while 61% felt they were good/excellent.

The positive activities funding has historically been used for holiday schemes and activities which 61% felt were good or excellent. The proposed reductions to positive activities funding could result in less activities available for holiday schemes and activities, which could result in reduced satisfaction ratings.

Reductions to Sports Development resources would result in less resource to develop and promote sports provision with partners/schools. This could also result in reduced satisfaction ratings.

In the Residents Perception Survey 2010/11 'not enough being done for young people' was a top 3 concern for those in council housing, and from Burnt Oak and Mill Hill. 'Teenagers hanging about the street' was the biggest concern in Colindale and Burnt Oak. To help address concerns in specific parts of the borough we will seek to target activities towards wards most in need of services.

In August 2011 Barnet did not experience the level of civil disorder that many other parts of London faced. Local connections and staff from public services on the ground made a real difference in Barnet. Youth Support Services connections and partnerships with community groups meant that police messages were communicated to young people very quickly, which it is believed prevented any major rioting from taking place. Following the period of disorder further communications/meetings took place with community groups to look at tackling root causes. This partnership work and communication network should go towards reassuring residents that LBB are working closely with communities to tackle and prevent problems.

45. How does the proposal enhance Barnet's reputation as a good place to work and live?

Remaining resources will continue to be targeted at those most in need of support, which demonstrates that Barnet is looking after its most vulnerable. Close working with the voluntary sector and community groups to ensure a range of activities, support and advice for children and young people may result in more opportunities for Barnet residents to volunteer and become involved with their local community, which could help to enhance Barnet's reputation as a good place to live.

46. How will members of Barnet's diverse communities feel more confident about the council and the manner in which it conducts its business?

Clear communication, consultation and engagement is taking place with young people and other stakeholders including the voluntary sector, community groups, police and schools to help ensure the views of Barnet's diverse communities are taken into account. Councillors will fully consider and give due regard to the responses to consultation, and to this Equalities Impact Assessment, as part of a clear and transparent decision-making process to try and ensure that all citizens feel confident about the manner in which the council is conducting its business.

Resources available to develop partnership work will now be embedded throughout the service and lead responsibility will be taken by Divisional Manager and Partnership & Strategic Youth Support Officer.

The proposal includes continuing to increase partnership work with the voluntary sector to ensure there is support to voluntary sector organisations including loan of equipment. The equipment will enable the voluntary/community sector to deliver activities and programmes.

Supporting community and voluntary groups with positive activities equipment will recognise their commitment to providing local services. It will also help to ensure activities are delivered in a cost-effective way. Using the funding to purchase equipment chosen by and for use by local community and voluntary groups will help to support the big society agenda and may help to make Barnet's diverse communities feel more confident about the way the council conducts its business.

47. What measures and methods have been designed to monitor the application of the policy or service, the achievement of intended outcomes and the identification of any unintended or adverse impact? *Include information about the groups of people affected by this proposal. Include how frequently will the monitoring be conducted and who will be made aware of the analysis and outcomes? Include these measures in the Equality Improvement Plan (section 13)*

A central monitoring function will be retained to identify young people at risk and any inequalities in opportunities or outcomes that need to be addressed. For example, we will continue to monitor the number of young people who are not in education, employment or training (NEET) and analyse it for differentials including gender, race, and LDD. National indicators such as care leavers in education, employment or training (NI 148) will continue to be monitored so any decline in performance can be acted on.

Data will continue to be collected by projects funded using positive activities monies and analysed for equalities differentials. These findings will be used to inform future planning.

48. How will the new proposals enable the council to promote good relations between different communities? *Include whether proposals bring different groups of people together, does the proposal have the potential to lead to resentment between different groups of people and how might you be able to compensate for perceptions of differential treatment or whether implications are explained.*

Introducing a charging policy could lead to resentment between those with and without free access to certain activities. It could also lead to confusion among young people from different vulnerable groups depending on how the policy was applied. When developing the charging model this will be taken into account.

During consultation on last year's budget proposal young people indicated that they particularly value activities that bring together young people from a range of different backgrounds including young people who support might be targeted towards and those who it wouldn't necessarily be. Introducing charging for some activities could help to support this.

The youth support service will be actively seeking additional resources through joint bidding with voluntary and community sector groups where possible. Any additional resources secured would help to increase provision and could help to promote good relations between different communities.

49. How have residents with different needs been consulted on the anticipated impact of this proposal? How have any comments influenced the final proposal? *Please include information about any prior consultation on the proposal been undertaken, and any dissatisfaction with it from a particular section of the community.*

Pre-consultation around the proposals took place with the Barnet Youth Board and at the Youth Support Service Practitioners' group meeting which included representatives from a range of partner organisations.

The Divisional Manager Youth Support Service has met with stakeholders including Cypnet (which includes a number of community groups including groups who support young people with disabilities), parents/carers groups pp4dan and Finchley Youth Theatre parents/carers of young people with disabilities.

The UK Youth Parliament Team for Barnet produced a scrutiny commission report to detail their findings of their investigation into cuts to the youth service in Barnet, which was one of the key issues identified by young people in the London Region and the one Barnet's young representatives chose to focus on. They also looked at research conducted by the 'Barnet Youth Shield' in their survey titled 'Barnet Young Peoples Safeguarding Consultation 2011', which 266 young people in Barnet completed and also conducted their own survey on young people aged ten to 18 living in the Grange Estate area and in some schools across the borough. The key finding of the UK Youth Parliament Team for Barnet report was that the reduced resources for Youth Support Services in the current year are being felt by children and young people, and that the provision of positive activities for the youth is vital.

A small scale survey of parents whose children took part in positive activities was carried out in 2010. The evidence around whether they would be prepared to pay for positive activities was inconclusive, with their current financial situation a key factor. Further work will be undertaken to inform the development of a possible charging policy.

Formal consultation has been carried out via a number of methods to enable stakeholders to give feedback and put the proposals into context against their needs. A consultation paper including the proposal was emailed to key stakeholders, an online questionnaire is being conducted, and a dedicated has been email address set up.

The results of the questionnaire are given below:

Proposal A: Two options: either reduce funding for youth and play activities (X), or start to charge for some activities and make a smaller reduction in funding for youth and play activities (Y). - £150,000

Proposal B: Re-negotiate contracts within the areas of advocacy, out of school activities for young people with disabilities, and universal art programmes to reduce costs. - £135,000

Proposal C: Reduce non frontline staff posts and continue to deliver core functions by integrating teams and building capacity in the voluntary sector. - £215,000

When consultation closed on 6 January 2012, 86 people had responded to the online survey. A summary of responses to date is shown in the table below.

Proposal	Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly Disagree	Don't know
A – X	4.7%	8.1%	10.5%	29.1%	46.5%	1.2%
A – Y	20.9%	48.8%	9.3%	8.1%	11.6%	1.2%
B	8.9%	25.3%	20.3%	17.7%	21.5%	6.3%
C	9.0%	35.9%	19.2%	16.7%	15.4%	3.8%

In proposal A the majority of respondents to the questionnaire preferred Option Y to Option X. In proposal B (on renegotiating contracts) the majority of respondents strongly agreed or tended to agree with the proposal. In proposal C there were only marginally more (4.8%) respondents in favour of the proposal than those against it.

In order to continue to ensure there are as many positive activities as possible for the borough's children and young people, and based on responses to consultation, Option Y is our preferred option. Further work will be required to ensure that a charging policy does not disproportionately disadvantage vulnerable young people.

50. Decision:			
No Impact <input type="checkbox"/>	Positive Impact <input type="checkbox"/>	Neutral Impact <input type="checkbox"/>	Negative Impact or Impact Not Known ⁸ <input checked="" type="checkbox"/>

51. Comment on decision
<p>It is anticipated that there will be a negative equalities impact from the proposals we have consulted on regarding the reduction in funding for the youth support service. There could be a particular impact on vulnerable young people in the areas of race, disability and for those on low incomes. The extent of this impact will depend on how successful the mitigating action is.</p> <p>Our positive activities will be increasingly targeted with professionals ensuring the most vulnerable young people including those with disabilities, African and Caribbean young people excluded from school, young offenders, teenage parents, and those on low incomes, are specifically encouraged and supported to access the activities available. If the preferred option of charging for activities is pursued, we will construct a new model of charging to ensure free/reduced activities continue for vulnerable young people. To mitigate the impact on disabled young people we shall be developing new inclusive activities which will specifically target young people with disabilities, and we will work with current providers of after-school provision for young people with disabilities to help secure alternative funding.</p>

⁸ 'Impact Not Known' – tick this box if there is no up-to-date data or information to show the effects or outcomes of the function, policy, procedure or service on all of the equality strands.

52. Equality Improvement Plan

Please list all the equality objectives, actions and targets that result from the Equality Impact Assessment (continue on separate sheets as necessary). These now need to be included in the relevant service plan for mainstreaming and performance management purposes.

Equality Objective	Action	Target	Officer responsible	By when
Ensure remaining resources continue to be targeted at those most in need of support.	Develop a single referral process across youth and early intervention services to ensure a streamlined approach to referring young people to the most appropriate service.	Single referral process in place and thresholds established	Stav Yiannou	April 2012
Ensure ongoing clear communication with stakeholders, including hard to reach groups.	Publish 'things to do in Barnet' and review all communications	'Things to do in Barnet' published and new communications materials in place	Flo Armstrong	March 2012
	Attend regular voluntary sector network meetings and youth support service practitioner meetings to maintain strong links with the voluntary sector.	Meetings attended.	Flo Armstrong	Ongoing
	Continue to work closely with the police and increase the amount of joint communication.	Regular police presenting at practitioners meetings and in other forums.	Flo Armstrong	Ongoing
Provide additional training and advice for voluntary sector organisations.	Ensure voluntary sector organisations are offered more of the training provided to local authority staff.	Additional training and advice provided.	Flo Armstrong	September 2012
Provide equipment for voluntary sector	Provide a pool of equipment for organisations providing youth support programmes, especially the voluntary sector.	Pool of equipment available at Canada Villa,	Karen Ali	April 2012
Ensure any equalities impacts are identified and addressed.	Continue to monitor and analyse performance indicators so any issues can be addressed	Ongoing monitoring takes place at IYSS Partnership Board.	Flo Armstrong	Ongoing

Equality Objective	Action	Target	Officer responsible	By when
Engage with voluntary sector, community groups and private sector to help ensure that there are a range of positive activities for young people throughout the borough.	Continue to grow range of providers delivering positive activities, including by inviting applications for any funding and maximising use of venues.	Increase in range of activities and providers in the context of a reduced budget.	Flo Armstrong	April 2013

1st Authorised signature (Lead Officer)	2nd Authorised Signature (Member of SLT)
Date:	Date:

EPR Equalities Impact Assessment

Project/Policy/Service/ Title: Proposed increase in Bowls fees above inflation effectively reducing the subsidy.

Brief Description: To enable the Council to continue to provide a high quality service to all users as well as offset rising costs, meet income targets and deliver budget savings.

Date: December 2011

1. EPR Equalities Impact Assessment Evidence

	EIA question	EIA Narrative	Sources of Evidence (where relevant or available)
1a	What is the purpose and objectives of the proposed project, service change or new policy?	The purpose of this policy is to enable the Council to continue to provide a high quality service to all users. This will also enable resources to be made available to ensure, that these services and information on how to receive assistance, is easily accessible. The increases in fees and charges are necessary to offset rising costs, meet income targets and deliver budget savings, as well as allowing for the offsetting of the shortfall in revenue.	Report of Cabinet Members for Cabinet Resources Committee dated 14 December 2011 – Agenda item 14 entitled “Environment Planning and Regeneration Fees and Charges for 2012/13” This report presents the proposals for increased fees and charges in line with the Council’s Financial Forward Plan.
1b	What data is available on customers/service users?	The user groups identified are all users of the borough’s Bowls facilities comprising an approximate membership size of 250 across 8 bowling clubs. Membership of bowling clubs has experienced a steady decline over the years. A formal consultation has been carried out, beginning 14 December 2011 and ending 14 February 2012 to obtain public feedback on proposals for new and above inflation changes to Fees and Charges across a range of services including bowls.	Service data on bowl clubs and membership.
1c	i) Will the project, service change or new policy have any impact on each of the equalities groups? <ul style="list-style-type: none">• Male & female• People of different ages• People with different ethnic backgrounds• People with different sexual orientations• People with disabilities• People with different religious beliefs	The new policy will impact on users of Bowls facilities in the borough. The age profile of users in the majority tends to be of retirement age. Whilst there is no specific data on the incomes of the 250 users of the service, considering the age profile, there is the potential impact on users with fixed pension incomes. However, in the current context of recessionary pressures the council has had to take measures that would ensure that it has sufficient financial means to continue to provide the high level and quality of services currently enjoyed by residents. Consequently, the council has had to propose a partial reduction in the existing subsidies enjoyed by bowl users to focus resources on areas of greater need.	Service data on bowl clubs and membership.

	ii) Has any adverse impact or potential discrimination been identified for any group/s?	<p>However, a partial reduction in the subsidy has been proposed to minimise the impact that would otherwise have arisen from a total withdrawal of subsidy.</p> <p>Yes</p>	
1d	Will the project, service change or new policy have any impact on any other groups not listed above?	No	
1e	Does the project, service change or new policy enhance Barnet's reputation as a good place to live and work?	<p>The new policy has the potential to have an adverse effect on Barnet's reputation as a good place to live and work but especially for older retired residents.</p> <p>However, the policy is a reduction rather than a complete removal of the subsidies enjoyed by users of this service.</p> <p>Therefore reputation wise, the council will be seen to reducing the impact of recessionary pressures on this user group.</p>	
1f	Does the project, service change or new policy appear to favour or have benefits exclusively for one section of the community?	It is not considered that any one section of the community within the targeted user group will benefit exclusively from the new policy.	Service data on bowl clubs and membership.
1g	Have any negative impacts been identified which <u>cannot</u> be removed or reduced? Some times a negative impact can not be removed or reduced. E.g. if the resultant action would cause greater negative effects or can not be justified on other grounds.	<p>The potential impact on people with fixed low pension incomes cannot be removed as any such increase to fees and charges is considered necessary in order to continue to provide quality service provision into the future.</p> <p>However, the impact has been reduced by a partial rather than complete removal of the subsidy.</p>	No relevant data available

E&O Equalities Impact Assessment

Project/Policy/Service/ Title: Hiring of Barnet Parks - Events Policy

Brief Description: Policy relating to the hiring of parks and open spaces for organised events. It is needed in order to promote a varied calendar of events that are held in the right locations, with the appropriate frequency, and so that they are carried out safely. Any body or individual looking to make an Event Booking be it for Commercial, Charitable or Private use must adhere to the requirements of this policy and its supporting documents.

January 2012

1. E&O Equalities Impact Assessment Evidence

	EIA question	EIA Narrative	Sources of Evidence (where relevant or available)
1a	What is the purpose and objectives of the proposed project, service change or new policy?	The purpose of this policy is to enable the Council to give those who wish to have the opportunity to hire the Council's parks for events. This will meet the needs of the borough's diverse communities particularly those who require additional space to celebrate family, community or cultural events. It is expected that this policy will expand the use of parks and that this will in turn make them more welcoming to the wider community.	
1b	What data is available on customers/service users?	No specific user group has been identified, as this policy would make the hiring of the borough's parks available to anyone, resident and non-resident alike.	No relevant data available, as the specific users are as yet unknown
1c	i) Will the project, service change or new policy have any impact on each of the equalities groups? <ul style="list-style-type: none"> • Male & female • People of different ages • People with different ethnic backgrounds • People with different sexual orientations • People with disabilities • People with different religious beliefs 	<p>i) The ability to hire one of the boroughs parks would be the same for everyone who applies to do so, and would therefore cause no disparity or have an adverse impact on any of the protected groups as defined by the Equality Act 2010. The proposed hiring fees if agreed will apply uniformly to all users.</p> <p>The Hiring of Barnet Parks Events Policy outlines that a particular space within each park will be identified and only this area will be available to hire. It will be a requirement that this space for hire does not prevent access to the park, taking into account access requirements of people with a disability or mobility impairments. The hiring of a park for an event would not impinge on the existing access availability of parks.</p> <p>Careful consideration has also been given to the feedback from a public consultation on the proposals. The top 10 areas of concern raised by residents on environmental, security, traffic and noise pollution matters apply universally to all residents, users and members of the community. In addition, some respondents raised questions about child safety arising from concerns that the policy will generate more traffic around the specific park events. All these concerns will be mitigated through the use of restrictions to hiring of parks policies and conditions applied, which could include the removal of vehicular access for certain event categories.</p>	<p>Hiring of Barnet parks – Draft Events Policy</p> <p>Analysis of consultation responses (1000+) gathered between 4 November 2011 and 16 January 2012</p>

	<p>ii) Has any adverse impact or potential discrimination been identified for any group/s?</p>	<p>If implemented, a review of the Hiring of Barnet Parks Events Policy will consider and analyse service take up, service outcomes, service quality, customer satisfaction and customer access to review whether the policy is having a differential impact on any protected group.</p> <p>ii) It is not considered that there would be any adverse impact or potential for discrimination for the reasons stated in 1c i) above. The policy takes into account each individual application, the type of event planned and its suitability for each particular venue. Where an application for an event is declined, reasons for the application refusal will be outlined to the applicant to ensure there is no discrimination in the application process.</p>	
1d	<p>Will the project, service change or new policy have any impact on any <u>other groups</u> not listed above?</p>	<p>The proposed policy could impact on people with lower incomes, however, to mitigate against this the policy states:</p> <p><i>“A discount may be applied to the daily rate for Charitable/Community events at the discretion of the Director for Environment and Operations.”</i></p> <p>Other user groups which could potentially be affected by this policy are other park users and local residents. The impact on other park users would be minimal as the detailed policy around hiring of parks outlines that a particular space will be available to hire within each park. While events are underway in a park, the rest of the park will remain available and other park users will not be barred from using the parks while events are underway.</p> <p>The impact on local residents would also be minimal, as the policy also takes into account on an individual application basis the type of event planned and its suitability for each particular venue.</p> <p>Once the event has been confirmed and the relevant forms and payments have been received the event will be published on the Council’s web page in order to ensure residents are made aware of any activities that are happening in their area.</p> <p>All of the above being the case, it should be considered that these potential impacts have been mitigated.</p>	<p>Hiring of Barnet parks – Draft Events Policy</p> <p>Analysis of consultation responses (1000+) gathered between 4 November 2011 and 16 January 2012</p>
1e	<p>Does the project, service change or new policy enhance Barnet’s</p>	<p>The proposed policy has the potential to enhance Barnet’s reputation as a good place to live and work as it would expand the use of parks and produce more income for the borough. Also, by allowing the hiring of the borough’s parks it ensures that the</p>	

	reputation as a good place to live and work?	<p>parks are well used.</p> <p>Events are widely recognised as being a mechanism for bringing communities together including parents, carers and children. The ability for residents and non-residents to hire parks for a diverse range of events provides additional space for people to get together in the borough. The holding of a diverse range of commercial, private and charity and community events will contribute to Barnet as a lively and vibrant place to live, work and visit, contributing to community cohesion within the borough.</p>	
1f	Does the project, service change or new policy appear to favour or have benefits exclusively for one section of the community?	It is not considered that any one section of the community will benefit exclusively from the new policy.	
1g	Have any negative impacts been identified which <u>can not</u> be removed or reduced? Some times a negative impact can not be removed or reduced. eg. if the resultant action would cause greater negative effects or can not be justified on other grounds.	The analysis concludes that there is no potential negative impact on any of the protected groups,	

2. Action Plan

	Identified issue requiring action to remove or mitigate effect	Key action required	Progress update
1.	The potential impact on those with lower incomes, other park users and local residents	<p>The new policy could impact on people with lower incomes, however the policy specifies:</p> <p><i>“A discount may be applied to the daily rate for Charitable/Community events at the discretion of the Director for Environment and Operations.”</i></p> <p>Other user groups which could potentially be affected by this policy are other park users and local residents. The impact on other park users would be minimal as the detailed policy around hiring of parks outlines that a particular space available to hire within each park has been identified. While events are underway in a park, the rest of the park will remain available and other park users will not be barred from using the parks while events are underway.</p> <p>The impact on local residents would also be minimal, as policy also takes into account on an individual application basis the type of event planned and its suitability for each particular venue.</p> <p>Once the event has been confirmed and the relevant forms and payments have been received the event will be published on the Council's web page in order to ensure residents are made aware of any activities that are happening in their area.</p> <p>All of the above being the case, it should be considered that these potential impacts have been mitigated.</p>	Not applicable
2	The top 10 areas of concern raised by respondents to consultation.	Once all the consultation responses have been analysed the Council will look at all the areas of concern and consider each park on an individual basis taking into account all the concerns raised and where possible look to mitigate through the use of restrictions.	

E&O Equalities Impact Assessment

Title: Introduction of charging for residents' clinical waste collection and increased fees for Trade Clinical Waste Disposal

Brief Description: At present collection and disposal of clinical waste service is provided free of charge to residents. Trade clients are charged £6 per item collected. The service is currently operating at a £50,000 loss per annum, therefore, Environment and Operations propose a charge of £5 per item collected for residents and increase the tariff for trade customers to £9 per item.

These proposed charges are to recover the basic cost of providing the service in its current guise.

Author:	Mark Rawlings
Date:	April 2011 (updated December 2011)
Service / Dept:	Environment and Operations

1. E&O Equalities Impact Assessment Evidence

	EIA question	EIA Narrative	Sources of Evidence (where relevant or available)
1a	What is the purpose and objectives of the proposed project, service change or new policy?	<p>The objective of the proposed increased charge for trade customers and new charge for residential users of the service is to cover the basic costs of providing this service.</p> <p>The service is currently operating at a substantial loss (£50k p.a.) and the Council need to make savings and subsequently recuperate the costs involved.</p> <p>At present residents of the Borough use the service free of charge, whilst trade customers pay a £6 fee per item collected. The majority of the clients are residents and therefore the trade clients do not generate much income for the service. This means that the free service to residents is not subsidised enough for the service to continue at this significant loss.</p> <p>There is currently no set date when this change in service would commence.</p>	<p>Consultation letters were issued to all 796 residential customers and 93 commercial customers currently registered with Street Scene for this service.</p> <p>The consultation ran from 28th February 2011 until 7th April 2011.</p> <p>Responses were received via; email (58), phone (27) and letter (14).</p> <p>87 Diversity monitoring forms were completed and returned.</p>
1b	What data is available on customers/service users?	<p>Data available on users of the service is limited. Of the 889 letters that were sent to residents (796) and trade customers (93), 58 email, 27 phone and 14 letter responses were received.</p> <p>In addition to these responses 87 diversity and monitoring forms were completed.</p> <p>The service has a list of contact information for residential and trade users that have or continue to use the service.</p> <p>Information regarding private companies' fees and charges remains limited. As we are unsure what private companies charge for these services we cannot estimate a respective figure for comparison.</p> <p>We would need to contact the relevant competitors and make enquires into there charges to ascertain the appropriate benchmarking data. Some research indicates a £4 minimum charge for collection although</p>	

Appendix C

	<p>the detail is vague.</p> <p>A search indicated 9 private companies provide this service in the borough.</p> <p>Information obtained from neighbouring authorities indicated that there are charges imposed for residential collections:</p> <p>Haringey - no charge Enfield - no charge and will be ceasing trade waste collections. Camden - no charge Islington: Clinical waste charges *10/11</p> <p>Removal of Bagged Clinical Waste Minimum charge per visit up to and including 7 bags: £30.06 Each additional bag: £4.31</p> <p>Removal of Sharps Boxes Minimum charge per visit up to and including 5 boxes: £29.70 Each additional Box*: £3.99 (*Box size= 3.75 Ltr)</p> <p>Geographical analysis of the residents who use or have used the service is as follows:</p> <table><tr><td>EN4 = 54</td><td>N20 = 80</td></tr><tr><td>EN5 = 91</td><td>N3 = 59</td></tr><tr><td>HA = 109</td><td>NW11 = 33</td></tr><tr><td>N10 = 9</td><td>NW2 = 47</td></tr><tr><td>N11 = 30</td><td>NW4 = 37</td></tr><tr><td>N12 = 53</td><td>NW7 = 112</td></tr><tr><td>N14 = 15</td><td>NW9 = 29</td></tr><tr><td>N2 = 35</td><td>WD6 = 2</td></tr></table>	EN4 = 54	N20 = 80	EN5 = 91	N3 = 59	HA = 109	NW11 = 33	N10 = 9	NW2 = 47	N11 = 30	NW4 = 37	N12 = 53	NW7 = 112	N14 = 15	NW9 = 29	N2 = 35	WD6 = 2	
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N11 = 30	NW4 = 37																	
N12 = 53	NW7 = 112																	
N14 = 15	NW9 = 29																	
N2 = 35	WD6 = 2																	
1c	<p>i) Will the project, service change or new policy have any impact on each of the equalities groups?</p> <ul style="list-style-type: none">Male & female	<p>Evidence suggests that a wide variety of ethnic groups have used the service. Results from the Diversity and Monitoring form suggest that there is an equal ratio of male to female use, therefore, effecting them both respectively.</p>																

	<ul style="list-style-type: none"> • People of different ages • People with different ethnic backgrounds • People with different sexual orientations • People with disabilities • People with different religious beliefs <p>ii) Has any adverse impact or potential discrimination been identified for any group/s?</p>	<p>Responses from consultation suggest that there is a wide range of age groups that use the service; from pensioners to young mothers with young children.</p> <p>Results from the diversity monitoring form show that the majority of the cohort is White British, however, other ethnic backgrounds are also represented within the service.</p> <p>72% White British 3% White 8% Other White 8% Indian 3% Chinese 1% Black Caribbean 4% Black African 1% Pakistani</p> <p>43% of people who answered the diversity and monitoring form disclosed that they considered themselves to have a disability.</p> <p>87% of people classed their disability as a reduced physical capability, which included diabetes and therefore could have an adverse impact on such a group.</p> <p>The range of disabilities and dependency on the service varies. From the evidence received the Borough has individuals that use the service very rarely (1 sharps bin every six months) to high dependency - a gentleman awaiting a transplant on dialysis (who uses 2 sharp bins and 6 bags of waste every week).</p> <p>The service would impact heavy users of clinical waste and those who come from lower income families. The proposed fee of £5 per item collected, could quickly become prohibitive (on the grounds of affordability) for heavy users and those on restricted incomes.</p> <p>It would suggest that an incapacitated heavy user on benefit could be asked to pay in excess of £1000 per year for an essential service.</p> <p>Charging individuals for the disposal of clinical waste who receive an exemption for medication may appear to contradict the free at point of sale NHS ethos.</p>	
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		If introduced, all groups would continue to receive the same quality and level of service. However this may be carried out at a charge.	
1d	Will the project, service change or new policy have any impact on any <u>other groups</u> not listed above?	<p>There could be an impact on the disposal of waste. If residents cannot afford a proposed charge then they could dispose of clinical waste in public or normal refuse dustbins and contaminate the items going to landfill.</p> <p>Refuse loaders could also be exposed to a risk of injury or infection by coming into contact with hazardous substances. This could also increase the financial strain on the service.</p> <p>If the trade/commercial service were to cease private companies could impose even greater charges.</p>	
1e	Does the project, service change or new policy enhance Barnet's reputation as a good place to live and work?	<p>This new service charge could negatively impact Barnet's reputation within the community - the fallout from introducing fees for a service to people with medical conditions who have been classed with a disability via their GP,</p> <p>The public in general could perceive that Barnet Council is cutting essential frontline services for the needy. The community in general appreciate that due to the current economic climate the Council need to make savings however this could be seen as a step too far.</p> <p>The overall levels of customer satisfaction & perception may be adversely impacted if this charge is implemented.</p> <p>Barnet are still bound by section 45 of the 1990 Environmental Protection Act and have a duty of care (as the waste authority) to collect and dispose of clinical waste for self medicating residents (for which a reasonable charge may be levied).</p>	
1f	Does the project, service change or new policy appear to favour or have benefits exclusively for one section of the community?	Residents who don't use the service contribute to the service through means of council tax payments and subsequently don't benefit from the service.	
1g	Have any negative impacts been	The impact of the fixed fee pricing may have negative impacts on heavy	

	<p>identified which <u>can not</u> be removed or reduced?</p> <p>Some times a negative impact can not be removed or reduced. eg. if the resultant action would cause greater negative effects or can not be justified on other grounds.</p>	<p>users of the service as they could pay a lot more than those who don't use it as frequently.</p> <p>This charge will also have a negative impact on individuals with lower incomes/state benefits. However, the administrative costs of introducing a sliding scale charge may not be sustainable.</p>	
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3. Next steps

Next Steps

- Explore other options for Residential (self medicating) Clinical Waste Collections
- Further consultation with the NHS to see if there is a current collection service in operation and establish relevant department/people to understand current NHS arrangements and policy
- Re-sizing or re-evaluation of the service provided. The service could be reduced/revised to only collect hazardous clinical waste as advised by a Doctor and evidenced with a letter to this effect
- Evidence is required of the type of household waste collected and disposed of to determine whether it is clinical or general refuse
- Review of waste being disposed of – survey to be conducted
- Benchmark exercise with other Local Authorities

Reserves and balances policy

Background

This policy sets out the Council's approach to reserves and balances. The policy has regard to LAAP Bulletin 77 'Local Authority Reserves and Balances', issued in November 2008.

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

Types of reserve

The Council will maintain the following reserves:

- general reserve: to manage the impact of uneven cash flows and unexpected events or emergencies;
- specific reserves: sums set aside to meet known or predicted specific requirements.

Specific reserves will be maintained as follows:

- risk reserve: to manage litigation and other corporate risks not otherwise recognised;
- transformation reserve: to fund the transformation programme to change, protect and improve Council services;
- service development reserve: to enable the Council to respond to the most urgent corporate priorities;
- infrastructure reserve: to fund infrastructure necessary to enable development across the borough;
- PFI reserve: to manage the profile of grants and payments in respect of PFI projects;
- financing reserve: to enable the effective management of the medium-term financial strategy;
- schools reserve: balances in respect of delegated school budgets;
- service reserves: funds set aside for specific purposes in respect of individual Council services; and
- capital receipts reserve: capital receipts not yet applied to capital expenditure.

The Council also maintain a number of other reserves that arise out of the interaction between legislation and proper accounting practices. These reserves, which are not resource-backed, will be specified in the annual Statement of Accounts.

Principles to assess the adequacy of reserves

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

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

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

In considering specific reserves, the CFO will have regard to matters relevant in respect of each reserve, and will advise the Council accordingly.

Use of reserves

The use of reserves will be determined formally by the Cabinet Resources Committee, informed by the advice of the CFO.

Risk	Current Assessment Impact Probability Rating			Control Actions	Risk Status	Target Date (Priority)	Target Assessment Impact Probability Rating		
ORG0016 - Financial Street Lighting PFI Contract. Contractor has struggled to deliver the required standards and as a consequence has suffered large financial adjustments. Contractor has indicated this is not sustainable and has threatened to withdraw from contract. The financial implications could be up to 50% increase annually potentially equating to £2.25m annually.	Catastrophic 5	Likely 4	High 20	Working on proposed amendments to contract to improve sustainability - general service provision alterations. Process has stalled pending resolution of issues preventing progress with the CMS installation on which other changes are dependent. <i>Under Review (10% complete)</i> Working on proposed amendments to contract to improve sustainability - Invest a Safe Programme Agreements <i>In Progress (5% complete)</i> A report has been drafted providing detailed explanation analysis of risks & options to reduce some of the risks This report may require consideration at Directors to progress to action. Due to the additional issues arising, this Paper has been up-dated and submitted to the Directorate with a subsequent request to provide further information on cost impact for each option. <i>In Progress (75% complete)</i>	Treat	24/02/2012 (Normal) 05/01/2013 (Normal) 24/02/2012 (Normal)	Catastrophic 5	Possible 3	High 15
ORG0004 – Reputational/Internal Control Governance – The Council faces a period of major change with potential impact on core governance systems and processes. Risk – breakdown in core governance systems leading to financial loss or reputational	Major 4	Likely 4	High 16	Comprehensive performance management reporting process including key risks at Directorate and Corporate level. <i>Implemented (100% complete)</i> Governance reporting to Statutory Officers Group. <i>(On-going)</i> Report produced for Statutory Officers Group.	Treat	On-going Complete	Moderate 3	Unlikely 2	Medium Low 6

Risk	Current Assessment Impact Probability Rating			Control Actions	Risk Status	Target Date (Priority)	Target Assessment Impact Probability Rating		
damage.				<i>Implemented (100% complete)</i> All Corporate Leadership Group members to have a corporate governance target. <i>Implemented (100% complete)</i>		Complete On-going			
ORG0006 – Reputational/Financial Procurement- failure to deliver value for money, uncommercial contracts with suppliers.	Major 4	Likely 4	High 16	Consolidate procurement activity within the Commercial Directorate <i>In progress (50% complete)</i> Develop and implement an up to date procurement strategy <i>In progress (60% complete)</i> Develop a complete Council contracts register <i>On-going</i> Deliver actions as set out in Procurement Controls and Monitoring Action Plan <i>In progress (85% complete)</i>	Treat	30/6/2012 (Normal) 31/3/2012 (Normal) On-going On-going	Moderate 3	Unlikely 2	Medium Low 6
ORG0010 – Reputational/Strategic Development and infrastructure – Development within the Borough through the medium-term is planned to deliver 8,800 new homes and an increase in population of 20,000 by 2015. There is a risk that funding and delivery mechanisms will not be in place to deliver the necessary physical, green and social infrastructure to accommodate the requirements of an increased	Major 4	Likely 4	High 16	Explore other innovative forms of funding Regeneration Board set up - 1st meeting February 2011 <i>Implemented (100% complete)</i> Section 106 negotiations underway for BX and other major developments as required Completed for BX, underway for Mill Hill East <i>In Progress (100% complete)</i> Consider opportunities around TIF, particularly for BX/CR TIF Board established, appointed external consultant to consider options, development partners providing necessary	Treat	Complete Complete	Moderate 3	Possible 3	Medium High 9

Risk	Current Assessment Impact Probability Rating			Control Actions	Risk Status	Target Date (Priority)	Target Assessment Impact Probability Rating		
population.				information on infrastructure costs. <i>In Progress</i> (20% complete) Adopt a Community Infrastructure Levy (CIL) charging schedule for Barnet Draft tariff estimated Report to Regeneration Board July 2011 Adoption by June 2012 <i>In Progress</i> (30% complete) Develop a corporate approach to infrastructure delivery and securing of funding Develop a robust Infrastructure Delivery Plan and funding delivery matrix <i>In Progress</i> (50% complete) Development of CIL tariff for Barnet anticipated introduction Summer 2012 <i>In Progress</i> (0% complete)		30/09/2012 (Normal) 29/06/2012 (High) On-going On-going			
ORG0011 – Compliance/Strategic Waste management and sustainability – The cost of waste disposal will increase significantly in the medium-term due to landfill tax increases and the procurement of new waste disposal facilities by the NLWA. The loss of £258.4m PFI credits presents further risk to the affordability and progress of the procurement. Waste minimisation, collection and recycling arrangements will significantly impact on cost and the amount of waste sent for disposal. In addition,	Major 4	Likely 4	High 16	Establish Barnet Waste Project Board to enable informed officer input to the process & prepare briefings for members with at least 4 meetings per year. This target is on going. <i>Implemented</i> (100% complete) NWLA Procurement risk register maintained and updated including review at Waste Project Board meetings. Ongoing <i>In Progress</i> (75% complete) Make progress at NLWA meetings, critical review of NLWA papers, with additional support from specialist consultant Ongoing	Treat	Complete 31/03/2012 (Normal) 31/03/2012 (Normal)	Moderate 3	Almost certain 5	High 15

Risk	Current Assessment Impact Probability Rating			Control Actions	Risk Status	Target Date (Priority)	Target Assessment Impact Probability Rating		
the carbon reduction scheme will impose financial penalties in respect of wider sustainability issues. Government likely to further increase penalties/incentives. Risk – increased waste sent for disposal at significantly increased cost. Lack of progress on wider sustainability agenda attracting additional carbon commitment penalties.				<i>In Progress</i> (75% complete) Develop, implement and review Waste Action Plan Ongoing <i>In Progress</i> (30% complete) Annual communications plan to include more targeted communications based on the intelligence available. <i>In Progress</i> (75% complete) Establish & Embed Carbon Reduction Commitment Steering Group to strengthen management focus on Carbon Reduction commitment Established Sept 2010 Work in progress <i>In Progress</i> (50% complete) Consider options put forward by the NLWA for the procurement and their affordability An extended ISOS stage is being carried out with bidders to explore potential cost reductions. <i>Implemented</i> (100% complete) Prepare business case for members' decision on future involvement with NLWA, including decision on Inter Authority Agreement. <i>In Progress</i> (85% complete)		31/03/2012 (Normal) 15/05/2012 (Normal) 03/01/2012 (Normal) - 15/05/2012 (Normal)			

[illegible]

Risk	Current Assessment Impact Probability Rating			Control Actions	Risk Status	Target Date (Priority)	Target Assessment Impact Probability Rating		
				<p>estimated programme costs and benefits. Framework for benefits to be completed in new year.</p> <p>Work continuing on mapping of benefits. 09/01 Workshops are commencing with project managers in order to populate benefit profiles and to agree a mechanism for the management and tracking of benefits.</p> <p><i>In Progress</i> (75% complete)</p> <p>Programme plan produced and signed off</p> <p>Project team now in place and developing programme plan.</p> <p>Signed off plan</p> <p><i>Implemented</i> (100% complete)</p> <p>Project communications plans for live projects produced and signed off</p> <p><i>Implemented</i> (100% complete)</p> <p>Risk management framework included risk and issue standards</p> <p><i>Implemented</i> (100% complete)</p> <p>Implementation partnership has been put in place to fill the knowledge and experience gap.</p> <p>Our partner will support procurement activity to ensure the council puts the best possible arrangements in place.</p> <p><i>Implemented</i> (100% complete)</p> <p>Directors now act as programme Board, Cabinet Members engaged at project level. Programme assigned to Cabinet Member for Partnerships. Partnership Board has a</p>		<p>On-going</p> <p>Complete</p> <p>Complete</p> <p>Complete</p> <p>Complete</p>			

Risk	Current Assessment Impact Probability Rating			Control Actions	Risk Status	Target Date (Priority)	Target Assessment Impact Probability Rating		
				<p>number of Members on it. One Barnet Overview and Scrutiny Panel in place. Scrutiny arrangements have changed but Cabinet Members continue to be engaged. Cabinet Members formed panels to review complex procurement processes and to be involved in 2nd round of dialogue <i>Implemented</i> (100% complete)</p> <p>Assurance Work Internal audit undertaking assurance work on the programme, including governance arrangements. Work to be done in quarters 3 & 4 of 2011/12. <i>In progress</i> (50% complete)</p>		<p>Complete</p> <p>On-going</p>			
ORG0002 – Financial Central government support has been cut and our response has been agreed by Cabinet. Given the slow recovery of the economy there is a risk that the government will make further cuts to local government funding. Risk – given the scale of the savings there will be key concerns in delivering those savings over the next 4 years and managing to deliver services in times of such uncertainty.	Major 4	Possible 3	Medium High 12	Financial and Business Planning Process 1st Submissions already made 2nd Submissions due 17 September 2010 Target date - Setting of the budget. <i>Implemented</i> (100% complete) Risk assessment of savings plans Services to work through savings plans <i>In Progress</i> (25% complete)	Treat	<p>Complete</p> <p>On-going</p>	Moderate 3	Possible 3	Medium High 9

Risk	Current Assessment Impact Probability Rating			Control Actions	Risk Status	Target Date (Priority)	Target Assessment Impact Probability Rating		
ORG0014 – Financial New revenues and benefits systems went live February 2011 however with process inefficiencies, data conversion issues and batch processes running slowly. When the Council needs to submit its grant subsidy claim for March 2012 the risk will be that the LA error will not be in the tolerable ranges which would result in the threshold being lost circa £1.2m. As at the end of June 2011 the threshold is currently at £500k. LA error is intervening period between receipt and assessment of the claim - with a backlog situation this will always be the case. The outcome will be known by end of March 2012.	Major 4	Possible 3	Medium High 12	Investigating the support of the current product beyond its proposed termination date as a contingency plan as a result of delay. <i>Implemented (100% complete)</i> Legal advice ongoing <i>In Progress (80% complete)</i> Constant monitoring and reporting of risks, issues and progress through the various departments and companies involved. ongoing <i>In Progress (80% complete)</i> Go Live of new system once reconciled Go live without 100% accuracy <i>Implemented (100% complete)</i> Existing system shut down whilst the data converts to the new system. <i>Implemented (100% complete)</i> Additional resource required to process backlog of transactions. <i>Implemented (100% complete)</i> Source better solution with Civica for hosting <i>Implemented (100% complete)</i>	Tolerate	 Complete On-going On-going Complete Complete Complete Complete	Moderate 3	Possible 3	Medium High 9
ORG0003 - Compliance Information management – The Council’s overall arrangements to manage information, including systems, data sharing, data protection, freedom of information, transparency need further development. Risk – breach of	Moderate 3	Possible 3	Medium High 9	Information Governance Action Plan devised from recommendations in various internal and external reviews. <i>Implemented (100% complete)</i> Information Governance Council (IGC) to oversee actions from the IM review. <i>Implemented (100% complete)</i> ICG to commission further work to enhance	Treat	 Complete Complete	Minor 2	Possible 3	Medium Low 6

Risk	Current Assessment Impact Probability Rating			Control Actions	Risk Status	Target Date (Priority)	Target Assessment Impact Probability Rating		
information management requirements, sub-optimal service delivery with partners, failure to address transparency agenda effectively.				information management Revised ICT policy IM Strategy Information framework, including data retention and data sharing Review of information sharing protocols and standards. <i>In Progress</i> (60% complete)					
ORG0005 - Financial Asset management – Asset management planning is not well integrated into the business planning process. Risk – failure to deliver cost-effective capital assets necessary to support service delivery.	Moderate 3	Possible 3	Medium High 9	Develop Estate Strategy In draft form this will form the basis of future years asset management planning and will set the standard by which the Corporate Asset Management Plan will meet the Directorates estate needs. It also defines the Council's approach to managing its commercial portfolio and sets the disposal plan. <i>Implemented</i> (100% complete) Establish a Corporate Asset Management information system In order to better understand the whole life costs of the corporate estate. Scope of project has broadened - SAP optimisation (Assets stream) delivering as per plan however now looking to implement further improvements thus deadline extended from June 11 to Dec 11. <i>Implemented</i> (100%) Implement Estates Strategy Action Plan Implement Action Plan 2011/12 and update for 2012/13. New appointment to the AD Estates to follow this through.	Treat		Minor 2	Possible 3	Medium Low 6
						On-going			
						Complete			
						Complete			
						31/3/2012			

Risk	Current Assessment Impact Probability Rating			Control Actions	Risk Status	Target Date (Priority)	Target Assessment Impact Probability Rating		
				<i>In Progress</i> (10% complete)					
ORG0017 – Compliance The Localism Bill was published in December 2010, and received Royal Assent in November 2011. It is being put into effect through a series of Commencement Orders, the first of which have been laid before Parliament. It forms part of the government's agenda to push power from central government downwards and outwards to the lowest possible level, including individuals, neighbourhoods, professionals and communities as well as Councils and other local institutions. In practice, the Localism Act contains a mixture of provisions relating to local governance, town planning and housing. Risk: Due to the timescales there is a risk that the Council may not have appropriate resources in place to implement the requirements of the Act.	Moderate 3	Possible 3	Medium High 9	Assign responsibilities to relevant Assistant Directors for implementation phases In Progress (15%) Monitoring development of the Commencement orders and communicate to relevant Assistant Directors for timelines In Progress (15%) Briefings to Members and Directors In progress (50%)	Treat	31/1/2012 On-going 29/2/2012	Moderate 3	Unlikely 2	Medium Low 6

Long Term Financial Plan - summary

1. Introduction

The Council, alongside most public sector organisations, is facing unprecedented challenges in planning for the delivery of services over the coming years. An increasing population in Barnet is creating additional demand for services. Customer expectations continue to increase and technological advances change the way that we communicate with customers and the way people want us to communicate with them. Alongside this, the Government's plan to cut public spending by £81 billion by 2015 will have a big impact on councils across the country. For Barnet, this translates into a 26% cut to government grant funding over 4 years.

There are local solutions to these challenges that are being pursued in terms of considering alternative models of delivery for services, and by putting in place measures to manage increases in demand for services.

There are also national solutions that may assist the Council in meeting these challenges. The way that local government is funded is changing, with the housing revenue account subsidy system being scrapped in April 2012, with business rates expected to be redistributed from April 2013 and with new funding sources available like the New Homes Bonus. The government has also indicated that it will fund an element of successful family intervention projects.

All of these factors mean that it is increasingly important for the Council take a longer term view of how it plans and manages its finances.

Early identification of increases in demand for services and intervention to reduce this demand is fundamental to the next stage of the Council's One Barnet programme.

Business rates could go up in the future which would be of benefit to the bottom line, but these can go down as well as up, so the Council needs to be sure of the levers in place to manage this new income stream effectively.

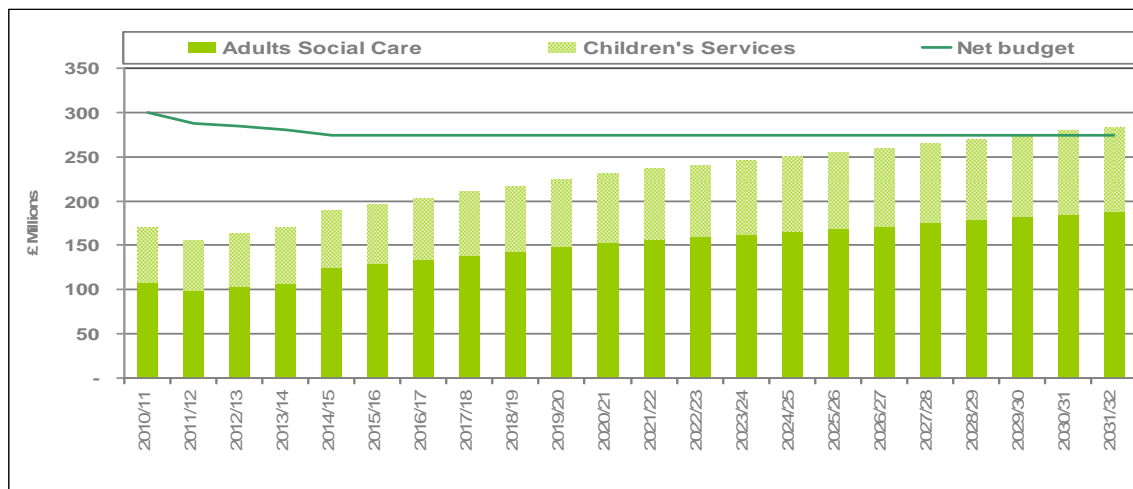
Sensible investment in regeneration and infrastructure now will reduce the longer term costs to the Council in the provision of public services, as well as improving the lives of those people living in these areas.

This document starts to develop the principles of a longer term financial plan.

2. Strategic context

The graph below shows that, with our current delivery models and projected demographics, we would **only be able to fund Adult Social Care and Children's services by 2028/9**, with only £43m to spend on other services by 2020. Barnet currently spends £132m on other services (waste, libraries,

street cleansing, support services). Population increase, inflation and social care changes increase total budgets by 48% over 10 years (4.8% per annum).



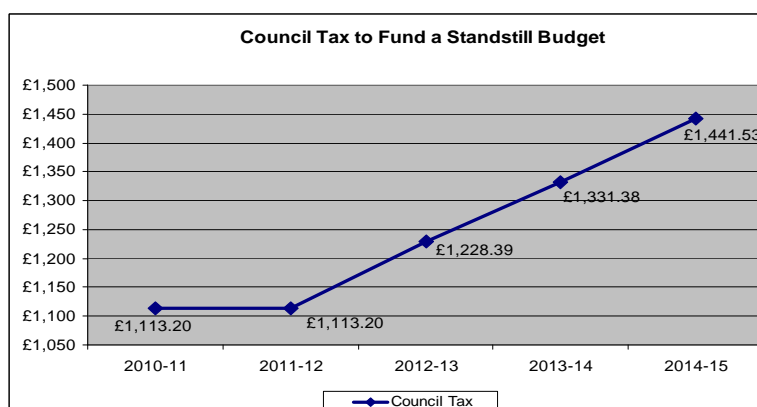
Even if we make **3% efficiency per annum for 10 years**, there will still not be enough to fund existing frontline services. Increasing Council tax to address these issues is not viable. Our 2011/12 to 2014/15 budgets include savings that equate to a **30% increase in Council Tax**.

This table represents the financial challenge to the organisation over the next 10 to 20 years on the revenue budget. What this does not highlight is the additional capital investment costs that the Council needs to fund. Based on analysis from the Council's **infrastructure delivery plan (IDP)**, there is an unfunded infrastructure cost of over £100m.

3. Current MTFS and savings plans

The total budget gap over the next 3 years is £34m. On top of this, the Council has agreed additional funding for demographic pressures in Adults Social Care of £1.6m. Amendments have been made to the budget model for corporate pressures (principally around concessionary fares and Council Tax benefit localisation) of £3.1m. Further service pressures (mainly around increasing demographic pressures) total £4.4m meaning that the budget report recommends savings of £43.1m to meet the budget gap.

This gap assumes 2.5% increase in Council Tax per annum in 2013/14 and 2014/15. To fund a "standstill" budget (i.e. no change and no savings), Council Tax would increase by **30%** by 2014. The graph below sets this out:



While demographic factors are important, the budget gap set out above is mainly driven by the **reduction in government support** to local government as set out in the spending review (2010).

The cuts for 2011/12 and 2012/13 are confirmed for Barnet as 10% and 6% respectively. The cuts for 2013/14 and 2014/15 have not yet been announced, but are currently modelled as per the spending review, updated for the Treasury autumn statement.

Given the continued slow performance of the UK economy and the knock on effect this has on the government's finances, it is likely that local government funding for 2013/14 and 2014/15 will be cut even further than set out in the spending review. This represents the greatest financial risk to the Council at the current point in time.

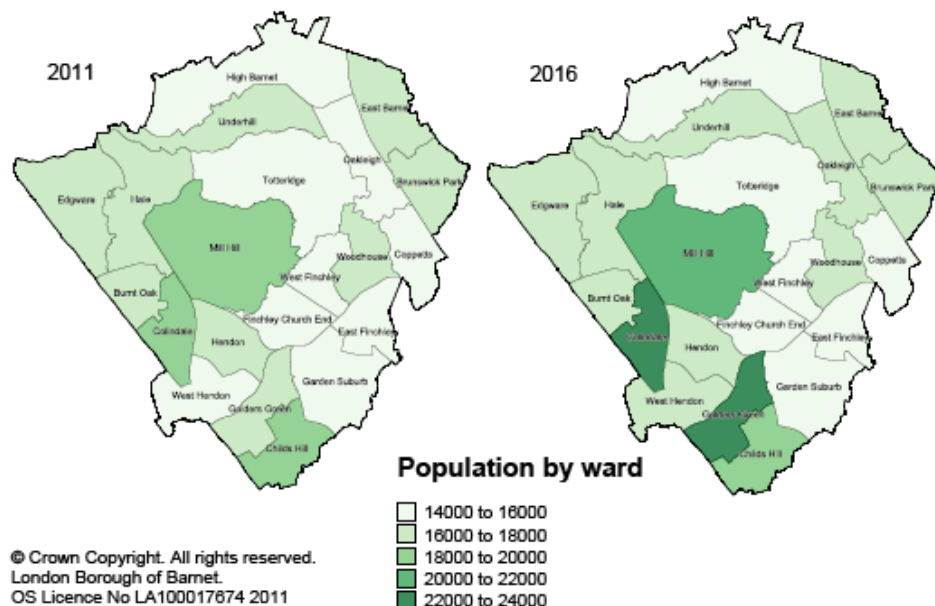
3. Demographic changes

Barnet is a growing borough, and this section sets out details of this growth and where it is distributed.

The Barnet population is projected to grow by 5.5% over next five years – an increase of **19,400**.

The greatest growth will be concentrated in Colindale (+10,900), Golders Green (+7,300), Mill Hill (+2,000) and West Hendon (+1,900); that is to say, the **regeneration areas**.

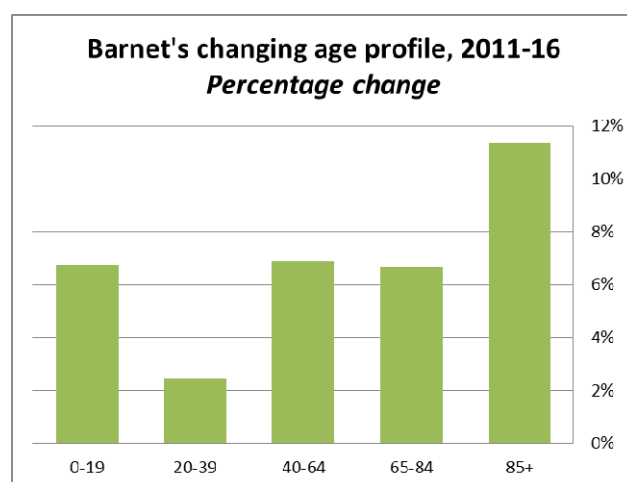
Total population by ward, 2011 and 2016



4. Rising demand for social care

The Council spends more than half of its budget on Adults and Children's services, and it is in these areas that demographic changes are most significant. The following statistics give a picture of how these changes are developing, and how they impact on services:

- The number of residents over 65 with **serious physical disabilities** is forecast to rise by twice the average rate of growth;
- Between July and September 2010, Barnet's **Children Protection Service** received almost twice the number of referrals and initial assessments, and processed six and half times as many core assessments as during that same quarter in 2006;
- Referrals into the **Adults Safeguarding Team** are increasing steadily, from 289 in 2007/08 to 420 in 2009/10;
- Concentrated population growth among **children** and **older adults** will place significant demands on health and social care services;
- Improved **survival rates** means that there will be more residents with **complex needs**, such as **learning disabilities**; and
- **Dementia** is a particular issue that we can expect to see increase in prevalence as more people live into old age.

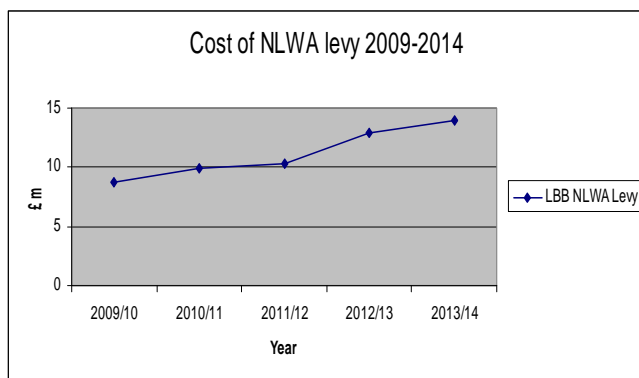


5. Rising demand is not restricted to social care

If rising population is felt most acutely in Adults and Children's services, pressure on services is not limited to these areas.

The North London Waste Authority levy is projected to increase **from just over £8m to £14m over 4 years** from 9/10 to 13/14. This trend set to

continue between 2015 to 2020, with **Landfill tax** and **increasing waste** both contributing factors.



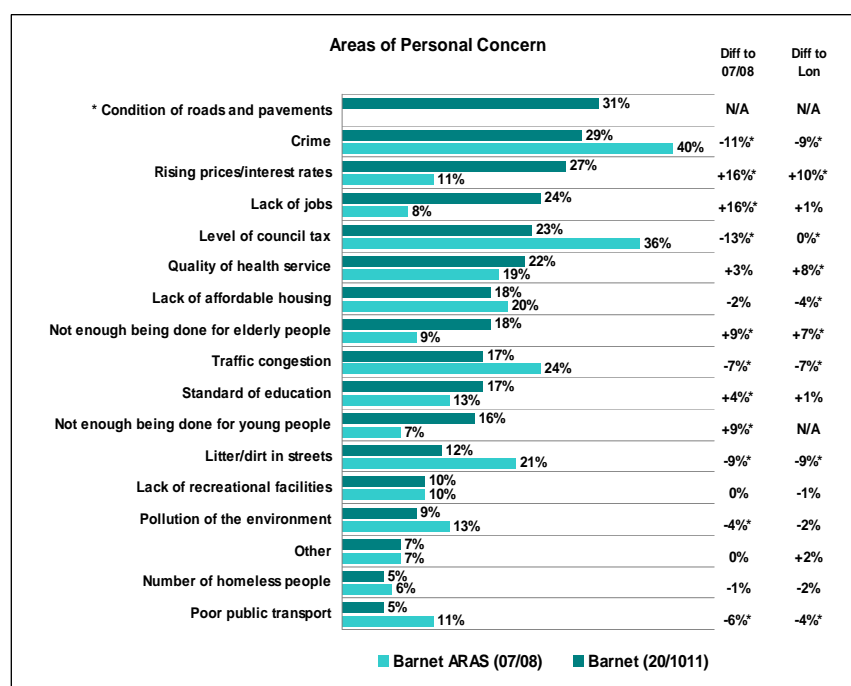
The cost of **concessionary fares** is picked up by local authorities, despite fares being set by Transport for London. These costs have increased by over £0.6m for Barnet in 2012/13.

The government has announced proposals to localise **Council Tax benefit** (meaning that funding these costs will be met by Councils rather than the Department for Work and Pensions), and cut the funding available by 10% in 2013/14. This represents a reduction in funding of more than £3m for Barnet in 2013/14.

6. Residents' survey

The challenge for Councils across the country and for growing boroughs such as Barnet in particular, is that while demographic changes impact significantly on Adults and Children's services, those services that the public use and value most are services such as waste collection, street cleansing, highways and libraries.

This table shows the most recent residents survey for Barnet:



The Council's corporate plan and medium term financial plan is designed to ensure that resources are allocated to services and projects that are important to residents. However, the challenges of rising population, increasing customer expectations and reducing government funding make this increasingly challenging.

7. Implementing a longer term financial plan to address these challenges

This document draws together the key principles of a longer term financial plan to overcome the challenges as set out. This includes local solutions that the Council can drive directly, and national solutions that the Council can look to take advantage of.

Local solutions

The Council's overall response is the **One Barnet programme**, which is transforming the way that services are delivered, challenging existing delivery models, and changing the way that the Council interacts with citizens.

The programme cost is £9.2m. The base budget savings against the programme total over £16m by 2014/15 and are fundamental to the achievement of the Council's financial strategy. Additional projects are currently being scoped which are set out in section 9.8 of the main report.

The Council is investing in **early intervention** and **family intervention** to reduce the cost of social care over the medium to long term. £1m of additional ongoing investment has been added to the Children's budget to support this. Additional funding has been secured from partner organisations for the community budget, and we expect that this will be supplemented by central government funding provided the Council can deliver against the relevant success criteria.

The Council is also considering the use of HRA resources to interventions that will enable **regeneration projects** to progress more quickly. This could have additional benefits in terms of economic development, increasing the housing supply and delivery against the Council's infrastructure gap.

The core capital programme is prioritised to respond to demographic changes to channel available resources into essential investment in additional **school places**, and also into improvements in **roads and pavements**.

National solutions

The government has provided additional funding in the form of the New Homes Bonus since 2011/12. The Council has earmarked this funding (which will total over £30m over the next 6 years) to meet infrastructure requirements. The Council will set a community infrastructure levy on the 1st April 2012 which will supplement funding available to meet growing infrastructure needs.

The Council will take advantage of the **Housing Revenue Account** reforms from 2012/13 to improve housing in the borough with a particular focus on ensuring the delivery of regeneration projects.

Business rate localisation provides perhaps the most significant opportunity for the Council to maximise the resources needed to fund services in a growing borough. Details of the new system of business rate redistribution are still being finalised by the government, so it is not possible to model the potential impact at this stage.

However, the changes will require the Council to manage its finances in a very different way. At the moment, the Council has relative certainty over income (through government grant) and tends to focus on the control of cost in its financial management. In the future, the Council will increasingly need to operate in the same way as a business, investing in measures that will increase economic development and business rates to maximise income as well as controlling cost.

When details of the new system are developed, a more comprehensive longer term plan will be developed which will incorporate modelling of future business rates in Barnet.

Finally, as part of the Treasury autumn statement, the government announced plans for a limited roll out of **Tax Incremental Financing** (TIF) schemes. This involves ring-fencing future business rate growth (potentially over a 25 year period) to fund essential infrastructure requirements in the short term which have a positive impact on economic development in the longer term. The most obvious application of such a scheme is the regeneration proposals for Brent Cross Cricklewood.