

**MEETING****COUNCIL****DATE AND TIME****TUESDAY 4TH MARCH, 2014****AT 7.00 PM****VENUE****HENDON TOWN HALL, THE BURROUGHS, NW4 4BG**

Dear Councillors,

Please find enclosed additional papers relating to the following items for the above mentioned meeting which were not available at the time of collation of the agenda.

Item No	Title of Report	Pages
2.1	REPORT FROM CABINET - 25 FEBRUARY 2014: BUSINESS PLANNING 2014/15 – 2015/16	1 - 396

Maria Lugangira 020 8359 2761  
maria.lugangira@barnet.gov.uk

This page is intentionally left blank

## Decisions of the Cabinet

25 February 2014

AGENDA ITEM 2.1

Members Present:-

Councillor Richard Cornelius (Chairman)  
Councillor Daniel Thomas (Vice-Chairman)

Councillor Dean Cohen	Councillor Sachin Rajput
Councillor Tom Davey	Councillor Robert Rams
Councillor Helena Hart	Councillor Joanna Tambourides
Councillor David Longstaff	Councillor Reuben Thompstone

### **BUSINESS PLANNING 2014/15-2015/16**

It was noted that at Para 9.6.2, the words ‘the 2013/14 taxbase to be 125,294’, should state: ‘the 2014/15 taxbase to be 128,463.’

For the reasons set out in the Cabinet Members report,

#### **RESOLVED:**

##### **Corporate Plan**

- 1.1 That Cabinet note the council’s Corporate Plan included at Appendix A. This sets out the council’s priorities for the forthcoming year.

##### **Consultation**

- 1.2 That Cabinet consider the consultation outcomes when making their decisions. The outcome of consultation is set out in Appendix B;

##### **Medium Term Financial Strategy (MTFS)**

- 1.3 That Cabinet approve the MTFS attached at Appendix C. The MTFS sets out all of the budget changes over the period from 2014/15 to 2015/16, 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;

##### **Detailed Revenue Budgets, Savings and Pressures**

- 1.4 That Cabinet recommend to Council for approval the estimates for income and expenditure, savings, pressures and council tax schedules as set out in Appendix D.

That Cabinet note that budget has been prepared on the basis of a 1% reduction in council tax for 2014/15 and a council tax freeze in 2015/16.

Overall the 2014/15 budget requirement totals £260,575,218.

- 1.5 That Cabinet note that the Chief Finance Officer under his delegated powers has calculated the amount of 128,463 (band D equivalents) as the council tax base for

the year 2014/15 [Item T in the formula in Section 31B (3) of the Local Government Finance Act 1992, as amended (the "Act")];

- 1.6 That Cabinet note that the council tax requirement for the Council's own purposes for 2014/15 (excluding precepts) is £141,575,218.
- 1.7 That Cabinet recommend to Council for approval the following amounts be now calculated for the year 2014/15 in accordance with Sections 31, 34, 35 and 36 of the Act:
- (a) £949,451,502 being the aggregate of the amounts which the council estimates for the items set out in the Section 31A(2) of the Act taking into account all precepts issued to it by precepting authorities.
  - (b) £807,876,284 being the aggregate of the amounts which the council estimates for the items set out in Section 31A(3) of the Act.
  - (c) £141,575,218 being the amount by which the aggregate at 1.7(a) above exceeds the aggregate at 1.7 (b) above, calculated by the Council in accordance with Section 31A(4) of the Act as its council tax requirement for the year (Item R in the formula in Section 31A(4) of the Act).
  - (d) £1,102.07 being the amount at 1.7(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 for the year (excluding precepts).
  - (e) The Chief Finance Officer has determined that the Council's basic amount of council tax for 2014/15 is not excessive in accordance with the principles approved under Section 52ZB and 52ZC of the Local Government Act 1992.
  - (f) £1,102.07 being the amount at 1.6 above divided by the amount at 1.5 above, calculated by the council, as the basic amount of its council tax for the year 2014/15;

London Borough of Barnet Valuation Bands (£)

A	B	C	D	E	F	G	H
734.71	857.16	979.62	<u>1,102.07</u>	1,346.97	1,591.88	1,836.78	2,204.14

Being the amounts given by multiplying the amount at 1.7(d) above by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in valuation band D, calculated by the Council, in accordance with Section 36(1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

- 1.8 That Cabinet note that for the year 2014/15 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
199.33	232.56	265.78	<u>299.0</u>	365.45	431.89	498.34	598.0

- 1.9 That having calculated the aggregate in each case of the amounts at 1.7(d) and 1.8 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 2014/15 for each of the categories dwellings shown below:

Council Tax for Area (£)

A	B	C	D	E	F	G	H
934.04	1,089.72	1,245.40	<u>1,401.07</u>	1,712.42	2,023.77	2,335.12	2,802.14

- 1.10 That Cabinet recommend to Council that in accordance with Section 38(2) of the Act the Chief Executive be instructed to place a notice in the local press of the amounts set under recommendation 1.9 above pursuant to Section 30 of the Local Government Finance Act 1992 within a period of 21 days following the Council's decision.

Council Tax Support Scheme

- 1.11 That Cabinet recommend to Council for approval the Barnet Council Tax Support Scheme, adopted in January 2013, remain unchanged except for uprating in line with Department for Work and Pension changes for housing benefit.
- 1.12 That Cabinet note that the working age non-dependent (ND) charges be uprated as set out in paragraph 9.6.9.
- 1.13 That Cabinet note the technical changes to the scheme.

Capital

- 1.14 That Cabinet recommend to Council for approval the capital programme as set out in Appendix E, and that the Chief Officers be authorised to take all necessary actions for implementation.
- 1.15 That Cabinet recommend to Council that the Chief Finance Officer be authorised to adjust capital project budgets in 2014/15 throughout the capital programme after the 2013/14 accounts are closed and the amounts of slippage and budget carry forward required are known.
- 1.16 That where slippage results in the loss of external funding and a new pressure being placed on prudential borrowing, Directors must report to Cabinet on options for offsetting this impact by adjusting other capital projects.

Treasury management, Capital Prudential Code and Borrowing Limits

- 1.17 That Cabinet recommend to Council for approval the Treasury Management Strategy for 2014/15 as set out in Appendix F.
- 1.18 That Cabinet note the full set of Prudential Indicators set out in Appendix F and authorise the Chief Finance Officer 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.

Housing Revenue Account

- 1.19 That Cabinet approve the following:

- (a) The proposed rent increase of 2.5% for council dwellings as set out in paragraph 9.9.4 to take effect from 1 April 2014;
- (b) The proposed increases to service charges for council dwellings as set out in paragraph 9.9.6 to take effect from 1 April 2014;
- (c) The proposed rent increase of 3.2% for council garages as set out in paragraph 9.9.9 to take effect from 1 April 2014;
- (d) The proposed reduction in rents for buyback properties as set out in paragraph 9.9.10 to take effect from 1 April 2014.

1.20 That Cabinet approve the Housing Revenue Account estimates for 2014/15 as set out in Appendix G.

**Equality Impact Assessments**

1.21 That Cabinet consider the Equality Impact Assessments included in Appendix H. A summary is set out in paragraph 5 of this report. The appendix provides the cumulative impact and individual delivery unit assessments where significant changes to service delivery are proposed.

1.22 That Cabinet recommend to Council to consider the Equality Impact Assessments at Appendix H.

**Reserves and Balances Policy**

1.23 That Cabinet recommend to Council to approve the Reserves and Balances Policy as set out in Appendix I and the Chief Finance Officer's assessment of adequacy of reserves in section 9.10. 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.

**Corporate Risk Register**

1.24 That Cabinet recommend to Council to note the Corporate Risk Register as set out in Appendix J.

1.25 That Cabinet note that the Local Government Finance Settlement has confirmed that government austerity measures will continue into 2015/16 and beyond 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 which is being addressed through the council's Priorities and Spending Review.

---

Meeting	Cabinet
Date	25 February 2014
<b>Subject</b>	<b>Business Planning 2014/15 – 2015/16</b>
Report of	Leader of the Council  Cabinet Member for Resources and Performance
Summary of Report	This report sets out the Corporate Plan objectives, Budget, Council Tax and Medium Term Financial Strategy (MTFS) for the period 2014/15 – 2015/16

---

Officer Contributors	Chris Naylor, Chief Operating Officer John Hooton, Deputy Chief Operating Officer Stephen Evans, Assistant Director Strategy Anisa Darr, Head of Finance
Status (public or exempt)	Public
Wards Affected	All
Key Decision	Yes
Reason for urgency / exemption from call-in	N/A
Function of	Executive
Enclosures	Appendix A – Corporate Plan Appendix B – Consultation Appendix C – Medium Term Financial Strategy Appendix D – Detailed Revenue Budgets, Savings, Pressures and Council Tax Schedules Appendix E – Detailed Capital Programme Appendix F – Treasury Management Strategy Appendix G – Housing Revenue Account Appendix H – Equality Impact Assessments Appendix I – Reserves and Balances Policy Appendix J – Corporate Risk Register
Contact for Further Information:	John Hooton, Deputy Chief Operating Officer, 020 8359 2460

## 1. RECOMMENDATION

### **Corporate Plan**

- 1.1 That Cabinet note the council's Corporate Plan included at Appendix A. This sets out the council's priorities for the forthcoming year.

### **Consultation**

- 1.2 That Cabinet consider the consultation outcomes when making their decisions. The outcome of consultation is set out in Appendix B;

### **Medium Term Financial Strategy (MTFS)**

- 1.3 That Cabinet approve the MTFS attached at Appendix C. The MTFS sets out all of the budget changes over the period from 2014/15 to 2015/16, 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;

### **Detailed Revenue Budgets, Savings and Pressures**

- 1.4 That Cabinet recommend to Council for approval the estimates for income and expenditure, savings, pressures and council tax schedules as set out in Appendix D.

That Cabinet note that budget has been prepared on the basis of a 1% reduction in council tax for 2014/15 and a council tax freeze in 2015/16.

Overall the 2014/15 budget requirement totals £260,575,218.

- 1.5 That Cabinet note that the Chief Finance Officer under his delegated powers has calculated the amount of 128,463 (band D equivalents) as the council tax base for the year 2014/15 [Item T in the formula in Section 31B (3) of the Local Government Finance Act 1992, as amended (the "Act")];
- 1.6 That Cabinet note that the council tax requirement for the Council's own purposes for 2014/15 (excluding precepts) is £141,575,218.
- 1.7 That Cabinet recommend to Council for approval the following amounts be now calculated for the year 2014/15 in accordance with Sections 31, 34, 35 and 36 of the Act:
- (a) £949,451,502 being the aggregate of the amounts which the council estimates for the items set out in the Section 31A(2) of the Act taking into account all precepts issued to it by precepting authorities.
  - (b) £807,876,284 being the aggregate of the amounts which the council estimates for the items set out in Section 31A(3) of the Act.
  - (c) £141,575,218 being the amount by which the aggregate at 1.7(a) above exceeds the aggregate at 1.7(b) above, calculated by the Council in accordance with Section 31A(4) of the Act as its council tax requirement for the year (Item R in the formula in Section 31A(4) of the Act).
  - (d) £1,102.07 being the amount at 1.7(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 for the year (excluding precepts).



(e) The Chief Finance Officer has determined that the Council's basic amount of council tax for 2014/15 is not excessive in accordance with the principles approved under Section 52ZB and 52ZC of the Local Government Act 1992.

(f) £1,102.07 being the amount at 1.6 above divided by the amount at 1.5 above, calculated by the council, as the basic amount of its council tax for the year 2014/15;

London Borough of Barnet Valuation Bands (£)

A	B	C	D	E	F	G	H
734.71	857.16	979.62	<u>1,102.07</u>	1,346.97	1,591.88	1,836.78	2,204.14

Being the amounts given by multiplying the amount at 1.7(d) above by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in valuation band D, calculated by the Council, in accordance with Section 36(1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

1.8 That Cabinet note that for the year 2014/15 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
199.33	232.56	265.78	<u>299.0</u>	365.45	431.89	498.34	598.0

1.9 That having calculated the aggregate in each case of the amounts at 1.7(d) and 1.8 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 2014/15 for each of the categories dwellings shown below:

Council Tax for Area (£)

A	B	C	D	E	F	G	H
934.04	1,089.72	1,245.40	<u>1,401.07</u>	1,712.42	2,023.77	2,335.12	2,802.14

1.10 That Cabinet recommend to Council that in accordance with Section 38(2) of the Act the Chief Executive be instructed to place a notice in the local press of the amounts set under recommendation 1.9 above pursuant to Section 30 of the Local Government Finance Act 1992 within a period of 21 days following the Council's decision.

Council Tax Support Scheme

1.11 That Cabinet recommend to Council for approval the Barnet Council Tax Support Scheme, adopted in January 2013, remain unchanged except for uprating in line with Department for Work and Pension changes for housing benefit.

- 1.12 That Cabinet note that the working age non-dependent (ND) charges be updated as set out in paragraph 9.6.9.
- 1.13 That Cabinet note the technical changes to the scheme.

### **Capital**

- 1.14 That Cabinet recommend to Council for approval the capital programme as set out in Appendix E, and that the Chief Officers be authorised to take all necessary actions for implementation.
- 1.15 That Cabinet recommend to Council that the Chief Finance Officer be authorised to adjust capital project budgets in 2014/15 throughout the capital programme after the 2013/14 accounts are closed and the amounts of slippage and budget carry forward required are known.
- 1.16 That where slippage results in the loss of external funding and a new pressure being placed on prudential borrowing, Directors must report to Cabinet on options for offsetting this impact by adjusting other capital projects.

### **Treasury management, Capital Prudential Code and Borrowing Limits**

- 1.17 That Cabinet recommend to Council for approval the Treasury Management Strategy for 2014/15 as set out in Appendix F.
- 1.18 That Cabinet note the full set of Prudential Indicators set out in Appendix F and authorise the Chief Finance Officer 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.

### **Housing Revenue Account**

- 1.19 That Cabinet approve the following:
- (a) The proposed rent increase of 2.5% for council dwellings as set out in paragraph 9.9.4 to take effect from 1 April 2014;
  - (b) The proposed increases to service charges for council dwellings as set out in paragraph 9.9.6 to take effect from 1 April 2014;
  - (c) The proposed rent increase of 3.2% for council garages as set out in paragraph 9.9.9 to take effect from 1 April 2014;
  - (d) The proposed reduction in rents for buyback properties as set out in paragraph 9.9.10 to take effect from 1 April 2014.
- 1.20 That Cabinet approve the Housing Revenue Account estimates for 2014/15 as set out in Appendix G.

### **Equality Impact Assessments**

- 1.21 That Cabinet consider the Equality Impact Assessments included in Appendix H. A summary is set out in paragraph 5 of this report. The appendix provides the cumulative impact and individual delivery unit assessments where significant changes to service delivery are proposed.
- 1.22 That Cabinet recommend to Council to consider the Equality Impact Assessments at Appendix H.

### **Reserves and Balances Policy**

- 1.23 That Cabinet recommend to Council to approve the Reserves and Balances Policy as set out in Appendix I and the Chief Finance Officer's assessment of adequacy of reserves in section 9.10. 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.

#### **Corporate Risk Register**

- 1.24 That Cabinet recommend to Council to note the Corporate Risk Register as set out in Appendix J.
- 1.25 That Cabinet note that the Local Government Finance Settlement has confirmed that government austerity measures will continue into 2015/16 and beyond 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 which is being addressed through the council's Priorities and Spending Review.

### **2. RELEVANT PREVIOUS DECISIONS**

- 2.1 Cabinet on 18 July 2013 agreed the budget setting process for 2014/15 and 2015/16.
- 2.2 Cabinet on 4 November 2013 agreed the draft budget proposals for 2014/15 and 2015/16 for consultation.

### **3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS**

- 3.1 The annual business planning process enables Members to set the strategic direction of the Council – based on the priorities of residents - and for that direction to be reflected in the Council's Corporate Plan. The Corporate Plan stands as the primary document against which Council policy considerations are evaluated in Committee and Delegated Powers Reports.
- 3.2 The Council's strategic priorities and performance targets were refreshed for the period 2013/14 to 2015/16 as part of last year's business planning process and set out in the Council's Corporate Plan which was published in April. The Council's strategic priorities up to 2015/16, as reflected in the Corporate Plan, are as follows:
- To create the right environment to promote responsible growth, development and success across the borough;
  - To support families and individuals that need it – promoting independence, learning and well-being; and
  - To improve the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study.

The Council's budget is focused on delivering these strategic objectives, ensuring that resources follow strategy.

- 3.3 The Corporate Plan forms an overarching framework for more detailed Delivery Unit plans, team plans, and for setting performance objectives for individual officers, ensuring that all elements of the Council's business planning process are focused on achieving the strategic priorities agreed by Cabinet.

#### **4. RISK MANAGEMENT ISSUES**

- 4.1 There is a risk that service delivery cuts have a disproportionate impact on residents when combined with the impact of welfare reform and increasing cost of living. The Council has put in place support for people who will be affected by welfare reform, including supporting people into work and looking for sustainable housing options. Analysis of budget proposals and the completion of equality impact assessments is set out within this report.
- 4.2 As we continue to transform and adjust to austerity, the risk of Judicial Review is increasingly present, with an increasing number of claims against Local Authorities on grounds that a proper process was not followed in making the decision or relevant information was not taken into account. It is important that the Council considers its overarching statutory duties when considering budget planning and that processes are conducted in a rigorous and open minded way.
- 4.3 The Government announced further cuts for the 2015/16 Financial Year as part of the Spending Review 2013 and the Local Government Finance Settlement. This included a further cut to Local Government funding of around 10% in that year, as well as indicating that austerity is likely to continue until the end of the decade. Current modelling suggests that this is likely to equate to further annual reductions of between £15m and £20m to the Council's budget. For this reason, it is important that the Council continues to be prudent with its use of reserves and contingency to mitigate future cuts.

#### **5. EQUALITIES AND DIVERSITY ISSUES**

- 5.1 Equalities and diversity issues are a mandatory consideration in decision making in the Council pursuant to the Equality Act 2010. This means that the Council and all other organisations acting on its behalf, have a duty to pay due regard to equalities when exercising a public function. The broad purpose of this duty is to integrate considerations of equality and good relations into day to day business and keep them under review in decision making, the design of policies and the delivery of services.
- 5.2 This duty requires decision makers to satisfy themselves that due regard has been paid to equalities in all proposals. It also requires consideration of any adverse impact on any protected group and whether mitigating factors can be put in train.
- 5.3 The Council has published its revised Equalities Policy and refreshed approach to equalities following the Council Meeting on 21<sup>st</sup> January 2014. The revised policy was subject to an 8 week public consultation commencing in October 2013 and it outlines aims and principles for the Council and our partners to meet the Public Sector Equalities duties and how performance will be monitored and published. The policy also indicates leadership roles within the council for this agenda. The Council has also an Equalities Action Plan to enable implementation of the Equalities Policy with Delivery Units and other strategic partners. The Council's equality pages have been updated following 21<sup>st</sup> January to replace the Equalities Policy dated 2010. [http://www.barnet.gov.uk/info/200041/equality\\_and\\_diversity/224/equality\\_and\\_diversity](http://www.barnet.gov.uk/info/200041/equality_and_diversity/224/equality_and_diversity)

- 5.4 The council published its Strategic Equalities Objective in the Corporate Plan 2013 - 16. The objective is enshrined in the constitution at Article 1 Para1.03 which states that the purpose of the constitution is to address inequality and at Article 12, the Principles of Decision Making, which states at 12.02c that decision making, should be done with respect for Human Rights and Equalities. The strategic Equalities Objective states that citizens will be treated equally, with understanding and respect; have equal opportunity with other citizens and receive quality services provided to Best Value principles. This objective can be found at:  
[http://www.barnet.gov.uk/info/200041/equality\\_and\\_diversity/224/equality\\_and\\_diversity](http://www.barnet.gov.uk/info/200041/equality_and_diversity/224/equality_and_diversity)
- 5.5 As the Council transitions to the new Commissioning Council structure and operating model the approach to Equalities has been reviewed and strengthened, to ensure that roles and responsibilities are clearly outlined. A common approach to equalities has been taken across internal and external Delivery Units who are responsible for undertaking the necessary analysis of the equalities impact of their budget proposals and considering the impact on any protected group, including whether any mitigating factors can be put in train.
- 5.6 Any decision (for example reductions to service budgets or service redesigns) is potentially open to challenge through a judicial review. Whilst no public body is immune from challenge, the risk can be significantly reduced by consistent adoption of best business planning practice, a consistent approach to analysing the equalities impact of proposals, an inclusive approach to engagement, a clear understanding of the impact of proposed changes, consideration of mitigations and monitoring of outcomes.
- 5.7 Delivery Units have autonomy in relation to their budget savings proposals and for assuring themselves that the equalities impacts of their proposals have been considered and that there is an action plan of mitigating actions as part of standard business planning and decision making.
- 5.8 Central advice and guidance has been provided to Delivery Units throughout the budget process to support a consistent approach to equality analysis and this is available on the council's intranet. The Policy Unit has worked with Delivery Units to:
- ensure the Council takes a consistent approach to assessing the equalities impact of their proposals including any cumulative impact on any particular group and whether mitigating actions can be put in place;
  - refine equality assessments as proposals develop.
- 5.9 In November 2013, Delivery Units were asked to review their initial analysis of the equalities impact of their proposals and update their analysis as necessary. Further work has been undertaken to refine and develop these proposed savings. The public consultation on the budget closed on 31<sup>st</sup> January 2014 and Delivery Units have undertaken some further work in response to consultation feedback.
- 5.10 Full equality impact assessments were completed on the Customer and Support Group (CSG) contract and the Re joint venture as part of those commercial contracts. Should Capita and Capita Symonds propose service change proposals these will need to be properly considered to ensure that due

regard have been given to equalities. This would include appropriate communication and consultation and equalities impact assessments, prior to decision making (in accordance with the Council's scheme of delegation) and the implementation of any changes. The policy unit organised a workshop with the relevant commercial contract managers to outline the Council's requirements and has subsequently offered advice as requested on proposals.

- 5.11 Appendix D to this paper outlines budget pressures and savings by Service area / Delivery unit, and Appendix H attaches the relevant Equality Impact assessments undertaken by each Delivery Unit/function which underpin those savings. Children's have completed 9 Equality impact assessments and Adults and Communities have completed 12. These two services are also the areas with the most new proposals for savings in 2014/15.
- 5.12 9 EIAs from Children's show a negative impact. As a result it has been decided not to proceed with savings in Domestic Violence Services and Young Carers and those savings have been absorbed elsewhere in the family services budget savings. In the remaining 7 EIAs action plans are in place to mitigate the adverse impact. Of the 12 EIAs submitted by Adults and Communities no proposals are currently flagged as having a high adverse equalities impact. 9 of the 12 EIAs in Adults and Communities are indicating a positive impact with 1 EIA showing no impact (provider cost negotiation) and 2 showing minimum negative impact (reduction in floating support and leisure saving through contract renegotiation and changed opening hours). Adults and Communities proposals focus on efficiencies, replacing out of borough services with in borough provision for supported housing schemes for people with high functioning autism – Asperger's (Speedwell Court) and promote the Delivery Unit priorities of promoting independence, choice and personalisation of services. This will be kept under review through the action plans in place with each EIA.
- 5.13 At Appendix H this paper also outlines the cumulative impact assessment of the proposed budget savings. This includes some analysis of cumulative impact across groups based on the equality analysis undertaken by each Delivery Unit/function which underpin the budget savings and it takes account of the bigger picture of performance monitoring against the Strategic Equalities objective and Delivery Unit measures and broader changes such as Welfare Reform together with any possible mitigations. The cumulative analysis considers all proposals including proposals in the Children's and Adults and Communities Delivery Units and matters affecting staff.
- 5.14 The key mitigations will be to share these findings with our partners and continue to pay due regard to equalities as we mainstream equalities through business planning and finance processes and performance indicators. For example, through the Strategic Equalities Objective so that adverse impact can be kept under review and any avoidable impact mitigated.

## **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. This report updates Cabinet on the details of the budget for 2014/15 and 2015/16. In November 2013, Cabinet agreed updated

2 year budget proposals over the period 2014/15 to 2015/16 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 £36.663m over the next 2 years. There is a provision of £2.428m included in the budget to meet demographic pressures in relation to delivery units. The combination of these factors requires the council to make savings totalling £39.091m to enable a balanced budget to be set. The budget position is set out in section 9.4, with detailed savings and pressures included in Appendix D.
- 6.3 In addition to continued austerity, demographic change and the resulting pressure on services poses a significant challenge to the Council. The organisation is facing significant budget reductions at the same time as the population is increasing, particularly in the young and very old demographics. Given that nearly two thirds 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. The annual allocation of New Homes Bonus funding will be allocated to the infrastructure reserve as a contribution towards these costs.
- 6.4 There are a number of staffing implications as a result of implementing the savings proposals. These are detailed below:
- TUPE transfer in: The savings resulting from alternative service provision in Street Scene will mean all in-scope employees working for May Gurney PLC at the time of transfer have automatically become employees of the Council under the TUPE Regulations when their work transferred in October 2013;
  - TUPE transfer out: as part of the Customer and Support Group (CSG) and Development and Regulatory Services (DRS) contracts staff were TUPED in 2013 to Capita and Re respectively. There were 429 managers and staff in scope for CSG and 256 for DRS;
  - Staffing reductions: compared to previous years the proposed numbers of staffing reductions are not significant. This is partly due to the staffing changes detailed above and also because most of the efficiencies in 2014/15 are being achieved from third party contracts. There are 11.4 proposed reductions across 2014/15 and 2015/16.
- 6.5 As at November 2013, the total number of staff at risk was estimated at 11.4. Consultation has been carried out with staff at risk, and this concluded on 25 November 2013.
- 6.6 Savings consist of a number of efficiency, service reduction and income generation proposals. Broadly, performance is not anticipated to be negatively impacted for the efficiency proposals, however given the scale of the efficiencies to be found the on-going impact will be closely monitored post implementation. The most significant service reduction proposals are in Children's Services and the service delivery impact has been considered and mitigating actions have been put in place where necessary.

## **7. LEGAL ISSUES**

- 7.1 The Council has statutory obligations under the Equality Act 2010 and in particular s149 sets out the Public Sector Equality Duty (PSED).
- 7.2 All proposals emerging from the business planning process must be considered in terms of the Council's legal powers and obligations, including its overarching statutory duties such as the Public Sector Equality Duty. Any proposals including those to reduce or fundamentally change service delivery would require the decision makers to have due regard to the public sector equality duty which can be evidenced by the completion of equality impact analysis and full consideration of its findings.

#### General Public Sector Equalities Duty

- 7.3 The PSED consists of a general duty, with three main aims. The general duty requires public bodies to have due regard to the need to:
- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010;
  - Advance equality of opportunity between people from different groups; and
  - Foster good relations between people from different groups.

#### Specific Equalities Duty

- 7.4 The specific duties commenced in England in September 2011 and require public bodies to:
- Set and publish equality objectives, at least every four years; and
  - Publish information to show their compliance with the Equality Duty, at least annually.

The information published must include information relating to employees (for public health with 150 or more employees) and information relating to people who are affected by the public body's policies and practices.

- 7.5 The duty is a continuing duty. Through the process of finalising the budget and corporate plan, the Council will need to satisfy itself that these requirements have been adhered to in formulating the proposals outlined in this report. Equality impact assessments will need to be monitored and reviewed on individual projects as the projects are implemented.

#### Report of Independent Steering Group (ISG) Review of General and Specific Duties of Public Sector Equality Duty (PSED)

- 7.6 This review of the PSED was carried out by an independent steering group under the Government's Red Tape Challenge and the report was published in September 2013. The report recommendations made no change to any of the existing provisions of the Public Sector Equality Duty. It recommends that a further review should be carried out in September 2016.

#### Protected Characteristics

- 7.7 The 2010 Equality Act identifies the following protected characteristics:
- 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.

#### The 'Brown Principles'

- 7.8 The six Brown principles were first used in 2008 in *R. (Brown) v. Secretary of State for Work and Pensions [2008] EWHC 3158* to set out what the court considered a relevant body has to do to fulfil its obligation to have due regard to the aims set out in the general equality duty.
- 7.9 These principles are that:
- Decision makers must be made aware of their duty to have 'due regard' to the identified goals;
  - The due regard must be fulfilled before and at the time that a particular policy is being considered by the public authority in question;
  - The duty must be exercised in substance, with rigour and with an open mind;
  - The duty imposed on public authorities is a non-delegable duty;
  - The duty is a continuing one;
  - It is good practice for those exercising public functions in public authorities to keep an adequate record showing that they have actually considered their duties and pondered relevant questions.
- 7.10 The Equality Act 2010 also requires the provision of reasonable adjustment to meet the needs of a disabled person where they are different from the needs of non-disabled people in order to provide equal access and equal treatment.
- 7.11 There are also statutory Codes of Practice issued by the Equalities and Human Rights Commission which the Council has taken into account in formulating equalities guidance.

#### Consultation

- 7.12 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 there is a legitimate expectation of consultation.
- 7.13 As a matter of public law the Council is required to consider whether to put out to consultation proposed policy changes and developments. This is particularly important when considering changes which affect any of the groups with protected characteristics. The results of that consultation must be taken into account when the final decision is made. The council will ensure compliance with this requirement.
- 7.14 Finally, staff consultation about these proposals, in compliance with s188 of the Trade Union and Labour Relations (Consolidation) Act 1992 took place during the period 24 October 2013 to 25 November 2013.

## 8. CONSTITUTIONAL POWERS (Relevant section from the Constitution, Key/Non-Key Decision)

- 8.1 Council Constitution, Responsibility for Functions, Section 4 sets out Responsibility for Executive Functions. Paragraph 4.8 provides for the Cabinet to recommend to the Council for adoption the Council's budget.

## 9. BACKGROUND INFORMATION

### 9.1 Executive Summary

- 9.1.1 In March 2013, the Council agreed its MTFS, which set a three year budget for the period 2013/14 – 2015/16. In November 2013, Cabinet agreed budget proposals for 2014/15 and 2015/16 for consultation. This report provides feedback on the outcome of consultation on the budget proposals for 2014/15 to 2015/16 and recommends budget proposals for 2014/15 to 2015/16 for approval;
- 9.1.2 The council's strategic context is set out in section 9.2. The strategic objectives form the basis of the Corporate Plans and drive the allocation of resources.
- 9.1.3 The total budget gap is £36.663m over the next 2 years (2014-16). The 2 year budget gap has been updated to reflect recent announcements and CSR 2013.
- 9.1.4 **Savings of £39.092m and pressures of £2.428m** have been identified to enable a balanced budget to be set. The two year budget position is set out in **Appendix C**, with detailed pressures and savings included in **Appendix D**.
- 9.1.5 The budget proposals within this report are predicated on a **1% reduction** in council tax for 2014/15 and a council tax freeze for 2015/16.

### 9.2 Strategic Context

- 9.2.1 Despite recent signs of more positive economic data, the economic climate remains challenging. At the Spending Review in October 2010, central Government set out plans for cutting total public spending by £81bn over four years from 2011 to 2015 in order to eradicate the national budget deficit. This translated to a cut of 27% - or £72m – to the Council's budget over that period. The Government has levied further cuts on Local Government since the 2010 Spending Review. An additional 2% will be cut from Council funding in 2014/15 and June's announcement for the 2015/16 Financial Year translates to a further cut of 10% to Local Authority budgets. The Government has made it clear that austerity is likely to continue until, at least, the end of the decade. The Council forecasts that the cut to its grant, after factoring in increases due to inflation and demographic pressures, over the four year period from 2016 to 2020 will result in a budget gap of £73.6m. When taking into account inflation, the Council's budget is expected to be 44% lower in 2020 than it was in 2010.
- 9.2.2 In spite of the on-going financial challenges, the Council continues to provide high quality services to residents. The Council's Residents Perception Survey, conducted in September - October 2013, shows that, compared to 2012,

resident satisfaction with the majority of council services has improved. Nine services – including the repair of roads and social services for adults and children - saw significant increases in satisfaction and the majority of these out-performed other outer London Boroughs. Overall resident satisfaction with the local area remains high and significantly above the national average – 86% of residents are satisfied with their local area as a place to live.

- 9.2.3 Overall resident satisfaction with the council has increased by 11% since 2012. Compared to 2012, residents think the council is doing a better job, making the area a better place to live, provides value for money, is efficient and well run, trustworthy, is doing a better job than a year ago, keeps residents informed and is easy to access council services. In addition, 91% of schools in Barnet are rated as ‘good’ or ‘excellent’ by Ofsted – the second best performance in the country - 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.
- 9.2.4 During these challenging times, the Council does not want to increase the financial burden on families and individuals. This is why the Council has frozen Council Tax for four years from 2010/11 to 2013/14, and plans to reduce Council Tax in 2014/15, representing a real terms cut in Council Tax of 20% over the five year period.

### **9.3 Strategic objectives and the Corporate Plan**

- 9.3.1 The Corporate Plan is the overarching strategic document for the Council, setting out its strategic priorities and objectives. The latest Corporate Plan which covers the period 2013/14 to 2015/16 was published in April and has been revised to reflect the new freedoms offered by the Localism Act.
- 9.3.2 The revised 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.
- 9.3.3 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**

- 9.3.4 The Corporate Plan includes the three overarching priorities, and these will remain unchanged for the forthcoming year. They are:
- To create the right environment to promote responsible growth, development and success across the borough;
  - To support families and individuals that need it – promoting independence, learning and well-being; and

- To improve the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study

These top three strategic priorities are underpinned by a number of priority outcomes and performance indicators against which success is monitored which together forms the Council's strategic framework. This framework is set out below:

<b>Barnet Council will work with local partners to:</b>		
<b>1. Create the right environment to promote responsible growth, development and success across the borough.</b>	<b>2. Support families and individuals that need it – promoting independence, learning and well-being.</b>	<b>3. Improve the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study.</b>
<p><i><b>This means...</b></i></p> <ul style="list-style-type: none"> <li>• Creating jobs and new homes in the next five years via regeneration</li> <li>• Increasing skills, encouraging enterprise and reducing unemployment.</li> </ul> <p><i><b>Measure:</b></i></p> <ul style="list-style-type: none"> <li>• Business growth and retention.</li> </ul>	<p><i><b>This means...</b></i></p> <ul style="list-style-type: none"> <li>• Encouraging families and individuals to live as healthily and independently as possible, giving targeted services to those who most need it.</li> </ul> <p><i><b>Measure:</b></i></p> <ul style="list-style-type: none"> <li>• Managing demand for services.</li> </ul>	<p><i><b>This means...</b></i></p> <ul style="list-style-type: none"> <li>• Giving excellent services to residents</li> <li>• Protecting the unique character of the borough and providing sustainable infrastructure to support success.</li> </ul> <p><i><b>Measure of success:</b></i></p> <ul style="list-style-type: none"> <li>• Resident satisfaction with the borough as a place to live work and study</li> <li>• Satisfaction with the Council.</li> </ul>

**We will deliver this, by focussing our efforts on these outcomes:**

- 1: To maintain a well-designed, attractive and accessible place, with sustainable infrastructure across the borough.
- 2: To maintain the right environment for a strong and diverse local economy.
- 3: To create better life chances for children and young people across the borough.
- 4: To sustain a strong partnership with the local NHS, so that families and individuals can maintain and improve their physical and mental health.
- 5: To promote a healthy, active, independent and informed over 55 population in the borough so that Barnet is a place that encourages and supports residents to age well.
- 6: To promote family and community well-being and encourage engaged, cohesive and safe communities.

#### **9.4 Medium Term Financial Strategy**

9.4.1 The Medium Term Financial Strategy (MTFS) sets out all of the budget changes over a rolling two-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.

##### 2014/15 – 2015/16

9.4.2 The budget covering the period 2014-16 reflects a budget gap of £39.091m over the two years, together with savings proposals to reach a balanced position.

##### Funding from Central Government, Council Tax and Use of Reserves

9.4.3 The potential budget gap that the Council faces from 2014-16 includes assumptions about levels of expected Government grant, future levels of business rates and changes to the Council Tax base, along with a range of other assumptions about pay and non-pay inflation, future levies and other risks.

9.4.4 On 18 December, the Government announced further cuts for the 2015/16 Financial Year as part of Local Government Finance Settlement 2014/15 and 2015/16. This included a further cut to Local Government funding of around 10% in that year, as well as indicating that austerity is likely to continue until the end of the decade. It is important to stress that modelling for 2015/16 is based on a number of assumptions and for now, a 19% reduction in the Revenue Support Grant (RSG) is deemed sufficient until further detail is released from Central Government.

9.4.5 The administration has allocated savings as a result of signing the CSG and Re contracts and the council tax freeze grant, as follows:

- Council tax reduction and freeze: £2m
- Roads and pavements: £4m
- Other priority projects: £1m

#### 2013/14 financial position

- 9.4.6 The latest position on budget monitoring for 2013/14 will be reported to Cabinet Resources Committee in February 2014. The report shows a projected £2.2m overspend across all services. Work is currently underway to ensure this is a balanced position by year end. This will ensure that the Council's level of general reserves will remain above £15m at the end of the year.
- 9.4.7 The most significant risks are the overspend reported in Street Scene delivery unit. Actions are being taken to address this position in the current year and beyond. Budget pressures also continue in respect of temporary accommodation but it is anticipated that this will be contained within existing contingency allocations. The level of reserves and contingency has been set within this budget recognise the risk associated with this position continuing into 2014/15.

#### Specific items and risks over the next two years provided for in MTFS

- 9.4.8 There are a number of risks that have been factored into the budget model for this final budget report. A commentary on these is set out below:
- Pay and non-pay inflation: assumptions included in the MTFS are for a 1% increase in local government pay and an assumption of 2.5% for non-pay inflation for third party contracts and spend. These assumptions are unchanged from the November budget report;
  - North London Waste levy: the latest projections from NLWA have been included within the MTFS for 2014/15 and 2015/16;
  - Contingency: provision is made within central expenses for specific risks including adverse equalities impacts that cannot be mitigated. There is money set aside to reflect the risk related to increase in cost associated with temporary accommodation, potential increase in Children's social care demographics, and provision for general and unforeseen risks; and
  - Formula grant, core grants and business rates: allocations for 2014/15 and provisional allocations for 2015/16 have now been announced. The impact on the MTFS was an increase in funding of £1m in 2014/15, and a reduction in funding of £3.5m in 2015/16. The net impact of this was offset by provision in contingency set aside for future funding risks.

#### Emerging risks over the next two years

- 9.4.9 There are a number of risks to the Council's financial position as a result of changes in demographics, changes to legislation and other factors. The Council holds reserves and contingency balances to address future risks and concerns. These risks will be kept under review as they materialise.
- Welfare reform: the move towards universal credit is anticipated to have an impact on housing and social care services (in Adults and Communities and Children's Services);
  - Social care funding reform and draft Care Bill: introduction of a cap on contribution towards care costs and assessments and services for carers is likely to increase the pressure on the service. There will be additional funding for social care to local authorities however at this stage it is unclear if this will meet the likely pressure;
  - Children and Families Bill: expected to become law in 2014 and will

extend the Local Authority's responsibility to ensure access to education for young people with special educational needs (SEN), from the current age limit of 19, up to the age of 25;

- New government guidance being consulted on in early 2014 regarding parking enforcement changes may have a negative impact on revenue collected;
- The creation of the Better Care Fund (BCF) is likely to have funding pressure for the Clinical Commissioning Group (CCG) and the creation of a pooled budget may mean the council reduces its control of the social care and health integration monies that has been funding demographic pressures in the service;

#### Dedicated Schools Grant (DSG) and Schools Budget 2014/15

9.4.10 The major reforms brought in for 2013 have now been implemented and there are no major changes for 2014/15.

9.4.11 The local authority funding rates remain frozen and the only increases in the DSG are due to additional pupils on the census and the expansion of the two year old free entitlement. The Barnet school funding formula remains the same and schools continue to be protected by a minimum funding guarantee which ensures they receive at least 98.5% of their 2013/14 per pupil funding in 2014/15.

9.4.12 Pressures on the budget come from high needs placements, especially those in independent special schools and from continuing growth in primary pupil numbers leading to new schools and expansions. Advance non-capital funding for setting up new classes is costing approximately £2m per year. Post 16 high needs funding is another pressure area with government limitations on growth.

9.4.13 The draft Schools Budget was presented and agreed by Schools Forum on 3<sup>rd</sup> December 2013. The final DSG has yet to be confirmed as the Early Years Block and the High Needs block will be adjusted in March 2014 following the January Census and the High Needs Place Return. In subsequent months this will be presented to the Schools Forum for consideration and agreement.

#### Revenue Budget

9.4.14 Savings proposals for 2014/15 and 2015/16 have been reviewed across the Council to ensure they remain deliverable and are in line with the direction of policy. These are set out in detail at Appendix D.

9.4.15 The total savings from each delivery unit are set out below:

<b>Delivery Unit</b>	<b>2014/15 'm</b>	<b>2015/16 'm</b>
Adults and Communities	8.377	8.424
Assurance	0.04	0.175
Children's Service	4.44	6.207
Commissioning	0.8	0.525
Customer and Support Group	2.393	2.1
Housing Needs and Resources	0.055	0.3
Legal	0.15	0.2
Re	1.355	0.3

Street Scene (including parking)	1.4	1.851
<b>Total</b>	<b>19.01</b>	<b>20.082</b>

9.4.16 An allowance has been included within the budget envelope for demographic growth in line with population projections for Adults and Communities and Children's Services.

9.4.17 The total pressures for each delivery unit are summarised below:

<b>Delivery Unit</b>	<b>2014/15 'm</b>	<b>2015/16 'm</b>
Adults and Communities	0.8	0.8
Children's Service	0	0.72
Street Scene	0.108	0
<b>Total</b>	<b>0.908</b>	<b>1.52</b>

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

	2014/15 £000	2015/16 £000	Total £000
Budget Gap before savings & pressures	18,101	18,562	36,663
Proposed Pressures	908	1,520	2,428
Proposed Savings	(19,010)	(20,082)	(39,092)
Budget Gap after savings	0	0	0

9.4.19 Cabinet are asked to recommend the budget as set out in Appendix D 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 2014/15 and 2015/16. This is based on actual funding announcements for 2014/15 and provisional announcements for 2015/16.

## 9.5 Consultation

9.5.1 Development of strategic objectives, business plans and savings options have been informed by consultation and engagement with residents and NNDRPs.

The consultation took place in two phases:

- Phase One: Residents' Perception Survey (September 2013 – October 2013)
- Phase Two: Formal Business Plan and Budget Consultation (8<sup>th</sup> November 2013 – 31<sup>st</sup> January 2014)

### Residents' Perception Survey (September 2013 – October 2013)

9.5.2 The Residents' Perception Survey (RPS) provides a borough-wide understanding of residents' priorities, perception of public services and how



the views and priorities of residents have changed over the last twelve months. This information can be used to challenge and inform priorities for service plans, commissions and future budget options. Key headlines from the survey are as follows;

**9.5.3 Overall satisfaction with the local area remains high and is in line with the National average**

- The vast majority of residents (86 per cent) are satisfied with their local area as a place to live which is two per cent lower compared to 2012 (88 per cent) but not significant, and in line with the national average (plus one per cent).

**9.5.4 Residents' top three concerns have shifted slightly since 2012**

- Conditions of roads (30 per cent, up four per cent since last year) and crime (30 per cent, in line with last year) are the top two concerns for Barnet residents.
- The third top concern for Barnet residents is lack of affordable housing which has seen another significant increase since last year (plus six per cent). This increase, compounded by the 2012 increase, means a total increase in concern of 11 per cent has been experienced over a three year period, and is now significantly above the London average (plus four per cent).
- Concern for Council Tax has dropped by five per cent year on year, and is now in line with London. However, in the General Budget Consultation, when respondents were asked if they agreed with the council's proposal to cut council tax by one per cent next year, the vast majority of Citizens' Panel agreed (71 per cent).
- The increased concern experienced last year with: traffic congestion has now diminished; litter and dirty streets remains in line with last year, and as mentioned previously the concern for lack of affordable housing continues to rise.
- Apart from lack of affordable housing, Barnet residents are not significantly more than concerned than London on any other issues that were listed.

**Formal Budget Consultations (8th November 2013 – 31st January 2014)**

9.5.5 The council has a duty to consult with residents, service users, employees and other stakeholders where proposals to vary, reduce or withdraw services in the following circumstances: where there is statutory requirement; where the practice has been to consult on changes or where a policy to consult is in place; or where the service reduction or change of a nature, where there is a legitimate expectation of consultation, regardless of statutory duties. Consultation is also recommended in other circumstances, for example to identify the impact of proposals or to assist with complying with the Council's equality duties.

9.5.6 As part of this duty to consult, phase two of the formal consultation consisted of:

- General Consultation: used to ascertain views on the councils overall approach to its business plan and budget; the proposal to cut council tax by one per cent next year; Delivery Unit priorities identified for 2014-15; and to invite general comments on efficiency savings and income generation identified in the budget
- Service-specific consultations where the council has indicated there will be variations to services in their budget proposals for 2014/15

### General Consultation on the Business Plan and Budget

- 9.5.7 The general consultation was published on the council's engage space <http://engage.barnet.gov.uk/> which gave detailed background information about the council budget and the challenges the council faces. Collection of respondents views were fed back via an open web online self-completion survey and paper copies were made available. In order to boost the response, and ensure the views of a profiled representative sample was achieved, the survey was also sent to the Citizens' Panel<sup>1</sup>. Also as part of the Council's statutory duty to consult with National Non Domestic Rate (NNDR) Payers, letters were sent out to all the council's NNDR payers inviting them to take part in the consultation. The consultation was widely promoted via the council's Residents' magazine, Barnet First, Community Barnet, the Youth Board and various service user group newsletters and partnership boards.
- 9.5.8 In total 497 surveys were completed, 443 by the Citizens' Panel and 54 were completed by the general public via the open online web survey<sup>2</sup>. The findings have been reported on separately so that comparisons can be made with the larger representative sample of the Citizens Panel and the much smaller response to the open web survey. The Citizens' Panel response was also weighted to ensure the achieved sample was representative of the borough's population. As the web survey has only received a total response of 54, when considering the web findings account should be taken of the small sample size. Key findings are as follows:
- 9.5.9 The majority of Citizens' Panel members agree that the council has got the right balance in terms of efficiency savings, increased revenue and reductions to services, with three fifths agreeing (63 per cent). Conversely, those responding to the open web survey were much less likely to agree with the council's approach (39 per cent, 21 out of 54 respondents)
- 9.5.10 The vast majority of Citizens' Panel members welcome a cut in council tax next year, with nearly three quarters agreeing with the cut (71 per cent). However, those responding to the open web survey, were less likely to agree with the cut, just under half of respondents (49 per cent, 24 out of 49 respondents) agreeing with the proposal to cut council tax by one per cent next year.
- 9.5.11 The vast majority of respondents agreed with most of the priorities the delivery units have identified for 2014/15. More of a majority was experienced with the Citizens Panel, with around four fifths or more agreeing with many of the priorities, compared to the open online web respondents, who although supportive, were not as enthusiastic in their level of agreement. This was particularly apparent with, the Street Scene Priorities, where they were more likely to be neutral or said they did not know.
- 9.5.12 The theme of protecting the vulnerable was clearly evident in the responses to this consultation, with the highest level of agreement experienced for those

---

<sup>1</sup> The **core** panel is made up of 1500 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

<sup>2</sup> The open web survey closes on 31<sup>st</sup> January, so the response may increase, The Citizens' Panel has now closed; the survey was sent directly to panel members via their e mail or postal address. The Panel survey had a four week consultation period, with two reminders sent during this period.

priorities within Adults and Communities and Children's Service, that seek to protect the vulnerable.

#### Service Specific Consultations

9.5.13 There were two service specific consultations where the council had indicated there will be variations to services in their budget proposals for 2014/15

- Adults and Communities: The Community Offer
- Children's Services: Commissioned Services and Traded Services for Schools

9.5.14 The service consulted with their users and other stakeholders via face to face engagement and an online survey. The general public were also given an opportunity to have their say and register their interest on the council's engage space. Full details on all the consultation findings can be found in appendix B of this report. Key findings are as follows:

#### Community Offer consultation

9.5.15 In the main the Community Offer was positively received. However some respondents raised concerns. The main focus of concern was whether offering telecare and equipment as an alternative to home care calls would increase social isolation for affected individuals. Respondents indicated that it was essential that individuals were carefully and individually assessed to ensure this did not happen. Adult Social Care will continue to have a legal duty to assess needs on an individual basis and meet eligible social care needs. Assessment and support plans will consider an individual's social needs. Those carrying out support planning will work with service users to identify concerns and will ensure that individuals where isolation may be an issue are supported to access befriending and community support, such as older peoples' neighbourhood services. This should mitigate concerns about increased isolation. Concerns were also raised about ensuring that appropriate support was in place for people using Direct Payments and ensuring that the payments being provided are sufficient to cover the cost of the care needed by an individual. As a result, the Adults and Communities Delivery Unit are re-establishing a Forum for Direct Payment Users and Carers, chaired by the Assistant Director of Adult Social Care to advise users and carers on the process of Direct Payments and assist them with any concerns they have. Each social care team has a dedicated Direct Payments Advisor who is available to support individuals.

#### Commissioned services, and Traded services for schools consultation

9.5.16 In relation to commissioned service savings, most respondents tended to agree with the proposal to make savings by jointly buying services with health, although concerns were expressed that there could be reduction in service as a consequence. Respondents tended to agree or strongly agree with the proposal to reconfigure short breaks, with concerns expressed about how this would impact on service delivery, especially for those with lower level needs. Respondents thought that reviewing and joining up similar services could be beneficial, so long as the overall service levels were not adversely affected. There was a mixed response to this proposal; 37 per cent of respondents strongly agreed or tended to agree, whereas 38 per cent tended to disagree or strongly disagree, with the remainder being neutral (21 per cent) or indicating they don't know (four per cent). A similar percentage of respondents strongly agreed or tended to agree (39 per cent) compared with the percentage that

strongly disagreed or tended to disagree (38 per cent), with the remainder being neutral (15 per cent) and indicating don't know (eight per cent), about the proposal to develop a traded services model for educational welfare and educational psychology, and find the balance of savings by reducing the 'schools causing concern' budget. A high number of schools indicated they would be willing to buy back educational psychology services.

#### Staffing implications and associated costs

9.5.17 The budget savings options set out in Appendix D have a number of staffing implications in the following Delivery Units:

- Family Services: Reduction of 2.4 FTE
- Education & Skills: Reduction of 2.3 FTE
- Assurance: Reduction of 1 FTE

9.5.18 In addition to the reductions above, the level of buy back for the schools traded service within the council is still being finalised and may have staffing implications. Consultation continues with these members of staff and trade unions.

9.5.19 The information above is provided to enable the Cabinet to understand the full service delivery and financial implications of the budget proposals. Further work is being undertaken as part of a longer term workforce strategy to determine the future size and shape of the council. All staffing related decisions are within the remit of the General Functions Committee.

9.5.20 On 4 November 2013, 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 an compliance with the council's 'Managing Organisational Change' policy, that the Chief Operating Officer 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.

9.5.21 As a result of consideration of consultation and other factors, the following amendments have been made to the budget proposals:

**a) To cut Council Tax by one per cent next year;**

**b) Investment of £1m will be allocated to fund priority projects to tackle key concerns from the Residents' Perception Survey;**

**c) The Adults and Communities (A&C) delivery unit will be implementing the proposals set out under the Community Offer. However, concerns raised through the consultation about assessing cases on an individual basis and the need to ensure that people do not become isolated through the increased use of equipment technology will be taken into account. A&C will be mindful about how these proposals are implemented and address the concerns raised. Additionally, as a result of concerns raised regarding Direct Payments A&C will be re-establishing the Direct Payments Forum for users and carers; and**

**d) The Commissioned services and Traded services for schools proposals are being taken forward. In response to feedback it is not proposed to reduce commissioned domestic violence services or to reduce commissioned**

services for young carers. Consultation feedback will also be taken into account when implementing the proposals.

## 9.6 Council Tax

9.6.1 As part of the Localism Act 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 level that it considers excessive is 2%. In effect this means that council tax increases are capped at 2% for 2013/14. The Council's budget is based on a council tax decrease of 1% for 2014/15 and freeze for 2015/16.

9.6.2 The detailed council tax base schedules are included in Appendix D. Under delegated powers, the Chief Finance Officer has determined the 2014/15 taxbase to be 128,463 (Band D Equivalents) – the calculation is set out below:

Council tax base	Band D Equivalent	
	2013/14	2014/15
Number of Properties	164,244	165,611
Estimated discounts	(17,060)	(14,964)
Estimated other charges	(19,612)	(20,309)
<b>Total Relevant Amounts</b>	<b>127,539</b>	<b>130,338</b>
Estimated non-collection (1.5 %)	(2,365)	(1,956)
Contribution in lieu of MoD	87	81
<b>Council tax base</b>	<b>125,294</b>	<b>128,463</b>

9.6.3 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.

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

BUDGET	2013/2014 Original	2013/2014 Current	2014/2015 Original
	£	£	£
<b>Total Service Expenditure</b>	<b>292,984,580</b>	<b>292,984,580</b>	<b>286,412,080</b>
Contribution to / (from) Specific Reserves	6,180,701	6,180,701	8,418,138
<b>NET EXPENDITURE</b>	<b>299,165,281</b>	<b>299,165,281</b>	<b>294,830,218</b>
Other Grants	(31,522,000)	(31,522,000)	(34,255,000)
<b>BUDGET REQUIREMENT</b>	<b>267,643,281</b>	<b>267,643,281</b>	<b>260,575,218</b>
Business Rates Retention	(33,608,000)	(33,608,000)	(34,500,000)
Business rates top-up	(17,436,000)	(17,436,000)	(17,800,000)
<b>BUSINESS RATES TOTAL</b>	<b>(51,044,000)</b>	<b>(51,044,000)</b>	<b>(52,300,000)</b>
RSG	(77,122,000)	(77,122,000)	(65,200,000)
Collection Fund Adjustments			(1,500,000)
<b>BARNET'S ELEMENT OF COUNCIL TAX REQUIREMENT</b>	<b>139,477,281</b>	<b>139,477,281</b>	<b>141,575,218</b>
Council Tax base	125,294	125,294	128,463
<b>Basic Amount of Tax</b>	<b>1,113.20</b>	<b>1,113.20</b>	<b>1,102.07</b>

<b>GLA Tax</b>	<b>303.00</b>	<b>303.00</b>	<b>299.00</b>
<b>Total Council Tax (Band D Equivalent)</b>	<b>1,416.20</b>	<b>1,416.20</b>	<b>1,401.07</b>

9.6.5 The GLA precept is £38,410,437 making the total estimated demand on the collection fund and council tax requirement £179,985,655.

London Borough of Barnet	£ 141,575,218
Greater London Authority	£ 38,410,437
<b>Total Requirement for Council Tax</b>	<b>£ 179,985,655</b>

9.6.6 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	734.71	199.33	934.05
B	857.16	232.56	1,089.72
C	979.62	265.78	1,245.40
D	1,102.07	299.00	1,401.07
E	1,346.97	365.45	1,712.42
F	1,591.88	431.89	2,023.77
G	1,836.78	498.34	2,335.12
H	2,204.14	598.00	2,802.14

9.6.7 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 support.

#### Council Tax Support Scheme

9.6.8 On 22 January 2013, following a 12 week consultation, The Council, adopted a Local Council Tax Reduction Scheme called Council Tax Support. The scheme had the following features:

- Contribution of 8.5% for working age claimants unless in a protected group;
- Simplified system of non-dependent deductions;
- Abolition of second adult rebate for working age customers;
- Protection from the impact of the minimum contribution for war pensioners;
- War pension income disregarded from both the working age scheme and the pension credit age scheme;
- Other changes relating to the effective date of a change of circumstances and how Universal Credit would be treated.

9.6.9 That the working age Non-dependant (ND) charges be uprated as follows:

Claimant or partner receiving Jobseekers Allowance (income based, Income related Employment and Support allowance or Pension credit.	£0.00
Gross Income up to £187.99 pw regardless of source if ND not receiving above benefit.	£5.00 per week
Gross Income £188.00 pw or over regardless of source if ND not receiving above benefit.	£11.25 per week

## 9.7 Capital programme and invest to save

9.7.1 The Council's capital programme is contained within Appendix E. The current programme (including 2013/14 spend and new approvals) is £537.846m from 2013/14 to 2018/19, with £106.836m government grants, £50.465m capital receipts, £120.029m borrowing, £175.473m Major Repairs Allowance (MRA) and Revenue Contribution to Capital (RCCO), £33.948m capital / infrastructure reserve and £51.095m "other" funding.

9.7.2 Additions to the capital programme as set out in this report are as follows:

<b>Project</b>	<b>Amount £'000</b>	<b>Funding</b>
Adults investing in IT	500	Grant funded, re-profiling of current programme
New secondary 14-19 provision	7,000	Funded from external grant and existing schools capital allocations
Relocation of Pupil Referral Unit	8,000	Funded from existing schools capital allocations
Fuel tank to provide additional liquid fuel storage capacity at Mill Hill Depot	60	Funded from borrowing
Brent Cross – design cost funding	4,000	Funded from infrastructure reserve and recovered from developer
Brent Cross – procurement	1,000	Funded from infrastructure reserve and recovered from development partner
Brent Cross – funding for land acquisition	26,000	Funded from infrastructure reserve and recoverable from developer through procurement process

<b>Project</b>	<b>Amount £'000</b>	<b>Funding</b>
West Hendon – advance delivery of highways improvements	3,400	Funded from infrastructure reserve
Colindale – Lanacre Avenue and Aerodrome Road junction improvements	5,800	Funded from infrastructure reserve
Colindale – Grahame Park decant programme enhancement	9,600	Funded from infrastructure reserve
Town Centres – match funding for external grant opportunities	5,000	Funded from infrastructure reserve
Disabled Facilities Grant (DFG)	1,230	Funded from borrowing
Empty homes grants	790	External grant funding

## **9.8 Treasury Management Strategy**

9.8.1 The Treasury Management Strategy is included at Appendix F. The main recommended revisions to the Treasury Management Strategy are as follows:

- Extension of maximum investment duration from 2 to up to 10 years subject to a limit of £50 million for investments of more than one year duration and a limit of £20 million for investments of more than two years duration; and
- Extend range of counterparties to include pooled property and equity funds.
- Decisions in respect of investments over 2 years, and deposits with pooled property and equity funds will be taken in consultation with the Council's investment advisor, and approved by the Chief Finance Officer.
- 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 2014/15, and therefore the assumptions in the budget strategy for interest receipts remain the same.

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

## **9.9 Housing Revenue Account**

9.9.1 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 2013 the HRA balances were £16.1m, and forecast to be £13.9m at 31 March 2014.

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

#### HRA rents

9.9.3 Although the HRA settlement assumed that rents would continue to increase in line with the formula RPI + 0.5% + £2 until convergence was achieved with housing association rents, Local Authorities are now at liberty to set rents locally. The only potential financial constraint is the rent rebate limit, which determines the subsidy that the Council can claim from the Treasury for housing benefit payments made to tenants, if the average council rent exceeds the rent rebate limit rent, the Council cannot claim full housing benefit subsidy on this additional amount.

#### Council dwelling rents

9.9.4 Although the government recommends that local authorities continue to follow the national policy for rent setting, it has confirmed that this is only guidance and that councils are free to set rents that reflect local priorities and needs.

9.9.5 The economic situation and welfare changes, such as council tax benefit and housing benefit, mean that many lower income households in council homes are facing financial pressures. In view of this it is proposed that the Council moves away from Government formula rents which would see rents increase by an average of 5.19%, and limits the annual increase to 2.5%.

9.9.6 Based on the 2.5% increase, the average weekly rent on a 52 week basis will be £100.93. This has increased from an existing weekly average rent of £98.47.

#### Service charges and garages

9.9.7 Service charges have been reviewed by Barnet Homes and the following changes<sup>3</sup> are recommended to take effect from 1 April 2014:

	<b>2013/14</b>	<b>2014/15</b>	<b>Increase</b>	<b>% Increase</b>
<b>Grounds Maintenance</b>	£1.26	£1.81	£0.55	44%
<b>Lighting</b>	£1.07	£1.12	£0.05	4.4%
<b>Heating - Grahame Park</b>	1 Bed- £11.37	1 Bed- £11.73	1 Bed- £0.36	3.2%
	2 Bed - £15.76	2 Bed - £16.26	2 Bed - £0.50	
	3 Bed - £17.02	3 Bed - £17.56	3 Bed - £0.54	
<b>Heating – excluding Grahame Park</b>	3.2%			
<b>Digital Television</b>	£0.78	£0.80	£0.02	3.2%

<sup>3</sup> All charges in this table are shown on a 48 week basis and rounded to the nearest penny

<b>Weekly Caretaking</b>	£6.26	£6.35	£0.09	1.5%
<b>Caretaking Plus</b>	£8.08	£8.20	£0.12	1.5%
<b>Quarterly Caretaking</b>	£1.26	£1.28	£0.02	1.5%
<b>Enhanced Housing Management and Alarm Service (sheltered housing)</b>	3.2%			

9.9.8 Proposed increases for Grounds Maintenance, Lighting and Caretaking reflect the actual cost of providing these services.

9.9.9 Proposed increases for Heating and Digital Television are in line with inflation.

9.9.10 It is proposed that the rents of council garages are increased by 3.2% in line with inflation.

#### Buyback properties on regeneration estates

9.9.11 The council has acquired a number of homes on the regeneration estates from leaseholders experiencing hardship and uses these properties as short term temporary accommodation, charging rents which are similar to those for emergency accommodation in the private rented sector.

9.9.12 The buyback properties are no longer required as short term temporary accommodation as this is now being sourced effectively in the private rented sector. The properties also provide a useful option for use as longer term temporary accommodation for households impacted by welfare reform who need to remain in the borough.

9.9.13 It is therefore proposed that rents are now brought into line with other forms of longer term temporary accommodation, and are reduced to levels in line with the housing benefit subsidy for Temporary Accommodation, which is set at 90% of local housing allowances plus £40 a week.

9.9.14 The proposed rents for buyback properties from April 2014 are set out in the table below:

Summary	Area	Current Rent	Proposed Rent
1 Bed	Grahame Park	£368.04	£195.77
2 Bed	Grahame Park	£368.04	£237.31
2 Bed	Stonegrove	£368.04	£237.31
2 Bed	Dollis Valley	£368.04	£247.90
3 Bed	Grahame Park	£368.04	£299.61
3 Bed	Stonegrove	£368.04	£299.61

#### HRA Summary & Working Balance

9.9.15 Total expenditure for 2014/15 is estimated at £65.2m, including charges for financing HRA debt under the self-financing proposals and a contribution to the Major Repairs Reserve of £14.7m.

9.9.16 The HRA for 2014/15 shows a use of balances of £3.3m, after a contribution to Major Repairs Reserve of £14.7m. The estimated HRA balance as at 31 March 2015 is £10.6m.

## 9.10 Robustness of the budget and assurance from Chief Financial Officer

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

### Robustness of estimates

9.10.2 The financial planning process for 2014/15 is in light of confirmation of further cuts from central Government. This has posed a significant challenge for all authorities to balance budgets with significant reductions in government support. Barnet Council is meeting this long term challenge through its Priorities and Spending Review which will consider plans up to 2020 in order to develop a balanced budget.

9.10.3 The financial planning process has been managed at officer level through the Delivery Board. This Director level 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.

9.10.4 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.

9.10.5 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 2013.

**In the view of the Chief Finance Officer, the proposed budget for 2014/15 is robust.**

### Adequacy of reserves

9.10.6 The Council's reserves and balances policy is set out at Appendix I. The extreme constraints 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 maintains the 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:** continued cuts to local government funding will continue in 2015/16 and beyond. For this reason, it is important that the Council is prudent with its use of reserves and contingency to mitigate against future cuts.
- **Robustness of the Budget Process:** the process that has been undertaken to set the budget has included engagement of officers from service

departments throughout the year, regular reporting to Cabinet and scrutiny, consultation with the public, along with due consideration of statutory duties, particularly in respect of equalities. For these reasons, it can be confirmed that the budget setting process has been robust;

- **Effectiveness of Risk Management:** risk management processes have continued to improve during 2013/14. The corporate risk register is attached at appendix J, 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.

9.10.7 Having considered the application of the above principles, the Chief Operating 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.

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

General reserve	Mar-13	2013/14	Mar-14	2014/15	Mar-15
	£m	£m	£m	£m	£m
General fund	15.8	0.0	15.8	0.0	15.8
Housing revenue account	16.1	(1.2)	14.9	(2.9)	12.0

9.10.9 For specific reserves, the Chief Operating Officer has considered relevant to each reserve and advises the following planned levels:

Specific reserves	Mar-13	2013/14	Mar-14	2014/15	Mar-15
	£m	£m	£m	£m	£m
Risk	16.3	(5.0)	11.3	0.0	11.3
Transformation	13.5	(3.0)	10.5	0.0	10.5
PFI	2.5	(0.4)	2.1	0.0	2.1
Service Development	6.5	(6.0)	0.5	0.0	0.5
Infrastructure	15.0	8.0	23.0	4.0	27.0
Service Reserves	21.7	(5.0)	16.7	0.0	16.7
<b>Council total</b>	<b>75.5</b>	<b>(11.4)</b>	<b>64.1</b>	<b>4.0</b>	<b>68.1</b>
Schools reserves	14.8	0.0	14.8	0.0	14.8
<b>Total</b>	<b>90.3</b>	<b>(11.4)</b>	<b>78.9</b>	<b>4.0</b>	<b>82.9</b>

9.10.10 The council's arrangements for ensuring financial resilience have been assessed by external auditors during 2013/14 and have been found to be robust.

## **10. LIST OF BACKGROUND PAPERS**

10.1 None.

<b>Cleared by Finance (Officer's initials)</b>	<b>JH</b>
<b>Cleared by Legal (Officer's initials)</b>	<b>JF</b>

This page is intentionally left blank

## Corporate Plan 2013 – 16 2014 Addendum

In April 2013, the Council published its revised Corporate Plan for the period 2013 – 2016 with a focus on promoting the benefits of economic growth and regeneration across the borough. The Council’s strategic objectives and priority outcomes will continue to be reflected in the Plan for 2014.

### Strategic objectives

- 1 promote responsible growth, development and success across the borough.
- 2 Support families and individuals that need it – promoting independence, learning and well-being.
- 3 Improve the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study.

### We will deliver the strategic objectives by focussing our efforts on these priority outcomes:

1. To maintain a well-designed, attractive and accessible place, with sustainable infrastructure
2. To maintain the right environment for a strong and diverse local economy
3. To create better life chances for children and young people across the borough
4. To sustain strong partnership with the local NHS, so that families and individuals can maintain and improve their physical and mental health
5. To promote a healthy, active, independent and informed over 55 year old population in the borough to encourage and support our resident to age well
6. To promote family and community well-being and encourage engaged, cohesive and safe communities

### Measures of success

The performance measures for 2013-16 have been updated to reflect the improved performance across the Council and to focus monitoring in the areas that have been escalated in 2013.

## Corporate Plan 2013 – 16 2014 Addendum

### To maintain a well-designed, attractive and accessible place, with sustainable infrastructure across the borough.

1. Increase residents' satisfaction with their local area as a place to live above 88 per cent *[the same as 2013/14]*
2. Make safe 100 per cent of intervention level potholes reported by members of the public within 48 hours (Re contract KPI 2.2NM) *[target of 90 per cent in 2013/14]*
3. Completion of 100 per cent of resurfacing and maintenance work:
  - a. Roads (Re contract KPI 1.2NM) *[the same as 2013/14]*
  - b. Footpaths (Re contract KPI 1.3NM) *[the same as 2013/14]*
4. Improving waste services:
  - a. Increase the percentage of household waste sent for reuse, recycling and composting to 41 per cent *[target of 40 per cent in 2013/14]*
  - b. Maintain overall satisfaction levels for the recycling and refuse service (80 per cent) *[the same as 2013/14]*
5. Launch 5 new 'Adopt a place' community schemes at different locations within the borough *[target of 10 in 2013/14]*
6. Increased parking in town centres:
  - a. On-street parking bays (1,652,600 transactions) *[10% increase on 2013/14 target]*
  - b. Car parks (303,700 transactions) *[10% increase on 2013/14 target]*

### To maintain the right environment for a strong and diverse local economy.

7. Increase business satisfaction with Barnet as a place to do business *[this will be baselined in 2014-15 and the improvement measured in 2015-16]*
8. Support business survival in the borough, with a 1.5 per cent point increase in new businesses created above comparable boroughs (Re contract KPI SK1) *[new measure]*
9. Homelessness and emergency accommodation:
  - a. Reduce the number of households placed in emergency temporary accommodation to 500 *[the same as 2013/14]*
  - b. Increase the number of Private Rented Sector lettings achieved to 315 *[new measure]*
10. Complete 367 new affordable homes (Re contract KPI REGENKPI105) *[target of 184 in 2013/14]*
11. Bring 100 empty properties back into use (Re contract KPI EH04A) *[the same as 2013/14]*



## Corporate Plan 2013 – 16 2014 Addendum

### To create better life chances for children and young people across the borough.

12. Increase the percentage of children achieving a 'Good level of Development' in the Early Years Foundation Stage Profile to 65 per cent *[new measure]*
13. Increase the number of free early years places accessed by eligible two year olds to 1,400 *[target of 700 in 2013/14]*
14. Increase the percentage of children making two levels progress between Key Stages 1 and 2 in May 2014:
  - a. Reading to 91.5 per cent *[achieved 91 per cent in 2013/14]*
  - b. Writing to 92.5 per cent *[achieved 92 per cent in 2013/14]*
15. Maintain the percentage of young people achieving 5 or more GCSEs A\*-C (or equivalent) including English and Maths at 71 per cent *[target of 67.4 per cent in 2013/14]*
16. Reduce the average time between a child entering care and moving in with its adoptive family, for children who have been adopted to 547 days *[target of 639 in 2013/14]*

### To sustain a strong partnership with the local NHS, so that families and individuals can maintain and improve their physical and mental health.

17. Reduction in numbers of mothers that smoke at time of delivery to 5.25 per cent *[target of 6 per cent in 2013/14]*
18. Reduce the proportion of children classified as excess weight, specifically:
  - a. Reducing the proportion of children aged 4 to 5 classified as excess weight to 21 per cent *[target of 21.5 per cent in 2013/14]*
  - b. Reducing the proportion of children aged 10 to 11 classified as excess weight to 33.35 per cent *[target of 33.5 per cent in 2013/14]*
19. Increase the number of eligible people who receive an NHS Health Check to 9,000 *[the same as 2013/14]*
20. Increase the percentage of schoolchildren who spend a minimum of two hours each week on high quality PE and school sport within and beyond the curriculum *[this will be measured in 2015-16]*

### To promote a healthy, active, independent and informed over 55 population in the borough to encourage and support our residents to age well.

21. Increasing the percentage of eligible adult social care customers receiving self-directed support to 75 per cent *[the same as 2013/14]*
22. Increasing the percentage of eligible adult social care customers receiving direct payments to 35 per cent *[target of 30 per cent in 2013/14]*

## Corporate Plan 2013 – 16 2014 Addendum

23. Increasing the number of carers who receive support services to 15 per cent *[target of 8 per cent in 2013/14]*
24. Reducing the number of younger adults (18 – 64 years old) in residential and nursing care to 291 *[target of 310 in 2013/14]*
25. Increasing the percentage of older people (65 and over years old) who were still at home 91 days after discharge from hospital into re-  
enablement/rehabilitation services to 85 per cent *[achieved 82.6% in 2013/14]*
26. Increasing overall satisfaction of people who use adult social care services with their care and support to 90 per cent *[target of 89% in 2013/14]*
27. Increasing the percentage of adult social care service users who say their services have made them feel safe and secure to 65 per cent *[target of 61.3% in 2013/14]*

### **To promote family and community well-being and encourage engaged, cohesive and safe communities.**

28. Improving outcomes among vulnerable groups:
  - a. Reduce the achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stage 2 (Level 4+ in both Reading, Writing & Maths) to 15 per cent *[gap reported as 18 per cent in 2013/14]*
  - b. Increase the percentage of looked after children making the expected level of progress in English and Maths between Key Stages 2 and 4 to 35 per cent *[the same as 2013/14]*
29. Monitor the number of referrals to social care (measured per 10,000 of the under 18 population)
30. Reduce the number of first time entrants to the Youth Justice System aged 10 to 17 to 357 *[target of 428 in 2013/14]*
31. Increase in community confidence in police and the local authority dealing with crime and anti-social behaviour to 78 per cent *[the same as 2013/14]*
32. Working with offenders:
  - a. Maintain the reduction in adult reoffending for those under probation supervision to 7 per cent *[target of 7.2 per cent in 2013/14]*
  - b. Maintain 75 per cent of young offenders in education, training or employment *[target of 75 per cent in 2013/14]*
33. Maintain the reduction in the level of domestic burglary to below 22 per 1,000 households *[target of 24.8 per 1,000 in 2013/14]*

---

<sup>i</sup> please note, these indicators include *quite, very and extremely satisfied* and are not directly comparable to the Health & Social Care Information Centre: Adults Social Care Outcomes Framework indicators 4A and 4B (<http://asconf.hscic.gov.uk/>)

**Appendix B**  
**Business Plan and Budget  
Consultation**  
**Consultation Findings**

**February 2014  
Consultation  
Communications**

# **SECTION 1**

## **Executive Summary**

## 1. EXECUTIVE SUMMARY

This report sets out the detailed findings from the Business Plan and Budget consultation, 2014/15 - 2015/16.

### 1.1 Summary of approach to Business Plan Consultation

This year there were two phases to the consultation:

- Phase One: Residents' Perception Survey (September 2013 – October 2013)
- Phase Two: Business Plan and Budget Consultation (8<sup>th</sup> November 2013 – 31<sup>st</sup> January 2014)

A summary of the results from the Residents' Perception Survey can be found in Appendix 1 of this report.

This report sets out detailed findings from phase two, which consisted of two strands:

- General Consultation on the Council's Business Plan and proposed budget for 2014- 2015
- Delivery Units service-specific consultations where the council has indicated there will be variations to services in the budget proposals for 2014/15.

A summary of the key findings are outlined on the following pages. The results will be used to inform the development of next year's final decisions on the Council's Business Plan and Budget for 2014 - 2015. Detailed findings can be found under sections 2 and 3 of this report.

### 1.2. GENERAL CONSULTATION ON THE COUNCIL'S PROPOSED BUSINESS PLAN AND BUDGET FOR 2014 -15

The general consultation) consisted of an online survey published on <http://engage.barnet.gov.uk/> . Paper copies were made available on request. In order to boost the response to the survey and ensure the council heard the views of a representative sample, the survey was also sent to the Citizens' Panel<sup>1</sup>.

In total 497 surveys were completed, 443 were completed by the Citizens' Panel and 54 completed by the general public via the open online web survey.

The Citizens' Panel response was also weighted to ensure that the achieved sample was representative of the borough's population. As the web survey has only received a total response of 54, the **web findings should be treated with caution** due to the small sample size. The findings have therefore been reported on separately, so that comparisons can be made with the larger representative sample of the Citizens' Panel and the open online web survey.

---

<sup>1</sup> The **core** panel is made up of 1500 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

## 1.2.1 GENERAL CONSULTATION SUMMARY OF KEY FINDINGS

### ➤ Council's overall approach to budget

Respondents were asked how much they agreed or disagreed with the council's proposed business plan in terms of balance between efficiency savings, income generation, and cuts to services.

The majority of Citizens' Panel members agreed that the council has got the right balance in terms of efficiency savings, increased revenue and reductions to services, with three fifths agreeing (63 per cent, 16 per cent strongly agreed and 47 per cent agreed).

Conversely, those responding to the open online web survey were much less likely to agree with the council's approach. Just under two fifths (39 per cent, 21 out of 54 respondents) agreed that the council has got the right balance.

It is clear that the larger representative sample of the Citizens' Panel are much more likely to agree with the council's approach to its business plan compared to the smaller sample that responded to the open online survey on the web; the difference of those agreeing between the two samples equates to a 38 percentage point difference.

The five top most commonly mentioned reasons for their answers were:

#### Agree:

- *'Like that the council is trying to improve efficiency'* (nine per cent of the Panel sample, not mentioned by the open online web survey)
- *'Looks right / Sympathetic / Agree Right Balance'* (mentioned by nine per cent of the Panel sample, and six per cent of open online web survey)
- *'Agree to cut salaries/ Cut number of people on high salaries'* (eight per cent of the Panel sample, and four per cent of open web survey)
- *'Saving is always a good thing / Reduction of unnecessary spending is a good thing'* (mentioned by six per cent of the Panel sample, the open online web survey did not mention this).

#### Disagree:

- *'Want less of a reduction in services / Do not cut back 'too much'/ Concerned about the effect on service'* (17 per cent of the Panel sample, 11 per cent of open web survey)

### ➤ Council's proposal to cut council tax by one per cent next year

Again, the Citizens' Panel sample were much more likely to agree with the proposal to cut council tax by one per cent next year compared to those responding to the open online web survey (a 31 percentage point difference).

The vast majority of Citizens' Panel members welcome a cut in council tax next year, with nearly three quarters agreeing (71 per cent, of which 44 per cent strongly agreed and 27 per cent agreed).

Conversely, those responding to the open online web survey, just under half of the respondents agreed (49 per cent, 24 out of 49 respondents) with the proposal to cut council tax by one per cent next year. Around two fifths of the web survey respondents indicated they disagreed with the proposal (39 per cent, 19 out of 49 respondents), and the remainder said they were neutral (12 per cent).

## BUSINESS PLAN AND BUDGET CONSULTATION

The five top most commonly cited reasons for their responses were:

### Agree:

- *Pleased /The right plan / Any saving is helpful / Praise*. (15 per cent of the Citizens' Panel sample, four per cent of open online web survey).
- *'Good for pensioners / those on low income/ on fixed income'* (mentioned by 11 per cent of the Panel sample, and not mentioned by the open online web survey)

### Disagree:

- *Use the savings to improve / Increase services*' (eight per cent of the Panel sample, four per cent of open web survey)
- *Do not cut services / Concern about effect on services*' (eight per cent of the Panel sample, four per cent of open web survey)
- *'Would have been satisfied with a freeze'* (seven per cent of the Panel sample and six per cent of the open web survey).

### ➤ **Priorities the council has identified within each Delivery Unit**

In terms of individual Delivery Unit priorities, the vast majority of respondents agreed with most of the priorities the Delivery Units have identified for 2014/15. More of a majority was experienced with the Citizens' Panel, with around four fifths or more agreeing with many of the priorities; whereas the open online web respondents, although supportive, were less enthusiastic in their level of agreement. In particular with reference to the Street Scene priority **'Continue with the development of better local relationships with residents around initiatives such as Friends of Parks, Adopt a Street and Pledgebank to give residents an opportunity to improve their local area'**, only two fifths (43 per cent) of the online web survey sample agreed with this priority. In contrast, almost four fifths (79 per cent) of the Citizens' Panel agreed with this priority. However, the open online web respondents, rather than disagree, were more likely to be neutral or indicate they did not know.

The theme of protecting the vulnerable that was apparent in Phase one of the Priorities Spending Review consultation, was clearly evident in the responses to this consultation, with the highest level of agreement experienced for those priorities within Adults and Communities and Children's Service **that seek to protect the vulnerable and that keep residents safe**.

This was also reflected when respondents were asked to rank the service priorities in order of importance. The priority that achieved the **highest ranking** within Adults and Communities was **'Safeguarding Adults at risk'**, and within Children's Service the highest ranked priorities were **'Every child in Barnet has a great start in life, with the security and safety to grow in a nurturing environment'** and **'Keeping children safe'**.

The full details, and the reasons if respondents disagreed with any of these priorities, can be found in the detailed findings under Section 2.

### ➤ **General consultation**

Respondents were asked if they had any additional comments about the efficiency savings and income generation proposed in the budget which were marked as **'general consultation'** within each Delivery Unit published budget proposals.

The number of respondents that took the opportunity to comment on these detailed budget proposals within each Delivery Unit was very small, with between nine to 20 per cent of the two samples answering these questions. Therefore, the comments received, when grouped into common themes, have very small sample sizes and should be treated with caution. However, it must be noted that these qualitative responses do provide further insight into residents' views.

In terms of the **Adults and Communities** general question on efficiency savings and income generation identified in their budget, 19 per cent of the panel and 17 per cent of open online web respondents answered this question. Again many comments referred to not making cuts that would affect the vulnerable; in particular respondents referenced **concerns to cuts to Health and special care for the elderly (E4 and E6)**, and concerns about **cuts to social care staff or residential care**.

Only 14 per cent of the Panel answered this general question on **Children's Services** published budget, and none of the online web survey respondents took the opportunity to answer this question. In terms of the Panel responses, most of the comments were about concern with the **high reduction in spending and how services could be affected**' (mentioned by three per cent of the panel). There was also some concern around the **savings in Children's Centres** in terms of having fewer staff rehabilitating children or just general disagreement with cuts at Children's Centres (mentioned by three per cent of the panel).

**Street Scene** received the highest response to the 'general' question on efficiency savings and income generation identified in the published budget, with 20 per cent of the panel and 12 per cent of the online sample answering this question. The type of comments received mainly related to effect on cuts to **Community Safety**, which was also mentioned in context to cuts to **street lighting** (three per cent of the Panel). Others said **cleaner streets** were required and should not be cut (two per cent of the Panel). Some panel members said more information was required on **recycling**, particular for the elderly (three per cent of the Panel); and lastly there was also a request for the return of **neighbourhood skips** (mentioned by two per cent of the Panel).

Full details of the findings from the 'general' questions on the budget are given in Section 2 of this report, and it is recommended that Delivery Units look at these in order to understand in detail the concerns that were raised about their budget proposals marked 'general consultation'.

### ➤ **Savings from the council's change programme**

Respondents were also invited to comment on the proposed savings derived from the Commissioning Group, CSG, RE, the Legal Group, and the Barnet Group.

Again the number of respondents that took the opportunity to comment on these savings was small, with between nine to 23 per cent of the samples answering these questions. As before when the comments are grouped into common themes, the sample sizes are small and should be treated with caution. However, again these qualitative responses do provide further insight into residents' views. Full reporting on the type of comments received is provided in Section 2 of this report.

### ➤ **The local community and how they can help the council to save money**

Lastly, respondents were asked for suggestions on how the local community could help the council save money. Around 20 per cent of both samples answered this



question. The most popular ideas were: **having more local groups with the council encouraging local involvement**; a need to **encourage pride in local area, with a sense of belonging or a Barnet community**; and also ideas that related to campaigns that encouraged residents to keep Barnet clean and litter free.

### 1.2.3 SERVICE SPECIFIC CONSULTATIONS, BUSINESS PLAN AND BUDGET CONSULTATION 2014/15

In summary, the following service consultations have been consulted on as part of Business Plan and Budget Consultation 2014/15 - 2015/16:

- **Adults and Communities Delivery Unit** consulted on the Community Offer. The service consulted with their users and other stakeholders 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 at two public meetings. Full details can be found at <http://engage.barnet.gov.uk>.
- **Children's Services Deliver Unit** consulted on two proposals: Commissioned services for children and families, and Traded services for schools. The service consulted with their users and other stakeholders extensively through face to face engagement and online surveys. The general public were also given an opportunity to have their say and register their interest at <http://engage.barnet.gov.uk>.

#### 1.2.3.1 Adults and Communities Delivery Unit Consultation:

##### Summary of key findings:

In total, 16 people responded to the online Adults and Communities Delivery Unit budget consultation survey on the Community Offer. The proposals have also been discussed at a number of meetings including the Partnership Boards, LD Parliament, the Carers Forum and Carers Centre, specific focus groups and two public meetings. The key points that emerged from both the online survey and the meetings held with a range of stakeholders are below.

- The proposal to look at new ways to support people in their homes using technology and equipment, short-term enablement support, and by supporting family carers was positively received. However, people raised concerns that it was important that each case to be looked at based on individual circumstances and that this could lead to people feeling isolated in some instances if the correct support was not put in place.
- The majority of respondents tended to agree or, neither agreed nor disagreed with proposals to make changes to how Adults and Communities review people receiving social care services. Respondents raised the importance of ensuring that if changes were to be made through reviews appropriate support must be in place and that when reviews are being carried out, the full needs of the individual are taken into account.
- In relation to increasing the use of Direct Payments so that people can arrange their own support, there was a mixed response. People either strongly agreed or agreed or, neither agreed nor disagreed. Respondents raised that whilst Direct

Payments may lead to greater user control, some individuals may need additional help in managing their finances, and that the amount of payment provided would need to ensure that the cost of the care needed was met. Respondents also raised that individuals needed to fully understand how Direct Payments could be used.

- In regards to looking at alternatives to the way we offer respite care, there was a mixed response. Respondents were particularly mindful of the importance of ensuring that carers were supported and that each case is looked at on an individual basis.
- Respondents felt especially strongly in regards to questions on the use of Telecare equipment and the need to ensure that people do not become isolated through its use.

### 1.2.3.2 Children's Services Delivery Unit Consultation

#### Summary of key findings:

In total, 84 people responded to the online Children's Service budget consultation survey. 33 children and young people responded to the young people's survey. The budget proposals have also been discussed at a number of meetings, including with young people, with schools, and with service providers. The key points that emerged were:

- Most respondents tended to agree with the proposal to make savings by jointly buying services with health. It was felt there should be an emphasis on transparency and accountability and concerns were expressed that there could be reduction in service as a consequence. Eight people in the online survey commented that speech and language therapy services in particular were currently overstretched.
- Respondents tended to agree or strongly agree with the proposal to reconfigure short breaks to improve service delivery, stop duplication and to ensure services are targeted to those with the highest needs. Barnet Youth Board felt that it might be better to make greater reductions in this area so that other areas could be protected. However, eleven survey respondents voiced specific concerns including that eliminating duplication could result in longer waiting lists, a loss in flexibility to tailor to specific needs, and having to travel further for the service, and there were also concerns about children with lower-level needs losing out.
- Respondents thought that reviewing and joining up similar services could be beneficial, so long as the overall service levels were not adversely affected. There was a mixed response, with no clear majority agreeing or disagreeing with the proposal; just under two fifths (37 per cent) of respondents strongly agreed or tended to agree with this proposal, whereas 38 per cent tended to disagree or strongly disagree, with the remainder being neutral (21 per cent) or indicating they don't know (four per cent). The commissioned services survey respondents felt it was most important for the council to fund were careers support for young people with learning difficulties and disabilities, domestic violence services, and parenting programmes, with activities for young people and youth homelessness services (those areas highlighted as priorities by young people) also considered important to fund by respondents overall.
- Responses to the proposal to develop a traded services model for educational welfare and educational psychology, and finding the balance of savings by reducing the 'schools causing concern' budget were varied. Again there was a

## BUSINESS PLAN AND BUDGET CONSULTATION

mixed response, with no clear majority agreeing or disagreeing with the proposal; just under two fifths (39 per cent) of respondents strongly agreed or tended to agree (39 per cent) with the proposal, conversely just under two fifths (38 per cent) of respondents strongly disagreed or tended to disagree (38 per cent), with the remainder being neutral (15 per cent) or indicating they don't know (eight per cent). Concerns expressed by survey respondents included that schools would struggle to fund these services, or avoid purchasing these services in order to save money, and the importance of accountability and monitoring was highlighted. A high number of schools (around 100) indicated they would be willing to buy back educational psychology services.

## **SECTION 2**

# **Business Plan and Budget General Survey Detailed Findings**

## 2. GENERAL CONSULTATION ON BUSINESS PLAN AND BUDGET

The general consultation consisted of an open online survey published on the web and a closed survey sent out to Barnet's Citizens' Panel<sup>1</sup>.

### 2.1 Technical details and method

#### 2.1.1 In summary, the survey was administered as follows:

The Business Plan and Budget consultation was open for 12 weeks, from the 8 November 2013 to 31 January 2014.

- 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 2014/15 – 2015/16
- Collection of respondents' views were fed back via an open online self-completion survey
- Hard copies were also available on request
- In order to boost the response to the survey, and to ensure the views of a profiled representative sample was heard, the survey was also sent to the Citizens' Panel<sup>2</sup>.

The survey was widely promoted through: the December edition of Barnet First; a press release; social media; Community Barnet's 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 National Non Domestic Rate payers (NNDR or Business rate payers), letters were sent out to all the council's NNDR payers inviting them to take part in the survey.

#### 2.1.2 Questionnaire design

The survey was developed to ascertain residents' views on the Council's Business Plan and Budget for 2014/15 - 2015/16, particularly in terms of:

- The council's overall approach to its business plan and budget;
- The proposal to cut council tax by one per cent next year;
- The priorities identified within each Delivery Unit for next year;
- Those areas marked as 'general consultation' in the Council's Business Plan, namely income and efficiency savings.

In order to enable further understanding and analysis on the results the following types of questions were also included on the survey:

- Open ended questions, where respondents were asked if they disagreed with any priority to say why, and for detailed comments on the efficiency savings and income generation, which were marked as 'general consultation' in each of the detailed Delivery Units published budget for 2014/15-15/16, and then for any other comments on savings
- Key demographic questions

---

<sup>2</sup> The Citizens' Panel is made up of 1500 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

Throughout the survey, hyperlinks were provided at each question to the relevant sections of the Council's Business Plan and Budget 2014/15 - 2015/16. Those that elected to receive a paper copy were also sent the full Cabinet Report with appendices, and where relevant, the questions referenced the page numbers of relevant Cabinet Report.

### 2.1.3 Response to the survey

In total 497 surveys were completed, 443 were completed by the Citizens' Panel and 54 were received from the general public via the online web survey.

The Citizens' Panel response was weighted to ensure the achieved sample was representative of the borough's population. Due to the small sample size of the web survey (54), the **open online web findings should be treated with caution**. For this reason the findings have been reported on separately, so that comparisons can be made with the much larger representative sample from the Citizens' Panel.

#### 2.1.3.1 Citizens' Panel Response

A combined postal and online survey method<sup>1</sup> was mailed out to 1532 members of Barnet's Citizens' Panel and a total of 443 surveys were completed (173 postal and 270 online) giving a response rate of 29 per cent.

#### 2.1.3.2 Online Survey Web response and profile

The table below shows the online profile of those who responded to the web survey. Of the 54 responses received, those who replied were mainly residents (55 per cent, 30 out of 54).

Despite writing to all NNDR payers, only three responses were received from businesses based in Barnet (two of these were residents as well as a business in based Barnet). Two letters were also received from businesses, in response to writing out to all NNDRs, and their comments have been also included in the coding of verbatim comments.

33 per cent of the sample (18 out of 54 respondents) chose not to answer this question.

**Table 1**

Type	Number	%
Resident	30	55%
Business	1	2%
Resident and business based in Barnet	2	4%
Public sector organisation	1	2%
Voluntary/community organisation	1	2%
Other	1	2%
Not answered	18	33%
<b>Total</b>	<b>54</b>	<b>100%</b>

<sup>1</sup> When panel members are recruited they are given the choice of which method they prefer receive their surveys; either online sent to their e mail address, or hard copy sent to their postal address.

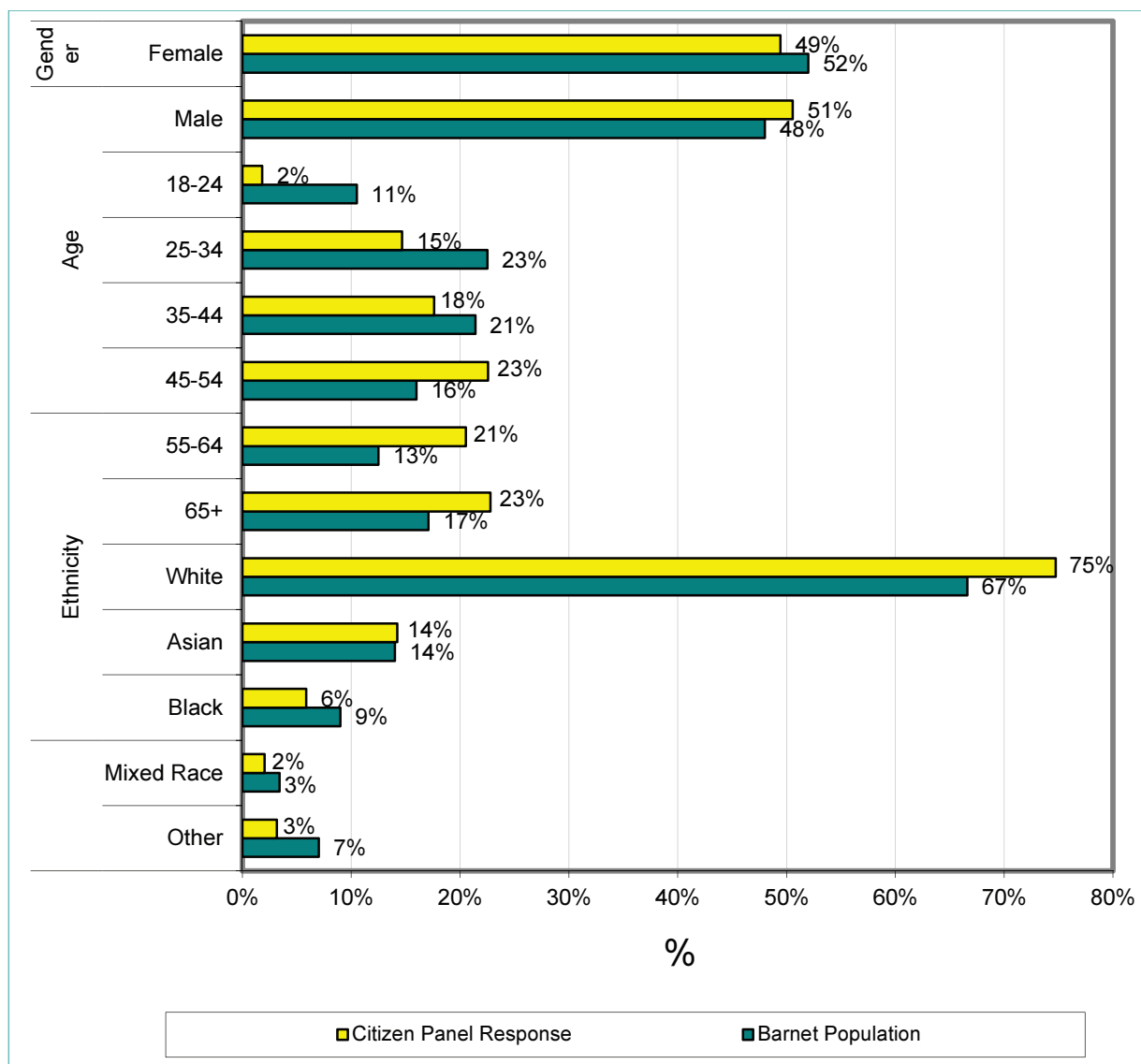
# BUSINESS PLAN AND BUDGET CONSULTATION

## 2.1.3.2 Citizens' Panel sample profile

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

The sample that responded closely matches Barnet's population profile in terms of gender and ethnicity. However, in terms of age, younger panel members are underrepresented and older panel members are over represented. There is also a slight over representation of white respondents and under representation of black and mixed race respondents. 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: Citizens' Panel Sample profile – key demographics**



## 2.1.4 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.

# BUSINESS PLAN AND BUDGET CONSULTATION

## 2.2 Results in detail:

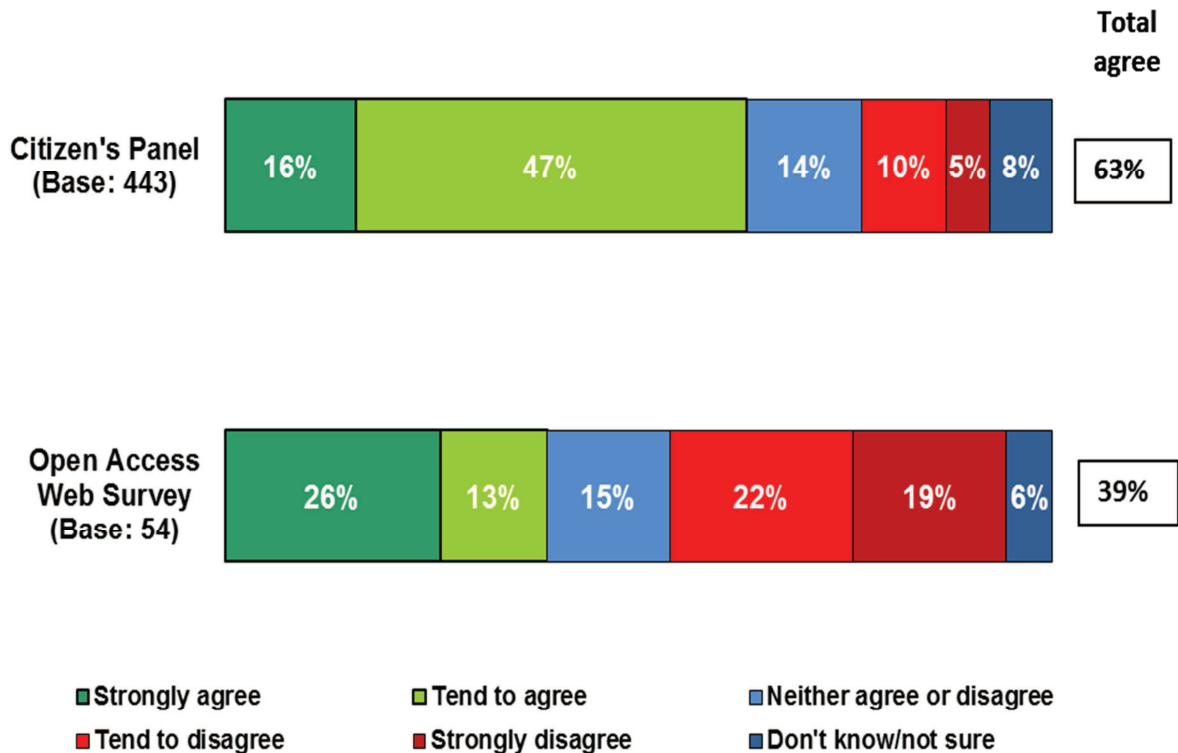
### 2.2.1 Council's overall approach to business plan and budget

Respondents were asked how much they agreed or disagreed with the council's proposed business plan in terms of balance between efficiency savings, income generation and cuts to services.

The Citizens' Panel were much more likely to agree with the council's approach to its business plan compared to those respondents responding to the open online survey on the web.

- Chart 2 below, illustrates that the majority of Citizens' Panel members agree that the council has got the right balance in terms of efficiency savings, increased revenue and reductions to services, with three fifths agreeing (63 per cent). A minority of Citizens' Panel members disagreed with the approach (15 per cent). The remainder were neutral (14 per cent) or said they did not know (eight per cent).
- In contrast, those responding to the open online survey on the web were much less likely to agree with the council's approach. Just under two fifths of respondents (39 per cent, twenty one out of 54 respondents) agreed that the council had got the right balance. Two fifths disagreed (41 per cent, 22 out of 54 respondents), and just under a fifth (21 per cent, 11 out of 54) said they were neutral or said they did not know.

**Chart 2: Level of agreement with the council's overall approach to budget**





### 2.2.2 Reasons for their answers

Respondents were asked to give reasons for their answer.

Table 2 over the page gives full details of the type of reasons received which are ranked by the Citizens' Panel sample most frequently mentioned reasons. Percentages have been based on the total number of respondents who responded to the survey (it should be noted many respondents wrote in more than one reason for their answer and therefore the total percentage adds up to more than 100 per cent). For reporting purposes any comments with one per cent or less have been aggregated into 'other' but full details are available on request.

52 per cent of Citizens' Panel and 52 per cent (28 out of 54 respondents) of the open online respondents did not give a reason for their response. Of the 48 per cent who did give a reason, the top five most frequently cited reasons were:

- **'Want less of a reduction in services / Do not cut back 'too much'/ Concern about the effect on service.** This was the most frequently mentioned reason, with one fifth of Citizens' Panel respondents (17 per cent) cited this type of reason, whilst eleven per cent of online respondents (six out of 54) gave the same reason for their answer.
- **'Like that the council is trying to improve efficiency'.** This was the second most frequently mentioned reason, cited by nine per cent of Citizens' Panel respondents. However, this reason was not mentioned by online respondents.
- **'Looks right / Sympathetic / Agree / Right Balance'.** Nine per cent of Citizens' Panel respondents said they agreed with the budget savings the council had identified because they felt that they looked right and are the right balance. This reason was also cited by six per cent of online respondents (three out of 54).
- **'Agree to cut salaries/ Cut number of people on high salaries'.** Eight per cent of respondents from the Panel cited the reason that they agreed with the council's approach to its budget was that they agreed with the cut to salaries and/or the cut to the number of people on high salaries as a reason. This was also mentioned by four per cent of online respondents (two out of 54).
- **'Saving is always a good thing / Reduction of unnecessary spending is a good thing'.** This was the fifth most frequently mentioned reason, with six per cent of the panel respondents saying the reduction of unnecessary spending is a good thing. This reason was not one mentioned by the online survey respondents.

## BUSINESS PLAN AND BUDGET CONSULTATION

**Table 2: Verbatim comments on the council's overall approach to budget**

Q2. Please give reasons for your answer?	Citizens' Panel (443)		Web based online survey (54)	
	%	Number	%	Number
No reason given	52%	232	52%	28
Want less of a reduction in services / Do not cut back 'too much' /Concern about effect on services	17%	73	11%	6
Like that trying to improve efficiency	11%	50	0%	0
Looks right / Sympathetic / Agree / Right balance	9%	41	6%	3
Agree to cut salaries / Cut number of people on high salaries	8%	34	4%	2
Saving always a good thing / Reduction of unnecessary spending a good thing	6%	25	0%	0
Agree with focus on cutting back-room costs / Protecting Front Line services	4%	19	2%	1
Agree with aim to protect services generally	4%	19	0%	0
Protect services for physically and learning disabled / Protect the vulnerable	4%	17	2%	1
The savings are assumed, but not demonstrated / Not enough information / Cannot see how this could be achieved	4%	17	0%	0
Things could change / Monitor / Have a backup plan	2%	7	0%	0
Do not cut 'back office functions' too much as this would also affect the service	2%	7	0%	0
Other comments <sup>1</sup>	8%	38	30%	16
<b>Total number of comments</b>	<b>130%<sup>2</sup></b>	<b>579</b>	<b>107%</b>	<b>57</b>

### 2.2.3 Council's proposal to cut council tax by one per cent next year

Respondents were asked how much they agreed or disagreed with the council's proposal to cut council tax by one per cent next year.

Again, the Citizens' Panel sample were much more likely to agree with the proposal to cut council tax by one per cent next year compared to those responding to the open online web survey.

- Chart 2 below illustrates that the vast majority of Citizens' Panel members would welcome a cut in council tax next year, with nearly three quarters agreeing (71 per cent, 44 per cent strongly agreed and 27 per cent agreed). One fifth of respondents disagreed (20 per cent), and the remainder neither agreed nor disagreed (seven per cent) or said they did not know (two per cent).

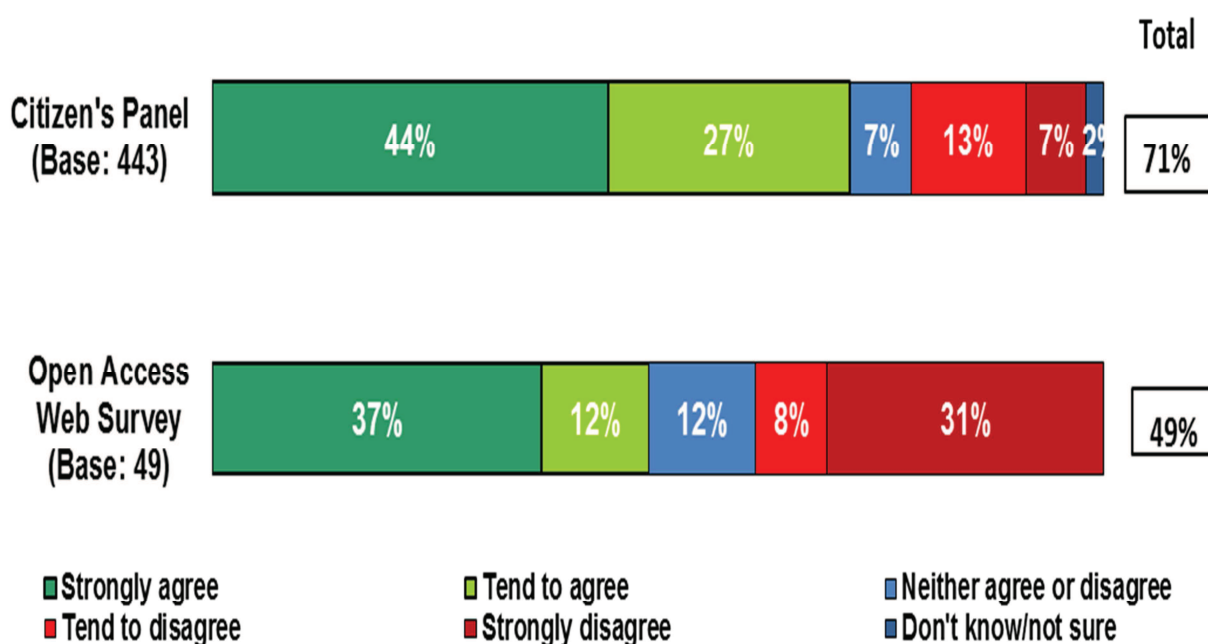
<sup>1</sup> For reporting purposes any comments with one per cent or less have been aggregated into 'other'. Full details are available on request.

<sup>2</sup> Adds up to more than 100% as respondents could write in more than one comment and percentages are calculated on the number of respondents responding to the survey.

## BUSINESS PLAN AND BUDGET CONSULTATION

- A much smaller proportion responding to the open online survey on the web agreed with the proposal to cut council tax by one per cent next year, with just under half of respondents (49 per cent, 24 out of 49 respondents). Around two fifths of the web survey respondents indicated they disagreed with the proposal (39 per cent, 19 out of 49 respondents), and the remainder said they were neutral (12 per cent, six out of 49 respondents).

**Chart 2: Level of agreement to one per cent Council Tax cut next year**



### 2.2.4 Reasons for their answers

Respondents were asked to give reasons for their answer.

Table 3 gives full details of the type of reasons received; which are ranked by the Citizens' Panel sample most frequently mentioned reasons.

40 per cent of Citizens' Panel and 60 per cent (32 out of 54 respondents) of the open online web survey respondents did not give a reason for their response. Of the respondents who did give a reason, the top six most frequently cited reasons were:

- **'Pleased / The right plan / Any saving is helpful / Praise'**. 15 per cent of Citizens' Panel respondents cited this type of reason for their support of the reduction. Seven per cent (four out of 54) of the online respondents also gave this reason.
- **'Good for pensioners / those on low income/ on fixed income'**. This was the second most frequently cited reason by the Citizens' Panel, mentioned by 11 per cent of respondents. This reason was not given by any of the online survey respondents.
- **'Use the savings to improve / Increase services'**. Eight per cent of respondents felt that the savings should be used to improve and increase council services. This view was shared by four per cent of the online respondents (two out of 54).
- **'Do not cut services / Concern about effect on services'**. Eight per cent of Panel respondents felt that the council should not cut services and were concerned about the

## BUSINESS PLAN AND BUDGET CONSULTATION

effect on services the cut in council tax might bring about. This view was shared by four per cent of the online respondents (two out of 54).

- **'Would have been satisfied with a freeze'**. This was the fifth most mentioned reason, with seven per cent of the Citizens' Panel respondents saying they would have been satisfied with a freeze to council tax rather than a reduction. Six per cent of online respondents (three out of 54) also gave this reason for their response.
- **Council tax is (still) excessive/ high**. This was the sixth most mentioned reason, with six per cent of Citizens' Panel respondents saying they feel council tax is still excessively high. None of the online respondents mentioned this reason.

**Table 3: Verbatim comments on the council's proposal to reduce council tax by one per cent**

Q4. Please give reasons for your answer:	Citizens' Panel (443)		Web based online survey (54)	
	%	Number	%	Number
No reason given	40%	178	60%	32
Pleased/ The right plan/ Any saving is helpful/ Praise	15%	68	7%	4
Good for pensioners/ those on low income/ on fixed income	11%	47	0%	0
Use the savings to improve/increase services	8%	35	4%	2
Do not cut services / Concern about effect on services	8%	34	4%	2
Would have been satisfied with a freeze	7%	33	6%	3
Council tax is (still) excessive/ High	6%	24	0%	0
Savings to any one household are too insignificant to have any impact	5%	23	0%	0
I would rather pay less / 1% not much/ Reduction should be more than 1%	4%	19	2%	1
It is correct that any saving go back to the payer rather than being wasted	4%	16	0%	0
Will help to offset rises in energy bill s/ Other increasing bills	4%	16	0%	0
There should not be a cut or a freeze. Council taxes should be increased as necessary	3%	12	11%	6
Spend the saving on more services for disabled and housebound/ the vulnerable	3%	12	2%	1
Savings should go into a reserve / a contingency fund for the future	2%	10	4%	2
Shows Barnet is prepared to help their residents	2%	8	0%	0
More services should be outsourced / Would be more economical to outsource more	2%	7	0%	0
Other comments <sup>1</sup>	8%	36	11%	6
<b>Total number of respondents</b>	<b>130%<sup>2</sup></b>	<b>578</b>	<b>111%</b>	<b>59</b>

<sup>1</sup> For reporting purposes 'other' comments that have one per cent or less have been aggregated together. Full details are available on request.

<sup>2</sup> Adds up to more than 100% as respondents could write in more than one comment. Percentages are calculated on the number of respondents responding to the survey.

### 2.3 Delivery Unit questions

A series of questions were asked on how much respondents agreed or disagreed with the priorities identified within each Delivery Unit, to rank which priorities were most important to them, and if they had any other comments to make on the specific Delivery Unit efficiency savings and income proposals marked as 'general' consultation in the Business Plan and Budget.

#### 2.3.1 Summary: Priorities the council has identified within each Delivery Unit

##### Overview

In terms of the individual Delivery Unit priorities, the vast majority of respondents agreed with most of the priorities the Delivery Units have identified for 2014/15. More of a majority was experienced with the Citizens' Panel, with around four fifths or more agreeing with many of the priorities; whereas the open online web respondents, although supportive, were not as enthusiastic in their level of agreement. This was particularly evident with the Street Scene Priorities, and more so with the Street Scene priority '**Continue with the development of better local relationships with residents around initiatives such as Friends of Parks, Adopt a Street and Pledgebank to give residents an opportunity to improve their local area,**' only two fifths (43 per cent) of the online sample agreed with this. In contrast, almost four fifths of the Panel (79 per cent) agreed with this priority. However, the online respondents were more likely to be neutral or said they did not know.

- The theme of protecting the vulnerable, that was apparent in Phase one of the Priorities Spending Review consultation, was clearly evident in the responses to this consultation, with the **highest level of agreement experienced for those priorities within Adults and Communities and Children's Service that seek to protect the vulnerable and that keep residents safe.**
- This was also reflected when respondents were asked to rank the service priorities in order of importance. The priority that achieved the **highest ranking** within Adults and Communities was '**Safeguarding Adults at risk**', and within Children's Service were '**Every child in Barnet has a great start in life, with the security and safety to grow in a nurturing environment**' and '**Keeping children safe**'.
- In **Adults and Communities**, around four fifths of both the samples (80 per cent) agreed with five out of seven of the priorities. The priority that received the lowest level of agreement (55 per cent on the Citizens' Panel and 63 per cent of the online respondents) was '**Providing an accessible, friendly and efficient Registration and Nationality Service**'.
- In **Children's Service** again around four fifths or more of the Panel and around three quarters or more of the online sample (75 per cent) agreed with five out of seven of the priorities. The priority that was ranked **the lowest** and given lowest level of agreement (but still a good majority agreed, 74 per cent of the panel and 71 per cent of the online respondents) was '**Preparation for Adulthood and Young people are ambitious for their futures and contribute positively to society**'
- In terms of **Street Scene** again the vast majority of Citizens' Panel, with around four fifths or more (80 per cent), agreed with all of the priorities. The online web

respondents were not as enthusiastic with around three fifths (60 per cent) agreeing with the priorities. As mentioned in the overview the priority that got least support from the online samples was the priority **'Continue with the development of better local relationships with residents around initiatives such as Friends of Parks, Adopt a Street and Pledgebank to give residents an opportunity to improve their local area'**; only two fifths (43 per cent) of the online sample agreed with this. Conversely, almost four fifths (79 per cent) of the Panel agreed with this priority.

- However, rather than disagree with the Street Scene priorities, the online respondents rather than disagree with them were more likely to be neutral or said they did not know.

The detailed findings for each Delivery Unit are outlined below.

### 2.3.2 Adults and Communities

The table over the page shows that the vast majority of respondents agree with the majority of priorities that have been identified within Adults and Communities for 2014-2015. The level of agreement was very similar across the two samples on most priorities, although the online web survey respondents were slightly less positive.

The priorities that received the highest level of agreement, with around of eight of ten respondents agreeing, were those that seek to support the vulnerable in term of **'Promoting safety in the community'**, and **'Safeguarding adults at risk'**. **'Promoting health and wellbeing and independence'**, and **'Prevention though and greater integration with health services'** received similar high levels of agreement.

- Over four fifths of the panel and just under four fifths of the online respondents agree with the priorities **'Promoting a safe and cohesive community where people feel safe'** (85 per cent and 79 per cent respectively); **Safeguarding adults at risk** (84 per cent and 79 per cent respectively); **'Promoting wellbeing and independence, choice, control of adults who need support'** (84 per cent and 78 per cent respectively); and **'Reducing demand on health and social care services through prevention and greater integration with health'** (84 per cent and 78 per cent respectively).
- Around the three quarters of respondents from both samples agreed with the priority **'Contributing to increasing sport and physical activity across the borough'** (74 per cent of Citizens' Panel and 72 per cent of the online survey).
- There was slightly less agreement for the priority **'Providing an accessible, friendly and efficient Registration and Nationality Service'**, with just over half of the panel agreeing with this priority (55 per cent), and just over three fifths of the online web survey respondents agreeing (63 per cent). However respondents were more likely to be neutral about this priority rather than disagree with it.

## BUSINESS PLAN AND BUDGET CONSULTATION

**Table 4: Percentage of respondents who agreed or disagreed with Adults and Communities Priorities**

Adults and Communities Priorities	Strongly agree/ Agree	Neither agree or disagree	Strongly Disagree/ Disagree	Don't know
<b>Promoting a safe and cohesive community where people feel safe</b>				
Citizens' Panel (Base 443)	85%	8%	3%	4%
Online Web Survey (Base: 42)	79%	17%	5%	0%
<b>Safeguarding adults at risk</b>				
Citizens' Panel (Base: 443)	84%	8%	4%	4%
Online Web Survey (Base: 40)	78%	18%	5%	0%
<b>Promoting wellbeing and independence, choice, control of adults who need support</b>				
Citizens' Panel ( Base: 443)	83%	9%	5%	4%
Online web survey (Base: 41)	78%	17%	5%	0%
<b>Improving the satisfaction and experience of residents with our services and with care</b>				
Citizens' Panel (Base: 443)	80%	13%	3%	4%
Online web survey (Base:41)	78%	15%	7%	0%
<b>Reducing demand on health and social care services through prevention and greater integration with health</b>				
Citizens' Panel (Base: 443)	77%	14%	4%	5%
Online web survey (Base: 40)	75%	15%	5%	5%
<b>Contributing to increasing sport and physical activity across the borough</b>				
Citizens' Panel (Base: 442)	74%	13%	10%	4%
On line web survey (Base: 42)	72%	24%	5%	0%
<b>Providing an accessible, friendly and efficient Registration and Nationality Service</b>				
Citizens' Panel (Base: 443)	55%	30%	8%	7%
Online web survey (Base: 40)	63%	27%	3%	8%

### 2.3.3 Reasons for disagreement with Adults and Communities service priorities

Respondents who disagreed with any of the priorities for Adults and Communities services were asked to give reasons for their answer.

Table 5 gives full details of the type of reasons received which are ranked by the Citizens' Panel samples' most frequently mentioned reasons. Percentages have been based on the total number of respondents who responded to the survey.

92 per cent of Citizens' Panel respondents and 88 per cent (45 out of 54 respondents) of the open online survey respondents did not give a reason for their response. Of the eight per cent who did give a reason, the top two most frequently cited reasons were:

- ***'Priority should be given to Health and Social Care/ Social Services should not be reduced/ Protect the vulnerable Want less of a reduction in services / Do not cut back 'too much'/ Concern about the effect on service'***. Four per cent of Citizens' Panel respondents cited this type of reason; however none of the online respondents gave this reason.

## BUSINESS PLAN AND BUDGET CONSULTATION

- **‘Do not agree with Registration and Nationality Service being a priority’.** This was the second most cited reason, but just mentioned by two per cent of Citizens’ Panel respondents. This reason was not mentioned by online respondents.

**Table 5: Verbatim comments on reasons for disagreement with the priorities identified within Adults and Communities**

Q6. If you disagree with any of the priorities identified, please give reasons for your answer.	Citizens’ Panel (443)		Open online web (54)	
	%	Number	%	Number
No reason given	92%	405	83%	45
Priority should be given to Health and Social Care/ Social Services should not be reduced/ Protect the vulnerable	4%	16	2%	1
Do not agree with Registration and Nationality Service being a priority	2%	8	0%	0
Other comments <sup>1</sup>	8%	36	24%	13
<b>Total number of respondents</b>	<b>106%<sup>2</sup></b>	<b>462</b>	<b>109%</b>	<b>59</b>

### 2.4 Ranking Adults and Communities’ Delivery Unit priorities

Respondents were asked to rank which of the Adults and Communities Delivery Unit priorities were most important to them.

The chart over the page shows that there was a very similar ranking in terms of the Citizens’ Panel response and the online response.

- **‘Safeguarding Adults at risk’** was ranked the most important priority followed closely by **‘Promoting wellbeing and independence, choice, control of adults who need support’**.
- **‘Reducing demand on health and social care services through prevention and greater integration with health’, ‘Improving the satisfaction and experience of residents with our services and with care’, and ‘Promoting a safe and cohesive community where people feel safe’,** were all ranked very closely in the third, fourth and fifth place respectively.
- **‘Providing an accessible, friendly and efficient Registration and Nationality Service’** and **‘Contributing to increasing sport and physical activity across the borough was seen as the least important priority’.** The Citizens’ Panel ranked these two priorities very closely, however **‘Contributing to increasing sport and physical activity across the borough’** was seen as a slightly less important, whereas the online respondents ranked **‘Providing an accessible, friendly and efficient Registration and Nationality Services’** as less important.

<sup>1</sup> For reporting purposes ‘other’ comments that have one per cent or less have been aggregated together. Full details are available on request.

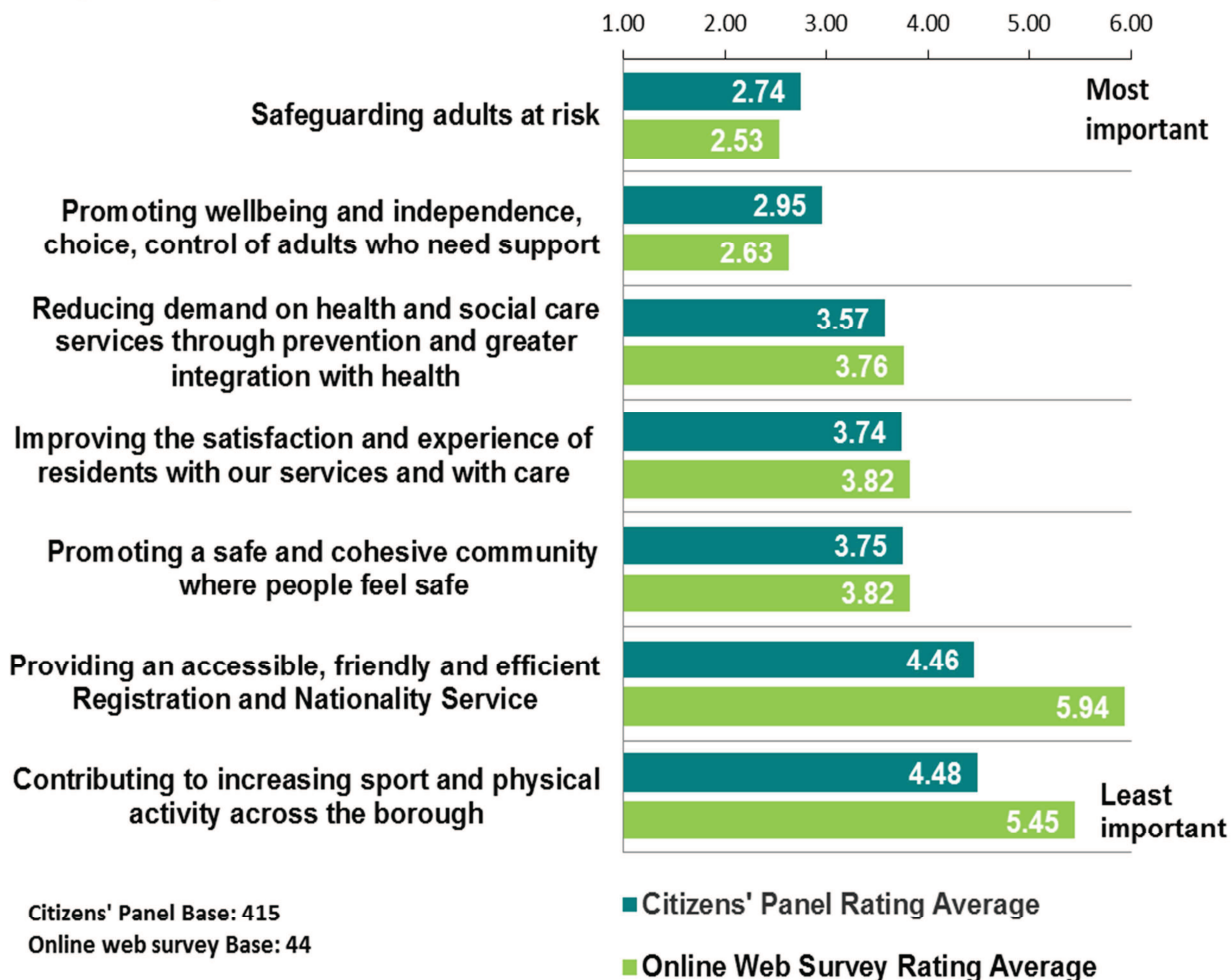
<sup>2</sup> Adds up to more than 100% as respondents could write in more than one comment. Percentages are calculated on the number of respondents responding to the survey.



# BUSINESS PLAN AND BUDGET CONSULTATION

**Chart 3: Ranking of the Adults and Communities service priorities**

**Q. Please rank each priority according to importance: 1 being most important and 6 being least important.**



## 2.4.1 Comments on those efficiency savings and income generation marked as 'general consultation' in Adults and Communities Delivery Unit published budget

Respondents were asked if they had any additional comments about the efficiency savings and income generation proposed that are marked as 'general consultation' within the Adults and Communities budget.

Table 4 gives full details of the type of comments given which is ranked by the Citizens' Panel samples' most frequently mentioned comments. Percentages have been based on the total number of respondents who responded to this question. 81 per cent of Citizens' Panel respondents and 83 per cent (45 out of 54 respondents) of the open online web respondents did not have any comments. Of the 19 per cent who did make a comment, the top five most frequently mentioned comments were:

- **'Health & Social care very important/ Especially for the elderly (E4) (E6) and vulnerable'**. Six per cent of Citizens' Panel respondents gave these comments, and two per cent (one out of 54) online respondents gave this comment.

## BUSINESS PLAN AND BUDGET CONSULTATION

- **‘Support most of the proposals/ Well thought out/ Seen as being achievable’.** This was the second most cited comment, mentioned by four per cent of Citizens’ Panel respondents. Two per cent (one out of 54) online respondents gave this comment.
- **‘Scepticism - Council are only making the motions / Will not improve services/ Savings are optimistic’.** Four per cent of Citizens’ Panel respondents cited this type of reason and two per cent (one out of 54) of the online respondents gave this comment.
- **‘Cutting back too much on residential care will cause problems in the future/ Some people will still need residential care’.** Three per cent of Citizens’ Panel respondents commented on this and two per cent (one out of 54) of the online respondents gave this comment.
- **‘Do not stint on number of carers (E3)/ Do not cut social care staff’.** Three per cent of Citizens’ Panel respondents made a comment like this. However no online respondents made this type of comment.

**Table 4: Verbatim comments on those savings marked as ‘general consultation’ in Adults and Communities**

Q8. Do you have any other comments to make about the savings marked as ‘general consultation’ in Adults and Communities budget?	Citizens’ Panel (442)		Web based (54)	
	%	Number	%	Number
No comments made	81%	358	83%	45
Health & Social care very important/ Especially for the elderly (E4) (E6) and vulnerable	6%	27	2%	1
Support most of the proposals/ Well thought out/ Seen as being achievable	4%	17	2%	1
Scepticism - Council are only making the motions / Will not improve services/ Savings are optimistic	4%	17	2%	1
Cutting back too much on residential care will cause problems in the future/ Some people will still need residential care	3%	12	2%	1
Do not stint on number of carers (E3)/ Do not cut social care staff	3%	12	0%	0
Other comments <sup>1</sup>	18%	80	13%	7
<b>Total number of respondents</b>	<b>118%<sup>2</sup></b>	<b>523</b>	<b>104%</b>	<b>56</b>

<sup>1</sup>For reporting purposes ‘other’ comments that have one per cent or less have been aggregated together. Full details are available on request

<sup>2</sup> Adds up to more than 100% as respondents could write in more than one comment and percentages are calculated on the number of respondents responding to the survey.

## BUSINESS PLAN AND BUDGET CONSULTATION

### 2.4.2 Additional comments on the savings identified in Adults and Communities

Respondents were asked if they had any additional comments to make about the savings that have been identified in Adults and Communities.

Table 5 gives full details of the type of comments made which is ranked by the Citizens' Panel samples' most frequently mentioned comments.

91 per cent of Citizens' Panel respondents and 83 per cent (45 out of 54 respondents) of the open access online respondents did not have any comments. Of the nine per cent who did make a comment, the top three most frequently mentioned comments were:

- **'Protect the vulnerable / Help the handicapped'**. Three per cent of Citizens' Panel respondents gave this comment. However none of the online respondents mentioned this.
- **The savings seem fair / welcomed/ reasonable'**. This was the second most comment mentioned by two per cent of Citizens' Panel respondents.
- **Making savings now is at the expense of future requirements / There is a long term need'**. Mentioned by two per cent of Citizens' Panel respondents but none of the online respondents gave this comment.

**Table 5: Verbatim comments about the savings identified within Adults and Communities**

Q9. Do you have any other comments to make about the savings identified in Adults and Communities?	Citizens' Panel (443)		Web based (54)	
	%	Number	%	Number
No comments made	91%	402	83%	45
Protect the vulnerable / Help the handicapped	3%	14	2%	1
The savings seem fair/ Welcomed/ Reasonable	2%	7	2%	1
Making savings now is at the expense of future requirements/ There is a long term need	2%	7	0%	0
Other comments <sup>1</sup>	5%	22	15%	8
<b>Total number of respondents</b>	<b>101%<sup>2</sup></b>	<b>452</b>	<b>102%</b>	<b>55</b>

<sup>1</sup> For reporting purposes 'other' comments that have one per cent or less have been aggregated together. Full details are available on request.

<sup>2</sup> Adds up to more than 100% as respondents could write in more than one comment and percentages are calculated on the number of respondents responding to the survey.

### 2.5 Children's Services Delivery Unit

#### 2.5.1 Children's Services Delivery Unit Priorities

Over the page, Table 6 shows that the vast majority of respondents agree with the majority of priorities that have been identified within Children's Services for 2014-2015. Like Adults and Communities the level of agreement was very similar across the two samples on most priorities, although the online web survey respondents were again slightly less positive.

- The priorities that received the highest level of agreement, with over four fifths of the panel and around three quarters of the online respondents agreeing were: **'Every child in Barnet has a great start in life, with the security and safety to grow in a nurturing environment'** (85 per cent and 80 per cent respectively); **'Primary: Childhood in Barnet is safe and fun, with lots of opportunities to grow and develop through education, leisure and play'** (83 per cent and 80 per cent respectively); **'Secondary: Children and young people feel supported to achieve and engage, while developing their identities and resilience'** (82 per cent and 74 per cent respectively); **'Preparation for Adulthood: Young people are ambitious for their futures and contribute positively to society'** (81 per cent and 74 per cent respectively); and **'Early intervention and prevention: Intervening early improves outcomes for children, young people and families, enabling them to thrive'** (79 per cent and 79 per cent respectively).
- These priorities were very closely followed, with around three quarters of the panel and online respondents agreeing with the priorities **'Keeping children safe: Children and young people are safe in their homes, schools and around the borough, with an ability to develop healthy relationships with others'** (76 per cent and 74 per cent respectively) and **'Targeted, personalised support for those most at risk of not achieving their potential, helping to reduce inequalities'** (74 per cent and 71 per cent respectively)
- Rather than disagree with any of the priorities respondents were more likely to be neutral or say they did not know.

## BUSINESS PLAN AND BUDGET CONSULTATION

**Table 6: Percentage of respondents who agreed or disagreed with Children's Services Priorities**

Children's Service's Priorities	Strongly agree/ Agree	Neither agree or disagree	Strongly Disagree/ Disagree	Don't know
<b>Every child in Barnet has a great start in life, with the security and safety to grow in a nurturing environment</b>				
Citizens' Panel (Base 436)	85%	6%	5%	4%
Online Web Survey (Base:40)	80%	13%	0%	8%
<b>Primary: Childhood in Barnet is safe and fun, with lots of opportunities to grow and develop through education, leisure and play</b>				
Citizens' Panel (Base: 436)	83%	12%	3%	3%
Online Web Survey (Base: 38)	75%	11%	5%	8%
<b>Secondary: Children and young people feel supported to achieve and engage, while developing their identities and resilience</b>				
Citizens' Panel ( Base: 436)	82%	12%	3%	3%
On line web survey (Base: 38)	74%	13%	5%	8%
<b>Preparation for Adulthood: Young people are ambitious for their futures and contribute positively to society</b>				
Citizens' Panel (Base: 436)	81%	10%	4%	5%
Online web survey (Base:38)	74%	16%	3%	8%
<b>Early intervention and prevention: Intervening early improves outcomes for children, young people and families, enabling them to thrive</b>				
Citizens' Panel (Base: 436)	79%	13%	4%	4%
Online web survey (Base: 38)	74%	18%	0%	8%
<b>Keeping children safe: Children and young people are safe in their homes, schools and around the borough, with an ability to develop healthy relationships with others</b>				
Citizens' Panel (Base: 436)	76%	14%	5%	5%
Online web survey (Base: 39)	74%	18%	0%	8%
<b>Targeted, personalised support for those most at risk of not achieving their potential, helping to reduce inequalities</b>				
Citizens' Panel (Base: 436)	74%	16%	5%	5%
On line web survey (Base:38)	71%	21%	0%	8%

### 2.5.2 Reasons for disagreement with Children's Services priorities

Respondents who disagreed with any of the priorities for Children's Service were asked to give reasons for their answer.

Table 7 gives full details of the type of reasons received which are ranked by the Citizens' Panel samples' most frequently mentioned reasons.

94 per cent of Citizens' Panel respondents and 88 per cent (48 out of 54 respondents) of the open access online respondents did not give a reason for their response. Of the six per cent who did give a reason, the most frequently mentioned reason was:

## BUSINESS PLAN AND BUDGET CONSULTATION

- **'Facilities for children and young people are needed across the Borough'**. Just two per cent of the Panel mentioned this reason; however none of the online respondents gave this reason.

**Table 7: Verbatim comments on the priorities identified within Children's Service Delivery Unit**

Q11. If you disagree with any of the priorities that have been identified within Children's Services please give reasons for your answer.	Citizens' Panel (443)		Web based (54)	
	%	Number	%	Number
No reason given	94%	418	88%	48
Facilities for children and young people are needed across the Borough	2%	8	0%	0
Safety is primarily the responsibility of the parent/ Upbringing is responsibility of parents	1%	5	0%	0
The priorities are vague and are really just aspirations	1%	4	0%	0
Young people and children badly need safe places to learn and grow	1%	3	0%	0
Cut backs make it difficult for them to get help	1%	2	0%	0
Facilities are needed for all young people, not just deprived	1%	2	0%	0
Other reasons given <sup>1</sup>	2%	11	12%	6
<b>Total number of respondents</b>	<b>104%<sup>2</sup></b>	<b>453</b>	<b>100%</b>	<b>54</b>

### 2.5.3 Ranking Children's Services Delivery Unit Priorities

Respondents were asked to rank which Children's Services priorities were most important to them.

The chart over the page shows that there were slight differences in ranking in terms of the Citizens' Panel response and the online response.

- Both the panel and the online web respondents ranked the priority **'Every child in Barnet has a great start in life, with the security and safety to grow in a nurturing environment'** as the highest priority. However, the second highest priority for the panel was **'Keeping children safe: Children and young people are safe in their homes, schools and around the borough, with an ability to develop healthy relationships with others'**. Whereas this priority was ranked as fourth by the online web respondents.
- The priorities that were ranked third, fourth, and fifth by the panel, and second, third and fourth by online respondents were: **'Primary: Childhood in Barnet is safe and**

<sup>1</sup> For reporting purposes 'other' comments that have one per cent or less have been aggregated together. Full details are available on request.

<sup>2</sup> Adds up to more than 100% as respondents could write in more than one comment and percentages are calculated on the number of respondents responding to the survey.

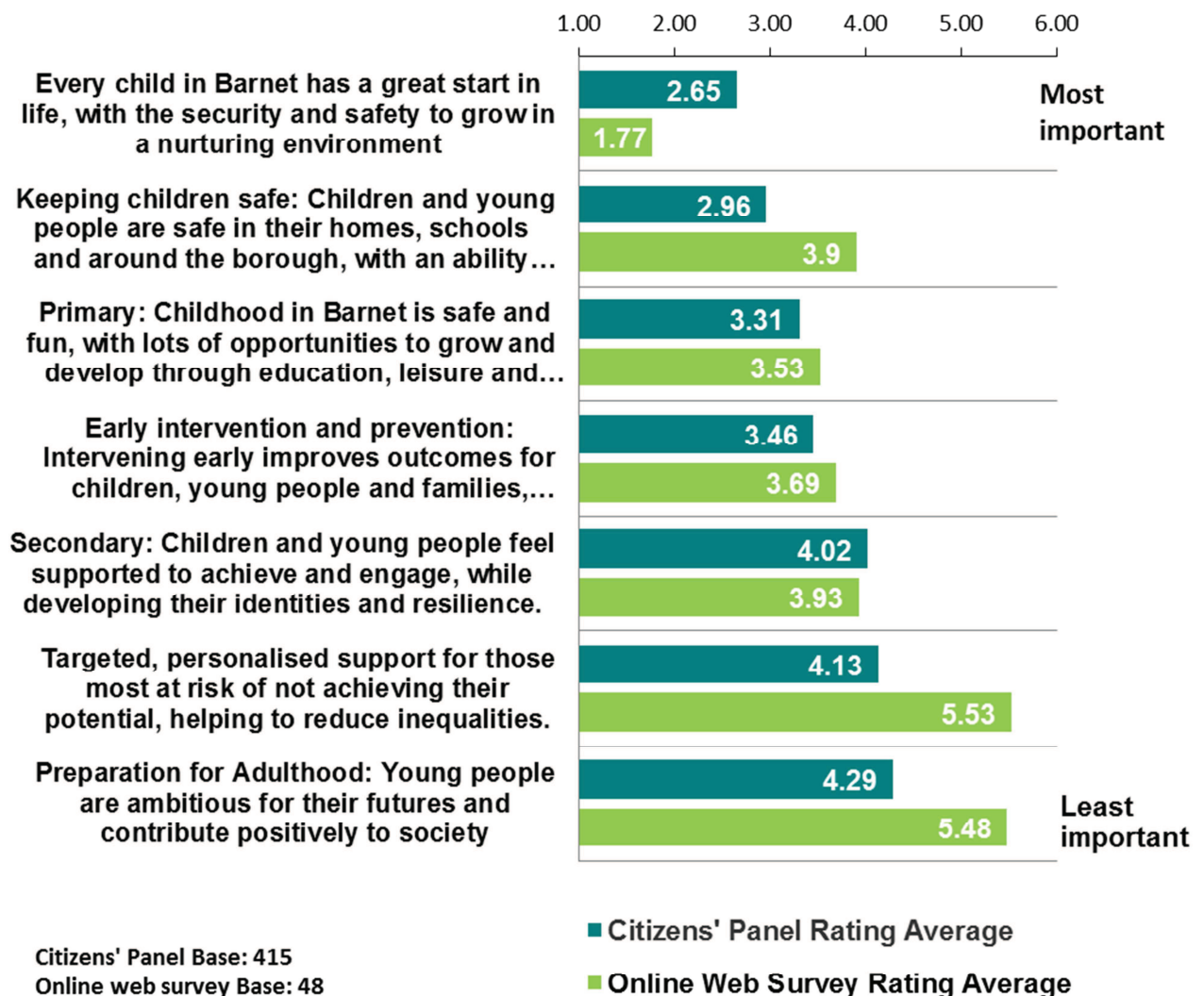
# BUSINESS PLAN AND BUDGET CONSULTATION

fun, with lots of opportunities to grow and develop through education, leisure and play’; ‘Early intervention and prevention: Intervening early improves outcomes for children, young people and families, enabling them to thrive’; and ‘Secondary: Children and young people feel supported to achieve and engage’.

- ‘Targeted, personalised support for those most at risk of not achieving their potential, helping to reduce inequalities’; and ‘Preparation for Adulthood: Young people are ambitious for their futures and contribute positively to society’ were ranked as the least important, and more so by the online respondents.

**Chart 5: Citizens’ Panel Ranking of Children’s Services Priorities**

**Q. Please rank each priority according to importance: 1 being most important and 6 being least important.**



## BUSINESS PLAN AND BUDGET CONSULTATION

### 2.5.4 Comments on the efficiency savings and income generation marked as ‘general consultation’ in Children’s Services Delivery Unit’s published budget

Respondents were asked if they had any additional comments about the efficiency savings and income generation proposed in the Children’s Services budget, which were marked as ‘general consultation’.

Table 8 gives full details of the type of comments given which are ranked by the Citizens’ Panel samples’ most frequently mentioned comments<sup>1</sup>.

86 per cent of Citizens’ Panel respondents and 88 per cent (49 out of 54 respondents) of the open online respondents did not have any comments. Of the 14 per cent who did make a comment, the top two most frequently mentioned comments were:

- **‘Concern about high reduction in spending / Services will be affected’.** Three per cent of Citizens’ Panel respondents gave this type of comment. However none of the online respondents mentioned this.
- **‘Disagree with having fewer staff rehabilitating children/ Disagree with cuts at children’s centres’.** This was mentioned by three per cent of Citizens’ Panel respondents; again none of the online respondents mentioned this.

**Table 8: Verbatim comments on those savings marked as ‘general consultation’ in Children’s Service**

Q13. Do you have any other comments to make about the savings marked as ‘general consultation’ in Children’s Service?	Citizens’ Panel (443)		Web based (54)	
	%	Number	%	Number
No comments made	86%	380	91%	49
Concern about high reduction in spending / Services will be affected	3%	14	0%	0
Disagree with having fewer staff rehabilitating children/ Disagree with cuts at children’s centres	3%	12	0%	0
Other comments <sup>2</sup>	19%	84	11%	6
<b>Total number of respondents</b>	<b>118%<sup>3</sup></b>	<b>523</b>	<b>102%</b>	<b>54</b>

### 2.5.5 Additional comments on the savings identified in Children’s Services Delivery Unit

Respondents were asked if they had any additional comments about the savings identified within the Children’s Service budget.

<sup>2</sup> For reporting purposes any ‘other’ comments with less than three per cent have been aggregated. Full details are available on request.

<sup>3</sup> Adds up to more than 100% as respondents could write in more than one comment and percentages are calculated on the number of respondents responding to the survey.



## BUSINESS PLAN AND BUDGET CONSULTATION

Table 9 over the page gives full details of the type of comments given which are ranked by the Citizens' Panel samples' most frequently mentioned comments<sup>1</sup>.

94 per cent of Citizens' Panel respondents and 93 per cent (50 out of 54 respondents) of the open access online respondents did not have any comments. Of the 16 per cent who did make a comment, the top most frequently mentioned comment was:

- **'Cutting these services may put children at risk / Children need this support'**. Two per cent of Citizens' Panel respondents gave this comment. However none of the online respondents mentioned this.

**Table 9: Verbatim comments on savings identified within the Children's Service**

Q14. Do you have any other comments to make about the savings identified within the Children's Service?	Citizens' Panel (443)		Web based (54)	
	%	Number	%	Number
No comments made	94%	416	93%	50
Cutting these services may put children at risk / Children need this support	2%	7	0	0
Other comments <sup>2</sup>	6%	25	7%	4
<b>Total number of respondents</b>	<b>101%<sup>3</sup></b>	<b>448</b>	<b>100%<sup>2</sup></b>	<b>26</b>

## 2.6 Street Scene Delivery Unit

**2.6.1** The table over the page shows that the vast majority of Citizens' Panel members agree with all the priorities that have been identified within Street Scene for 2014-15. However, the online respondents, although a majority agreed with most of the priorities, they were not as enthusiastic in their level of agreement. However, rather than disagree, they were more likely to be neutral.

- The priority that had the highest level of agreement was **'encourage waste prevention by decreasing overall levels of household waste while increasing the proportion being recycled, composted and reused'** with well over four fifths of panel members (85 per cent) agreeing with this priority. This also got highest level of agreement amongst the online respondents but only three fifths agreed (61 ).
- Around four fifths of the panel and around three fifths of the online respondents agreed with: **'Implementation of innovative approaches and new communications to improve recycling and reduce costs'** (83 per cent and 59 per cent respectively); **'The roll out of the new waste and recycling collections and provides a**

<sup>2</sup> For reporting purposes any 'other' comments with less than two per cent have been aggregated. Full details are available on request.

<sup>3</sup> Adds up to more than 100% as respondents could write in more than one comment and percentages are calculated on the number of respondents responding to the survey.

## BUSINESS PLAN AND BUDGET CONSULTATION

transformed refuse and recycling service offer, through an in house service delivery model' (82 per cent and 62 per cent respectively); 'Transformation of the Greenspaces and Street Cleansing service to deliver local area based services' (81 per cent and 59 per cent respectively).

- Around four fifths of the panel also agreed with 'Continue with the development of better local relationships with residents around initiatives such as Friends of Parks, Adopt a Street and Pledgebank to give residents an opportunity to improve their local area'. However, the online respondents were much less supportive, with only two fifths (43 per cent). Again rather than disagree the online open web sample were more likely to be neutral or say they don't know.

**Table 10: Percentage of respondents who agreed or disagreed with Streetscene Delivery Unit priorities**

Street Scene Service's Priorities	Strongly agree/ Agree	Neither agree or disagree	Strongly Disagree/ Disagree	Don't know
<b>Encourage waste prevention by decreasing overall levels of household waste while increasing the proportion being recycled, composted and reused</b>				
Citizens' Panel (Base 432)	85%	6%	5%	4%
Online Web Survey (Base: 18)	61%	22%	6%	11%
<b>Implementation of innovative approaches and new communications to improve recycling and reduce costs</b>				
Citizens' Panel (Base: 431)	83%	12%	3%	3%
Online Web Survey (Base: 39)	59%	28%	5%	8%
<b>The roll out of the new waste and recycling collections began on the 14th October 2013 and provides a transformed refuse and recycling service offer, through an in house service delivery model.</b>				
Citizens' Panel ( Base: 432)	82%	12%	3%	3%
On line web survey (Base: 37)	62%	28%	3%	8%
<b>Transformation of the Greenspaces and Street Cleansing service to deliver local area based services</b>				
Citizens' Panel (Base: 432)	81%	10%	4%	5%
On line web survey (Base:37)	59%	19%	3%	16%
<b>Continue with the development of better local relationships with residents around initiatives such as Friends of Parks, Adopt a Street and Pledgebank to give residents an opportunity to improve their local area.</b>				
Citizens' Panel (Base: 432)	79%	13%	4%	4%
On line web survey (Base: 37)	43%	35%	11%	11%

### 2.6.2 Reasons for disagreement with Street Scene priorities

Respondents who disagreed with any of the priorities identified within the Street Scene Delivery Unit were asked to give reasons for their answer.

Table 11 over the page gives full details of the type of reasons received which are again ranked by the Citizens' Panel samples' most frequently mentioned reasons.

## BUSINESS PLAN AND BUDGET CONSULTATION

90 per cent of Citizens' Panel respondents and 85 per cent (46 out of 54 respondents) of the open access online respondents did not give a reason for their response. Of the ten per cent who did give a reason, the most cited reasons were:

- **'The new recycling scheme is a waste of money/ not genuine/ items are mixed up/ it is not working.'** Five per cent of Citizens' Panel respondents and six per cent (3 out of 54) online respondents mentioned this type of reason.
- **'There are too many bins/ Unsightly/ nowhere to keep them'.** Two per cent of Citizens' Panel respondents cited this reason; however none of the online respondents mentioned this reason.

**Table 10: Verbatim comments about the priorities identified within the Street Scene Services**

Q16. If you disagree with any of the priorities that have been identified within the Street Scene Services please give reasons for your answer.	Citizens' Panel (443)		Web based (54)	
	%	Number	%	Number
No reason given	90%	398	85%	46
The new recycling scheme is a waste of money/ not genuine/ items are mixed up/ it is not working	5%	24	6%	3
There are too many bins/ Unsightly/ Nowhere to keep them	2%	7	0%	0
Other reasons <sup>1</sup>	7%	32	22%	12
<b>Total number of respondents</b>	<b>104%<sup>2</sup></b>	<b>565</b>	<b>113%<sup>2</sup></b>	<b>61</b>

### 2.6.3 Ranking Street Scene Delivery Unit priorities

As with the other Delivery Units, respondents were asked to rank the Street Scene Delivery Unit priorities in order of importance.

Chart 7 over the page shows that there was a slight difference with ranking in terms of the Citizens' Panel response and the online response.

- The Panel ranked the priority **'Encourage waste prevention by decreasing overall levels of household waste while increasing the proportion being recycled, composted and reused'** as the highest priority, however this was ranked second by online respondents.
- The second highest priority for the panel was **'The roll out of the new waste and recycling collections that began on the 14th October 2013 and provides a**

<sup>1</sup> For reporting purposes any 'other' comments with less than two per cent have been aggregated Full details are available on request

<sup>2</sup> Adds up to more than 100% as respondents could write in more than one comment and percentages are calculated on the number of respondents responding to the survey.

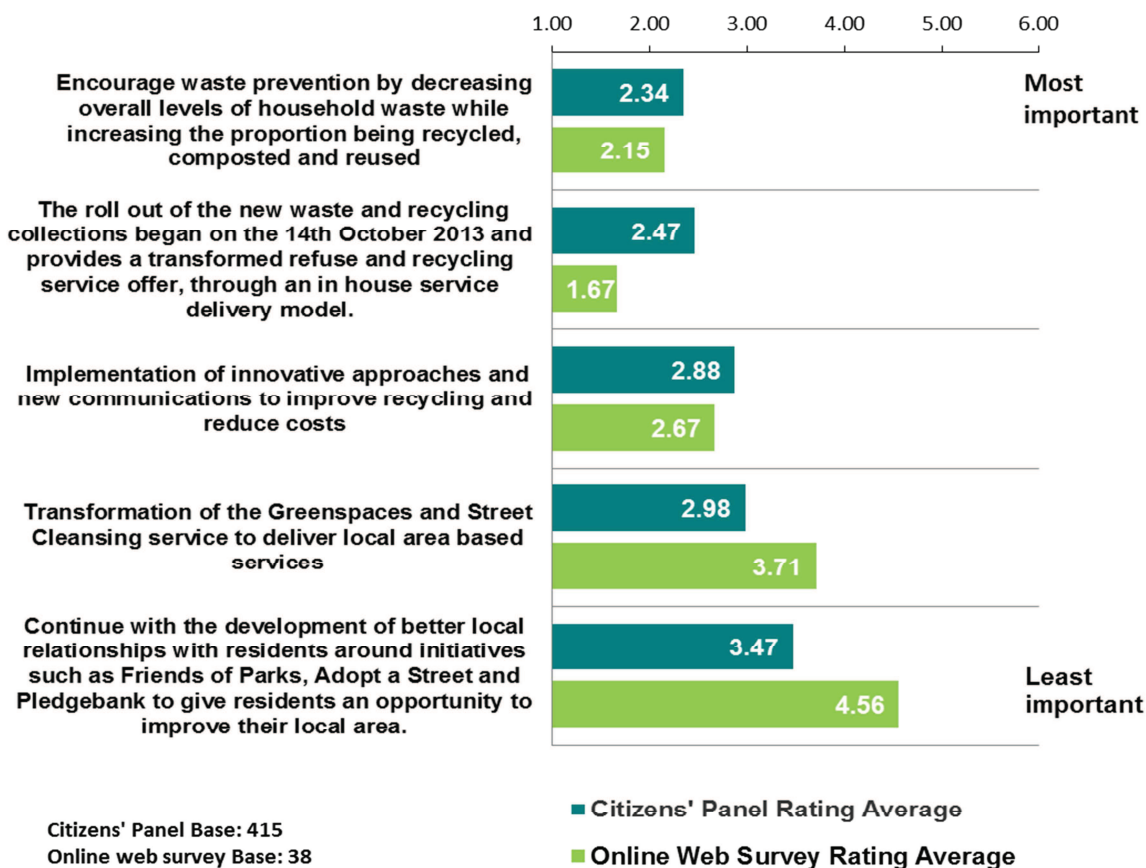
# BUSINESS PLAN AND BUDGET CONSULTATION

transformed refuse and recycling service offer, through an in house service delivery model’. The online respondents interestingly ranked this as their top priority.

- **‘Implementation of innovative approaches and new communications to improve recycling and reduce costs’** and **‘Transformation of the Greenspaces and Street Cleansing service to deliver local area based services’** were closely ranked in third and fourth place respectively by the panel. The online sample ranked these in the same place but not as closely in importance.
- The least important priority for both samples, in sixth place, was **‘Continue with the development of better local relationships with residents around initiatives such as Friends of Parks, Adopt a Street and Pledgebank to give residents an opportunity to improve their local area’**. Online respondents were more likely to rank this as a less of priority which reflects their level of agreement on this priority.

**Chart 7: Ranking of Streetscene Delivery Unit Priorities**

**Q. Please rank each priority according to importance: 1 being most important and 6 being least important.**



## 2.6.4 Comments on those the efficiency savings and income generation marked as ‘general consultation’ on the Street Scene Delivery Unit budget

Respondents were asked if they had any additional comments about the efficiency savings and income generation proposed that were marked as ‘general consultation’ within the Street Scene Services budget.

## BUSINESS PLAN AND BUDGET CONSULTATION

Table 11 over the pages shows 80 per cent of Citizens' Panel respondents and 88 per cent (48 out of 54 respondents) of the open access online respondents did not have any comments. Of the 20 per cent who did make a comment, the top five most frequently mentioned comments were:

- **'The savings are fair/ Reasonable/ agree'**. Four per cent of Citizens' Panel respondents, and two per cent (one out of 54) online respondents gave these types of comments.
- **'A good / better level of street lighting is required (R1)/ For safety/ Crime/ Should not be reduced.'** Three per cent of Citizens' Panel respondents mentioned these types of comment regarding cuts that could affect community safety. None of the online respondents mentioned this reason.
- **'Cleaner streets are required / Do not agree with making savings by reducing this service'**. Two per cent of Citizens' Panel and two per cent (one out of 54) online respondents also gave this comment.
- **'More education re recycling required/ More information re how and what/ Especially for the elderly'**. Three per cent of Citizens' Panel respondents mentioned this, while none of the online respondents made this comment.
- **'Put back the skips where people used to be able to dispose of large/electrical items/ Would alleviate fly tipping/ Facilitate disposal of large household items'**. Two per cent of Citizens' Panel respondents commented about this, while none of the online respondents mentioned this comment.

**Table 11: Verbatim comments on savings marked as 'general' in Street Scene published budget**

Q18. Do you have any other comments to make about the savings marked as 'general consultation' in Street Scene Services?	Citizens' Panel (443)		Web based (54)	
	%	No	%	No
No comments made	80%	352	88%	48
The savings are fair/ Reasonable/ Agree	4%	17	2%	1
A good / better level of street lighting is required (R1)/ For safety/ Crime/ Should not be reduced	3%	15	0	0
Cleaner streets are required / Do not agree with making savings by reducing this service	3%	14	2%	1
More education re recycling required/ More information re how and what/ Especially for the elderly	3%	13	0	0
Put back the skips where people used to be able to dispose of large/electrical items/ Would alleviate fly tipping/ Facilitate disposal of large household items	2%	9	0	0
Other comments <sup>1</sup>	14%	63	8%	4
<b>Total number of respondents</b>	<b>106%<sup>2</sup></b>	<b>483</b>	<b>100%<sup>2</sup></b>	<b>54</b>

<sup>1</sup> For reporting purposes any 'other' comments with less than two per cent have been aggregated Full details are available on request.

<sup>2</sup> Adds up to more than 100% as respondents could write in more than one comment and percentages are calculated on the number of respondents responding to the survey.

## 2.6.5 Additional comments on the savings identified in Street Scene Delivery Unit

Respondents were asked if they had any additional comments about specific savings identified within the Street Scene Services budget.

Table 12 gives full details of the type of comments given which are ranked by the Citizens' Panel samples' most frequently mentioned comments.

91 per cent of Citizens' Panel respondents and 91 per cent (49 out of 54 respondents) of the open access online respondents did not have any comments. Of the nine per cent who did make a comment, the most frequently mentioned comment was:

- **'Reduce level of parking fines/ parking controls - detrimental to businesses and to resident opinion of council/ Do not treat motorists as cash cows'**. Two per cent of Citizens' Panel respondents gave this comment. However none of the online respondents mentioned this comment. The two letters received from businesses both made similar comments around parking.

**Table 12: Comments marked as 'general consultation' in Street Scene Services Budget**

Q19. Do you have any other comments to make about the savings that have been identified within Street Scene Services?	Citizens' Panel (443)		Web based (54)	
	%	Number	%	Number
No comments made	91%	404	91%	49
Reduce level of parking fines/ parking controls - detrimental to businesses and to resident opinion of council/ Do not treat motorists as cash cows	2%	10	0	0
Other comments <sup>1</sup>	8%	39	9%	5
<b>Total number of respondents</b>	<b>101%<sup>2</sup></b>	<b>453</b>	<b>100%<sup>2</sup></b>	<b>26</b>

## 2.7 Savings from the council's change programme

Respondents were invited to comment on the proposed savings derived from the Commissioning Group, CSG, RE, the Legal Group, and the Barnet Group.

### 2.7.1 Commissioning and Assurance Group

Table 13 shows that 86 per cent of the Panel respondents and 83 per cent (45 out of 54 respondents) of the open access online respondents did not have any comments to make about Commissioning and Assurance Group. Of the 14 per cent who did make a comment, the top most frequently mentioned comment was:

- **'New Groups always cost money / Cost may well outweigh savings'**. Three per cent of Citizens' Panel respondents gave this comment. However none of the online respondents mentioned this.

<sup>1</sup> For reporting purposes any 'other' comments with less than two per cent have been aggregated Full details are available on request.<sup>1</sup>

<sup>2</sup> Adds up to more than 100% as respondents could write in more than one comment and percentages are calculated on the number of respondents responding to the survey.

## BUSINESS PLAN AND BUDGET CONSULTATION

**Table 13: Verbatim comments on savings identified within the Commissioning Group and Assurance Group**

Q20. Do you have any other comments to make about the savings that have been identified within the Commissioning Group and Assurance Group?	Citizens' Panel (443)		Web based (54)	
	%	No	%	No
No comments made	86%	381	83%	45
New groups always cost money / Cost may well outweigh savings	3%	12	0%	0
Other comments <sup>1</sup>	18%	81	17%	9
<b>Total number of respondents</b>	<b>101%<sup>2</sup></b>	<b>453</b>	<b>100%</b>	<b>26</b>

### 2.7.2 Re

Respondents were asked if they had any additional comments about proposed efficiency savings from Re.

Table 14 over the page shows 76 per cent of the Panel and 80 per cent (43 out of 54 respondents) of the online respondents did not have any comments. Of the 24 per cent who did make a comment, the top five most frequently mentioned comments were:

- **'Scepticism - is it really achievable? / Lack of confidence'**. Five per cent of Citizens' Panel respondents gave this comment, and seven per cent (four out of 54) online respondents.
- **'Disagree with principal of outsourcing'**. Five per cent of Citizens' Panel respondents gave this comment, while four per cent (two out of 54) of online respondents.
- **'Monitor closely'**. Mentioned by four per cent of Citizens' Panel, whilst none of the online respondents made this comment.
- **'Achievable / Sensible / Agree'**. Again mentioned by four per cent of Citizens' Panel respondents and two per cent (one out of 54) of online respondents.
- **'Standard of services must not be reduced/ Employees must be suitably qualified'**. Mentioned by three per cent of the Panel and this was not mentioned by the online respondents.

<sup>1</sup> For reporting purposes any 'other' comments with less than one per cent have been aggregated. Full details are available on request.

<sup>2</sup> Adds up to more than 100% as respondents could write in more than one comment and percentages are calculated on the number of respondents responding to the survey.

## BUSINESS PLAN AND BUDGET CONSULTATION

**Table 14: Verbatim comments on efficiency savings from Re**

Q21. Do you have any other comments to make about the proposed efficiencies from Re?	Citizens' Panel (443)		Web based (54)	
	%	Number	%	Number
No comments made	76%	337	80%	43
Scepticism - is it really achievable? / Lack of confidence'	5%	24	7%	4
Disagree with principal of outsourcing	5%	20	4%	2
Monitor closely	4%	18	0%	0
Achievable / Sensible / Agree	4%	17	2%	1
Standard of services must not be reduced/ Employees must be suitably qualified	3%	11	0%	0
Other comments <sup>1</sup>	13%	58	9%	5
<b>Total number of respondents</b>	<b>109%<sup>2</sup></b>	<b>485</b>	<b>102%</b>	<b>55</b>

### 2.7.3 Customer and Support Group (CSG)

77 per cent of the Panel and 83 per cent (45 out of 54 respondents) of the open online respondents did not have any comments. Of the 23 per cent who did make a comment, the top three most frequently mentioned comments were:

- **'No confidence in Capita / Capita has a poor reputation/ Has had poor experience of Capita'**. Mentioned by six per cent of Citizens' Panel and six per cent (three out of 54) of the online respondents gave this comment.
- **'If Capita can do all this and still make a profit why can't the council do it? / They would then save the profit that Capita are taking out of it/ Against outsourcing generally'**. Mentioned by five per cent of the Panel and four per cent (two out of 54) of online respondents also cited this comment.
- **'Need to be checks and balances in place throughout Capita contract / Strict monitoring'**. Four per cent of Citizens' Panel respondents gave this comment, and 22 per cent (11 out of 54) online respondents also gave this comment.

<sup>1</sup> For reporting purposes any 'other' comments with less than two per cent have been aggregated. Full details are available on request

<sup>2</sup> Adds up to more than 100% as respondents could write in more than one comment and percentages are calculated on the number of respondents responding to the survey.



## BUSINESS PLAN AND BUDGET CONSULTATION

**Table 15: Verbatim comments on efficiency savings identified within CSG Group**

Q22. Do you have any other comments to make about the efficiencies that have been identified within the Customer and Support Group?	Citizens' Panel (443)		Web based (54)	
	%	Number	%	Number
No comments made	77%	339	83%	45
No confidence in Capita / Capita has a poor reputation/ Has had poor experience of Capita	6%	25	6%	3
If Capita can do all this and still make a profit why can't the council do it?/ They would then save the profit that Capita are taking out of it/ Against outsourcing generally	5%	20	4%	2
Need to be checks and balances in place throughout Capita contract / Strict monitoring	4%	16	2%	1
Other comments <sup>1</sup>	19%	86	22%	11
<b>Total number of respondents</b>	<b>111%<sup>2</sup></b>	<b>486</b>	<b>117%</b>	<b>62</b>

### 2.7.3 Legal Services

Respondents were asked if they had any additional comments about proposed efficiency savings in the new Legal Service.

81 per cent of the Panel and 83 per cent (45 out of 54 respondents) of the open online survey did not have any comments. Of the 19 per cent who did make a comment, the top two most frequently mentioned comments were:

- **'Sounds sensible / right approach / Good idea'**. Mentioned by eleven per cent of Citizens' Panel respondents gave this comment, and four per cent (two out of 54) online respondents also mentioned this.
- **'Joint services with other councils are a good idea'**. Four per cent of the Panel gave this comment, and two per cent (one out of 54) online respondents also mentioned this.

**Table 16: Verbatim comments on savings identified within the new Legal Service**

Q23. Do you have any other comments to make about the proposed efficiencies from new Legal Service?	Citizens' Panel (443)		Web based (54)	
	%	Number	%	Number
No comments made	81%	359	83%	45
Sounds sensible / right approach / Good idea	11%	48	4%	2
Joint services with other councils are a good idea	4%	17	2%	1
Other comments <sup>1</sup>	12%	53	16%	8
<b>Total number of respondents</b>	<b>101%<sup>2</sup></b>	<b>477</b>	<b>105%<sup>2</sup></b>	<b>56</b>

<sup>1</sup>For reporting purposes any 'other' comments with less than three per cent have been aggregated. full details are available on request

<sup>2</sup>Adds up to more than 100% as respondents could write in more than one comment and percentages are calculated on the number of respondents responding to the survey.

## 2.7.4 The Barnet Group

Respondents were asked if they had any additional comments about proposed efficiency savings within the Barnet Group.

87 per cent of Citizens' Panel respondents and 89 per cent (48 out of 54 respondents) of the open access online respondents did not have any comments. Of the 13 per cent who did make a comment, the most frequently mentioned comment was:

- **'Good idea / A good saving/ Positive move'**. Three per cent of Citizens' Panel respondents gave this comment, however none of the online respondents mentioned this comment.

**Table 17: Verbatim comments on savings identified within the Barnet Group**

Q24. Do you have any other comments to make about the efficiencies that have been identified within the Barnet Group?	Citizens' Panel (443)		Web based (54)	
	%	Number	%	Number
No comments made	87%	386	89%	48
Good idea/ A good saving/ Positive move	3%	14	0%	0
Other comments <sup>1</sup>	13%	58	16%	8
<b>Total number of respondents</b>	<b>103%<sup>2</sup></b>	<b>458</b>	<b>105%<sup>2</sup></b>	<b>56</b>

## 2.8 The local community

Respondents were asked for suggestions on how the local community could help the council save money.

80 per cent of Citizens' Panel respondents and 81 per cent (44 out of 54 respondents) of the open access online respondents did not have any comments. Of the 20 per cent who did make a comment, the top four most frequently mentioned comments were:

- **'Have more local groups / Encourage local involvement / Engage people'**. Five per cent of Citizens' Panel respondents gave this comment, and two per cent (one out of 54) online respondents also mentioned this.
- **'Instil pride in local area / Sense of belonging / a Barnet community'**. Four per cent of Citizens' Panel respondents gave this comment, and two per cent (one out of 54) online respondents also mentioned this.
- **'Have a 'Keep Barnet Safe and Tidy' campaign/ Anti-litter campaign/ Encourage people to clean their own frontage'**. Four per cent of Citizens' Panel respondents gave this comment, however none of the online respondents mentioned this.

<sup>1</sup> For reporting purposes any 'other' comments with less than two per cent have been aggregated. Full details are available on request.

<sup>2</sup> Adds up to more than 100% as respondents could write in more than one comment and percentages are calculated on the number of respondents responding to the survey.

## BUSINESS PLAN AND BUDGET CONSULTATION

- **'Jobless to work as volunteers or apprentices / Encourage volunteering'**. Three per cent of Citizens' Panel respondents gave this comment, however none of the online respondents gave this as a comment.

**Table 18: Verbatim comments on how the local community could help the council save money**

Q25. Do you have any suggestions on how the local community could help the council save money?	Citizens' Panel (443)		Web based (54)	
	%	Number	%	Number
No comments made	80%	354	81%	44
Have more local groups / Encourage local involvement / Engage people	5%	21	2%	1
Instil pride in local area / Sense of belonging/ a Barnet Community	4%	18	2%	1
Have a 'Keep Barnet Safe and Tidy' campaign/ Anti-litter campaign/ Encourage people to clean their own frontage	4%	17	0%	0
Jobless to work as volunteers or apprentices / Encourage volunteering	3%	11	0%	0
Other comments	17%	76	18%	10
<b>Total number of respondents</b>	<b>113%<sup>1</sup></b>	<b>497</b>	<b>103%</b>	<b>56</b>

<sup>1</sup> Adds up to more than 100% as respondents could write in more than one comment and percentages are calculated on the number of respondents responding to the survey.

## **SECTION 3**

# **Business Plan and Budget**

# **Deliver Unit Consultations**

## **Detailed Findings**

### 3. DELIVERY UNIT SERVICE SPECIFIC CONSULTATIONS, BUSINESS PLAN AND BUDGET 2013/14 – DETAILED FINDINGS

#### 3.1 ADULTS AND COMMUNITIES DELIVERY UNIT BUDGET CONSULTATION DETAILED FINDINGS:

The Adults and Communities Delivery Unit has consulted on budget proposals to achieve savings of £1.347 million through its plans for the Community Offer. The Community Offer sets out how the Adults and Communities Delivery Unit plans to support people within their own homes. The plans being consulted on are to:

- Improve information and advice for people who need social care support.
- Increase use of technology and equipment in the home, short-term enablement support, and support for family carers.
- Increase the use of Direct Payments so people can arrange their own support.

The key proposals under the Community Offer are:

- Looking at how someone's independence can be maximised when they have their Annual Review.
- Changing the way that respite is provided to people who care for a friend or family member.

#### 3.1.2 Summary of key finding

In total, 16 people responded to the online Adults and Communities Delivery Unit budget consultation survey on the Community Offer. 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. The proposals have also been discussed at a number of meetings including the Partnership Boards, LD Parliament, the Carers Forum and Carers Centre, specific focus groups and two public meetings. The number of people attending each focus group and public meeting has ranged from four to 15 people. The key points that emerged from both the online survey and the meetings held with a range of stakeholders are below.

- The proposal to look at new ways to support people in their homes using technology and equipment, short-term enablement support, and by supporting family carers was positively received. However, people raised concerns that it was important for each case to be looked at based on individual circumstances and that this could lead to people feeling isolated in some instances if the correct support was not put in place.
- The majority of respondents tended to agree or, neither agreed nor disagreed with proposals to make changes to how Adults and Communities review people receiving social care services.
- In relation to increasing the use of Direct Payments so that people can arrange their own support, there was a mixed response. People either strongly agreed or agreed or, neither agreed nor disagreed. Respondents raised that whilst Direct Payments may lead to greater user control, some individuals may need additional help in managing their finances, and that the amount of payment provided would

need to ensure that the cost of the care needed was met. Respondents also raised that individuals needed to fully understand how Direct Payments could be used.

- In regards to looking at alternatives to the way we offer respite care, there was a mixed response. Respondents were particularly mindful of the importance of ensuring that carers were supported and that each case is looked at on an individual basis.
- Respondents felt especially strongly in regards to questions on the use of Telecare equipment and the need to ensure that people do not become isolated through its use.

### 3.1.3 Technical details and method

The consultation on the Adults and Communities Delivery Unit budget proposals was administered as follows:

- Key stakeholders were emailed a consultation letter containing information about the Community Offer and how to respond to the consultation.
- An Adults and Communities budget consultation webpage containing key documents and information was created.
- An online questionnaire was created.
- An email address for people to send their comments or queries to was provided.
- A number of consultation meetings have been held.
- An advert in two local papers was published advertising two public meetings.
- Posters were displayed publicising the consultation in local libraries and council offices.

### 3.1.4 Calculating and reporting on results

The results from the online survey 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.

Responses from meetings held on the proposals are also included below.

### 3.1.5 Proposals and feedback

#### 3.1.5.1 The Adults and Communities Delivery Unit

The Government’s spending review has reduced the amount of money available for the Council to spend over the coming years and the Adults and Communities Delivery Unit have been looking at a number of ways that savings can be found within the budget. The Delivery Unit’s aim is to make the majority of the necessary budget savings by continuing to transform its services and deliver them in a different way, which will maximise independence for the residents who access them. Additionally, the Care Bill, which is due to become law next year, will put on a statutory footing the need for Local Authorities to ensure people are helped to become as independent as possible, have more control over their services and get better information to help them to make the right support choices.

## BUSINESS PLAN AND BUDGET CONSULTATION

Through the proposals set out under the Community Offer the Adults and Communities Delivery Unit hope to achieve savings of £1.347 million.

### **Proposal 1: Looking at how we support people to live independently at home.**

Achieve greater independence for people by supporting more people to stay in their own homes instead of needing to move into residential care. This should help people to remain as independent as possible and help to reduce their need for formal support services. This should be achieved through:

- Providing better information and advice to people with social care needs.
- Providing more people with a short period of enablement support.
- Providing more people with an Occupational Therapy Assessment.
- Using Telecare equipment more often to support people at home.
- Recognising the important role of people who care for a friend or family member, making sure that more people have a Carers Assessment.
- Ensuring that anyone new who qualifies for a social care service is offered a Direct Payment as an option for how to arrange their care.

### **Proposal 2A: Changes for people who already receive social care services, Changes to Annual Reviews**

When an Annual Review is carried out we want to maximise independence and explore alternatives where it is felt that support can be amended whilst meeting statutory needs. We want to make sure that we are meeting people's needs in the most cost-effective way, which also helps to maximise their independence. This reflects changes in social care practice in recent years, which has become more flexible to look at options other than traditional home care services. The alternative types of support which could be considered as part of an Annual Review include providing Telecare technology, pieces of equipment, aids or adaptations to help people get around their home, or providing a Direct Payment to help people arrange their own support in the future. Additionally, the Adults and Communities Delivery Unit wants to encourage people to make more use of facilities in their local area such as lunch clubs or other social and leisure activities instead of relying, on traditional care services like day centres or home meals. However, the Adults and Communities Delivery Unit recognise that sometimes people's needs increase and an Annual Review will take this into account and amendments will only be made where appropriate.

### **Proposal 2B: Changes for people who already receive social care services, Changes to Respite Care**

Respite care is to provide people who care for a friend or family member with a break from caring when they need it. Presently, when carers have an assessment of their needs and it is identified that they need a break from their caring role, the Council usually offers the person they care for a placement at a residential care home, normally for up to two weeks at a time. However, we know that although carers need a break from caring, they do not always want a break from the person that they care for. We want to explore alternative ways of offering respite care, which will take this into account as well as being more cost effective and minimising the impact on the cared-for person. This could be achieved by providing more care in someone's home or by giving them a Direct Payment to arrange alternative support. This would allow the cared-for person to stay in familiar surroundings and be cared for by familiar people. We would look to provide alternative forms of respite as mentioned above wherever

## BUSINESS PLAN AND BUDGET CONSULTATION

possible, but if residential respite was the only option available to give the necessary support for someone, the Council would still provide this.

16 people responded to the online survey. A summary of responses is shown in the table below. 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.

Proposal	Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly Disagree	Don't know
1	31.3%	50%	12.5%	0%	6.3.%	0%
2 A	7.7%	30.8%	30.8%	7.7%	7.7%	15.4%
2 B	20%	26.7%	6.7%	13.3%	20%	13.3%

The proposals were also discussed at a number of meetings with stakeholders including the Partnership Boards, Your Choice Barnet, BSL, the Carers Forum and Carers Centre, the Anand Centre, the Multi- Cultural Centre, LD Parliament, as well as two public meetings. The number of people attending each focus group and public meeting ranged from between four to 15. The key points that emerged from both the online survey and the meetings held with a range of stakeholders are below.

### 3.1.5.2 Feedback

The proposed savings of £1.347 million offered through the Community Offer were in the main positively received. However, some concerns were raised in regards to proposals 2A and 2B through both the online survey and the meetings which were held.

#### **Proposal 1: Looking at how we support people to live independently at home.**

The majority of respondents were extremely positive about this proposal. However, respondents did raise that information needs to be readily available to people in different forms other than just through on line means. Stakeholders and those who attended the public meetings also specifically raised that whilst people would like to stay in their own homes this should be facilitated through identifying the correct support needed for each person in order to prevent loneliness or isolation.

#### **Proposal 2A: Changes for people who already receive social care services, Changes to Annual Reviews.**

In regards to proposal 2A, respondents raised specific concerns over the use of Telecare equipment leading to people feeling isolated and the need for home visits to be provided when needed. Additionally, concerns were raised that whilst the use of Direct Payments may lead to greater independence and control for users the correct support, information and advice must be made available. Respondents raised that the changes being proposed must be based upon the best interests of individuals and that whilst promoting independence is important, the correct funding must be in place to support this. At both public meetings attendees raised that a Direct Payments User Forum would be useful for both service users and carers to share experiences and advice.



Many respondents to the online survey highlighted the benefits of using more equipment, aids and adaptations in people's homes as a way to support people in staying in their own home. However, respondents also noted that this should not replace human contact and could lead to isolation in some cases. Respondents raised that for people to be more independent from the beginning, more training and learning support needed to be provided. Additionally raised was that whilst independence is positive, some people's health needs mean that it is important to have others around.

In regards to the use of Telecare equipment being used as a good alternative to home visits five respondents to the online survey strongly disagreed and three people tended to disagree. Respondents stressed that whilst Telecare can be extremely useful it should not be used as a means to replace human contact and that reducing home visits can lead to people feeling isolated.

There was a mixed response to whether people thought that being supported to use community facilities is a good alternative to day care. Specific concerns raised by respondents were that this may not suit everyone and that it was dependent on the types of activities being offered. Additionally, respondents questioned what support would be offered to help people attend community facilities and highlighted the need to ensure that facilities are inclusive. Attendees of the Partnership Boards, focus groups and public meetings also raised the importance of ensuring that the right support mechanisms are in place for people to engage with community facilities and raised that transport can be an issue. Another point raised was that presently there are no supported living services for deaf clients in Barnet and this should be addressed and that knowledge and training on what services are available needed to be provided to support people to be independent.

### **Proposal 2B: Changes for people who already receive social care services, Changes to Respite Care**

In regards to proposal 2B there was a mixed response with 20 per cent of respondents to the online survey strongly agreeing, 27 per cent agreeing, seven per cent neither agreeing nor disagreeing, 13 per cent tending to disagree, 20 per cent strongly disagreeing and 13 per cent not being sure with the proposal. Specific concern was raised about the need to ensure that individual assessors are looking at each case holistically and listening to customer concerns when appropriate. Respondents raised the importance of ensuring that carers are given proper breaks and that the approach to respite should be as flexible as possible. Respondents did not want the changes to compromise the quality of care that users receive and particularly in regard to respite care, respondents wanted to ensure that proper respite breaks were still being provided to those who are caring for a friend or family member and that, each case must be looked at on an individual basis.

In regards to whether having a Direct Payment to arrange respite care would be a good option 47 per cent of online respondents either strongly agreed or agreed, with 27 per cent neither agreeing nor disagreeing. Respondents raised the need to look at each case on an individual basis, and that enough money would have to be provided through the Direct Payment to cover the appropriate cost of respite care. It was also raised that some people would need help in administering the Direct Payment. However, respondents raised that the possibility of being able to provide respite at home could reduce costs but allow residents to stay in their own environment whilst allowing carers some alone time.

### 3.1.5.3 Response to consultation

By following the proposals set out under the Community Offer Adults and Communities hope to save £1.347 million. The proposals will be implemented, but concerns raised through the consultation about assessing cases on an individual basis and the need to ensure that people do not become isolated through the increased use of equipment technology will be taken into account. The Adults and Communities Delivery Unit will be mindful about how these proposals are implemented and address the concerns raised. Adults social care will continue to have a legal duty to assess needs on an individual basis which should mitigate concerns about increased isolation and increased demands on carers.

As a result of the consultation the Adults and Communities Delivery Unit will be re-establishing a Forum for Direct Payment Users and Carers to help advise users and carers on the process of Direct Payments and assist them with any concerns they may be having. Additionally, the Adults and Communities Delivery Unit have noted the points raised by respondents regarding ensuring that community facilities are accessible to social care users and carers and will be looking into ways that we can improve accessibility to all.

### 3.2 CHILDREN'S SERVICE DELIVERY UNIT BUDGET CONSULTATION DETAILED FINDINGS:

For 2014/15 the Children's Service Delivery Unit needs to find savings of £4.44m, around 8 per cent of the current budget. As part of this the following two key proposals have been consulted on, which would collectively achieve savings of £1.633m:

**Proposal 1: Commissioned services for children and families**

**Proposal 2: Traded services for schools**

#### Summary of key findings:

In total, 84 people responded to the online Children's Service budget consultation survey. 33 children and young people responded to the young people's survey. The budget proposals have also been discussed at a number of meetings, including with young people, with schools, and with service providers. The key points that emerged were:

- Most respondents tended to agree with the proposal to make savings by jointly buying services with health. It was felt there should be an emphasis on transparency and accountability and concerns were expressed that there could be reduction in service as a consequence. Eight people in the online survey commented that speech and language therapy services in particular were currently overstretched.
- Respondents tended to agree or strongly agree with the proposal to reconfigure short breaks to improve service delivery, stop duplication and to ensure services are targeted to those with the highest needs. Barnet Youth Board felt that it might be better to make greater reductions in this area so that other areas could be protected. However, 11 survey respondents voiced specific concerns including that eliminating duplication could result in longer waiting lists, a loss in flexibility to

tailor to specific needs, and having to travel further for the service, and there were also concerns about children with lower-level needs losing out..

- Respondents thought that reviewing and joining up similar services could be beneficial, so long as the overall service levels were not adversely affected. There was a mixed response, with no clear majority agreeing or disagreeing with the proposal; just under two fifths (37 per cent) of respondents strongly agreed or tended to agree with this proposal, whereas 38 per cent tended to disagree or strongly disagree, with the remainder being neutral (21 per cent) or indicating they don't know (four per cent). The commissioned services survey respondents felt it was most important for the council to fund were careers support for young people with learning difficulties and disabilities, domestic violence services, and parenting programmes, with activities for young people and youth homelessness services (those areas highlighted as priorities by young people) also considered important to fund by respondents overall.
- Responses to the proposal to develop a traded services model for educational welfare and educational psychology, and finding the balance of savings by reducing the 'schools causing concern' budget were varied. Again there was a mixed response, with no clear majority agreeing or disagreeing with the proposal; just under two fifths (39 per cent) of respondents strongly agreed or tended to agree (39 per cent) with the proposal, conversely just under two fifths (38 per cent) of respondents strongly disagreed or tended to disagree (38 per cent), with the remainder being neutral (15 per cent) or indicating they don't know (eight per cent). Concerns expressed by survey respondents included that schools would struggle to fund these services, or avoid purchasing these services in order to save money, and the importance of accountability and monitoring was highlighted. A high number of schools (around 100) indicated they would be willing to buy back educational psychology services.

Full details of consultation proposals and the responses to the consultation are outlined below.

### 3.2.1 Technical details and method

In summary, the consultation on the Children's Service Delivery Unit budget proposals was administered as follows:

- Key stakeholders including schools 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
- A Children's Service budget consultation online survey
- A young person's online survey created by the Barnet Youth Board
- Consultation meetings with providers

### 3.2.2 Proposals and feedback

#### 3.2.2.1 Proposal 1 – Commissioned services for children and families

## BUSINESS PLAN AND BUDGET CONSULTATION

The council buys a range of services to support children, young people and their families. Given the significant budget savings that have to be found across the council, savings of £1.3m are proposed across the services the council buys. There are three key proposals to achieve total savings of £1.3m.

**Proposal 1A:** Make savings by **jointly buying services with health** (the Clinical Commissioning Group). We have already done this for speech and language therapy and are proposing to do this for Child and Adolescent Mental Health Services and healthcare for children in care. This would help us make savings without significantly reducing the service provided. Proposed saving: £300K

**Proposal 1B:** At the moment **Short Breaks** services are delivered by a wide variety of organisations, some of which provide similar services. We are proposing to reconfigure short breaks to improve service delivery, stop duplication and to ensure services are targeted to those with the highest needs. Proposed saving: £400K

**Proposal 1C: Review** how the **services** we buy are used and how similar services could be joined up. This is likely to result in a combination of efficiencies and reductions. Some of the key areas this would impact on are: youth homelessness, peer support and mentoring for young people, activities for young people, domestic violence services, support to young carers, parenting programmes, support to organisations around quality of childcare, careers support for young people with Learning Difficulties and Disabilities, information system holding information on young people, social care out of hours service, community coaching (peer-to-peer support for families). Proposed saving: £600k

## BUSINESS PLAN AND BUDGET CONSULTATION

### 3.2.2.2 Responses from the online survey

84 people responded: see table below for responses.

Proposal	Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly Disagree	Don't know
1A – Health	20.2%	34.5%	16.7%	8.3%	11.9%	8.3%
1B – Short Breaks	21.7%	26.5%	13.3%	14.5%	14.5%	9.6%
1C – Review services	9.0%	28.2%	20.5%	11.5%	26.9%	3.8%

### 3.2.2.3 Responses from the young people's online survey

33 young people responded: their views are represented in the table below.

Proposal	Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly Disagree	Don't know
1A – Health	18.2%	21.2%	24.2%	15.2%	9.1%	12.1%
1B – Short Breaks	16%	24%	32%	8%	8%	12%
1C – Review services	16.7%	12.5%	16.7%	29.2%	8.3%	16.7%

### 3.2.2.4 Feedback from stakeholders

#### Proposal 1A - Health

Overall, 55 per cent of respondents strongly agreed or tended to agree with this proposal. Many respondents were positive about the proposal to make savings by jointly buying services with health, noting that more joined up services reducing duplication was a positive development. However many requested an emphasis on transparency and accountability and that there should be no reduction in service. Several respondents felt that provision from the Speech and Language Team had reduced, and that waiting lists for appointments had become longer. Two respondents requested more detail on how the savings would be made and any subsequent job reductions. 39 per cent of respondents from the young people's online survey strongly agreed or tended to agree with this proposal. Responses from the young people's online survey echoed concerns about the service being reduced.

#### Proposal 1B – Short Breaks

Overall, **48 per cent** of respondents strongly agreed or tended to agree with this proposal, **compared with 29 per cent disagreeing or strongly disagreeing**. The proposal to eliminate duplication for Short Breaks, ensuring services are targeted to those with the highest needs, was very positively received. However, some respondents were concerned that eliminating duplication could result in (i) longer waiting lists, (ii) a loss in flexibility to tailor to specific needs, and (iii) having to travel further for the service. Several respondents requested more detail as to what 'reconfiguring' entails, and how need would be assessed. Concerns were also expressed about children with lower-level needs, some of whom would benefit from support and respite. This concern was also reflected in the young people's online survey. However feedback from the Barnet Youth Board was that it might be better to make greater reductions in this area so that other areas could be protected. **40 per cent of respondents from the young people's online survey strongly agreed or**

## BUSINESS PLAN AND BUDGET CONSULTATION

tended to agree with this proposal.

### Proposal 1C – Review Services

There was a mixed response to this proposal. Overall, 37 per cent of respondents either strongly agreed or tended to agree with this proposal, whereas 38 per cent tended to disagree or strongly disagree. Respondents from both surveys thought that reviewing and joining up similar services could be beneficial, *so long as the overall service levels were not adversely affected*. Some respondents said that further information was needed as to how each service was likely to be affected individually. Many respondents felt that there weren't enough of these services and that there should be no reductions. 29 per cent of respondents from the young people's survey strongly agreed or tended to agree with this proposal, whereas 38 per cent tended to disagree or strongly disagree. Some respondents (three) felt that all the services listed below were all important and that it was difficult to choose which were the most important for the council to fund. One provider commented that by reducing budgets or decommissioning early intervention and prevention contracts the council may be missing out on opportunities to deliver activities which would result in long term savings for the council and the public purse.

The table below shows the respondents' views from both the online survey and the young people's survey on: *which services are the most important for the council to fund*.

Proposal 1C – Review of Services – Which services are the most important for the council to fund?		
Service	Percentage of responses from online survey	Percentage of responses from the young people's online survey
<b>Careers support for young people with LDD</b>	14.9%	12.1%
<b>Domestic violence services</b>	14.5%	15.2%
<b>Activities for young people</b>	13.6%	21.2%
<b>Youth homelessness services</b>	12.7%	21.2%
Parenting programmes	10.1%	4.5%
Support to young carers	8.8%	1.5%
Social care out of hours service	8.8%	8.3%
Support to organisations around quality of childcare	7.9%	1.5%
Peer support and mentoring for young people	6.1%	10.6%
Community Coaching (peer-to-peer support for families)	2.2%	3.0%

## BUSINESS PLAN AND BUDGET CONSULTATION

Information system holding information on young people	0.4%	1.5%
--	------	------

Feedback received from the Barnet Youth Board was that it is very important to have activities for young people, but a lot is available outside of council provision. There was a strong feeling that out of hours services generally should be more widespread so that young people can contact professionals where they have an emergency. They felt that youth homelessness and domestic violence services were most important and that people could be more self-sufficient and help each other if commissioned peer-to-peer support was reduced.

We have been working closely with providers to identify savings and efficiencies, and to understand the likely impact that these will have on services. It should be possible to achieve a significant proportion of the proposed savings through efficiencies.

### 3.2.2.5 Delivery Unit response in light of feedback

In light of the consultation responses and engagement, the following is proposed.

#### Proposal 1A - Health

When developing proposals to re-commission services jointly with the CCG, care will be taken to help protect against any reduction in service and to maximise efficiencies. The service will also work to ensure that each partner contributes funding in line with its respective statutory responsibilities.

#### Proposal 1B – Short Breaks

Having met with each provider of short breaks services, it is proposed to make continuing efficiencies within short break services, with more robust contract monitoring, and a re-commissioning process in 2014-15, which will take into account proposed changes introduced by the Children and Families' Bill such as the local offer and personal budgets. The majority of savings would be achieved through eliminating areas of current duplication and reducing under-utilised services. Resources will be targeted at those who are most vulnerable, including families at risk of breakdown. Feedback from parents was that they most valued enabling hours, and so funding for these has been protected. Services for children under five years have also been prioritised as a reduction in these could have resulted in inequality of provision. Statutory duties will continue to be met.

#### Proposal 1C – Review Services

The anticipated balance of reductions and efficiencies are as follows:

##### Domestic Violence Services

These services deal with high levels of risk and play a key role in trying to reduce risk and potential homicides. Efficiencies were made in 2013/14 and the provider cannot absorb any further reductions without an impact on services provided. Having considered the negative impact of a reduction in these services, including the potential equalities impact of a reduction, it is not proposed to reduce the commissioned services.

Instead it is proposed to make small reductions in information pack monies and a small efficiency in other budgets that won't have an impact on the service delivered.

### Parenting programmes

Parenting Programmes are targeted towards hard to reach parents / carers and those facing barriers to accessing services, particularly those with language barriers. A review of all parenting provision is taking place as part of the Early Years Review and parenting programmes targeted to support those with language barriers are likely to be a funding priority where clear outcomes can be evidenced.

### Activities for young people

It is proposed to cease a contract for activities for young people. These activities are not targeted to those who would not otherwise receive support. To help mitigate any impact of the proposal, activities would still be available to young people through Youth and Community services and they would also continue to signpost to other activities available in the borough. In the context of the savings proposed for children's services spend on non-statutory duties, such as youth activities, has to be de-prioritised.

### Youth homelessness

It is proposed that savings are made to youth homelessness commissioned services through efficiencies and targeting resources to best meet the needs of the most vulnerable young people. The services provided to highest needs homeless young people will be protected. There is a small reduction proposed for the service providing support to medium needs young people, although a service will continue to be provided to the same number of young people. The saving focuses on changes to staffing rotas and security contract costs. Much of the preventative mediation work is undertaken by a mediation worker within Barnet Group. As such the preventative element of the contract is not being fully utilised and it is proposed to de-commission it. There is a risk that Barnet Group will cease to fund the mediation work, which could increase the likelihood of Barnet Council's proposed reduction having a negative impact. To mitigate this, the service will work closely with Barnet Group to identify ways of continuing to fund mediation work.

### Support to organisations around quality of childcare

It is not anticipated that any services/support will be removed as the focus is on joining up services to remove duplication and identifying other efficiencies. Effective monitoring will need to be in place to ensure that once services have been centralised feedback is collected from users and actioned as necessary.

### Young carers

This commissioned service is the only service which specifically caters to the needs of young carers in Barnet. The potential for efficiencies was investigated, but a reduction in services is likely to result in a reduction of the number of young people benefiting from the service. The Children's Social Care and early intervention teams are reliant on the service for referrals of vulnerable young carers who are otherwise hidden from professional view, and the service also brings in an independent advocacy role. A reduction to this service could escalate some cases to Children's Social Care and could result in family breakdown, which would lead to increased costs. Following consultation, it has been decided that there will be no reduction in this service.

### Peer support and mentoring for young people

Efficiencies are proposed through eliminating duplication of mentoring programmes. The service providing adult mentors to support young people is to be decommissioned.



There are three additional mentoring contracts being commissioned by, or being delivered in partnership with LB Barnet, that are not directly part of this budget consultation, all of which are due to end in March 2014, as such a more significant cumulative impact is anticipated. However, the peer to peer mentoring service is to be maintained at its current level, as this offers a unique model of support to young people and the service will be further targeted to those who need it most. Therefore, in the context of the savings proposed for children's services and the statutory responsibilities, it is proposed that a reduction is made in the budget for mentoring to young people but to maintain the peer to peer mentoring programme.

### Community Coaching (peer-to-peer support for families)

It is proposed to make the majority of savings through efficiencies by working more closely with the provider and other areas of the council to reduce overheads and secure efficiencies. However there will be a small service reduction for Children's Services, although the families referred through Children's Services will continue to receive Community Coaching support. The Troubled Families team will continue to work with families requiring additional support, which should help to reduce the potential impact of the proposal. Community Safety are increasing the Community Coaches services they commission which, although for a different group, could also help to mitigate the impact of a small reduction for a few service users.

### Career support for young people with LDD

Changes to the way the information and printing budget is used are proposed to achieve efficiencies. There would also be a small reduction in the tracking service. Youth and Community services are proposing they work more closely with the provider to mitigate any impact.

There will only be efficiency savings and no reduction in service in relation to:

- Social care out of hours service
- Information system holding information on young people

### 3.2.3 Proposal 2 – Traded services for schools

The relationship between schools and councils is changing, and responsibility for school improvement now lies with schools. School to school support is taking a more important role for maintaining high standards across the borough. Given the significant budget savings that have to be found across the council, savings in this area are proposed. This includes reducing the 'schools causing concern' budget. The changing landscape is also creating a significant opportunity for councils to increase service provision to schools through traded services.

**Proposal 2:** Develop traded services model for educational welfare and educational psychology. This would enable schools to buy-in specialist services and enable the council to maintain the services provided by charging schools for this service in the future. The balance of savings would be found by reducing the 'schools causing concern' budget whilst promoting and encouraging school to school support, to help ensure high standards are maintained across the borough. The council will ensure it maintains a core monitoring and challenge function.

Proposed saving: £333K

### 3.2.3.1 Responses from the surveys

A summary of responses to this proposal from the online survey and the young people's online survey is shown in the table below.

	<b>Strongly agree</b>	<b>Tend to agree</b>	<b>Neither agree or disagree</b>	<b>Tend to disagree</b>	<b>Strongly disagree</b>	<b>Don't know</b>
Online survey	10.8%	<b>28.4%</b>	14.9%	14.9%	23.0%	8.1%
Young people's online survey	0.0%	14.3%	<b>28.6%</b>	19.0%	14.3%	23.8%

### 3.2.3.2 Feedback from respondents

A similar percentage of respondents strongly agreed or tended to agree (39%) with the proposal in comparison with the percentage that strongly disagreed or tended to disagree (38 per cent). Although some respondents thought that it would be beneficial for schools to identify the needs of their pupils and subsequently access appropriate support themselves, there were concerns that schools would struggle to fund these services, or avoid purchasing these services in order to save money. The importance of accountability and monitoring was highlighted. Respondents from the Children's survey were concerned that there could be a negative impact for schools if the local authority was to support schools less.

#### 3.2.3.3 Schools Feedback

##### Education welfare

36 per cent of the primary schools in Barnet have responded to the consultation letter so far. Of these, the vast majority have indicated that they would be willing to buy a level of service. We will follow up the remaining schools.

##### Educational psychology

So far, 100 schools are willing to buy the Educational Psychology services, and as such we will be able to make the anticipated savings.

#### 3.2.3.4 Delivery Unit response in light of feedback

It is proposed to make savings through the means outlined above. A larger than anticipated take-up of educational psychology services will balance out any lower than anticipated uptake in educational welfare services. It is anticipated that a small reduction in the 'schools causing concern' budget will be required. To help mitigate any impact, the council will encourage school to school support, to help ensure high standards are maintained across the borough, and will ensure it maintains a core monitoring and challenge function.

#### 3.2.3.5 Overall Feedback

- A. To save money, suggestions from respondents included:
- Consider joint commissioning not just between Children and Adult services, but across boroughs e.g. perhaps with Harrow
  - Reduce the allowance paid to councillors
  - Reduce the high fees paid to consultants

## BUSINESS PLAN AND BUDGET CONSULTATION

- Look for innovative ways the council could generate money e.g. the council could supply utilities and make a profit from doing this
- Review council staffing, particularly at senior management level
- Utilise video conferencing more to cut expenses, travel and TOIL claims
- Move staff from Barnet House to NLBP
- Encourage local businesses to deliver services to local people, provide sponsorship, mentoring, work experience
- Map services and networking to better understand and see what is being provided and to eradicate duplicated services
- Focus on frontline services and reduce high-level management

B To save money, Young People suggested that:

- There should be no reduction in council tax
- Taxes could be raised on homes costing more than £1M
- More activities for young people would save money in the long run

C Further comments from the online surveys

- Respondents requested further details on:
  - how savings will be made,
  - where the cuts will be made,
  - how many people, and which people, will be affected by the savings and cuts
- Some respondents were concerned that cutting the areas that are in need would have a negative impact, and that problems faced by young people will increase.

## APPENDIX 1: Residents Perception Survey 2013

### 1. Summary

Barnet is making £72.5m savings between 2011- 2015 and anticipates that the cut to its budget over the next four year period from 2016 to 2020 will be broadly similar. This year council has also implemented a major change programme, and endured some very public JR's, namely the One Barnet Programme and CPZ Pricing. Despite these challenges, this year's Residents' Perception Survey shows a positive direction.

This Residents' Perception Survey (September – October 2013) provides an update from 2012. The survey has a large sample – 1600 residents.

- Satisfaction with the local area has remained in line with last year. Residents are more likely to think the council is doing a good job, offering value for money and improving their area than two years ago.
- Despite significant cuts and challenging local press coverage, overall satisfaction with the council has significantly increased - and the majority of services are moving in right direction.
- In terms of image of the council, residents are significantly more likely to think the council keeps residents informed, is easy to access council services, is doing a good job, is efficient and well run, provides value for money, trustworthy, is doing a better job than a year ago, and is making the area a better place to live.
- Measures on the council and Police the dealing with crime and ASB have seen a positive direction of travel.
- However there is increasing concern for roads and pavements, and lack of affordable housing; and there are still some challenges on elements of concern for feeling safe and anti-social behaviour. The increases in satisfaction experienced last year with Involving, and Listening to residents have been sustained but remains below London.

### 2. Key Headlines

#### 2.1 Overall satisfaction with the local area remains high and is in line with the National average

- The vast majority of residents (86 per cent) are satisfied with their local area as a place to live which is two per cent lower compared to 2010/11 (88 per cent) but not significant, and in line with the national average (plus one per cent).

#### 2.2 Residents' top three concerns have shifted slightly since 2012

- Conditions of roads (30 per cent, up four per cent since last year) and Crime (30 per cent, in line with last year) are the top two concerns for Barnet residents.
- The third top concern for Barnet residents is lack of affordable housing which has seen another significant increase since last year (plus six per cent). This increase, compounded by the 2012/13 increase, means a total increase in concern of 11 per cent has been experienced over a three year period, and is now significantly above the London average (plus four per cent).

## BUSINESS PLAN AND BUDGET CONSULTATION

- Concern for Council Tax has dropped by five per cent year on year, and is now in line with London.
- The increased concern experienced last year with: traffic congestion has now diminished; litter and dirty streets remains in line with last year, and as mentioned previously the concern for lack of affordable housing continues to rise.
- Apart from lack of affordable housing, Barnet residents are not significantly more concerned than London on any other issues that were listed.

### 2.3 Overall satisfaction with the council has again seen a significant increase, and is now above the London average

- Overall satisfaction with the council has seen a significant increase since 2012/13 (74 per cent, plus 11 per cent, and 23 per cent in total since 2010/11). This first significant increase in 2012/13 was mostly attributed due to a methodological change, as the placement of the question was moved within the survey to ensure consistency with other local authorities. This year, the increase can be compared like for like year on year, and could be partly attributed to the significant increase in residents feeling informed<sup>1</sup>.
- For the first time, since 2003/04, Barnet is significantly above the London average (plus four per cent) and in line with the national average (plus one per cent).
- Previous surveys have shown residents are much more likely to say they feel the council is doing a good job (76 per cent this year, up four per cent since 2012/13) compared to being satisfied with the council. This year the gap has diminished between these two perception measures.

### 2.4 Residents' agreeing that the council provides value for money has seen a significant increase, and is in line with the National average

- Residents' agreeing that the council provides value for money has been a significant increase of seven percentage points since 2012/13 (43 per cent) The current Barnet result is in line with the national figures (52 per cent agree).

### 2.5. Residents' satisfaction with the majority of local services has improved

- Ten local services saw significant increases in satisfaction compared to 2012/13. The majority of these out performed London, the only exception to these were Leisure Services and Parking Service which still remain significantly below the London average:

Council Leisure facilities	Social services children	Housing Benefit Service
Collection of council tax	Parking Services	Primary Education
Social services children	Secondary education	Activities for teenagers
Policing		

<sup>1</sup> Key driver analysis in the past conducted by IPOS Mori has shown that feeling informed is a key driver to overall satisfaction with the local council

- The RPS results indicate that Barnet is a place where people want to live; however, four services saw significant decreases in satisfaction and three out of four are significantly below the London average. Not surprisingly:
  - Door step recycling is down five per cent and five cent but just two per cent above below London average
  - Local Health Services is down five per cent and five per cent below London average;
  - Libraries is down five per cent and six per cent below the London average; and
  - Refuse Collection is down three per cent and but remains seven per cent above the London average.
- It is also worth noting that although satisfaction with Repairs of roads saw a small decrease of two per cent, it is still significantly below the London average (minus seven per cent)
- Three fifths (59 per cent) of residents who have contacted the council are satisfied with the service they received. However a further third are dissatisfied.

### **2.6 The image of the council has seen a positive direction of travel compared to 2012/13, but some engagement measures still remain below the London average**

- Significant increases have been seen on eight image perception measures since 2012/13, four have remained consistent with 2012/13 and one perception measure has had a significant decrease.
- Compared to 2012/13, residents are significantly more likely to indicate that the council: keeps residents informed about what they are doing (however London has also seen a significant increase and Barnet therefore remains six per cent below the London average); is easy to access council services; is efficient and well run; is trustworthy; is doing a better job than a year ago (five per cent above the London average); is making the area a better place to live (but eight per cent below the London average); and has staff that are friendly and polite (seven per cent above the London average).
- With the exception of the council has staff that are friendly and polite, provides value for money (in line with last year, and six per cent above London), and is making the area a better place to live, Barnet does not outperform London on any other image statements.
- Also, whilst the increases in satisfaction experienced last year with involving, and listening to residents have been sustained, both remain significantly below the London average (minus 12 per cent and minus eight per cent respectively). 'Difficult to get through on the phone' (not asked last year) is also below the London average.
- More worryingly 'My council doesn't do enough for people like me'<sup>1</sup>, which was the only image statement that experienced a significant decline (plus four per cent), has been compounded with last year's increase of five per cent and means there has been a decline in this image statement of nine per cent in three years. It is also now five per cent above the London average.

---

<sup>1</sup> This is a negative question so an increase in this perception is downward change

### 2.7 Community and cohesion perception measures remain high in Barnet\*

- Community Cohesion remains in line with last year (plus one per cent). This is two per cent above higher than the National average when this was last asked on the Nation Citizenship survey in 2011.

### 2.8 More positive picture on dealing with crime but some concern on tackling anti-social behaviour and feeling safe in the night\*

- Satisfaction with Barnet Police and the council dealing with anti-social behaviour and crime in the local area have seen a slight increase in satisfaction since 2012/13 (plus two per cent). Nearly two fifths of residents (58 per cent) agree that CCTV makes them feel safer
- Perception measures on feeling safe during the day remain very high, however feeling safe during the night remain almost in line with last year (70 per cent, plus two per cent).
- In terms of anti-social behaviour, rubbish or litter lying around continues to be a top concern in the local area and has seen a significant increase since 2012/13. People being drunk or rowdy in public places has also seen a significant increase.

---

\* No London Data available.

This page is intentionally left blank



<b>Medium Term Financial Strategy</b>	<b>2014/15 £000</b>	<b>2015/16 £000</b>
<b>Budget brought forward</b>	<b>299,165</b>	<b>294,829</b>
<b>Statutory/cost drivers</b>		
Inflation (pay )	1,210	1,210
Inflation (non-pay)	3,057	3,057
North London Waste Authority (NLWA) levy	2,381	2,452
Capital financing costs	1,500	1,500
<b>Statutory/cost drivers sub-total</b>	<b>8,148</b>	<b>8,219</b>
<b>Central Expenses</b>		
Contingency - general risks	1,035	(3,093)
Children's Services - Demographic pressures	1,400	
Concessionary Fares	411	
Public Health Grant	536	
<b>Central Expenses sub-total</b>	<b>3,382</b>	<b>(3,093)</b>
<b>Balances to/(from) reserves</b>		
Specific reserves contribution 2013/14 New Homes Bonus (NHB)	(6,181)	
Specific reserves contribution 2014/15 NHB	8,417	(8,417)
Specific reserves contribution 2015/16 NHB		10,291
Service Development Reserve		(955)
<b>Reserves sub-total</b>	<b>2,236</b>	<b>919</b>
<b>Total expenditure</b>	<b>312,931</b>	<b>300,874</b>
<b>New Formula grant funding</b>		
Business Rates	34,500	35,500
Business Rates- Top up	17,800	18,300
Revenue Support Grant (RSG)	65,200	48,200
<b>New Formula grant sub-total</b>	<b>117,500</b>	<b>102,000</b>
<b>Council Tax</b>		
Council Tax (CT)	141,575	142,511
Collection Fund contribution	1,500	1,500
CT freeze grant 14-15	1,625	1,625
CT freeze grant 15-16		1,647
<b>Core grants</b>		
Private Finance Initiative (PFI) credit	2,235	2,235
Education Services Grant	4,757	3,567
NHB	8,417	10,291
Unallocated RSG	181	460
Housing and CT Benefit Administration Grant	2,705	2,142
Public Health	14,335	14,335
<b>Other funding sub-total</b>	<b>177,329</b>	<b>180,313</b>
<b>Total Income from grant and Council Tax</b>	<b>294,829</b>	<b>282,313</b>
<b>Proposed Pressures</b>	<b>908</b>	<b>1,520</b>
<b>Budget Gap before savings &amp; pressures</b>	<b>18,101</b>	<b>18,562</b>
<b>Proposed Savings</b>	<b>(19,010)</b>	<b>(20,082)</b>
<b>Budget Gap after savings</b>	<b>(0)</b>	<b>(0)</b>

This page is intentionally left blank

## REVENUE BUDGET 2014/15

	2013/2014		2014/2015
	Original Estimate £	Current Estimate £	Original Estimate £
<b><u>Council Services</u></b>			
Adult Services	96,024,741	97,171,446	89,669,446
Assurance	3,611,123	4,144,943	4,004,943
Childrens Services	57,756,441	59,938,171	55,411,211
Commissioning	7,312,388	7,618,588	6,667,908
Customer & Support Group	24,178,240	24,545,940	22,152,940
Housing Needs and Resources (HNR)	2,936,999	3,392,609	3,337,609
Legal	1,908,147	1,932,147	1,782,147
Public Health	13,799,000	13,766,390	14,302,390
Re	820,162	1,671,267	766,747
Special Parking Account	(7,474,640)	(7,543,640)	(7,630,640)
Street Scene	22,374,937	22,929,197	21,624,197
<b>Total</b>	<b>223,247,538</b>	<b>229,567,058</b>	<b>212,088,898</b>
Central Expenses	69,737,042	63,417,522	74,323,182
<b>Total Service Expenditure</b>	<b>292,984,580</b>	<b>292,984,580</b>	<b>286,412,080</b>

# REVENUE BUDGET 2014/15

	2013/2014		2014/2015
	Original Estimate £	Current Estimate £	Original Estimate £
<b>Total Service Expenditure</b>	<b>292,984,580</b>	<b>292,984,580</b>	<b>286,412,080</b>
Contribution to / (from) Specific Reserves	6,180,701	6,180,701	8,418,138
Contribution to / (from) Balances			
<b>NET EXPENDITURE</b>	<b>299,165,281</b>	<b>299,165,281</b>	<b>294,830,218</b>
Other Grants	(31,522,000)	(31,522,000)	(34,255,000)
<b>BUDGET REQUIREMENT</b>	<b>267,643,281</b>	<b>267,643,281</b>	<b>260,575,218</b>
Business Rates Retention	(33,608,000)	(33,608,000)	(34,500,000)
Business rates top-up	(17,436,000)	(17,436,000)	(17,800,000)
<b>BUSINESS RATES INCOME</b>	<b>(51,044,000)</b>	<b>(51,044,000)</b>	<b>(52,300,000)</b>
RSG	(77,122,000)	(77,122,000)	(65,200,000)
Collection Fund Adjustments			(1,500,000)
<b>BARNET'S ELEMENT OF COUNCIL TAX REQUIREMENT</b>	<b>139,477,281</b>	<b>139,477,281</b>	<b>141,575,218</b>
Greater London Authority - Precept	37,964,082	37,964,082	38,410,437
<b>COUNCIL TAX REQUIREMENT</b>	<b>177,441,363</b>	<b>177,441,363</b>	<b>179,985,655</b>
Components of the Council Tax (Band D)	2013/2014	2014/2015	Increase
	£	£	
Mayors Office for Policing and Crime	216.92	214.06	(1.32%)
London Fire & Emergency Planning Authority	49.87	49.21	(1.32%)
Mayor, Administration, Transport for London, Olympic Games and Boroughs' Collection Fund balances.	36.21	35.73	(1.32%)
<b>Greater London Authority</b>	<b>303.00</b>	<b>299.00</b>	<b>(1.32%)</b>
<b>London Borough of Barnet</b>	<b>1,113.20</b>	<b>1,102.07</b>	<b>(1.00%)</b>
<b>Total</b>	<b>1,416.20</b>	<b>1,401.07</b>	<b>(1.07%)</b>

# REVENUE BUDGET 2014/15

## COUNCIL TAX SUMMARY

Council Tax Bands (based on property values @ 1 April 1991)	2013/2014	2014/2015	Tax Yield
	£	£	£
[Up to £40,000]	944.13	934.05	1,636,747
[Over £40,000 & up to £52,000]	1,101.49	1,089.72	5,504,262
[Over £52,000 & up to £68,000]	1,258.84	1,245.39	22,102,919
[Over £68,000 & up to £88,000]	<u>1,416.20</u>	<u>1,401.07</u>	33,323,875
[Over £88,000 & up to £120,000]	1,730.91	1,712.43	41,104,189
[Over £120,000 & up to £160,000]	2,045.63	2,023.77	33,170,326
[Over £160,000 & up to £320,000]	2,360.33	2,335.12	32,748,783
[Over £320,000]	2,832.40	2,802.14	10,394,554
			179,985,655

## COUNCIL TAXBASE

	2013/2014	2014/2015	
Council Taxbase	Band D Equivalents	Band D Equivalents	Income
Total properties (per Valuation List)	164,244	165,611	232,032,339
Exemptions	(4,094)	(2,622)	(3,673,601)
Disabled reductions	(118)	(119)	(166,727)
Discounts (10%, 25% & 50%)	(12,848)	(32,831)	(45,998,272)
Adjustments	(19,612)	299	418,919
Aggregate Relevant Amounts	127,572	130,338	182,612,658
Non-Collection (1.5% both years)	(2,365)	(1,956)	(2,740,490)
Contributions in lieu from MoD	87	81	113,487
	125,294	128,463	179,985,655

2014/15 Budget Summary and Forward Plan

Adults & Communities	Budget 2013/14	2014/15	2015/16	Total % Saving of 2013/14 budget
	£	£	£	
Base Budget		96,024,741	89,669,446	
Virements		1,221,705		
		<b>97,246,446</b>	<b>89,669,446</b>	
<b>Efficiencies</b>				
<p><u>Savings through supporting people in the community as opposed to high cost placements</u>                      The 'Community Offer' delivers savings through supporting people in the community and offering alternative ways to meet statutory social care needs as opposed to high cost care packages and residential placements. This will lead to increased use of universal services, enablement, telecare, equipment and direct payments instead of a traditional home care and residential care.</p>				
<p>The 'Community Offer' will be delivered by multi-disciplinary teams of social workers, occupational therapists, telecare and direct payments advisors. All support plans to meet social care needs will be assessed and approved by an Integrated Approval Panel whose role is to ensure that statutory duties are met whilst promoting independence.</p>	87,395,000	(1,347,000)	(858,000)	2.52%
<p>The net cost of supporting someone on a community alternative is cheaper than traditional care. This is an ongoing initiative which is already beginning to take effect and should be delivered in full in 2014/15.</p>				
<p>The achievability of this saving could be impacted by the Care and Support Bill however work is underway to assess the impact and plan for delivery.</p>				
<p><u>Savings through supporting people in appropriate housing as opposed to high cost placements</u>                      Reduction in cost of residential third party placements by:                      (1) Innovative use of support and housing options to deliver savings whilst ensuring promoting choice and independence for customers. The savings proposals are:                      • Re-commissioning our Floating Support contract                      • Develop additional Sheltered Plus accommodation</p>				
<p>(2) Introduction of 'neighbourhood network support scheme. A project which enables individuals currently living in supported living schemes to move on to be more independent with low level support, to enable tenancy maintenance and support with bills. This target is based on offering a network to a minimum of nine people.</p>	87,395,000	(1,000,000)	(704,000)	1.95%
<p>(3) Preventing the need for residential care by an average of 3 months, through enabling people to stay well and safe at home using enablement, home care, equipment and telecare.</p>				
<p>The gross average cost of supporting a high cost placement in residential or nursing care is £53k per annum, existing clients in residential or nursing care in Q1 of 2013/14 were about 1,100 so to achieve this saving appropriate housing would need to be found for 3% of the existing clients. The achievability of this saving is predicated on appropriate and accessible stock being available.</p>				
<p><u>Savings through supporting people by increasing investment in carers support to prevent/reduce the need for funded care</u>                      This is a 2015/16 saving and we believe there are savings to be achieved through efficiently coordinating and personalising services for carers so that there is a clear 'Carers Offer' throughout the carers journey. This will include a joint strategy with health and exploring shared resources. This will help the carer sustain their role, and reduce the need to access specialist services including hospital and residential care. Over the next 12 months work will be underway to ensure this saving is achievable through this mechanism.</p>	87,395,000		(550,000)	0.63%
<p>In 2012/13 2,179 carers had an assessment, of these it is assumed that 25% support individuals that would otherwise be in residential care. Increasing this by 5% would generate sufficient savings to meet this target and aid people to live more independently with more choice and control. However this will in practice mean that people will receive lower cost packages which could be perceived negatively.</p>				
<p><u>Savings through decreasing external third party expenditure on day care costs by increased access to universal leisure services and specific renegotiations</u>                      This is a 2015/16 saving and we believe there are savings to be achieved through:</p>				
<p>(1) Partnership working with leisure services to offer more mainstream leisure activities reducing dependence on specialist day care provision, using a dedicated leisure co-ordinator.</p>				
<p>(2) For all people in receipt of 24 hour residential or supported living services who attend separate day care, a renegotiation of costs with the accommodation provider to reflect the time they are away from the service or a request to the provider to provide community based activities with an enhancement in payment, funded from a proportion of the monies saved by ending the day service attendance.</p>	6,630,000		(660,000)	9.95%
<p>The current budget for spend with external pay care providers is £6.7m and this saving is predicated on a 10% reduction. Over the next 12 months work will be underway to ensure this saving is achievable through this mechanism. Any alternative service proposed or offered will be undertaken in line with due consideration to statutory duties and with</p>				

2014/15 Budget Summary and Forward Plan

Adults & Communities	Budget 2013/14	2014/15	2015/16	Total % Saving of 2013/14 budget
	£	£	£	
<p><u>Savings through working with NHS to reduce number of people going into high cost placements</u>                      Development of Health and Social Care Integration: Older people integrated care model (OPIC) aims to reduce care costs and lower home care packages through increasing independence. This is a joint initiative with the NHS to support people and prevent them from hospital admissions which will reduce people going into residential care. The OPIC model facilitates multi-disciplinary working to invest more money in prevention and well-being and assessments and primary care to reduce expenditure in community and intensive support and residential and acute services.</p> <p>This work is already underway in the West of the borough and this saving will be achieved from the process being rolled out across North and South of the borough by the end of this year. This project would need to ensure that on average 10 more older people are supported in the community rather than being admitted to hospital and then accessing higher cost placements.</p> <p>New discharge planning standards with the NHS aim to prevent admissions into respite / nursing care from hospitals (including fracture service follow up) which should lead to reduction in high cost nursing placements when better alternatives are available.</p>	42,055,000	(471,000)		1.12%
<p><u>Savings through reduced staffing costs and sharing funding arrangements with MHT</u>                      Following the remodelling of the Primary Care Mental Health Team to improve access for individuals with mental health needs the number of social care staff required has reduced. There are currently 6 fte workers in the PCMHT and 3 of these will join other teams where roles are currently being covered by locum staff.</p> <p>Individuals who have received treatment under the mental health act on a section 3 at the point of discharge are subject to section 117 aftercare. There is an agreement currently that anyone subject to S117 will automatically be jointly funded between health and social care. The proposed changes would not impact on the Council's ability to provide these services.</p>	6,766,000	(180,000)	(401,000)	8.59%
<p><u>Savings from renegotiation of existing contracts</u>                      Procurement savings achieved through:</p> <ul style="list-style-type: none"> <li>- recommissioning of floating support contracts, supporting people contracts, equipment contract (£438k in 2014/15),</li> <li>- working with providers to contain inflationary pressures (£600k in 2014/15, £600k in 2015/16),</li> <li>- negotiating lower unit costs from specialist mental health providers and (£290k in 2014/15)</li> <li>- smarter procurement delivered through better use of data and improved areas of scrutiny (£300k in 2014/15).</li> </ul> <p>In 2013/14, £90.1m (excluding direct payments budget) of Adults gross budget was spent on spend with external providers. CRC have already approved revised contracts for equipment, supporting people and floating support without a reduction in service quality and work in underway to contain inflationary pressures.</p>	70,673,000	(1,628,000)	(600,000)	3.15%

2014/15 Budget Summary and Forward Plan

Adults & Communities	Budget 2013/14	2014/15	2015/16	Total % Saving of 2013/14 budget
	£	£	£	
<p><u>Savings from reduction in third part expenditure through renegotiation of individual Learning Disability packages</u> Savings achieved through:</p> <p>(1) Widespread revision of LD service including integration with health: The integrated learning disability service provides a seamless and streamlined health and social care service to users and carers. This has enabled the service through multidisciplinary working to minimise duplication and provide innovative and enabling support to individuals and deliver efficiencies, whilst continuing to meet statutory needs.</p> <p>(2) Review and/or return of 50 people back to Barnet, including those individuals who come under the Winterbourne Concordat. This project has already delivered significant service improvements for a number of individuals and enabled a number of people to return closer to their families and social networks.</p> <p>(3) Carers offer for transition individuals based on offering a direct payment as the first offer when developing support plans to meet assessed eligible needs. This forms part of on-going service delivery rather than a new initiative.</p> <p>(4) The Learning Disability service uses the (Care Funding Calculator CFC) to identify individual costs based on assessed support needs to benchmark reasonable costs and as a basis for negotiation with providers; the CFC is also used at the point of reassessment. This approach has been used over the last 18 months and has enabled greater person centred support and outcomes for individual's whilst delivering much greater value for money.</p>	39,224,000	(1,900,000)		4.84%
<p><u>Savings through reduction in staffing costs</u> Reductions in back office transactional functions through new ways of working and exploring new innovative models. This could be sharing functions with other Delivery Units or transferring functions to Capita. This will include restructuring support functions.</p> <p>This is a 2015/16 saving and over the next 12 months work will be underway to ensure this saving is achievable through this mechanism.</p>	7,701,000		(300,000)	3.90%
<p><u>Savings through HRA investment in new build which will result in reduction in high cost placements</u> This is a 2015/16 saving and we believe there are savings to be achieved through increasing independent living options for Younger Adults with physical/learning disabilities and Mental Health issues. This proposals includes a new build programme using HRA monies for wheelchair accessible housing and working with Barnet Homes and the private rented sector to source suitable accommodation for younger adults.</p> <p>Over the next 12 months work will be underway to ensure this saving is achievable through this mechanism and service impact is reviewed.</p>	45,668,000	(50,000)	(1,513,000)	3.42%
<p><u>Savings through reduction in expenditure on leisure contract</u> Savings to be achieved through:</p> <ul style="list-style-type: none"> <li>- renegotiating contract</li> <li>- re-prioritisation of contract to achieve public health outcomes</li> <li>- drawdown on reserves</li> </ul> <p>Ove the course of 2014/15, plans will be worked up to ensure this saving is deliverable on an on-going basis.</p>	1,360,000	(967,000)		71.10%
<p><u>Savings through reduction in expenditure by working with CSG provider</u> Stretch of demand management and efficiency saving proposals to be identified through working with CSG provider to improve efficiency and self service, targeting the following:</p> <ul style="list-style-type: none"> <li>- Reducing demand for high cost placements by providing advice and signposting at first point of contact</li> <li>- Reducing costs of third party spend through procurement activity</li> <li>- Combining Adults Social Care first point of contact and elements of the assessment process with the customer services function in CSG</li> </ul> <p>Work is underway to develop proposals to achieve these targets. Where new proposals are being considered, appropriate approval will be sought and consultation will be undertaken.</p>	N/A	(500,000)	(2,000,000)	N/A
<p><u>Savings through reduction in placement costs for residents permanently settled out of the borough</u> Where an individual has chosen, as they have capacity, or have moved to another authority in accordance with their families' wishes, (ascertained through a best interest decision where an individual does not have capacity), the receiving authority will be given 3 months' notice regarding transfer of responsibility, which includes any required social care funding. Currently 39 people have been identified who meet this criterion.</p> <p>In order to achieve this saving, on average the funding of 50 individuals will need to be transferred. This proposal is not expected to negatively impact service delivery.</p>	87,395,000	(307,000)	(838,000)	1.31%
		<b>(8,350,000)</b>	<b>(8,424,000)</b>	



**2014/15 Budget Summary and Forward Plan**

<b>Adults &amp; Communities</b>		<b>Budget 2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>Total % Saving of 2013/14 budget</b>
		<b>£</b>	<b>£</b>	<b>£</b>	
<b><u>Service Reductions</u></b>					
	<u>Increase in income from fairer charging policy</u> Following implementation of the fairer charging policy which makes all community services chargeable based on ability to pay, this income budget can be increased to reflect the current position.  Appropriate systems are in place to monitor impact of policy and provide reassessments and information and advice if individuals wish to change their care arrangements.	2,189,000	(27,000)		1.23%
			<b>(27,000)</b>	<b>0</b>	
<b><u>Income</u></b>					
			<b>0</b>	<b>0</b>	
<b><u>Pressures</u></b>					
	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	
			<b>800,000</b>	<b>800,000</b>	
<b>Budget</b>			<b>89,669,446</b>	<b>82,045,446</b>	

**Adults & Communities**

<b>Profit center</b>	<b>Original Estimate 2013/14</b>	<b>Current Estimate 2013/14</b>	<b>Original Estimate 2014/15</b>
* Births Deaths & Marriages	(260,210)	(160,530)	(160,530)
* Community Safety and Financial Assessments	1,969,213	1,964,503	1,264,503
* Prevention & Well Being	7,669,883	8,709,050	7,304,050
* Social Care Commissioning	1,560,196	1,459,032	1,459,032
* Community and Well Being Management	388,480	410,610	410,610
** Community Well Being	11,327,562	12,382,665	10,277,665
* Social Care Management	1,281,270	395,910	1,395,910
* Care Quality	1,721,528	1,187,156	1,187,156
* Integrated care - Learning Disability & Mental Health	41,937,964	41,938,643	39,098,643
* Integrated care - Older People & Physical Disability	39,572,467	41,081,872	37,524,872
** Adults Social Care	84,513,229	84,603,581	79,206,581
** Director Adult Social Services & Health	183,950	185,200	185,200
<b>*** Total</b>	<b>96,024,741</b>	<b>97,171,446</b>	<b>89,669,446</b>

<b>Subjective Analysis</b>	<b>Original Estimate 2013/14</b>	<b>Current Estimate 2013/14</b>	<b>Original Estimate 2014/15</b>
* Employee Related	14,732,284	14,969,436	14,827,436
* Premises Related	270,605	270,605	270,605
* Transport Related	1,126,831	1,118,011	1,118,011
* Supplies and Services	10,435,020	10,324,706	10,404,706
* Third Party Payments	81,573,654	82,397,394	78,104,394
* Transfer Payments	5,109,002	5,109,002	5,109,002
* Secondary Recharges	24,150	24,150	24,150
** Expenditure Total	113,271,546	114,213,304	109,858,304
* Government Grants	(304,734)	(304,734)	(304,734)
* Other Grants, Reimbursements & Contribs	(5,105,056)	(5,087,109)	(8,887,109)
* Customer & Client Receipts	(11,837,015)	(11,650,015)	(10,997,015)
** Income Total	(17,246,805)	(17,041,858)	(20,188,858)
<b>*** Total</b>	<b>96,024,741</b>	<b>97,171,446</b>	<b>89,669,446</b>

**2014/15 Budget Summary and Forward Plan**

<b>Assurance</b>	<b>Budget 2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>Total % Saving of 2013/14 budget</b>
	<b>£</b>	<b>£</b>	<b>£</b>	
Base Budget		3,611,123	4,004,943	
Virements		433,820		
		<b>4,044,943</b>	<b>4,004,943</b>	
<b>Efficiencies</b>				
<p><u>Savings from reduction in staff costs</u> Reduction of posts in the corporate anti fraud team following a restructure due to changes in welfare reform, changes in DWP policies and electronic transfer of data.</p> <p>This restructure is assessed as having a low impact on service delivery.</p>	624,000	(20,000)		3.21%
<p><u>Savings through reduced canvassing costs aided by increase in online registration</u> This is a 2015/16 saving and we believe there are savings to be achieved in electoral registration through increased online registration. Online registration will lead to a reduction in canvassing costs.</p> <p>Over the next 12 months work will be underway to ensure this saving is achievable through this mechanism.</p>	70,000		(50,000)	71.43%
<p><u>Savings through reduction in printing and courier costs</u> Efficiencies from reduction in printing of committee papers as a result of investment in members IT. This reduction will mean that papers to Members will not be distributed twice weekly by courier service. This will be enabled by Members using computers to read papers and hard copies being available in Hendon Town Hall. Officer hard copies will also not be available.</p> <p>Over the next 12 months work will be underway to ensure this saving is achievable through this mechanism.</p>	64,000		(50,000)	78.13%
		<b>(20,000)</b>	<b>(100,000)</b>	
<b>Service Reductions</b>				
<p><u>Savings through reduced expenditure on external specialist training</u> Reduction to Member training budget. This reduction will limit the availability of high quality specialist training obtained from external sources and may restrict development opportunities available to Members.</p> <p>This reduction will not impact the ability to induct new Members and to provide essential relevant training and briefings through alternative methods.</p>	45,000	(20,000)	(25,000)	100.00%
		<b>(20,000)</b>	<b>(25,000)</b>	
<b>Income</b>				
<p><u>Income from successful prosecutions of criminals with releasable assets</u> Income from proceeds of crime prosecutions. Where the Council has been successful in prosecuting criminals that have releasable assets, the court awards a Proceeds of Crime (POCA) against them.</p> <p>The team has had some success in recent years but this is dependent on the level of crime which can fluctuate year on year.</p>	N/A		(50,000)	N/A
		<b>0</b>	<b>(50,000)</b>	
<b>Pressures</b>				
		<b>0</b>	<b>0</b>	
<b>Budget</b>		<b>4,004,943</b>	<b>3,829,943</b>	

**Assurance**

<b>Profit center</b>	<b>Original Estimate 2013/14</b>	<b>Current Estimate 2013/14</b>	<b>Original Estimate 2014/15</b>
* Assurance Management	561,108	563,378	563,378
* Governance	2,177,295	2,700,585	2,580,585
* Internal Audit & CAFT	872,720	880,980	860,980
<b>** Total</b>	<b>3,611,123</b>	<b>4,144,943</b>	<b>4,004,943</b>

<b>Subjective Analysis</b>	<b>Original Estimate 2013/14</b>	<b>Current Estimate 2013/14</b>	<b>Original Estimate 2014/15</b>
* Employee Related	3,307,876	3,637,276	3,617,276
* Premises Related	9,200	9,200	9,200
* Transport Related	5,820	6,360	6,360
* Supplies and Services	343,787	561,697	441,697
* Third Party Payments	250	250	250
* Secondary Recharges	(10,680)	(10,680)	(10,680)
<b>** Expenditure Total</b>	<b>3,656,253</b>	<b>4,204,103</b>	<b>4,064,103</b>
* Customer & Client Receipts	(45,130)	(59,160)	(59,160)
<b>** Income Total</b>	<b>(45,130)</b>	<b>(59,160)</b>	<b>(59,160)</b>
<b>*** Total</b>	<b>3,611,123</b>	<b>4,144,943</b>	<b>4,004,943</b>

## 2014/15 Budget Summary and Forward Plan

Central Expenses	2014/15	2015/16	
	£	£	
Base Budget	69,737,042	74,323,182	
Virements	(6,407,360)		
	<b>63,329,682</b>	<b>74,323,182</b>	
<b><u>Efficiencies</u></b>			
	<b>0</b>	<b>0</b>	
<b><u>Service Reductions</u></b>			
	<b>0</b>	<b>0</b>	
<b><u>Income</u></b>			
	<b>0</b>	<b>0</b>	
<b><u>Pressures</u></b>			
Contingency	General provision to for risks in service areas	1,034,500	(3,093,000)
Contingency	General provision for inflation	4,267,000	4,267,000
Contingency	Children's Services - demographic pressures	1,400,000	
Levies	Increase in North London Waste Authority Levy	2,381,000	2,452,000
Levies	Increase in concessionary fares	411,000	
Capital Financing	Increase in capital financing costs resulting from capital programme commitments	1,500,000	1,500,000
		<b>10,993,500</b>	<b>5,126,000</b>
<b>Budget</b>		<b>74,323,182</b>	<b>79,449,182</b>

**Central Expenses**

<b>Profit center</b>	<b>Original Estimate 2013/14</b>	<b>Current Estimate 2013/14</b>	<b>Original Estimate 2014/15</b>
10015 Corporate Subscriptions	314,220	314,220	314,220
10016 Levies	28,460,050	28,460,050	31,252,050
10017 Central Contingency	13,245,161	6,524,641	13,181,341
10018 Rate Relief	3,300	3,300	3,300
10019 Capital Financing	21,469,670	21,315,670	22,815,670
10699 Early Retirement(NT)	3,243,981	3,243,981	3,243,981
10700 Corporate Fees & Charges	798,940	798,940	798,940
10718 Car Leasing	2,210	2,210	2,210
10849 Early Retirement Costs Teachers	2,183,340	2,183,340	2,183,340
11084 West London Agreement		105,000	105,000
11121 Miscellaneous Finance	16,170	466,170	423,130
<b>* Total</b>	<b>69,737,042</b>	<b>63,417,522</b>	<b>74,323,182</b>

<b>Subjective Analysis</b>	<b>Original Estimate 2013/14</b>	<b>Current Estimate 2013/14</b>	<b>Original Estimate 2014/15</b>
* Employee Related	4,163,281	4,163,281	4,163,281
* Premises Related	829,490	829,490	829,490
* Transport Related	2,210	2,210	2,210
* Supplies and Services	1,736,140	1,801,140	1,798,100
* Third Party Payments	28,625,880	29,075,880	31,867,880
* Transfer Payments	1,180	1,180	1,180
* Capital Financing Costs	33,520,071	29,089,551	37,206,251
** Expenditure Total	68,878,252	64,962,732	75,868,392
* Other Grants, Reimbursements & Contribs	(18,130)	(18,130)	(18,130)
* Customer & Client Receipts	176,040	176,040	176,040
* Interest	700,880	(1,703,120)	(1,703,120)
** Income Total	858,790	(1,545,210)	(1,545,210)
<b>*** Total</b>	<b>69,737,042</b>	<b>63,417,522</b>	<b>74,323,182</b>

## 2014/15 Budget Summary and Forward Plan

Children's Service	Budget 2013/14	2014/15	2015/16	Total % Saving of 2013/14 budget
	£	£	£	
Base Budget		57,756,441	55,411,211	
Virements		2,094,770		
		<b>59,851,211</b>	<b>55,411,211</b>	
<b><u>Efficiencies</u></b>				
<p><u>Savings from early intervention work</u> As a result of investment in early intervention &amp; prevention and use of the Troubled Families grant, Family Services has been able to contain the demographic pressures associated with an increasing young population in Barnet, and in some cases reduce the dependence on high cost acute services.</p>	27,846,000	(300,000)		1.08%
<p><u>Savings through reduction in spend on transport costs</u> Achieve efficiencies within transport costs for children in care and children with Special Educational Need through improved contracting and demand management by: - targeting individual cases in which transport is no longer required - route optimisation</p> <p>From an original budget of £6m, £700k of savings have already been delivered in 2013/14 against a target of £1m. In order to deliver this saving, numbers of children requiring council support would need to be reduced by a further 10% by 2015/16.</p>	4,292,000		(500,000)	11.65%
<p><u>Savings from reduction in staff related costs</u> Workforce savings derived from: a) restructuring and reducing back office functions including communications, performance, workforce development, commissioning and administration support (£225k in 2014/15) b) reducing social care learning and development investment in trainee scheme and reducing training budget previously in place to address shortage in individuals entering the profession (£526k in 2014/15, £90k in 2015/16) c) closer working with safeguarding board through appointment of joint chair (£10k in 2014/15) d) reducing management costs across Family Services and Education &amp; Skills (£80k in 2014/15, £125k in 2015/16) e) introducing a managed vacancy factor by delaying recruitment and holding vacancies across the service (£500k in 2014/15, £500k in 2015/16) f) regrading of posts in line with corporate policy which is still in development and is yet to be proposed, consulted on and agreed (£400k in 2015/16)</p> <p>In 2014/15 this saving is primarily through reduction in training budgets and the introduction of a vacancy factor which against the current workforce budgets are considered to be achievable.</p>	35,811,000	(1,341,000)	(1,115,000)	6.86%
<p><u>Savings from reduction in staff related costs</u> Achieve efficiencies through restructuring of the youth offending service workforce resulting in a reduction in staff costs.</p> <p>In 2014/15 this will be achieved through reconfiguration of posts and cost efficiencies in the wider youth and community service, and in 2015/16 through a restructure of the team.</p>	705,000	(50,000)	(50,000)	14.18%

## 2014/15 Budget Summary and Forward Plan

Children's Service	Budget 2013/14	2014/15	2015/16	Total % Saving of 2013/14 budget
	£	£	£	
<p><u>Savings from reduction in care home running costs</u> Reduction of operational running costs in Children's Homes resulting in efficiency savings.</p> <p>This is not expected to have an impact on service delivery.</p>	1487000		(100,000)	6.72%
<p><u>Savings through reduction in expenditure by renegotiating existing contracts</u> Procurement savings achieved through: - mitigating inflation associated with costs of supporting high cost, high need services by negotiating with suppliers across Family Services and Education to contain inflation</p>	20,815,000	(500,000)	(500,000)	4.80%
<p>Work is currently ongoing to negotiate with suppliers and not expected to significantly impact service quality. <u>Savings through reduction in external third party costs</u> Efficiencies in complex needs and better value for money from care packages for disabled children. Some efficiencies have been achieved for 2014/15. Over the next 12 months work will be underway to ensure this saving is achievable for 2015/16.</p>	7,018,000	(80,000)	(100,000)	2.56%
<p><u>Savings through reduction in running costs and increased income from libraries</u> This is a 2015/16 saving and over the next 12 months work will be underway to ensure this saving is achievable through this mechanism.</p>	5,105,000		(352,000)	6.90%
<p><u>Savings through reduction in expenditure by working with CSG provider</u> This is a 2015/16 saving and it is anticipated there are savings to be achieved through working with Customer &amp; Support Group (CSG) provider (Capita) to improve efficiency and self service.</p> <p>Over the next 12 months work will be underway to develop proposals to achieve these targets. Where new proposals are being considered, appropriate approval will be sought and consultation will be undertaken.</p>	N/A		(1,500,000)	N/A
<p><u>Savings through reduction in expenditure through alternate delivery of service</u> This is a 2015/16 saving and it is anticipated there are savings to be achieved through transformation of services through use of alternative delivery vehicles.</p> <p>Over the next 12 months work will be underway to ensure this saving is achievable through this mechanism.</p>	N/A		(450,000)	N/A
<p><u>Savings through reduction in external third party social care costs</u> This is a 2015/16 saving and it is anticipated there are savings to be achieved through reconfiguring services to deliver improvements, efficiencies and savings in children's social care, including by working with other LAs and alliances across fostering and placements and demand management through early intervention</p> <p>Over the next 12 months work will be underway to ensure this saving is achievable through this mechanism.</p>	21,846,000		(840,000)	3.85%
			<b>(2,271,000)</b>	<b>(5,507,000)</b>



## 2014/15 Budget Summary and Forward Plan

Children's Service	Budget 2013/14	2014/15	2015/16	Total % Saving of 2013/14 budget
	£	£	£	
<b><u>Service Reductions</u></b>				
<p><u>Savings through reduction in expenditure on Children's Centres</u> In 2014/15 this saving can be met through current underspend in children's centres budget with no impact on service delivery.</p> <p>In 2015/16 this saving will be met by considering alternative delivery models and service impact will be kept under review.</p>	3,933,000	(500,000)	(700,000)	30.51%
<p><u>Savings through reduction in external spend on preventative contracts</u> Re-commission and reconfigure services including CAMHS, early intervention and prevention services, short breaks, youth homelessness and domestic violence, and achieve efficiencies through jointly procuring, commissioning and/or delivering services with other organisations.</p> <p>These commissioning budgets fund a range of providers (including voluntary sector providers) to offer a range of services for vulnerable children, young people and families. A reduction could reduce the range of provision available in Barnet. Services will be recommissioned and reconfigured to maximise efficiencies and minimise the impact on service delivery as far as possible.</p>	8,743,000	(1,300,000)		14.87%
<p><u>Savings through reduction in staff costs in education welfare and education psychology</u> Develop traded services models for part of educational welfare and educational psychology, whereby schools either buy back these services or they are scaled back, and reduce schools causing concern budget.</p> <p>The council will continue to meet its statutory duties in relation to these service. Work is currently progressing with schools with a view to finalise proposals by December regarding the viability of this traded service.</p>	1,566,000	(333,000)		21.26%
		<b>(2,133,000)</b>	<b>(700,000)</b>	
<b><u>Income</u></b>				
<p><u>Income generation through increase in fees for traded service</u> Increase fees and charges for traded services, with a focus on making Barnet Partnership for School Improvement (BPSI) fully funded. This has already been achieved through negotiations with schools.</p>	N/A	(36,000)		N/A
		<b>(36,000)</b>	<b>0</b>	
<b><u>Pressures</u></b>				
<p>Placement costs for individual children, commissioned services to providing targeted services for vulnerable children.</p>			720,000	
		<b>0</b>	<b>720,000</b>	
<b>Budget</b>		<b>55,411,211</b>	<b>49,924,211</b>	

### Childrens Services (Families)

Profit center	Original Estimate 2013/14	Current Estimate 2013/14	Original Estimate 2014/15
** Childrens management	1,841,860	1,556,164	1,886,465
** Blocked Cost Centres CHILDRENS		1,003,710	1,003,710
*** Director of Childrens Service	1,841,860	2,559,874	2,890,175
** Assessment & Children in Need	6,542,008	6,887,638	6,464,888
** Children in Care & Provider Services	20,638,760	20,875,707	20,045,100
** Safeguarding & Quality Assurance	2,283,540	2,176,435	1,572,025
*** Childrens Social Care	29,464,308	29,939,780	28,082,013
** Commissioning & business improvement	2,250,132	3,340,197	3,028,357
** Family Support & Early Intervention	6,781,084	6,770,654	5,571,150
** Youth & Community	8,070,998	8,067,781	7,751,640
*** Early Intervention & Prevention	17,102,214	18,178,632	16,351,147
**** <b>Total</b>	<b>48,408,382</b>	<b>50,678,286</b>	<b>47,323,335</b>

### Childrens Services (Education)

Profit center	Original Estimate 2013/14	Current Estimate 2013/14	Original Estimate 2014/15
* 14-19 learning partnership	230,740	170,990	167,360
* School monitoring management	1,568,750	1,504,299	1,289,199
* Traded services	(268,426)	(174,340)	(210,340)
** Edu Partnership & Commercial Services	1,617,994	1,587,879	1,333,149
* Education psychology	634,740	592,580	452,580
* Placement & Transport management	4,462,970	4,291,812	4,129,754
* SEN monitoring & review	2,692,060	2,787,910	2,130,449
* Specialist advisory support	31,590	31,590	30,790
** High Needs Support	7,821,360	7,703,892	6,743,573
*** <b>Total</b>	<b>9,439,354</b>	<b>9,291,771</b>	<b>8,076,722</b>

Subjective Analysis	Original Estimate 2013/14	Current Estimate 2013/14	Original Estimate 2014/15
* Employee Related	35,052,598	36,011,054	33,086,990
* Premises Related	1,172,310	1,257,285	1,173,670
* Transport Related	3,466,285	3,497,569	3,486,239
* Supplies and Services	9,639,220	10,731,826	9,585,800
* Third Party Payments	16,509,487	17,357,437	15,878,253
* Transfer Payments	4,828,590	4,150,624	4,819,290
* Support Services		22,933	
* Capital Financing Costs	(35,000)	(6,670)	(6,670)
* Secondary Recharges	303,190	303,190	303,190
** Expenditure Total	70,936,680	73,325,248	68,326,762
* Government Grants	(1,434,280)	(2,310,095)	(2,310,095)
* Other Grants, Reimbursements & Contribs	(737,400)	(1,107,869)	(709,360)
* Customer & Client Receipts	(10,917,264)	(9,937,227)	(9,907,250)
** Income Total	(13,088,944)	(13,355,191)	(12,926,705)
*** <b>Total</b>	<b>57,847,736</b>	<b>59,970,057</b>	<b>55,400,057</b>

**Childrens Services (DSG)**

<b>Profit center</b>	<b>Original Estimate 2013/14</b>	<b>Current Estimate 2013/14</b>	<b>Original Estimate 2014/15</b>
** DSG Children in Care & Provider Serv	426,900	426,900	426,900
*** Childrens Social Care (DSG)	426,900	426,900	426,900
** DSG Comm & Business Improvement	496,100	3,772,732	3,772,732
*** Early Intervention & Prevention (DSG)	496,100	3,772,732	3,772,732
** DSG Education Ptnrshp & Commerc Svcs	(43,935,095)	(39,510,858)	(39,467,818)
** DSG High Needs Support	38,960,800	35,279,340	35,279,340
*** Education (DSG)	(4,974,295)	(4,231,518)	(4,188,478)
**** <b>Total</b>	<b>(91,295)</b>	<b>(31,886)</b>	<b>11,154</b>

<b>Subjective Analysis</b>	<b>Original Estimate 2013/14</b>	<b>Current Estimate 2013/14</b>	<b>Original Estimate 2014/15</b>
* Employee Related	159,749,093	162,085,432	4,877,376
* Premises Related	13,324,359	14,016,783	16,780
* Transport Related	478,990	493,130	455,030
* Supplies and Services	26,175,054	60,431,183	40,695,702
* Third Party Payments	49,601,066	9,968,124	19,166,945
* Transfer Payments	(8,073,433)	49,178,426	221,257,617
* Support Services	8,876,993	9,720,703	
* Capital Charges	(13,071,499)	(11,255,421)	
* Capital Financing Costs	370	50	
** Expenditure Total	237,060,993	294,638,410	286,469,450
* Government Grants	(224,038,930)	(279,327,008)	(284,823,386)
* Other Grants, Reimbursements & Contribs	(2,110,223)	(2,543,496)	(1,618,130)
* Customer & Client Receipts	(11,003,135)	(12,799,792)	(16,780)
** Income Total	(237,152,288)	(294,670,296)	(286,458,296)
*** <b>Total</b>	<b>(91,295)</b>	<b>(31,886)</b>	<b>11,154</b>

2014/15 Budget Summary and Forward Plan

Commissioning Group	Budget 2013/14	2014/15	2015/16	Total % Saving of 2013/14 budget
	£	£	£	
Base Budget		7,312,388	6,667,908	
Virements		155,520		
		<b>7,467,908</b>	<b>6,667,908</b>	
<b>Efficiencies</b>				
<p><u>Savings through reduction in senior management costs</u> Senior Management Restructure, full effect of the restructure that came into effect for 2013/14</p>	9,329,000	(270,000)		2.89%
<p><u>Savings through reduction in staff costs</u> This is a 2015/16 saving and we believe there are savings to be achieved through a further staffing restructure across Commissioning Group. This restructure will review teams that were moved into the commissioning group from other delivery units.</p> <p>Over the next 12 months work will be underway to ensure this saving is achievable through this mechanism.</p>	5,576,000		(251,000)	4.50%
<p><u>Savings through reduction in expenditure on grants - Discontinue Big Society Innovation Bank</u> In 2011/12, the Council committed to invest £600k over 3 years - £200k per annum - through the Big Society Innovation Bank (BSIB), aimed at providing funding for innovative projects within communities. This 3 year commitment has now ended and, after three rounds of funding, with several innovative projects supported, it has been decided to use the savings to help reduce the impact on the libraries budget. However, £25k remains in the BSIB to fund 'micro projects' within communities - up to £1,000 - and the Corporate Grants programme will continue to provide funding grant funding which will help to mitigate the impact.</p>	200,000	(200,000)		100.00%
<p><u>Savings through reduction in expenditure on fees</u> Reduction in external audit fees budgets as a result of the reduction in government regulation following the abolition of the audit commission. External audit still provide a comprehensive review of year end accounts and grants certification but the saving is generated from the reduction in the inspection regime.</p>	599,000	(200,000)		33.39%
<p><u>Savings through reduction in expenditure on fees</u> London Councils have reduced their grants programme significantly over the last 2 years. Barnet Council's contribution to the London Councils fund - by way of a levy - has also reduced. This saving can therefore be achieved within the existing agreement with London Councils.</p>	1,145,000		(249,000)	21.75%
<p><u>Savings through reduction in external spend on supplies and services</u> Reductions in supplies &amp; services budgets (subscriptions, office supplies, training) across the Commissioning Group</p>	154,000	(50,000)		32.47%
<p><u>Savings through reduction in trade union costs</u> Integration of trade union activity into core work</p>	112,000	(80,000)		71.43%
		<b>(800,000)</b>	<b>(500,000)</b>	
<b>Service Reductions</b>				
		<b>0</b>	<b>0</b>	
<b>Income</b>				
<p><u>Income generation from charging for insight and policy work</u> This is a 2015/16 saving and we believe there are income generating opportunities to be achieved from setting charges against policy and insight work delivered to partners</p> <p>Over the next 12 months work will be underway to ensure this saving is achievable through this mechanism.</p>	N/A		(25,000)	N/A
		<b>0</b>	<b>(25,000)</b>	
<b>Pressures</b>				
		<b>0</b>	<b>0</b>	
<b>Budget</b>		<b>6,667,908</b>	<b>6,142,908</b>	

## Commissioning

Profit center	Original Estimate 2013/14	Current Estimate 2013/14	Original Estimate 2014/15
** Commercial	536,500	765,210	765,210
* Communications	720,917	846,597	866,597
* Finance	1,873,081	2,188,801	1,518,801
* Emergency Planning	175,195	175,195	175,195
* Information Management	482,478	595,948	595,948
* Performance	119,790	119,790	119,790
* Programme & Resources	623,513	759,243	647,243
** Operating (DCOO)	3,994,974	4,685,574	3,923,574
** Commissioning Strategy	316,850	438,100	438,100
** Lead Commissioners	1,641,274	794,654	635,974
** Strategic Commissioning Board	822,790	935,050	905,050
<b>*** Total</b>	<b>7,312,388</b>	<b>7,618,588</b>	<b>6,667,908</b>

Subjective Analysis	Original Estimate 2013/14	Current Estimate 2013/14	Original Estimate 2014/15
* Employee Related	6,224,297	6,468,247	6,118,247
* Premises Related	4,890	4,890	4,890
* Transport Related	35,920	35,920	35,920
* Supplies and Services	1,042,881	1,246,381	661,371
* Third Party Payments		759,810	759,810
* Transfer Payments	212,500,000	214,252,660	214,252,660
* Capital Financing Costs	(15,000)	(15,000)	(15,000)
* Secondary Recharges	(568,520)	(482,950)	(482,950)
** Expenditure Total	219,224,468	222,269,958	221,334,948
* Government Grants	(211,175,470)	(211,175,470)	(211,175,470)
* Other Grants, Reimbursements & Contribs	(307,500)	(3,058,790)	(3,028,460)
* Customer & Client Receipts	(474,540)	(462,540)	(462,540)
* Interest	45,430	45,430	(570)
** Income Total	(211,912,080)	(214,651,370)	(214,667,040)
<b>*** Total</b>	<b>7,312,388</b>	<b>7,618,588</b>	<b>6,667,908</b>

## 2014/15 Budget Summary and Forward Plan

Customer Support Group	Budget 2013/14	2014/15	2015/16	Total % Saving of 2013/14 budget
	£	£	£	
Base Budget		24,178,240	22,152,940	
Virements		367,700		
		<b>24,545,940</b>	<b>22,152,940</b>	
<b>Efficiencies</b>				
<p><u>Savings through reduction in contract costs</u>                      Contractual savings from CSG contract for support and customer services.</p> <p>The contract went live in September 2013 and saving will be delivered in full. The quality of service specified will be as good as, if not better, than current delivery.</p>	36,483,000	(2,393,000)	(2,100,000)	12.32%
		<b>(2,393,000)</b>	<b>(2,100,000)</b>	
<b>Service Reductions</b>				
		<b>0</b>	<b>0</b>	
<b>Income</b>				
		<b>0</b>	<b>0</b>	
<b>Pressures</b>				
		<b>0</b>	<b>0</b>	
<b>Budget</b>		<b>22,152,940</b>	<b>20,052,940</b>	

**Customer & Support Group**

<b>Profit center</b>	<b>Original Estimate 2013/14</b>	<b>Current Estimate 2013/14</b>	<b>Original Estimate 2014/15</b>
* CSG Management Fee	24,178,240	24,545,940	22,152,940
<b>** Total</b>	<b>24,178,240</b>	<b>24,545,940</b>	<b>22,152,940</b>

<b>Subjective Analysis</b>	<b>Original Estimate 2013/14</b>	<b>Current Estimate 2013/14</b>	<b>Original Estimate 2014/15</b>
* Supplies and Services	24,178,240	36,483,296	34,090,296
<b>** Expenditure Total</b>	<b>24,178,240</b>	<b>36,483,296</b>	<b>34,090,296</b>
* Government Grants		(422,830)	(422,830)
* Other Grants, Reimbursements & Contribs		(2,585,639)	(2,585,639)
* Customer & Client Receipts		(8,928,887)	(8,928,887)
<b>** Income Total</b>		<b>(11,937,356)</b>	<b>(11,937,356)</b>
<b>*** Total</b>	<b>24,178,240</b>	<b>24,545,940</b>	<b>22,152,940</b>

**2014/15 Budget Summary and Forward Plan**

<b>Housing Needs &amp; Resources</b>	<b>Budget 2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>Total % Saving of 2013/14 budget</b>
	<b>£</b>	<b>£</b>	<b>£</b>	
Base Budget		2,936,999	3,337,609	
Virements		455,610		
		<b>3,392,609</b>	<b>3,337,609</b>	
<b>Efficiencies</b>				
<p><u>Savings through reduction in staff related costs and fees</u> Rationalisation of subscription payments and withdrawal of essential car allowance.</p> <p>This is not expected to impact service delivery.</p> <p><u>Savings through reduction in operational costs of running hostel</u> Annual saving produced from the closure of a hostel are being used for preventative work in relation to the cost of temporary accommodation. Saving is as a result of the closure of the hostel and the associated costs.</p>	8,828,000	(55,000)	0.62%	
	8,828,000		(300,000)	3.40%
		<b>(55,000)</b>	<b>(300,000)</b>	
<b>Service Reductions</b>				
		<b>0</b>	<b>0</b>	
<b>Income</b>				
		<b>0</b>	<b>0</b>	
<b>Pressures</b>				
		<b>0</b>	<b>0</b>	
<b>Budget</b>		<b>3,337,609</b>	<b>3,037,609</b>	



## Housing Needs & Resources

Profit center	Original Estimate 2013/14	Current Estimate 2013/14	Original Estimate 2014/15
* HNR	2,936,999	3,392,609	3,337,609
<b>** Total</b>	<b>2,936,999</b>	<b>3,392,609</b>	<b>3,337,609</b>

Subjective Analysis	Original Estimate 2013/14	Current Estimate 2013/14	Original Estimate 2014/15
* Employee Related	89,400	89,400	89,400
* Premises Related	170	170	170
* Supplies and Services	3,934,751	3,934,751	3,879,751
* Third Party Payments	4,992,350	5,447,960	5,447,960
<b>** Expenditure Total</b>	<b>9,016,671</b>	<b>9,472,281</b>	<b>9,417,281</b>
* Other Grants, Reimbursements & Contribs	(88,250)	(88,250)	(88,250)
* Customer & Client Receipts	(5,991,422)	(5,991,422)	(5,991,422)
<b>** Income Total</b>	<b>(6,079,672)</b>	<b>(6,079,672)</b>	<b>(6,079,672)</b>
<b>*** Total</b>	<b>2,936,999</b>	<b>3,392,609</b>	<b>3,337,609</b>

## 2014/15 Budget Summary and Forward Plan

HB Public Law	Budget 2013/14	2014/15	2015/16	Total % Saving of 2013/14 budget
	£	£	£	
Base Budget		1,908,147	1,782,147	
Virements		24,000		
		<b>1,932,147</b>	<b>1,782,147</b>	
<b>Efficiencies</b>				
It is not considered that there is an equalities impact for this proposal but this will be kept under review during the consultation period.	2,515,000	(100,000)	(200,000)	11.93%
		<b>(100,000)</b>	<b>(200,000)</b>	
<b>Service Reductions</b>				
It is not considered that there is an equalities impact for this proposal but this will be kept under review during the consultation period.	2,515,000	(50,000)		1.99%
		<b>(50,000)</b>	<b>0</b>	
<b>Income</b>				
		<b>0</b>	<b>0</b>	
<b>Pressures</b>				
		<b>0</b>	<b>0</b>	
<b>Budget</b>		<b>1,782,147</b>	<b>1,582,147</b>	

**HB Public Law**

<b>Profit center</b>	<b>Original Estimate 2013/14</b>	<b>Current Estimate 2013/14</b>	<b>Original Estimate 2014/15</b>
11359 Barnet-Harrow Joint Legal Service	1,908,147	1,932,147	1,782,147
<b>** Total</b>	<b>1,908,147</b>	<b>1,932,147</b>	<b>1,782,147</b>

<b>Subjective Analysis</b>	<b>Original Estimate 2013/14</b>	<b>Current Estimate 2013/14</b>	<b>Original Estimate 2014/15</b>
* Supplies and Services	2,687,979	2,711,979	2,561,979
* Secondary Recharges	(173,432)	(173,432)	(173,432)
<b>** Expenditure Total</b>	<b>2,514,547</b>	<b>2,538,547</b>	<b>2,388,547</b>
* Other Grants, Reimbursements & Contribs	(28,030)		
* Customer & Client Receipts	(558,710)	(606,400)	(606,400)
* Recharges	(19,660)		
<b>** Income Total</b>	<b>(606,400)</b>	<b>(606,400)</b>	<b>(606,400)</b>
<b>*** Total</b>	<b>1,908,147</b>	<b>1,932,147</b>	<b>1,782,147</b>

## 2014/15 Budget Summary and Forward Plan

Public Health	2014/15	2015/16
	£	£
Base Budget	13,799,000	14,302,390
Virements	(32,610)	
	<b>13,766,390</b>	<b>14,302,390</b>
<b><u>Efficiencies</u></b>		
	<b>0</b>	<b>0</b>
<b><u>Service Reductions</u></b>		
	<b>0</b>	<b>0</b>
<b><u>Income</u></b>		
	<b>0</b>	<b>0</b>
<b><u>Pressures</u></b>		
Increase in Public Health expenditure	536,000	
	<b>536,000</b>	<b>0</b>
<b>Budget</b>	<b>14,302,390</b>	<b>14,302,390</b>

**Public Health**

<b>Profit center</b>	<b>Original Estimate 2013/14</b>	<b>Current Estimate 2013/14</b>	<b>Original Estimate 2014/15</b>
11347 Public Health Department NHS	13,799,000	13,766,390	14,302,390
<b>* Total</b>	<b>13,799,000</b>	<b>13,766,390</b>	<b>14,302,390</b>

<b>Subjective Analysis</b>	<b>Original Estimate 2013/14</b>	<b>Current Estimate 2013/14</b>	<b>Original Estimate 2014/15</b>
* Third Party Payments	13,799,000	13,766,390	14,302,390
** Expenditure Total	13,799,000	13,766,390	14,302,390
<b>*** Total</b>	<b>13,799,000</b>	<b>13,766,390</b>	<b>14,302,390</b>

**2014/15 Budget Summary and Forward Plan**

Re	Budget 2013/14	2014/15	2015/16	Total % Saving of 2013/14 budget
	£	£	£	
Base Budget		820,162	766,747	
Virements		1,301,585		
		<b>2,121,747</b>	<b>766,747</b>	
<b>Efficiencies</b>				
<p><u>Savings through reduction in contract costs</u>                      Contractual savings resulting from the joint venture for the provision of development and regulatory services.</p> <p>The contract went live in October 2013 and saving will be delivered in full. The quality of service specified will be as good as, if not better, than current delivery.</p>	13,573,000	(1,355,000)	(300,000)	12.19%
		<b>(1,355,000)</b>	<b>(300,000)</b>	
<b>Service Reductions</b>				
		<b>0</b>	<b>0</b>	
<b>Income</b>				
		<b>0</b>	<b>0</b>	
<b>Pressures</b>				
		<b>0</b>	<b>0</b>	
<b>Budget</b>		<b>766,747</b>	<b>466,747</b>	

**Re**

<b>Profit center</b>	<b>Original Estimate 2013/14</b>	<b>Current Estimate 2013/14</b>	<b>Original Estimate 2014/15</b>
* Management Fee	773,560	1,056,355	(298,645)
* Managed Budgets	46,602	614,912	1,065,392
<b>** Total</b>	<b>820,162</b>	<b>1,671,267</b>	<b>766,747</b>

<b>Subjective Analysis</b>	<b>Original Estimate 2013/14</b>	<b>Current Estimate 2013/14</b>	<b>Original Estimate 2014/15</b>
* Employee Related	208,592	414,842	208,592
* Supplies and Services	1,056,070	1,186,555	10,952,764
* Third Party Payments	9,180	9,180	9,180
* Secondary Recharges	(453,680)	60,690	560,690
<b>** Expenditure Total</b>	<b>820,162</b>	<b>1,671,267</b>	<b>11,731,226</b>
* Government Grants			(4,000)
* Other Grants, Reimbursements & Contribs			(836,990)
* Customer & Client Receipts			(8,838,164)
* Recharges			(1,285,325)
<b>** Income Total</b>			<b>(10,964,479)</b>
<b>*** Total</b>	<b>820,162</b>	<b>1,671,267</b>	<b>766,747</b>

**2014/15 Budget Summary and Forward Plan**

<b>Special Parking Account</b>	<b>Budget 2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>Total % Saving of 2013/14 budget</b>
	<b>£</b>	<b>£</b>	<b>£</b>	
Base Budget		(7,474,640)	(7,630,640)	
Virements		(69,000)		
		<b>(7,543,640)</b>	<b>(7,630,640)</b>	
<b><u>Efficiencies</u></b>				
		<b>0</b>	<b>0</b>	
<b><u>Service Reductions</u></b>				
		<b>0</b>	<b>0</b>	
<b><u>Income</u></b>				
<p><b><u>Moving Traffic Violations</u></b>                      The Council will, pending approval from GLA, take up available powers to enforce against contraventions such as banned turns and the obstruction of yellow box junctions.</p> <p>This is expected to have a positive impact by improving flow of traffic on roads.</p>	N/A	(195,000)		N/A
		<b>(195,000)</b>	<b>0</b>	
<b><u>Pressures</u></b>				
<p>Alternative Service Provision - the contract with NSL has realised savings for 2012/13 and 2013/14. This budget line for 2014/15 represents an increase in the contract cost of £108k in line with the original contract cost profile</p>		108,000		
		<b>108,000</b>	<b>0</b>	
<b>Budget</b>		<b>(7,630,640)</b>	<b>(7,630,640)</b>	



Revenue Budget 2014-2015

Special Parking Account

	2013-2014		2013-2014		2014-2015	
	Original Estimate	Current Estimate	Original Estimate	Current Estimate	Original Estimate	Current Estimate
	£					
<b>Income</b>						
Penalty Charge Notices	(6,546,010)	(6,615,010)	(6,615,010)	(6,615,010)	(6,810,010)	(6,810,010)
Permits	(2,180,000)	(2,180,000)	(2,180,000)	(2,180,000)	(2,180,000)	(2,180,000)
Pay & Display	(3,080,000)	(3,080,000)	(3,080,000)	(3,080,000)	(3,080,000)	(3,080,000)
CCTV Bus lanes	(675,000)	(675,000)	(675,000)	(675,000)	(675,000)	(675,000)
<b>Total Income</b>	(12,481,010)	(12,550,010)	(12,550,010)	(12,550,010)	(12,745,010)	(12,745,010)
Operating Expenditure	5,006,370	5,006,370	5,006,370	5,006,370	5,114,370	5,114,370
Net Operating Surplus	(7,474,640)	(7,543,640)	(7,543,640)	(7,543,640)	(7,630,640)	(7,630,640)
Add Capital Expenditure / Debt Charge						
Net Expenditure in Year	(7,474,640)	(7,543,640)	(7,543,640)	(7,543,640)	(7,630,640)	(7,630,640)
Balance brought forward	0	0	0	0	0	0
Appropriation to General Fund	7,474,640	7,543,640	7,543,640	7,543,640	7,630,640	7,630,640
<b>Balance Carried Forward</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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 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 SPA. 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

## 2014/15 Budget Summary and Forward Plan

Street Scene	Budget 2013/14	2014/15	2015/16	Total % Saving of 2013/14 budget
	£	£	£	
Base Budget		22,374,937	21,624,197	
Virements		454,260		
		<b>22,829,197</b>	<b>21,624,197</b>	
<b>Efficiencies</b>				
<p><u>Savings through transforming services to reduce expenditure</u> Savings resulting from alternative service provision. This involves in-sourcing the recycling service and improving efficiency through merging the workforce with the waste service. The change is anticipated to deliver greater efficiency in service delivery.</p> <p>The 2015/16 saving is a stretch target and is dependent on a restructure of the green spaces and street cleansing service, income generation and further increases in recycling rates.</p>	10,546,000	(653,000)	(1,424,000)	19.69%
		<b>(653,000)</b>	<b>(1,424,000)</b>	
<b>Service Reductions</b>				
<p><u>Savings through reduction in street lighting energy costs</u> A continuing programme of installing a control management system which will help manage electricity usage and enable reduced energy costs through lights being managed and dimmed at appropriate times.</p>	6,031,000	(200,000)		3.32%
		<b>(200,000)</b>	<b>0</b>	
<b>Income</b>				
<p><u>Income from increase in trade waste collection</u> A commercial approach to trade waste collections across the borough creating a more appropriate business model to match business demand.</p> <p>This will result in an improved service offer.</p>	N/A	(50,000)		N/A
<p><u>Income generation from private events</u> Continuation of existing policy that the Council has agreed around income from private events within the local parks in the borough.</p>	N/A	(20,000)		N/A
<p><u>Income from central government</u> Income from Central Government relating to maintaining weekly refuse collection</p>	N/A	(282,000)	(427,000)	N/A
		<b>(352,000)</b>	<b>(427,000)</b>	
<b>Pressures</b>				
		<b>0</b>	<b>0</b>	
<b>Budget</b>		<b>21,624,197</b>	<b>19,773,197</b>	

**Street Scene**

<b>Profit center</b>	<b>Original Estimate 2013/14</b>	<b>Current Estimate 2013/14</b>	<b>Original Estimate 2014/15</b>
** Street Scene Management	647,381	649,661	649,661
** SPA Parking		69,000	69,000
** Business Improvement	332,371	335,131	335,131
** Contract Management	6,009,964	6,340,214	6,040,214
** Parks, Street Cleaning & Grounds Mainten	9,288,522	9,326,562	9,306,562
** Waste & Recycling	6,096,699	6,208,629	5,223,629
<b>*** Total</b>	<b>22,374,937</b>	<b>22,929,197</b>	<b>21,624,197</b>

<b>Subjective Analysis</b>	<b>Original Estimate 2013/14</b>	<b>Current Estimate 2013/14</b>	<b>Original Estimate 2014/15</b>
* Employee Related	13,411,074	13,484,704	13,484,704
* Premises Related	1,524,675	1,524,675	1,524,675
* Transport Related	9,639,058	9,698,558	9,698,558
* Supplies and Services	16,224,869	16,576,999	15,731,999
* Third Party Payments	388,610	388,610	388,610
* Capital Charges	7,474,640	7,543,640	7,630,640
* Secondary Recharges	(6,492,741)	(6,492,741)	(6,492,741)
<b>** Expenditure Total</b>	<b>42,170,185</b>	<b>42,724,445</b>	<b>41,966,445</b>
* Government Grants	(1,129,000)	(1,129,000)	(1,411,000)
* Customer & Client Receipts	(18,666,248)	(18,666,248)	(18,931,248)
<b>** Income Total</b>	<b>(19,795,248)</b>	<b>(19,795,248)</b>	<b>(20,342,248)</b>
<b>*** Total</b>	<b>22,374,937</b>	<b>22,929,197</b>	<b>21,624,197</b>

<b>HOUSING REVENUE ACCOUNT</b>		
	<b>2013/14</b>	<b>2014/15</b>
	<b>Original Budget</b>	<b>Original Budget</b>
<b>Income</b>	<b>£</b>	<b>£</b>
Dwelling rents	(53,879,221)	(53,164,530)
Non-dwelling rents	(1,684,077)	(1,596,622)
Tenants Charges for services and facilities	(4,610,434)	(4,088,289)
Leaseholder Charges for Services and Facilities	(2,922,773)	(2,900,779)
<b>Total Income</b>	<b>(63,096,505)</b>	<b>(61,750,219)</b>
<b>Expenditure</b>		
Repairs and Maintenance	7,800,000	7,650,000
Supervision and management		
General	14,397,510	14,207,510
Special	6,756,617	6,756,617
Rents, Rates, taxes and other charges	121,500	121,500
Depreciation and impairment of fixed assets	12,866,805	12,866,805
Contribution to Major Repairs Reserve	14,465,022	14,714,265
Impairment write off for HRA commercial properties		820,000
Debt Management Costs	7,509,956	7,424,728
Increase in bad debt provision	500,000	615,000
<b>Total Expenditure</b>	<b>64,417,410</b>	<b>65,176,426</b>
<b>Net Cost of HRA Services</b>	<b>1,320,905</b>	<b>3,426,206</b>
Interest and investment income	(80,000)	(80,000)
<b>(Surplus) or deficit for the year on HRA services</b>	<b>1,240,905</b>	<b>3,346,206</b>

SERVICE	2013/14 Funding						2014/15 Funding						2015/16 Funding																
	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	Total	Grants	RCCO/MRA	Other (incl. S106)	Capital Reserve	Capital Receipts	Borrowing	Total 2013/14	Grants	RCCO/MRA	Other (incl. S106)	Capital Reserve	Capital Receipts	Borrowing	Total 2014/15	Grants	RCCO/MRA	Other (incl. S106)	Capital Reserve	Capital Receipts	Borrowing	Total 2015/16	
Adults and Communities	554	3,121	1,026				4,701	125				379	50	554	2,832				189			3,121	1,026						1,026
Children's family services	1,411	2,968					4,379	730	196		485			1,411	511	246			2,210			2,968							
Children's education	44,470	47,699	44,710	28,000	28,400		193,279	23,919	660	4,277	4,810	10,805	10,805	44,470	26,039	300	4,799		1,320		47,699	20,508	100	1,089		2,461	20,552	44,710	
Commissioning Group	19,874	5,312	12,883	1,010			39,079		12,879		5,243	1,752	1,752	19,874	450				3,542		5,312					11,883	1,000	12,883	
Street Scene	13,782	1,228	100	100			15,209	1,318	390		2,356	360	360	13,782	500	95			350		1,228						100	100	
Rg delivery unit	23,365	29,436	43,036	13,370	10,281	3,050	122,538	9,705	4,000	1,985	3,657	3,668	3,668	23,365	6,801	1,250	4,405	4,050	3,743		29,436	870			8,945	5,350	43,036		
CSG delivery unit	17						17				17			17															
The Barnet Group	569	270					839				569			569				122	148		270								
Sub total - General Fund	104,042	90,033	101,755	42,480	38,681	3,050	380,041	35,797	27,092	6,652	17,516	16,634	16,634	104,042	36,783	2,246	9,299	4,172	11,502		90,035	22,404	100	28,960	8,945	14,344	27,002	101,755	
Housing Revenue Account	28,100	36,528	28,488	23,024	22,171	19,483	157,805		26,911		242			28,100		28,741	937		6,851		36,528		27,594	894				28,488	
Total - all services	132,142	126,562	130,243	65,504	60,852	22,543	537,846	35,797	54,003	7,599	17,758	16,634	16,634	132,142	36,783	30,987	10,236	4,172	18,353		126,563	22,404	27,694	29,854	8,945	14,344	27,002	130,243	

CAPITAL PROGRAMME - 2013-14 TO 2018-19

SERVICE	2016/17 Funding					2017/18 Funding					2018/19 Funding					Total Funding					
	Grants	RCCO/MRA	Other (incl. S106)	Capital Reserve	Capital Receipts	Borrowing	Total	Grants	RCCO/MRA	Other (incl. S106)	Capital Reserve	Capital Receipts	Borrowing	Total	Grants	RCCO/MRA	Other (incl. S106)	Capital Reserve	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
Adults and Communities														4,083					568	50	4,701
Children's family services														1,241					2,695		4,379
Children's education	10,982		1,132			15,886	28,000						28,026						8,591	90,509	193,279
Commissioning Group				10		1,000	1,010														39,079
Street Scene						100	100													843	15,209
R&g delivery unit	870			7,150		5,350	13,370				10,281										33,826
CSG delivery unit																					
The Barnet Group																		122			839
Sub total - General Fund	11,852		1,132	7,150	10	22,336	42,480		374	10,281			28,026						33,948	120,029	380,041
Housing Revenue Account			698				23,024		21,521												
Total - all services	11,852		1,830	7,150	10	22,336	65,504		1,024	10,281			28,026						33,948	120,029	537,846

		TOTAL CAPITAL FUNDING													
		2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	Total	Grants	RCCO/ MRA	Other (incl. S106)	Capital Reserve	Capital Receipts	Borrowing	Total
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Adults and Communities															
IT04	SWIFT	65	1,561					1,626	1,485					141	1,626
	Centre for Independent Living		499	1,026				1,525	1,525						1,525
	PSS Community capacity Grant	60	513					573	573						573
	CCTV Installation	429	48					477					50	427	477
	IT		500					500	500						500
		554	3,121	1,026				4,701	4,083				50	568	4,701

		TOTAL CAPITAL FUNDING													
		2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	Total	Grants	RCCO/ MRA	Other (incl. S106)	Capital Reserve	Capital Receipts	Borrowing	Total
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Children's Family Service															
ED68	Short Breaks	455						455							455
	E Financial	110	99					208	180			28			208
	Education Systems	15	62					77	77						77
	Early Intervention System	100	85					186	186						186
	Implementation of libraries Strategy	457	2,210					2,667				2,667			2,667
	2 year old offer	274	511					785							785
		1,411	2,968					4,379	443			2,695			4,379



		TOTAL CAPITAL FUNDING													
		2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	Total	Grants	RCCO/MRA	Other (incl. S106)	Capital Reserve	Capital Receipts	Borrowing	Total
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Children's Education															
ED12	Modernisation - Primary & Secondary	3,386	4,765											1,003	8,151
ED13	Urgent Primary Places - Temporary Allocated	960	88												1,048
	Urgent Primary Places - Temporary Unallocated			6,632	1,000									2,110	7,632
ED13	Urgent Primary Places - Permanent														
	Broadfields	84	334						15						417
	Mill Hill East	6,261	4,771	340					175		9,000			1,063	11,372
	Orion Primary School	9,702	1,803											4,007	11,505
	Moss Hall	3,504	375	55					19					2,033	3,934
	Brunswick	2,839	221	80										1,932	3,140
	Menorah Foundation	1,080	1,073											850	2,153
	St Marys and St Johns	2,000	3,215						300						5,215
	Martin Primary	2,778	314	80							91			2,625	3,173
	Oakleigh School	1,818	149	47					405					1,182	2,014
	Holly Park, Deansbrook, Beis Yakov	1,000												1,000	1,000
	St Joseph's RC Junior & St Joseph's RC Infants School	300	1,940												2,240
	Ostidge Primary School	150	3,850											2,000	4,000
	Wren Academy	300	6,997											2,215	7,297
	London Academy	200	7,097											2,000	7,297
	Unallocated	50	455	15,586	10,000	13,400			150		1,506			33,879	39,491

	TOTAL CAPITAL FUNDING													
	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	Total	Grants	RCCO/MRA	Other (incl. S106)	Capital Reserve	Capital Receipts	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Children's Education</b>														
Permanent Secondary Expansion Programme														
Christ College	3,153	380					3,533	3,333					200	3,533
Copthall	1,344	1,929					3,273	3,273						3,273
Compton	2,634	2,131					4,765	4,725	34				6	4,765
Oak Lodge Special School	200	3,800					4,000	1,000					3,000	4,000
New Secondary 14-19 Provision			4,000	3,000			7,000	7,000						7,000
Relocation of PRU			8,000				8,000	7,000					1,000	8,000
Unallocated			9,890	14,000	15,000		38,890	11,893					26,997	38,890
Infant Free School Meals Capital Fund		600					600	600						600
ED23 Primary Schools Capital Investment Programme														
Wave 1 - Whittings Hill	62	186					247						247	247
Wave 1 - Northway/Fairway	215						215					192	23	215
Primary Capital Programme	222	693					916		40				713	916
ED25 East Baimet & Project Faraday	102	532					634					210	424	634
ED64 Targeted Capital 14-19 SEN	15						15						1	15
ED72 TCF - Kitchen & Dining	113						113	113						113
	44,470	47,699	44,710	28,000	28,400		193,279	81,448	1,060	11,671		8,591	90,509	193,279

Commissioning Group	TOTAL CAPITAL FUNDING													
	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	Total	Grants	RCCO/ MRA	Other (incl. S106)	Capital Reserve	Capital Receipts	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
GIS	2						2						2	2
Customer access Centre	0	2,992					2,992					2,992		2,992
IT10 Modernising the Way We Work	92						92					92		92
HE13 Depot relocation	400		11,433		10		11,843					11,817	26	11,843
CSG Transformation	16,118						16,118		11,129			4,777	212	16,118
Re_Transformation	1,700						1,700		1,700					1,700
Community Centre	50	1,000	450				1,500		500			1,000		1,500
Asset Management	1,512	1,320	1,000	1,000			4,832						4,832	4,832
	19,874	5,312	12,883	1,010			39,079		13,329			20,678	5,072	39,079

Street Scene	TOTAL CAPITAL FUNDING													
	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	Total	Grants	RCCO/ MRA	Other (incl. S106)	Capital Reserve	Capital Receipts	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
EN14 Improvements to six of the Borough's Park	18						18			18				18
Copthall Car Park		100					100						100	100
EN20 Old Court House - public toilets	20	20					40		40					40
Parks & Open Spaces and Tree Planting	352	75					427		427					427
Park Infrastructure	360	123	100	100			683						683	683
EN65 Waste	10,856	350					11,206	8,500				2,706		11,206
Cleansing	60						60	60						60
Weekly Collection Support Scheme	1,318	500					1,818	1,818						1,818
Autumn/Spring Clean and Equipment	650						650	650						650
Parking Machines	147						147	147						147
Fuel Storage Tank		60					60						60	60
	13,782	1,228	100	100			15,209	1,818	9,357	485		2,706	843	15,209

TOTAL CAPITAL FUNDING														
Re Delivery Unit	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	Total	Grants	RCCO/MRA	Other (incl. S106)	Capital Reserve	Capital Receipts	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<u>HIGHWAYS</u> <u>HIGHWAYS TfL - LOCAL IMPLEMENTATION PLAN</u>														
HD67 Enabling Works	61						61	61						61
HD69 Schools programme	8						8	8						8
HD53 Principle Road maintenance	513						513	513						513
HD54 Corridors, Neighbourhoods and Supporting Measures	619						619	619						619
Local Implementation Plan	4,656	483					5,139	5,139						5,139
Local Implementation Plan 2014/15		4,501					4,501	4,501						4,501
Major Schemes	143						143	143						143
<u>HIGHWAYS non-TfL</u> <u>CARRIAGEWAYS &amp; FOOTWAYS</u>														
HD10 Footway Reconstruction	109	12					122			78			44	122
HD35 Highways Investment Programme	507	45					552			550			3	552

TOTAL CAPITAL FUNDING															
R#	Delivery Unit	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	Total	Grants	RCCO/MRA	Other (incl. S106)	Capital Reserve	Capital Receipts	Borrowing	Total
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
HD52	Carriageway and Footway	900	2,100	2,000	2,000			7,000							
	Carriageway and Footway (Phase 2)	1,000						1,000		1,000			1,000	6,000	7,000
	Pavements	1,800	1,200	1,000	1,000			5,000					1,000	4,000	5,000
	Pavements (Phase 2)	3,000						3,000		3,000					3,000
	Highways Planned Maintenance Works Programme	350						350				350			350
HD14	Traffic Management	61	7					67			62			5	67
	OTHER														
HD33	Colindale Development Area	425	425					850							849
	Reconstruction of Railway Bridges	16	2					18			13			5	18
	Controlled Parking Zones	45	5					50			44			6	50
	Colindale Station interchange	320	36					356			356				356
	Improvement & Signalisation and Infrastructure	99	11					110			105			5	110
	Public Transportation Improvements	262						262			262				262
	Pedestrian Improvements programme	14	2					15			11			5	15
	Colindale CPZ Parking Review Feasibility Study-Colindale Hospital	147	11					158			125			33	158
HD39	Capitalisation of Planned Maintenance	161	15					176							176
	Saracens														

Rē Delivery Unit	TOTAL CAPITAL FUNDING													
	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	Total	Grants	RCCO/MRA	Other (incl. S106)	Capital Reserve	Capital Receipts	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Drainage Schemes	381	42					423						423	423
<u>HD07</u> Road Traffic Act - Controlled Parking Zones	210	21					232			212		4	16	232
<u>HD64</u> Parking	111	12					124			2		121		124
<u>HD99</u> Outstanding Transport Commitments on completed schemes	3	0					3					3		3
<u>EN12</u> CCTV Projects Retention	76	8					84					84		84
<u>HS17</u> GF Regeneration	348	2,300					2,648					2,399	249	2,648
Mill Hill East	48	550					598					48	550	598
Outer London Fund - Cricklewood	1,639						1,639	1,245					236	1,639
Outer London Fund - North Finchley	1,159						1,159	1,009					150	1,159
BXC - Funding for land acquisition			26,000				26,000			26,000				26,000
BXC - Procurement							1,000			1,000				1,000
Graham Park Regeneration -Building works		2,500	1,250				5,000						3,750	5,000
Graham Park Regeneration -Infrastructure improvements	483	2,500	2,500	2,500	1,931		9,914	1,430	1,250	2,808	5,676			9,914

TOTAL CAPITAL FUNDING														
Re Delivery Unit	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	Total	Grants	RCCO/MRA	Other (incl. S106)	Capital Reserve	Capital Receipts	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Colindale - Lanacre Ave/Aerodrome rd Junction			500	2,600	2,700		5,800				5,800			5,800
Colindale - Grahame park decant programme			5,000	4,600			9,600				9,600			9,600
West Hendon Highway Improvement		50	200	1,050	1,050	1,050	3,400				3,400			3,400
Town Centre		2,000		1,000		2,000	5,000				5,000			5,000
Thames Link Station		2,000					4,000				4,000			4,000
Disabled Facilities Grants Programme	2,022	3,300	1,370	1,370			8,062	3,480				1,117	3,466	8,062
Empty Properties (45)	900	1,690	600	600			3,790						3,790	3,790
DECC - Fuel Provety	100						100	100						100
Housing Association Development Programme - New Affordable Homes		800	616				1,416			1,416				1,416
Housing Association Development Programme - Catalyst Housing		884					884			884				884
Hendon Cemetry & Crematorium Enhancement	670	924					1,594					1,594		1,594
	23,365	29,436	43,036	13,370	10,281	3,050	122,538	18,246	5,250	34,261	33,826	7,400	23,555	122,538



		TOTAL CAPITAL FUNDING													
CSG Delivery Unit		2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	Total	Grants	RCCO/ MRA	Other (incl. S106)	Capital Reserve	Capital Receipts	Borrowing	Total
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
HE08	Energy Efficiency Measures	17						17					17		17
		17						17					17		17

TOTAL CAPITAL FUNDING														
The Barnet Group	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	Total	Grants	RCCO/ MRA	Other (incl. S106)	Capital Reserve	Capital Receipts	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Alexandra Road	567						567					567		567
Hostel Refurbishment Programme	2	270					273				122	150		272
	<b>569</b>	<b>270</b>					<b>839</b>				<b>122</b>	<b>717</b>		<b>839</b>

Housing Revenue Account	TOTAL CAPITAL FUNDING													
	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	Total	Grants	RCCO/ MRA	Other (incl. S106)	Capital Reserve	Capital Receipts	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Major Works (excl Granv Rd)	6,164	8,519	8,520	8,438	8,101	6,331	46,072		44,903	1,169				46,072
Granville Road	92	293					385		385					385
Regeneration	5,636	4,504	2,301	2,506	2,065	1,684	18,697		17,995	702				18,697
Misc - Repairs	2,303	1,316	942	2,020	2,073	2,348	11,001		10,768	234				11,001
M&E/ GAS	11,697	13,066	15,014	8,254	8,079	6,826	62,935		60,831	2,105				62,935
Voids and Lettings	1,967	1,980	1,712	1,806	1,853	2,305	11,621		11,154	468				11,621
New Affordable Homes	242	6,851					7,093					7,093		7,093
	28,100	36,528	28,488	23,024	22,171	19,493	157,805		146,034	4,677				157,805

This page is intentionally left blank

**London Borough of Barnet**  
**Treasury Management Strategy Statement**  
**and Investment Strategy revised 2013/14**  
**2014/15 to 2016/17**

**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. Housing Revenue Account Self Financing
9. 2014/15 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. The Council is exposed to financial risks including the potential loss of invested funds and the revenue effects of changing interest rates. The successful identification, monitoring and control of risk is therefore central to the Council's treasury management strategy

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 2013-14
- Treasury Management Strategy for 2014-15;
- Annual Investment Strategy for 2014-15;
- Prudential Indicators for 2014-15, 2015-16 and 2016-17 (Annex B)
- MRP Statement. (See Para 9 )

1.7. All treasury activity will comply with relevant statute, guidance and accounting standards.

1.8. The main recommended revisions to the Treasury Management Strategy are :

(Subject to investment advice for each new investment decision)

- Extension of maximum investment duration from 2 to up to 10 years subject to a limit of £50 million for investments of more than one year

duration and a limit of £20 million for investments more than two years duration.

- Extend range of counterparties to include investment in pooled property and equity funds.

1.9. The other adjustments are amendments to reporting requirements to prudential indicators to reflect changes to the Prudential Code.

## 2. Balance Sheet and Treasury Position

2.1. The underlying need to borrow for capital purposes, is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. These 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:**

	<b>31/03/2014 Estimate £000</b>	<b>31/03/2015 Estimate £000</b>	<b>31/03/2016 Estimate £000</b>	<b>31/03/2017 Estimate £000</b>
General Fund CFR	183,096	202,815	223,505	239,529
HRA CFR *	199,559	199,559	199,559	199,559
<b>Total CFR</b>	<b>382,655</b>	<b>402,374</b>	<b>423,064</b>	<b>439,088</b>
<b>Less:</b> Existing Profile of Borrowing and Other Long Term Liabilities	(321,489)	(321,194)	(327,164)	(344,087)
<b>Cumulative Gross Borrowing Requirement</b>	<b>61,166</b>	<b>81,180</b>	<b>95,900</b>	<b>95,000</b>
Usable Reserves	(107,400)	(94,800)	(95,900)	(95,000)
<b>Cumulative Net Borrowing Requirement/(Investments)</b>	<b>(46,234)</b>	<b>(13,620)</b>	<b>0</b>	<b>0</b>

\*\* This figure includes 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 list of Prudential Indicators is set out in **Annex B**.

### Financing costs

2.3. The budget estimate for interest payments in 2014/15 is £11.9 million (including £6.85m for HRA borrowing) and for interest receipts is £1.703m. For the purpose of setting the budget, it has been assumed that new

investments will be made at an average rate of 0.5%, and that new long-term loans will be borrowed at an average rate of 4.5%.

- 2.4. The Council may borrow funds in excess of the current level of its CFR up to the projected level in 2015/16. 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 unlikely to occur in 2014/15.
- 2.5. The Council has an integrated treasury management strategy and manages its treasury position in accordance with its approved strategy and practices. 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.
- 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).

<b>Authorised Limit for External Debt</b>	<b>2013/14 Revised £000</b>	<b>2014/15 Estimate £000</b>	<b>2015/16 Estimate £000</b>	<b>2016/17 Estimate £000</b>
Borrowing	464,905	461,815	447,973	486,578
Other Long-term Liabilities	32,409	32,114	31,780	31,407
<b>Total</b>	<b>497,314</b>	<b>493,929</b>	<b>479,753</b>	<b>517,985</b>

- 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.

<b>Operational Boundary for External Debt</b>	<b>2013/14 Revised £000</b>	<b>2014/15 Estimate £000</b>	<b>2015/16 Estimate £000</b>	<b>2016/17 Estimate £000</b>
Borrowing	464,905	461,815	447,973	486,578
Other Long-term Liabilities	17,409	17,114	16,780	16,407
<b>Total</b>	<b>482,314</b>	<b>478,929</b>	<b>464,753</b>	<b>502,985</b>



### **3. Outlook For Interest Rates**

- 3.1. The Council's Treasury adviser Arlingclose have provided an interest rate forecast which continues its theme of the last few years, that is, that interest rates will remain flat until 2016. The Bank of England's Monetary Policy Committee (MPC) through its recent forward guidance is committed to keeping policy rates low for an extended period using the Labour Force Survey unemployment rate of 7% as a threshold for when it would consider whether or not to raise interest rates. Unemployment was 7.7% in August 2013, but is not forecast to fall below the threshold until 2016.

The economic interest rate outlook provided by the Council's current 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 The Authority has a gross and net borrowing requirement and will be required to borrow up to £26.031 million in 2014/15 on a gross basis (to be financed mainly through internal borrowing). The Authority will adopt a flexible approach to future borrowing and debt rescheduling in consultation with its treasury management advisers. 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**

- 4.3 In conjunction with advice from its treasury advisor, the Authority will keep under review the following borrowing sources:

- Internal
- PWLB
- Local authorities
- Commercial banks
- European Investment Bank
- Capital markets (stock issues, commercial paper and bills)
- Structured finance
- Leasing

4.4 The cost of carry may result in an increased reliance upon shorter dated and variable rate borrowing for the Council. 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 will be kept under regular review, if applicable, by reference to the difference or spread between variable rate and longer term borrowing costs.

4.5 The Council has £62.5m loans which are LOBO loans (Lender's Options Borrower's Option) of which £45m of loans are currently in or will be in their call period in 2014/15. 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.

### **Debt Rescheduling**

4.6 The Council's debt portfolio can be restructured by prematurely repaying loans and refinancing them on similar or different terms to achieve a reduction in risk and/or savings in interest costs.

4.7 The lower interest rate environment and changes in the rules regarding the premature repayment of PWLB loans has adversely affected the scope to undertake meaningful debt restructuring although occasional opportunities arise.

4.8 The rationale for rescheduling would be one or more of the following:

- Align long-term cash flow projections and debt levels
- Reduce investment balances and credit exposure via debt repayment
- 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 Annual Investment 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 The authority and its advisers remain on a heightened state of alert for credit or market distress that might adversely affect the Authority

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	✓	✓
Investments with Registered Providers	✓	✓
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 ( Pooled Funds)	✓	✓
Other pooled equity and property funds	✓	✓
Debt Management Account Deposit Facility	✓	x

5.6 A number of changes were implemented to investment strategy from 2013/14 in response to and evolving conditions in financial markets.

5.7 Registered Providers (RPs) were included within specified and non-specified investments from 2013/14. Investments with RPs will be analysed on an individual basis and discussed with the Council's treasury adviser prior to an investment decision.

5.8 The Authority and its advisors, select countries and financial institutions after analysis and ongoing monitoring of:

- Published credit ratings for financial institutions (minimum A- or equivalent ) and its sovereign rating (minimum AA+ or equivalent for non-UK sovereigns)
- Credit Default Swaps (where quoted)
- Economic fundamentals (for example country's net debt as a percentage of its GDP)
- Sovereign support mechanisms
- Share Prices (where available)
- Corporate developments, news, articles, markets sentiment and momentum
- Subjective overlay

5.9 Any institution can be suspended or removed should any of the factors identified above give rise to concern.

5.10 The minimum credit rating for non-UK sovereigns is AA+ (or equivalent). For specified investments the minimum long term rating for counterparties is A- (or equivalent). As detailed in non-specified investments in Appendix E, the Director of Finance will have discretion to make investments with counterparties that do not meet the specified criteria on advice from Arlingclose.

5.11 Any institution will be suspended or removed should any of the factors identified above give rise to concern. Credit ratings are monitored by the Authority on an ongoing basis and whenever a new investment is under consideration. The Authority is informed by the treasury adviser of ratings changes and appropriate action to be taken.

5.12 The countries and institutions that would currently meet the proposed criteria for investments are included in *Annex D*.

- 5.13 It remains the Council'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.
- 5.14 The Council revised its investment strategy in the wake of the banking crisis. This led to restrictions on investment duration and use of a limited range of counterparties. The duration limit for deposits was set at a maximum 364 days and further restricted by an operational overlay. The financial situation is more settled now and enough to consider extending investment duration beyond 364 days subject to an overall investment limit of £50 million up to 10 years.
- 5.15 The Council will have substantial cash balances available for investment over the medium term. It will therefore consider using pooled bond, equity and property funds that offer enhanced returns over the longer term, but are potentially more volatile in the shorter term. These allow the Authority to diversify into asset classes other than cash without the need to own and manage the underlying investments. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Authority's investment objectives will be monitored regularly.
- 5.16 The Council banks with the Cooperative Bank. At the current time, it does not meet the minimum specified investment credit criteria. 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. A new banking contract will be procured in 2014.

## **6 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 as they provide good diversification. The Council will also seek to manage operational risk by using at least two MMF's. 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. In the case of Government MMF's,

the Council will ensure exposure to each Fund does not exceed 2% of the net asset value of the Fund.

## **7 Policy on Use of Financial Derivatives**

- 7.1 Local authorities have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk (e.g. interest rate collars and forward deals) and to reduce costs or increase income at the expense of greater risk (e.g. LOBO loans and callable deposits). The general power of competence in Section 1 of the Localism Act 2011 removes much of the uncertainty over local authorities' use of standalone financial derivatives (i.e. those that are not embedded into a loan or investment). The CIPFA Code requires authorities to clearly detail their policy on the use of derivatives in the annual strategy.
- 7.2 The Council will only use standalone financial derivatives (such as swaps, forwards, futures and options) where they can be clearly demonstrated to reduce the overall level of the financial risks that the Authority is exposed to. Additional risks presented, such as credit exposure to derivative counterparties, will be taken into account when determining the overall level of risk. Embedded derivatives will not be subject to this policy, although the risks they present will be managed in line with the overall treasury risk management strategy.
- 7.3 Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria. The current value of any amount due from a derivative counterparty will count against the counterparty credit limit and the relevant foreign country limit.
- 7.4 The Council will only use derivatives after seeking expertise, a legal opinion and ensuring officers have the appropriate training for their use.

## **8 Housing Revenue Account Self-Financing**

- 8.1 Central Government completed its reform of the Housing Revenue Account Subsidy system at the end of 2011/12. Local authorities are required to recharge interest expenditure and income attributable to the HRA in accordance with Determinations issued by the Department for Communities and Local Government.
- 8.2 The Determinations do not set out a methodology for calculating the interest rate to use in each instance. The Council is therefore required to adopt a policy that will set out how interest charges attributable to the HRA will be determined. The CIPFA Code recommends that authorities present this policy in their TMSS.
- 8.3 From 1st April 2012, the Council notionally split each of its existing long-term loans into General Fund and HRA pools. In the future, new long-term loans borrowed will be assigned in their entirety to one pool or the other. Interest payable and other costs/income arising from long-term loans (e.g.

premiums and discounts on early redemption) will be charged/ credited to the respective revenue account.

8.4 Differences between the value of the HRA loans pool and the HRA's underlying need to borrow (adjusted for HRA balance sheet resources available for investment) will result in a notional cash balance which may be positive or negative. This balance will be measured and interest transferred annually between the General Fund and HRA at an internally determined rate of interest.

## **9 2014/15 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 2014/15: 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 2014/15 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**

10.1 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 30<sup>th</sup> 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**

11.1 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**

11.2 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.

11.3 Following a tender process, the Council appointed Arlingclose as their Treasury Investment Consultants with effect from 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 and periodic tendering.



## EXISTING PORTFOLIO PROJECTED FORWARD

	<b>Current Portfolio £000</b>	<b>31 Mar 14 Estimate £000</b>	<b>31 Mar 15 Estimate £000</b>	<b>31 Mar 16 Estimate £000</b>	<b>31 Mar 17 Estimate £000</b>
<b>External Borrowing:</b>					
Fixed Rate – PWLB	241,580	241,580	241,580	247,884	265,180
Fixed Rate – Market					
Variable Rate – PWLB	62,500	62,500	62,500	62,500	62,500
Variable Rate – Market					
<b>Total External Borrowing</b>	<b>304,080</b>	<b>304,080</b>	<b>304,080</b>	<b>310,384</b>	<b>327,680</b>
<b>IFRS Long Term Liabilities:</b>					
- PFI	17,409	17,409	17,114	16,780	16,407
<b>Total Gross External Debt</b>	<b>321,489</b>	<b>321,489</b>	<b>321,194</b>	<b>327,164</b>	<b>344,087</b>
<b>Investments:</b>					
<i>Managed in-house</i>					
- Short-term monies (Deposits/ monies on call /MMFs)	(200,000)	(151,000)	(110,000)	(100,000)	(100,000)
- Long-term investments (maturities over 12 months)					
<b>Total Investments</b>	<b>(200,000)</b>	<b>(151,000)</b>	<b>(110,000)</b>	<b>(100,000)</b>	<b>(100,000)</b>
<b>Net Borrowing Position/ (Net Investment position)</b>	<b>121,489</b>	<b>170,849</b>	<b>211,194</b>	<b>227,164</b>	<b>244,087</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.

**Gross Debt 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.

<b>Capital Expenditure</b>	<b>2013/14 Revised £000</b>	<b>2014/15 Estimate £000</b>	<b>2015/16 Estimate £000</b>	<b>2016/17 Estimate £000</b>
Non-HRA	183,096	202,815	223,505	239,529
HRA	199,559	199,559	199,559	199,559
<b>Total</b>	<b>382,655</b>	<b>402,374</b>	<b>423,064</b>	<b>439,088</b>

4 Capital expenditure is expected to be financed as follows

<b>Capital Financing</b>	<b>2013/14 Revised £000</b>	<b>2014/15 Estimate £000</b>	<b>2015/16 Estimate £000</b>	<b>2016/17 Estimate £000</b>
Capital receipts	17,516	18,353	14,344	10
Government Grants	35,798	36,784	22,404	11,852
Major Repairs Allowance	26,911	28,740	27,594	22,326
Revenue contributions	35,283	16,655	38,899	8,980
<b>Total Financing</b>	<b>115,508</b>	<b>100,532</b>	<b>103,241</b>	<b>43,168</b>

Supported borrowing				
Unsupported borrowing	16,634	26,031	27,002	22,336
<b>Total Funding</b>	<b>16,634</b>	<b>26,031</b>	<b>27,002</b>	<b>22,336</b>
<b>Total Financing and Funding</b>	132,142	126,563	130,243	65,504

### 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.

<b>Incremental Impact of Capital Investment Decisions</b>	<b>2013/14 Revised £000</b>	<b>2014/15 Estimate £000</b>	<b>2015/16 Estimate £000</b>	<b>2016/17 Estimate £000</b>
Increase in Band D Council Tax	33.21	28.03	31.68	13.23
Increase in Average Weekly Housing Rents				

### Financing costs

6. The ratio of financing costs to the Council's net revenue stream 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.

<b>Ratio of Financing Costs to Net Revenue Stream</b>	<b>2013/14 Revised %</b>	<b>2014/15 Estimate %</b>	<b>2015/16 Estimate %</b>	<b>2016/17 Estimate %</b>
Non-HRA	2.69	2.75	3.01	3.36
HRA	13.98	13.99	13.03	11.96

### Upper Limits for Fixed Interest Rate Exposure and Variable Rate Exposure

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%.

	<b>2013/14 Revised £000</b>	<b>2014/15 Estimate £000</b>	<b>2015/16 Estimate £000</b>	<b>2016/17 Estimate £000</b>
<b>Upper Limit for Fixed Interest Rate Exposure</b>	100%	100%	100%	100%
<b>Upper Limit for Variable Interest Rate Exposure</b>	30%	30%	30%	30%

### **Maturity Structure of Fixed Rate Borrowing**

8. The Council will also limit and monitor large concentrations of fixed rate debt needing to be replaced. This indicator highlights the existence of any large concentrations of fixed rate debt needing to be replaced at times of uncertainty over interest rates and is designed to protect against excessive exposures to interest rate changes in any one period, in particular in the course of the next ten years. It is calculated as the amount of projected borrowing that is fixed rate maturing in each period as a percentage of total projected borrowing that is fixed rate. The maturity of borrowing is determined by reference to the earliest date on which the lender can require payment.

<b>Maturity structure of fixed rate borrowing</b>	<b>Existing level as at 31/03/13 %</b>	<b>Lower Limit for 2014/15 %</b>	<b>Upper Limit for 2014/15 %</b>
under 12 months	0	0	50
12 months and within 24 months	0	0	50
24 months and within 5 years	0	0	75
5 years and within 10 years	0	0	75
10 years and within 20 years	30.6	0	100
20 years and within 30 years	35.5	0	100
30 years and within 40 years	6.8	0	100
40 years and within 50 years	9.0	0	100
50 years and above	18.1	0	100

### Actual External Debt:

9. 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.

<b>Actual External Debt as at 31/03/2013</b>	<b>£000</b>
Borrowing	304,080
Other Long-term Liabilities	17,409
<b>Total</b>	<b>321,489</b>

### Upper Limit for principal sums invested over 364 days:

10 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.

<b>Upper Limit for total principal sums invested over 364 days</b>	<b>2013/14 Revised £000</b>	<b>2014/15 Estimate £000</b>	<b>2015/16 Estimate £000</b>	<b>2016/17 Estimate £000</b>
	50,000	20,000	20,000	20,000

### HRA Limit on Indebtedness

11 This was a new indicator required by the revised Prudential Code, issued in November 2011:

<b>HRA Limit On Indebtedness</b>	<b>2013/14 Revised £000</b>	<b>2014/15 Estimate £000</b>	<b>2015/16 Estimate £000</b>	<b>2016/17 Estimate £000</b>
HRA CFR	199,559	199,559	199,559	199,559
HRA Debt Cap (as prescribed by CLG) *	240,043	240,043	240,043	240,043
<b>Difference</b>	<b>(40,484)</b>	<b>(40,484)</b>	<b>(40,484)</b>	<b>(40,484)</b>

### Annex C – Economic & Interest Rate Forecast (Sections 4.1 & 5.1)

	Mar-14	Jun-14	Sep-14	Dec-14	Mar-15	Jun-15	Sep-15	Dec-15	Mar-16	Jun-16	Sep-16	Dec-16	Mar-17
<b>Official Bank Rate</b>													
Upside risk		0.25	0.25	0.25	0.25	0.25	0.50	0.50	0.50	0.75	0.75	0.75	1.00
<b>Arlingclose Central Case</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>
Downside risk													
<b>3-month LIBID rate</b>													
Upside risk	0.20	0.25	0.30	0.35	0.40	0.50	0.55	0.60	0.65	0.70	0.75	0.90	0.95
<b>Arlingclose Central Case</b>	<b>0.45</b>	<b>0.45</b>	<b>0.50</b>	<b>0.55</b>	<b>0.65</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>	<b>0.80</b>	<b>0.80</b>	<b>0.80</b>
Downside risk			0.05	0.10	0.20	0.30	0.30	0.30	0.30	0.30	-0.35	-0.35	-0.35
<b>1-yr LIBID rate</b>													
Upside risk	0.35	0.30	0.35	0.40	0.45	0.50	0.60	0.70	0.75	0.75	0.75	0.80	0.80
<b>Arlingclose Central Case</b>	<b>0.90</b>	<b>0.95</b>	<b>0.95</b>	<b>0.95</b>	<b>1.00</b>	<b>1.05</b>	<b>1.10</b>	<b>1.15</b>	<b>1.20</b>	<b>1.25</b>	<b>1.30</b>	<b>1.40</b>	<b>1.40</b>
Downside risk	-0.25	-0.25	-0.25	-0.30	-0.35	-0.40	-0.45	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50
<b>5-yr gilt yield</b>													
Upside risk	0.50	0.75	0.75	0.75	0.85	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
<b>Arlingclose Central Case</b>	<b>1.45</b>	<b>1.50</b>	<b>1.55</b>	<b>1.60</b>	<b>1.65</b>	<b>1.70</b>	<b>1.75</b>	<b>1.85</b>	<b>1.95</b>	<b>2.10</b>	<b>2.30</b>	<b>2.50</b>	<b>2.50</b>
Downside risk	-0.50	-0.50	-0.50	-0.50	-0.55	-0.60	-0.60	-0.60	-0.65	-0.75	-0.80	-0.80	-0.80
<b>10-yr gilt yield</b>													
Upside risk	0.50	0.50	0.50	0.65	0.75	0.85	1.00	1.00	1.00	1.00	1.00	1.00	1.00
<b>Arlingclose Central Case</b>	<b>2.55</b>	<b>2.60</b>	<b>2.65</b>	<b>2.70</b>	<b>2.75</b>	<b>2.80</b>	<b>2.85</b>	<b>2.90</b>	<b>3.00</b>	<b>3.10</b>	<b>3.30</b>	<b>3.50</b>	<b>3.50</b>
Downside risk	-0.50	-0.50	-0.50	-0.50	-0.55	-0.60	-0.60	-0.60	-0.65	-0.75	-0.80	-0.80	-0.80
<b>20-yr gilt yield</b>													
Upside risk	0.50	0.75	0.75	0.75	0.85	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
<b>Arlingclose Central Case</b>	<b>3.25</b>	<b>3.30</b>	<b>3.35</b>	<b>3.40</b>	<b>3.45</b>	<b>3.50</b>	<b>3.55</b>	<b>3.65</b>	<b>3.75</b>	<b>3.85</b>	<b>4.05</b>	<b>4.15</b>	<b>4.15</b>
Downside risk	-0.50	-0.50	-0.50	-0.50	-0.55	-0.60	-0.60	-0.60	-0.65	-0.70	-0.75	-0.80	-0.80
<b>50-yr gilt yield</b>													
Upside risk	0.50	0.75	0.75	0.75	0.75	0.75	1.00	1.00	1.00	1.00	1.00	1.00	1.00
<b>Arlingclose Central Case</b>	<b>3.45</b>	<b>3.50</b>	<b>3.55</b>	<b>3.60</b>	<b>3.65</b>	<b>3.70</b>	<b>3.75</b>	<b>3.80</b>	<b>3.85</b>	<b>3.95</b>	<b>4.05</b>	<b>4.15</b>	<b>4.15</b>
Downside risk	-0.50	-0.50	-0.50	-0.50	-0.55	-0.60	-0.60	-0.60	-0.65	-0.70	-0.75	-0.80	-0.80

#### Underlying Assumptions:

- UK growth is unlikely to return to above trend for the foreseeable future. Q3 GDP was strong at 0.9% but this momentum is unlikely to be sustained in Q4 or in 2013. The rebalancing from public-sector driven consumption to private sector demand and investment is yet to manifest, and there is little sign of productivity growth. Further contraction in the Eurozone, including Germany's powerful economy, and slower forecast growth in the emerging economies (Brazil/Mexico/India) are exacerbating the weakness.
- Consumer Price Inflation has fallen to 2.7 % from a peak of 5.2%. Near term CPI is likely to be affected by volatility in commodity prices and its decrease towards the 2% target is expected to be slower than previously estimated. Real wage growth (i.e. after inflation) is forecast to remain weak.
- The fiscal outlook for bringing down the structural deficit and stabilise debt levels remains very challenging. Weakened credibility of the UK reining its levels of debt poses a risk to the AAA status, but recent history (US, France) suggests this may not automatically result in a sell-off in gilts.
- In the absence of large, unexpected decline in growth, QE is likely to remain on hold at £375bn for now. The availability of cheaper bank borrowing and subsequently for corporates through the Funding for Lending Scheme (FLS) is a supporting factor.

- The US Federal Reserve's shift in its rate guidance from a date-based indication to economic thresholds (6.5% unemployment, inflation 1 – 2 years out projected to remain below 2.5%, longer term inflation expectations remain well anchored) is likely to increase market uncertainty around the highly volatile US employment data releases.
- The Eurozone is making slow headway which has curtailed some of the immediate risks although peripheral countries continue to struggle. Fully-fledged banking and fiscal union is still some years away.
- In the US, the issues of spending cuts, reducing the budget deficit and raising the country's debt ceiling remain unresolved. A failure to address these by March 2013 could lead to a similar showdown and risks a downgrade to the US sovereign credit rating by one or more agencies.
- A reversal in market risk sentiment from current "risk on" to "risk off" could be triggered by economic and/or political events – impending Italian and German elections, US debt ceiling impasse, difficulty surrounding Cyprus' bailout, and contagion returning the haunt the European peripheral nations – could inject renewed volatility into gilts and sovereign bonds.

## Annex D –Recommended Sovereign and Counterparty List (Section 5 and 6)

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

### Long-term minimum: A-(Fitch); A (Moody's); A (S&P)

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

**Investment subject to £50 million total limit if duration more than 364 days and £20 million if duration than two years**

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

New specified investments will be made within the following limits:

Instrument	Country/ Domicile	Counterparty	Maximum Counterparty Limits £m
Term Deposits	UK	DMADF, DMO	No limit
Term Deposits/Call Accounts	UK	Other UK Local Authorities	No limit
Term Deposits/Call Accounts	UK*	Counterparties rated at least A- Long Term)	
Term Deposits/Call Accounts	Non-UK*	Counterparties rated at least A- Long Term in select countries with a Sovereign Rating of at least AA+	
CDs and other negotiable instruments		with banks and building societies which meet the specified investment criteria (on advice from TM Adviser)	
Deposits	UK	Registered Providers (Former RSLs)	£5m/RP
Gilts	UK	DMO	No limit
T-Bills	UK	DMO	No limit
Bonds issued by multilateral development banks		(For example, European Investment Bank/Council of Europe, Inter American Development Bank)	



AAA-rated Money Market Funds	UK/Ireland/Luxembourg domiciled	CNAV MMF's VNAV MMF's (where there is greater than 12 month history of a consistent £1 Net Asset Value)	10% of total LBB investment outstanding for each MMF.
Other MMF's and CIS	UK/Ireland/Luxembourg domiciled	Collective Investment Schemes (pooled funds) which meet the definition of collective investment schemes in SI 2004 No 534 or SI 2007 No 573 and subsequent amendments	10% of total LBB investment outstanding for each MMF/CIS.

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

Instrument	Country/Domicile	Counterparty	Maximum Counterparty 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	UK	Standard Chartered	£25,000,000	

Deposits/Call Accounts				
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
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.*

**Non-specified investments may be made with the following instruments :  
(The Authority will have a maximum of £100million of its investment portfolio  
in non-specified investments.)**

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

<b>Other Non-Specified investments for consideration</b> (such investment will be subject to credit assessment by the Council's treasury advisor on a case by case basis)				
Money Market Funds and Collective Investment Schemes	N/A – these funds do not have a defined maturity date	£20 million	No	Investec Target Return Fund; Elite Charteris Premium Income Fund; LAMIT; M&G Global Dividend Growth Fund
Deposits with registered providers	5 years	£5m per registered provider/£20 million overall	No	
Corporate and debt instruments issued by corporate bodies purchased from 01/04/12 onwards	5 years	20%	No	
Collective Investment Schemes (pooled funds) which do not meet the definition of collective investment schemes in SI 2004 No 534 or SI 2007 No 573 and subsequent amendments	N/A – these funds do not have a defined maturity date	£10 million	Yes	Way Charteris Gold Portfolio Fund; Aviva Lime Fund
Bank or building societies not meeting specified criteria	3 months	£10m per counterparty	No	Bank or building societies not meeting specified criteria e.g. Co-operative Bank /Clydesdale/unrated

				Building Societies
		£		
	Subject to a maximum of £50m overall			

This page is intentionally left blank

## Appendix G – Housing Revenue Account HRA Business Plan

### 1. HRA Business Plan Overview

- 1.1 Following the introduction of self- financing for Housing Revenue Accounts in April 2012, the council has developed an HRA Business Plan which sets out priorities for investment in council housing in the Borough.
- 1.2 The HRA settlement meant that the council will benefit from reduced HRA expenditure, as the cost of servicing the HRA debt figure is lower than the amount that was being paid treasury in the form of negative subsidy.
- 1.3 In addition, the settlement provided the council with the opportunity to borrow an additional £38m as a result of headroom generated by differences between the actual HRA debt and the amount assumed in the settlement.

### 2. Investment Plan

- 2.1 The following priorities have already been agreed and are progressing:

**Existing Stock** - Investment of £32.5m of additional essential expenditure on the council's existing housing stock over the period 2013/14 to 2023/24 to include:

- Accelerated replacement programme for electrical mains following a fire at Upper Fosters in April 2012
- Updated assessment of rewiring requirements for housing stock
- Addition of properties at Ramsey Close into the HRA Business Plan
- Inclusion of additional works on West Hendon estate

**New Homes** – Investment of £7.7m to deliver an initial tranche of 41 new homes on infill sites on HRA land in the borough.

**Regeneration**- It was agreed at Cabinet Resources Committee on 17 July 2012 that up to £5m of HRA funding would be made available to support the Grahame Park Regeneration Scheme. This money will be used to support the sale of homes at a 20% discount on market prices on a shared equity basis. The introduction of the Government's Help to Buy Scheme means that this investment may not be necessary.

- 2.2 In addition to the priorities that have already been agreed, the council has identified that it wants to invest in supported housing that will provide alternatives to expensive residential care, including
  - The establishment of an additional location for delivery of flexible extra care in block or cluster arrangement. Dementia mixed model of housing units 50 units based on Housing Strategy needs analysis.
  - 100 units of accommodation for older people

- 25 Accessible units of independent accommodation for people who otherwise need to look at residential
- 2.3 A consultant has been engaged to provide an investment plan model that will assist the council in carrying out a review of its priorities for the HRA to ensure that they align with the council's wider objectives. This work is not yet complete and will be incorporated into the council's Housing Strategy which is also under review, and due to be renewed during 2014/15.



## **Cumulative Equalities Impact Assessment for 2014/15 Budget Proposals**

### **Introduction**

1. Equality Impact Assessments (EIAs) have been carried out for each individual budget proposal where the savings commence in 2014/15. This paper considers the cumulative impact of those savings for legally protected groups.
2. The protected characteristics, as determined by the Equalities Act 2010, are age, disability, ethnicity, gender, gender reassignment, marriage civil partnership, pregnancy, maternity, sexual orientation, religion or belief. In addition, the council has tried to assess the impact on carers, (including young carers) and those on low income.
3. As far as possible, budget savings have optimised efficiencies in service delivery and aim to ensure that resources are targeted where they are most needed. For the 2014/15 budget, the majority of savings are achieved through efficiency gains, with savings achieved in the following way: 84% efficiency gains, 3% increased income and 13% service reduction. By maximising savings through efficiencies, the council has sought to limit the potential impact on those within protected characteristic groups.
4. We have looked at whether a single decision or series of decisions might have a greater negative impact on a specific group and at ways in which negative impacts across the council might be minimised or avoided. This assessment considers the wider macro economic context which has led to the need for significant reductions in spending across the public sector in order to reduce the UK's budget deficit.

### **Corporate Plan Objectives, Strategic Equalities Objective and Equality Policy**

5. The council considers the potential equality impacts of its decisions as part of its day to day decision making and performance management processes, with equalities measures aligned with the Corporate Plan priorities.
6. The council's Strategic Equalities Objective, as set out in the Corporate Plan, makes a commitment to treat citizens equally with understanding and respect; provide equal opportunities and quality services to Best Value principles.
7. The council's refreshed Equalities Policy, published in January 2014 following public consultation, aims to improve life chances in Barnet at a time of change, transformation and continuing financial austerity by:
  - Keeping Barnet a good place to live work and study for all our citizens
  - Ensuring that Barnet's diverse communities, especially those who need additional help, benefit from the borough's growth and success.

- Continuing to support families and individuals that need it, whilst doing more to promote people's independence.
- Meeting our responsibility to treat people fairly, promote equalities, challenge discrimination and remove physical and attitudinal barriers which limit access to fair treatment, and encourage our partners and citizens to do the same.
- Actively engaging with people who use services, residents and employees- particularly those with protected characteristics so that everyday business and decision making responds to the needs so that people have the opportunity to let us know what is important to them, provide support to others and contribute to solutions.

8. Barnet's Equalities Policy is supported by an Action Plan that sets out how we will implement these aims.

### **Process for Analysis of Equality Impact in Delivery Units and at Commissioning Group level**

9. The council has adopted a consistent approach to equalities analysis across internal and external Delivery Units, and has ensured that the impacts of individual budget decisions are considered throughout the annual business planning process. Delivery Units undertake the necessary analysis of the equalities impact of individual budget proposals on legally protected groups through thorough Equality Impact Assessments (EIA). This process also consider whether any mitigating actions can be put in place.

10. It is important to consider the totality of the council's budget decisions. This cumulative impact assessment pays particular attention to the proposals in the Children's Service (Family Services, Education & Skills) and Adults and Communities Delivery Units, as these two services are also the areas with the most new proposals for savings in 2014/15.

11. As outlined in the February 2014 Cabinet Budget Paper, Adults and Communities, the Children's Service and the Commissioning Group have reviewed or carried out analysis of the equality impact of individual budget proposals. Other Delivery Units have already completed Equality Impact Assessments on previous budget decisions where savings have already begun to accrue. EIAs relating to new budget decisions have been updated following the closure of the public consultation exercises on January 31 2014. The Children's Service have completed 9 EIAs, of which 8 show a negative impact and 1 shows a neutral impact. Adults and Communities have completed 12 EIAs, 9 of which indicate a positive impact, with 1 showing no impact and 2 showing a minimal negative impact.

12. Full EIAs were completed on the two new commercial ventures, the Customer and Support Group (CSG) contract and the Re joint venture as part of the

procurement exercise in 2013 for the commercial contracts to deliver back office, regulatory services and planning services for the Council.

## **Budget Analysis**

### **Overall approach to savings**

13. The budget savings proposals for 2014/15 amount to £18m from a budget of £284 million, representing a 6.3% reduction from last year. The council's focus is to make savings as far as possible through efficiencies and to target limited financial resources to the most utilised and effective services that best meet the needs of Barnet residents.

14. Alongside reductions to public spending, demographic change has also increased pressure on services. This has increased demand for services and across the Children's Service and Adults & Communities Delivery Units.

15. Barnet's 'people' services are already working on change programmes which seek to provide an improved and more appropriate service to many of their service users. The budget proposals have been prepared with an emphasis on protecting investment in preventative services where possible, looking for maximum efficiencies in service delivery and on ensuring that resources are targeted where they are most needed.

### **Children's Service approach to savings**

16. The Children's Service – incorporating Education & Skills and Family Services – has identified savings of £4.4 million, around 8% of the current budget. The proposed savings focus on efficiencies, for example, how we arrange and buy the support needed for children, young people and their families, joint commissioning with health to minimise any adverse impact on overall service levels and reducing duplication rather than reducing front line services. It is proposed that 40% of the Children's Service budget savings come from procurement and staff related efficiencies.

17. However, the Children's Service outlines how, in the context of financial austerity, it has been necessary to focus service reductions on savings to non-statutory duties and commissioned activity. The consultation has focused on two areas; commissioned services for children and families, and traded services for schools. The impact of these changes will be monitored and mitigated through the Equality Action Plans which put in place contract monitoring to track delivery and effectiveness of new commissioning arrangements.

18. Of the 9 EIAs undertaken, 8 proposals have been flagged as having a negative equalities impact because the proposals include a reduction in commissioned services for specialist groups. Following the equalities analysis some proposals are not being taken forward. For example, there will be no reduction in services commissioned for

young carers and domestic violence services. Those projected savings have been redistributed across other services in the Family Services portfolio. However, of the proposals going forward, the service recognised that young people, women, families from BME backgrounds and children with disabilities could be adversely impacted. Mitigations have been identified for these 6 proposals being taken forward that show an adverse impact and on going actions are recorded in the Equalities Action Plan that accompany the EIAs.

### **Adults and Communities Approach to Savings**

19. The savings within the Adults and Communities Delivery Unit also focus on maximising efficiencies, reducing duplication and getting best value for money from commissioned services whilst minimising the impact on disabled people. Adults and Communities propose to make 19% of their savings through smarter procurement and 16% from refocusing the social care support through the Community Offer.

20. The proposed Community Offer sets out proposals to support people in their own homes by:

- Using the person's annual review to look at how to maximise the person's independence
- Changing the way respite is provided to people who care for a friend or family member.

21. The proposed Community Offer sets out proposals to support people in their own homes. The public consultation outlines the process of robust annual review and person centred planning. A number of savings are aimed at supporting people with disabilities to live more independently through the introduction of new service models such as a neighbourhood network supported accommodation scheme but individual circumstances will be taken into account through a personalised approach.

22. Nine of the 12 EIAs conducted by the Adults and Communities Delivery Unit indicate a positive impact, 1 EIA shows no impact and 2 show a minimal negative impact. The Delivery Unit proposals focus on efficiencies, reducing use of out of borough services and increasing in borough provision and promoting the personalisation of services.

23. The analysis has identified that a number of the proposals for efficiencies focus on services to support people with learning disabilities, for example, using a funding tool to ensure best value from contracted provision, working with people who are currently living outside the borough, to offer some people the choice to move back to borough and make adequate provision within the borough. None of these proposals indicate an adverse impact and all of these proposals include a strong focus on individual choice and personalisation. However, residents who have been in traditional residential placements for a long period may find the prospect of change challenging.

Equally this will place additional demand on local placements for younger adults with disabilities who require very specialist support. It will be important to continue to promote choice. Demand for local services is likely to increase should these individuals choose to live at home or in the community and there could be increases in pressures on families and carers. To reduce this risk Adults and Communities have underlined that any change will be agreed in discussion with the individual and/ or with involvement of their carers.

### **Cumulative Impact and mitigations**

24. Delivery Units have gathered data to analyse the impact by protected characteristic and included equalities action plans to mitigate any avoidable adverse impact.

25. Impacts across a number of budget proposals are identified for the following protected groups:

- older people
- younger people
- disabled people

26. Some proposals also highlight an adverse impact in relation to women (gender), and for Black and Minority Ethnic groups (ethnicity).

27. Proposed mitigations include:

- Changes to specialist services and contracts (e.g. services for people with a Learning Disability, young people and family support services) which will require intensive work with providers to achieve savings.
- The need to ensure that mainstream services are accessible and appropriate to people's specialist needs. Developing capacity and skills in the mainstream to manage complex needs effectively and sensitively also places a demand on resources.
- Continuing to adopt and trial specialist service models that support people to live more independently. For example, the work underway to make social care services more personal to the needs of the individual and their carer will bring benefits for older and disabled service users, by giving them greater choice and control over their lives. For many people, change can create uncertainty and we will work hard with families to achieve the best outcomes.

### **Wider macro economic impact**

28. The impact of the council budget proposals cannot be seen in isolation. The challenging macro-economic climate is also likely to impact on some legally protected groups – for example, changes to the benefit system, pressure on wages and increasing property prices in London - and this can add to the cumulative impact when taken together with council proposals.

29. The following groups are likely to experience adverse impact because of these changes:

- Vulnerable groups
- People with disabilities including mental health problems
- Unemployed people
- People with a low income
- Some families and lone parents

### **Key Mitigations in place and overall impact of the budget on protected characteristics**

30. Alongside our commitment to protecting, as far as possible, key front line services and our commitment to pay due regard to equalities in our proposals, the council has taken action to help to mitigate some of the wider cumulative impacts.

31. The council has decided that one way to support residents facing rising household bills is by keeping council tax as low as possible. Council Tax has been frozen since 2010-11 and the Council plans to cut Council Tax for every household by 1% in 2014-15 and freeze it for a further 2 years after that – up to 2016-17. This means that, between 2010-11 and 2016-17, residents will benefit from a real terms cut in Council Tax of over 20%.

32. We will share this cumulative impact assessment with our strategic partners to ensure they are all aware of the wider impacts of our budget. We will work with partners to understand, and mitigate against some of the cumulative impacts for protected characteristics that we have identified in the borough. We will work with our partners to ensure that equalities considerations and priorities are reflected in our future plans and strategies and that, wherever possible, we measure the impact of these by protected groups.

33. We are working with JobCentre Plus and the Barnet Group to understand the impact of welfare reform and support people to manage what the change will mean for them, and have set up a joint Benefit Cap Task Force to prepare residents for the changes and address their concerns. There is also work underway with local health services to look at how we can improve joining up social care and health services so that individuals have greater access to services in the community, experience improved health and wellbeing or receive a faster response to referrals for care and support. Wherever possible we will analyse this by protected characteristic.

34. As a Commissioning Council, there is a strong focus on needs assessment and getting best value from commissioned activity. This requires targeting of resources based on need and priorities. Where gaps in data have been identified during the EIA process, steps will be taken to address these in the forthcoming year to enable better modelling of potential impacts and assessments in future. Clear discussion and communication of changes, especially to vulnerable groups, well in advance of the changes taking place will help to reduce disruption.

## **Budget Consultation Process and Findings**

35. The Budget proposals have been subject to public consultation and the cumulative assessment has been updated to take account of feedback. The consultation underlines Barnet's commitment to openness, transparency and community engagement in exposing the challenges we face to residents and involving them in determining our approach and priorities. We will continue to engage with residents about priorities for spending and make sure we are reaching all groups so that feedback is inclusive and includes less heard voices.

## **Summary and Recommendations**

36. In times of unprecedented austerity in Local Government, and given that the council must deliver a balanced budget, budget reductions are a necessity. Barnet Council has tried to plan early for savings and protect front line services as much as possible through efficiencies rather than reducing service levels. However, these budget reductions may in consequence have an unavoidable adverse impact on service users. Where this has been identified mitigations have been considered and Action Plans are in place.

37. This paper identifies some adverse cumulative impact across groups based on the equality analysis undertaken by each Delivery Unit and how mitigating action will be undertaken wherever possible. We have taken into account the bigger picture of the broader macro economic turbulence.

38. This paper outlines how the council has paid due regard to equalities and how it will continue to do so. Through our Equalities Policy Action Plan we will work to improve the insight we have about Barnet residents and better understand the impact of the decision we make.

## Adults and Communities Equality Impact Assessment

### Questionnaire EIA 1 (relates to Saving E1)

Please refer to the guidance before completing this form.

<b>1. Details of function, policy, procedure or service:</b>	
<i>Title of what is being assessed:</i> Community Offer	
<i>Is it a new or revised function, policy, procedure or service?</i> New proposal	
Department and Section: Adults and Communities	
Date assessment completed: December 2013	
<b>2. Names and roles of officers completing this assessment:</b>	
Lead officer	Karen Jackson
Stakeholder groups	
Representative from internal stakeholders	Jon Dickinson Helen Duncan Turnbull
Representative from external stakeholders	
ASCH Equalities Network rep	Marie Bailey
Performance Management rep	Claire Bailey
HR rep (for employment related issues)	



### 3. Full description of function, policy, procedure or service:

Please describe the aims and objectives of the function, policy, procedure or service  
*Please include - why is it needed, what are the outcomes to be achieved, who is it aimed at? Who is likely to benefit? How have needs based on age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, marriage and civil partnership and carers been taken account of? 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.*

This project covers a range of actions which will refocus the Adult Social Care offer by providing community-based options which promote independence and choice, in line with national personalisation policy and the expectations of the Care Bill. These options include:

1. We will ensure that residents, service users and carers can access clear information and advice at the first point of contact. This will include the provision of independent advice and support. Where appropriate people will be signposted to community alternatives.
2. We will continue to develop community based options which promote independence, including:
  - Increased offer of short-term Reablement as a means of promoting people's independence at home rather than long term home care visits or moving into residential care
  - Increased use of telecare as alternative to home care visits
  - Increased use of occupational therapy assessments, telecare, aids and equipment to support residents to live at home as an alternative to traditional care, or home care visits
  - Use of a range of community-based respite care models to support carers, without necessarily moving the service user into a respite residential care placement
3. We will increase the use of Direct Payments which will give service users and their carers maximum choice and control to use the full range of community-based services provided by all sectors
4. We will use the annual reviews of existing packages of care to consider these community-based options and reduce dependency on traditional care. Any changes for individuals will be based on an assessment of their needs, which they will be fully involved in, and their views will be taken into account. We will not make any changes that do not meet these assessed needs. We will seek to ascertain the "Ordinary Residence" of those clients who are in residential placements out of borough before exploring any changes to their support plans.

Through these measures, we expect to minimise the use of traditional care and long term residential placements.

Social workers work with the following user groups, all of whom would be impacted by the changes:

- Older adults
- Younger adults with disabilities and sensory impairments
- People with learning disabilities
- People with mental health needs
- Carers of people from the above groups

Although we see these changes as a positive next step in our promotion of personalisation, and an important move towards the expected requirements of the Care Bill, we recognise some risks and some potentially difficult impacts for some people:

- Residents who have been in traditional residential placements for a long period may find a move to a community-based service difficult.
- The success of the changes will depend on their being a suitable range of services available for all user groups. This is particularly challenging for younger adults with disabilities
- Carers may feel that the reduced use of residential placements put increased pressure on them
- People remaining in their own homes supported through the use of equipment and adaptations as opposed to home care visits may feel more isolated.

This equality impact assessment considers these impacts on the above user groups and the social care staff who work with these sections of the community. Where necessary actions to mitigate have been identified in Sections 4 and 14.

**4. How are the equality strands affected?** *Please detail the effects on each equality strand, and any mitigating action you have taken so far. Please include any relevant data. If you do not have relevant data please explain why.*

Equality Strand	Affected?	Explain how affected	What action has been taken already to mitigate this? What action do you plan to take to mitigate this?
1. Age	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>Very Elderly frail adults may prefer and feel safer living within a residential placement rather than in the community with support.</p> <p>Elderly people supported through the use of equipment and adaptations as opposed to home care visits may feel more isolated.</p>	<p>Each customer will have their case individually reviewed and assessed as to their needs. Changes to support plans will only be made following negotiation and agreement with the service user. Risk assessments will be done to mitigate risks. Those carrying out assessments and support planning will consider social needs and identify other ways in which these needs can be met.</p>

2. Disability	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Customers with physical disability, learning disability or mental health problems who have special needs may need additional support to live in the community. Feelings of safety, as described above, and increased isolation may also apply.	As above
3. Gender reassignment	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	No specific impact identified.	As above
4. Pregnancy and maternity	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	No specific impact identified from these proposals	
5. Race / Ethnicity	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Customers will need assurance that culturally-appropriate community support and care services are available -for example home carers who have an understanding of their cultural background and are able if needed to speak their language if English is not their first language.	Contract monitoring with home care providers will ensure that equalities issues are addressed. The assessment and support planning process, which fully involves the service user, will identify particular needs. Staff workforce development and training arrangements will ensure that staff understand and are able to respond to diverse needs. The increased use of Direct Payments will enable people to choose and control their own service arrangements
6. Religion or belief	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	As above.	As above
7. Gender / sex	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	No specific impact identified.	Each customer will have their case individually assessed and reviewed (as for older people, above)
8. Sexual orientation	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	No specific impact identified.	As above
9. Marital Status	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	No specific impact identified.	As above
10. Carers (discriminated)	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Carers may feel that they are under more strain than	We will continue to carry out carers assessments to

by association)		if the cared-for person was using traditional services.	identify the needs of the carer and the impact of the service users support plan on them. Risks assessments will be done as part of the overall assessment of the customer We will explore alternative, community-based options for respite. Carers may receive a Direct Payment, enabling them to choose and control respite support.
-----------------	--	---	--

**5. What are the number, types and severity of disabilities in play in this case?**

This case is relevant to 7,490 service users and 2,179 carers\*. These figures can be broken-down as follows:

**4,771 Older adults**, of which:

3,795 older adults with physical disabilities and sensory impairments

99 older adults with learning disabilities

702 older adults with mental health needs

**794 Younger adults with physical disabilities and sensory impairments**

**752 Younger adults with learning disabilities**

**1,173 Younger adults with mental health needs**

At March 2013 1,088 of these service users were in temporary or permanent residential / nursing care placements.

As at 19/08/2013, **235** service users were recorded as having been provided with **residential / nursing placements lasting 1 year or more**, 161 of these clients suffer from dementia or frailty.\*\*

**2,179 Carers** (based on the number of carers assessed / reviewed in 12/13) of which:

1,669 care for older adults

248 care for younger adults with physical disabilities and sensory impairments

171 care for younger adults with learning disabilities

86 care for younger adults with mental health needs

(it is not possible to provide a breakdown to show whether these carers are themselves older people or people with disabilities or mental health problems)

\* Figures as per 2012/13 EOY statutory returns  
 \*\* Figures as per bespoke 'infoview' report 19/08/2013

**6. What are the actions that could reduce the impact on people with disability?**

The council's existing disability policies and procedures aim to promote equality of opportunity and eliminate discrimination on the basis of disability.

Any consideration of changes to support plans will be covered as part of their annual review, and will take all aspects of their needs into account.

We will reduce the impact on people with a disability through:

- Increased choice and control, with tailored brokerage options to enable people to access suitable services to meet their needs;
- Improved information and advice;
- Development work with 3<sup>rd</sup> sector/community services.
- All staff carrying out assessments and support planning with users and carers will ensure that any potential impact of social isolation is considered as part of the process and will seek to identify ways of ensuring people's needs for social contact are addressed through other means, eg accessing universal services, use of lunch clubs, re-connecting with family and friends, etc
- Carers assessments will be offered to all carers where a user's care package is being changed. Changes to the way respite is offered will be developed with carers as part of their support plan.

**7. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents?**

Maintaining high quality social work services will be a key part of the development of these proposals. Customer satisfaction is currently monitored through the Complaints and Representations process and surveys, such as the national Annual Adult Social Care Survey and Carers Survey.

**8. How does the proposal enhance Barnet's reputation as a good place to work and live?**

These proposals are in line with the local and national Personalisation agenda, which aims to promote people's independence, choice and control. They will place the council in a strong position to implement the expected requirements arising from the Care Bill. Although some individuals currently using traditional support and care services may initially feel some concern about change, the new Community Offer will ensure that Adults and Communities is able to provide a sustainable range of support and care services for the most vulnerable Barnet residents.

**9. How will members of Barnet's diverse communities feel more confident about the council and the manner in which it conducts its business?**

The proposals all support the personalisation agenda which promotes individual choice and control. Individuals' diverse needs will be supported through Direct Payments and tailored brokerage support.

**10. 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 14)*

Existing monitoring of customer satisfaction (see 7 above) and of service user and carer outcomes will continue to be monitored on monthly, quarterly and annual bases as at present.

**11. 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.*

As we seek to support people to live in the community, stronger links will be made within the large and diverse sections of the communities in Barnet.

**12. 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 major Barnet-wide consultation process has been undertaken. Individuals affected by the proposals will be fully involved in any potential change to their own support and care services through their annual review process. Where there is a service provider already involved, they will also be included in discussions.

## Overall Assessment

13. Overall impact			
Positive Impact  <input checked="" type="checkbox"/>	Negative Impact or Impact Not Known <sup>1</sup>  <input type="checkbox"/>	No Impact  <input type="checkbox"/>	
14. Scale of Impact			
Positive impact:  Minimal <input checked="" type="checkbox"/> Significant <input type="checkbox"/>	Negative Impact or Impact Not Known  Minimal <input type="checkbox"/> Significant <input type="checkbox"/>		
15. Outcome			
No change to decision  <input checked="" type="checkbox"/>	Adjustment needed to decision  <input type="checkbox"/>	Continue with decision <i>(despite adverse impact / missed opportunity)</i>  <input type="checkbox"/>	If significant negative impact - Stop / rethink  <input type="checkbox"/>

<sup>1</sup> '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.

**16. Please give full explanation for how the overall assessment and outcome was decided**

This is an EIA of a change in the Social Care offer, which is a move from a Dependency model to an Enabling offer. This offer will enable people to live in the community based on their assessed need.


- Offer of information and advice - signposting to community alternatives
- Reablement offer increased to support independence of residents at home rather than care home admission
- Increased use of telecare as alternative to care calls
- Increased use of occupational therapy assessments, telecare, aids and equipment to support residents to live at home
- Reduce the use of long term residential placements
- Review all existing packages of care - OP/PD focusing on FACS eligibility, reablement, use of telecare, equipment and occupational therapy assessments to reduce dependency on traditional care, such as home care visits



**1. Equality Improvement Plan**

Please list all the equality objectives, actions and targets that result from the Equality Analysis (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
Service users, carers and staff understand the proposed changes and feel supported	Develop communication plan	Written communication was sent to all affected staff to ensure that they understand the proposals and are able to offer full support to service users and carers. We will continue to ensure that staff support service users and carers through any changes.	Jon Dickinson	January 2014 and then ongoing
Service users and carers from Partnership Boards and the public to be consulted and engaged with the Community Offer	Consultation has been completed; we have made presentations to each of the Partnership boards Public consultation events have been held. These were open to any residents, carers, service users and providers.	On ongoing basis, we will continue to ensure that service users, carers, Barnet residents and providers are aware of the changes.	Jon Dickinson	January 2014 and then ongoing

<b>1<sup>st</sup> Authorised signature (Lead Officer)</b>	<b>2<sup>nd</sup> Authorised Signature (Member of SMT) – Dawn Waking</b>  
---	---

**Date: 12 February 2014**

**Date:**

## Adults and Communities Equality Impact Assessment

### Questionnaire EIA 2 (relates to Savings E2 and E5)

Please refer to the guidance before completing this form.

<b>1. Details of function, policy, procedure or service:</b>	
<i>Title of what is being assessed:</i> Reduction in Short Term Floating Support investment	
<i>Is it a new or revised function, policy, procedure or service?</i> Revised	
<i>Department and Section:</i> Adults and Communities, Commissioning	
<i>Date assessment completed:</i> October 2013	
<b>2. Names and roles of officers completing this assessment:</b>	
Lead officer	Sue Tomlin
Stakeholder groups	
Representative from internal stakeholders	
Representative from external stakeholders	
AC Equalities Network rep	Sue Tomlin
Performance Management rep	Sandeep Patel
HR rep (for employment related issues)	

### 3. Full description of function, policy, procedure or service:

Current contracts for short term floating support are delivered by Outreach Barnet (generic) [contract value: £1,328,063] and One Housing (mental health) [contract value: £276,340]. Both end on 31/03/14.

The current budget envelope for both contracts totals: £1,604,403

Adults and Communities hold the budget and manage the contracts but for the Outreach Barnet contract other delivery units within the council have allocated quotas for provision for their specific client groups (for example, childrens and families and housing needs) and are key stakeholders in determining future commissioning.

Adults and Communities will be running a competitive procurement to re-commission a single generic short term floating support, funded through money currently invested in the two existing floating support contracts. The procurement is underway with the new contract commencing by October 2014.

The proposed saving is a 25% reduction in the value of the re-commissioned floating support contract [Budget available for re-commission following reduction: £1,203,302]

This would generate a full year saving of: £401,101

This is an important prevention service and has a high value for the various stakeholders. There is likely to be more demand for services for the following reasons:

- New welfare benefits and other housing changes (legislation and housing market)
- Increasing need for support for people placed temporarily or housed out of borough- short term interventions to help people settle, make new links or re-establish links
- Ageing population
- Increase in the number of residents with complex needs

Delivery Units across the council with agreed quotas have been engaged with developing the specification for the new contract. A decreased value could potentially impact on the provision that directly benefits their clients, but this will be mitigated through a competitive tender process that delivers better value for money and visibility of better outcomes.

The table on the following page summarises the floating support services that are currently operating:

	<b>Outreach Barnet</b>	<b>One Housing</b>
<b>Service purpose</b>	To provide housing related support to vulnerable people; to maintain people's independence and tenancy within their home, develop independent living skills and link them into appropriate universal services	Housing related floating support for homeless people in temporary housing. The service provides service to vulnerable people to live independently in the accommodation or to gain access to accommodation
<b>Service description</b>	Generic Floating Support	Mental Health Floating Support
<b>Lead Provider</b>	Notting Hill Housing	One Housing
<b>Sub-contractors</b>	Genesis Housing and Homeless Action in Barnet	N / A
<b>Contract Date</b>	May 2010 – March 2014	April 2003 – March 2014
<b>Annual contract value</b>	£1,328,063 pa <b>Pooled budget</b> Adults and Communities: 49.60% Children's Service: 27.12% Health: 4.92% Housing: 8.35%	£276,340 pa
<b>Support hours per week</b>	1260	Varies, dependent on needs of customer
<b>Quotas</b>	Drug problem – 20 Homeless families in need – 60 Older people – 80 Young People leaving care - 40	None
<b>Capacity</b>	526 service users supported at any one time	100 service users supported at any one time
<b>Hours input</b>	Average of 2.5 hours per week	Varies, dependent on needs of customer
<b>Service user profile</b>	Vulnerable adults	Primary group: people with mental health problems. Single homeless with support needs All ages
<b>Customer's needs level</b>	Low level which can be met through short term support. Customers must be willing to engage with the service	Variable
<b>Duration of support</b>	Short term – three to six months. Longer term support subject to individual and agreement.	Up to 2 years, but aim to have a 50% throughput so aim for 9 months 1 year support. This also depends on need as the provider we will do short term support and one-off support if needed.
<b>Tenures</b>	Service works with all housing tenures including people preparing to move from supported housing, residential care and hospital.	Works with all housing tenures; client must be resident in Barnet
<b>Charging</b>	Free service to all customers	Free service to all customers

<b>Access/operating times</b>	Premises in Barnet. Monday to Friday 9am to 5pm	Monday to Friday 9am - 5pm (but provider works on weekends or late nights if needed, depending on customer's needs)
<b>Referral sources</b>	Self-referrals Social Care Direct Children's and Family services Mental health teams Voluntary agencies (e.g. BCIL, Solace) Housing (Barnet Homes) Prison services:	Social Services Self referrals via Barnet Housing Needs Community Mental Health Team GPs Probation services Drug services Primary Care Mental Health Teams Community Support and Rehab Team BDAS Early Intervention and Prevention Team Right to Control Team
<b>Staffing</b>	Notting Hill - 2 Team Leaders, 14 staff Genesis - 2 Team Leaders, 14 staff HAB - 1 Team Leader, 7 staff Volunteers are also used	1 Senior Manager, 1 Team Manager and 5 Support Officers  Each support officer is responsible for 20 customers each
<b>Customers</b>	People aged 16 or over who are single or a member of a larger household and who: <ul style="list-style-type: none"> <li>- Have housing related support needs and are: <ul style="list-style-type: none"> <li>- homeless, or</li> <li>- failing to manage and at risk of losing their home, or</li> <li>- moving on to more independent living, e.g. from a family home or</li> <li>- registered care home or supported housing and are unlikely to sustain their independence without support</li> </ul> </li> <li>- are vulnerable: <ul style="list-style-type: none"> <li>- Families, particularly those experiencing complex problems</li> <li>- Carers</li> </ul> </li> <li>- Primary need group categories Customers who are likely to benefit from this service.</li> </ul>	See service user profile above.
	<b>Service aims</b>	<b>Service outcomes</b>
<b>Service aims / outcomes</b>	Reducing homelessness and the use of temporary accommodation	Avoid causing harm to others
	Reducing the number of working age people claiming out of work benefits	Better manage mental health
	Reducing the number of young	Better manage physical health

	people who are not in education, employment and training	
	Reducing offending and re-offending	Better manage self-harm
	Increasing the numbers of drug users in effective treatment	Better manage substance misuse
	Enabling older people to stay independent	Comply with statutory orders and processes
	Increasing the number of people with learning disabilities in employment	Greater choice and/or involvement and/or control
	Increasing the number of people with mental illness who find and maintain settled accommodation	Participate in leisure/cultural/faith/informal learning activities
		Maintain accommodation and avoid eviction
		Maximise income, including correct benefits
		Minimise harm/risk of harm from others
		Obtain/participate in paid work
		Participate in training and/or education
		Participate in work-like/voluntary/unpaid work
		Qualifications in training or education
		Reduce overall debt
		Secure/obtain settled accommodation

**4. How are the equality strands affected?** *Please detail the effects on each equality strand, and any mitigating action you have taken so far. Please include any relevant data. If you do not have relevant data please explain why.*

Equality Strand	Affected?	Explain how affected	What action has been taken already to mitigate this? What action do you plan to take to mitigate this?
1. Age	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p><b>Negative impact</b></p> <p>37% of clients supported are older people with support needs. The proposals will limit support to a period of 4 – 6 months, some older people may require a longer period of support.</p>	<p>Offset reduced service by increasing capacity and throughput – which will be achieved through:</p> <ul style="list-style-type: none"> <li>• targeted focused support of 4 months – 6 months for generic floating support – exceptions in excess. NB not mental health scheme where support available for @ 9 months</li> <li>• Use of telephone triage</li> <li>• Use of drop in</li> <li>• More on line</li> </ul> <p>For older people ensure links made with new community lead services such as ageing well and the voluntary sector day opportunities programmes.</p> <p>Clients can re approach the service for further periods of support.</p>



<p>2. Disability</p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p><b>Negative impact</b></p> <p>Table 1.0 below shows number of people with disabilities supported during 2012/13. A 25% reduction in the overall service could mean less people can be supported.</p> <p>The mental health floating support service would also be reduced by a pro rata amount.</p>	<p>The reduction in funding is offset against the increased capacity through the reduction in the support period and by more targeted outcomes based support planning. The average duration of support to mental health clients is currently 7 months the proposals for more targeted support. In addition combination of the services in one contract will mean that mental health clients are also supported through the generic service.</p> <p>Mental health floating support could be protected so that the majority of savings are made against the generic floating support service although @26% of customers of the generic service have mental health needs.</p>
<p>3. Gender reassignment</p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p><b>Possible minimal impact</b></p> <p>Client record data shows low numbers of people ascribing as trans gender however a change to the service will apply equally to all customers.</p>	<p>See measures to offset budget reduction through increase in capacity describes in box 1 above.</p>
<p>4. Pregnancy and maternity</p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p><b>Negative impact</b></p> <p>The service provides floating support for a teenage parent housing scheme. A change in the service will affect all customers because of the limitation of support to 4 – 6 months..</p>	<p>See measures to offset budget reduction through increase in capacity describes in box 1 above</p>

<p>5. Race / Ethnicity</p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p><b>Negative impact</b></p> <p>People from BME groups are more likely to become homeless. A change in the service will affect all customers.</p>	<p>See measures to offset budget reduction through increase in capacity describes in box 1 above.</p> <p>The specification and contract will require the provider (s) to address any specific housing and support needs of the BME community including translation and interpreting.</p>
<p>6. Religion or belief</p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p><b>Possible minimal impact</b></p> <p>The number of users affected are expected to be low. For these people, the limit of support to 4-6 months will have an impact</p>	<p>See measures to offset budget reduction through increase in capacity describes in box 1 above.</p> <p>The specification and contract will require the provider (s) to address any specific religious or cultural needs.</p>
<p>7. Gender / sex</p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p><b>Possible minimal impact</b></p> <p>The number of users affected are expected to be low. For these people, the limit of support to 4-6 months will have an impact</p>	<p>See measures to offset budget reduction through increase in capacity describes in box 1 above.</p>
<p>8. Sexual orientation</p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p><b>Possible minimal impact</b></p> <p>The number of users affected are expected to be low. For these people, the limit of support to 4-6 months will have an impact</p>	<p>See measures to offset budget reduction through increase in capacity describes in box 1 above.</p>
<p>9. Marital Status</p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p><b>Possible minimal impact</b></p> <p>The number of users affected are expected to be low. For these people, the limit of support to 4-6 months will have an impact</p>	<p>See measures to offset budget reduction through increase in capacity describes in box 1 above.</p>

<b>10. Carers</b> (discriminated by association)	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<b>Positive Impact-</b> Specific outcomes to address the needs of carers are being included in the specification.	See measures to offset budget reduction through increase in capacity describes in box 1 above.  The specification and contract will have specific requirements around support for carers and their households. It will also require close working specifically with Barnet Carers Centre and other carer organisations. It will consider carers' needs and personalised approaches to deliver a matrix of support for the carer and cared for.
---	---	--	--

**5. What are the number, types and severity of disabilities in play in this case?**

**Summary of floating support client record data 2012/13**

Floating support services are preventative services and customers are not FACs eligible (substantial and critical needs).

Table 1 below shows the number of service users supported during 2012/13. These are the categories under the former Supporting People reporting framework and show other types of needs as well as disabilities.

<b>Table 1.0 Primary Client Group</b>	<b>Frequency</b>	<b>%</b>
Older people with support needs	67	9%
Older people with dementia & mental health problems	10	1%
Frail elderly	19	3%
Mental health problems	82	11%
Learning disabilities	5	1%
Physical or sensory disability	60	8%
Single homeless with support needs	8	1%
Alcohol misuse problems	7	1%
Drug misuse problems	4	1%
Offenders/at risk of offending	4	1%
Young people at risk	14	2%
Young people leaving care	7	1%
People with HIV/AIDS	1	0%
Homeless families with support needs	34	5%
Teenage parents	5	1%
Gypsies and travellers with support needs	1	0%
People at risk of domestic violence	19	3%
Generic/Complex needs	399	53%
<b>Total:</b>	<b>746</b>	<b>100%</b>

Further analysis of the age profile of customers shows the high proportion of people over 60 receiving the service:

16- 17	1.00%
18 - 59	72.7%
60 - 80+	26.3%
80+	11.1%

**6. What are the actions that could reduce the impact on people with disability?**

The provider(s) will be required to offer a revised service by increasing throughput and capacity through:

- Targeted focused support for 4 - 6 months for generic floating support (may be extended in exceptional circumstances). NB: the mental health scheme will provide support for around 9 months
- Use of telephone triage
- Use of drop in
- More use of on line support

For older people links will be made with new community led services such as neighbourhood services and ageing well.

**7. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents?**

Satisfaction surveys carried out during the life of the current contract with the market, wider stakeholders and service users show a high level of satisfaction with the service. The conclusion from recent consultation is that satisfaction should not be adversely affected as overall service levels (capacity and throughput) will be maintained.

Transition to a new service will be planned with the current service providers to ensure that services and satisfaction is maintained.

**8. How does the proposal enhance Barnet's reputation as a good place to work and live?**

There could be some external negativity about further disinvestment in prevention services but the money available for recommissioning floating support is actually significantly higher than other key prevention services that have been or will shortly be commissioned.

Achieving efficiencies in the service but maintaining service levels should enhance the Councils reputation.

**9. How will members of Barnet's diverse communities feel more confident about the council and the manner in which it conducts its business?**

Achieving efficiencies in the service but maintaining service levels should enhance the Councils reputation and confidence in the council and service providers. The provider (s) will continue to address any specific housing and support needs of the BME community including translation and interpreting and cultural support needs.

**10. 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 14)*

Through:

- Service specification development - co-production with providers and service users
- Regular contract monitoring – including quarterly with key stakeholders
- Annual service reviews

**11. 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.*

Table 3.0 below shows the ethnic origins of customers of the service:

White	485	65%
Mixed	47	7%
Asian	70	9%
Black	109	14%
Other	26	4%
Refused to disclose	9	1%
<b>Total</b>	<b>746</b>	<b>100%</b>

This is consistent with housing data and the higher level of white households correlates with the higher proportion of older people receiving the service. The specification and contract will require the provider (s) to address any specific housing and support needs of the BME community including translation and interpreting.

Housing related floating support is an important part of resettlement and establishing connections within communities.

**12. 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.*

Stakeholder feedback on the proposals is currently being analysed will be available shortly.

The outcome of the face to face consultation and focus groups held with customers and stakeholders was largely positive. Reservations about the reduction from 6 to 3 months (generic) informed the re-modelling to 4 months for the generic contract.

## Overall Assessment

13. Overall impact		
Positive Impact  <input type="checkbox"/>	Negative Impact or Impact Not Known <sup>1</sup>  <input checked="" type="checkbox"/>	No Impact  <input type="checkbox"/>

14. Scale of Impact		
Positive impact:  Minimal <input type="checkbox"/> Significant <input type="checkbox"/>	Negative Impact or Impact Not Known  Minimal <input checked="" type="checkbox"/> Significant <input type="checkbox"/>	

15. Outcome			
No change to decision  <input checked="" type="checkbox"/>	Adjustment needed to decision  <input type="checkbox"/>	Continue with decision <i>(despite adverse impact / missed opportunity)</i>  <input type="checkbox"/>	If significant negative impact - Stop / rethink  <input type="checkbox"/>

16. Please give full explanation for how the overall assessment and outcome was decided
<p>This is a key preventative service, reducing future financial impact on council services / and those of partners. The 25% reduction protects this type of provision that potentially will be more in demand as a result of external pressures, for example welfare reform.</p> <p>Disinvestment could potentially impact on other areas, as other services could need to pick up the support including possible increase in costs of temporary accommodation.</p> <p>Modelling of the shorter periods of support shows that the overall capacity of the service will not be affected.</p> <p>Delivery Units with agreed quotas have been engaged in developing the specification for the new contract. A decreased value could potentially impact on the provision that directly benefits their clients, but this will be mitigated through the competitive tender process that delivers better value for money and visibility of outcomes.</p>

<sup>1</sup> '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.

### 17. Equality Improvement Plan

Please list all the equality objectives, actions and targets that result from the Equality Analysis (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
Monitor outcomes of the revised service by equalities groups	Ensure specification includes statement of expectations	Review equality impact on the outcomes of the floating support contracts by equality strands	Commissioning project manager and senior category manager	After 3 months of contract start date
Stakeholder feedback	Review stakeholder feedback	Review equality impact on the outcomes of the floating support contracts by equality strands	Senior category manager	Quarterly

1<sup>st</sup> Authorised signature (Lead Officer)

2<sup>nd</sup> Authorised Signature (Member of SMT) – Dawn Waking



Date:

Date: 10 February 2014

## Adults and Communities Equality Impact Assessment

### Questionnaire EIA 3 (relates to Saving E2)

Please refer to the guidance before completing this form.

<b>1. Details of function, policy, procedure or service:</b>	
<i>Title of what is being assessed:</i> Speedwell Court – supported housing scheme for people with high functioning autism-Asperger’s	
<i>Is it a new or revised function, policy, procedure or service?</i> New	
<i>Department and Section:</i> Adults and Communities Delivery Unit, Commissioning	
<i>Date assessment completed:</i> December 2013	
<b>2. Names and roles of officers completing this assessment:</b>	
Lead officer	Helen Duncan-Turnbull / Amisha Lall
Stakeholder groups	
Representative from internal stakeholders	
Representative from external stakeholders	
ASCH Equalities Network rep	Jessica Slater / Amisha Lall
Performance Management rep	Sandeep Patel
HR rep (for employment related issues)	



### 3. Full description of function, policy, procedure or service:

Please describe the aims and objectives of the function, policy, procedure or service  
*Please include - why is it needed, what are the outcomes to be achieved, who is it aimed at? Who is likely to benefit? How have needs based on age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, marriage and civil partnership and carers been taken account of? 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.*

Speedwell Court is a block of supported accommodation owned by Origin Housing. Following recent refurbishment it is intended to accommodate adults with social needs, specifically those with high functioning autism/Asperger's syndrome who require housing with support to help them gain independent living skills.

Origin as the housing provider of Speedwell Court will manage the accommodation and also provide a fixed support element to the scheme to enable round the clock support for the benefit of all tenants. The support hours includes 10 hours per tenant per week. Where tenants require more hours of support, tenants will be able to purchase additional support through their direct payment and choose a provider of their choice.

The service is aimed to help people gain the skills to live independently. Therefore it is expected once these skills are in place that tenants will be referred to move on to flats of their own. The length of time people will spend at Speedwell Court will vary depending on needs and abilities. However as a guide it is expected that tenants will spend up to two years living at Speedwell Court.

Candidates need to meet the following eligibility criteria:

- Live in the borough of Barnet or have a strong local connection
- Qualify for support from Barnet Council
- Need at least 10 hours of support a week

Applications are prioritised as follows:

- Currently living outside of the borough
- Are in residential care or other types of institutionalised settings
- Are in urgent need of housing
- A move that will deliver cost savings

The scheme has been widely promoted to staff from the Council and the Mental Health Trust and social workers have been working with clients to arrange viewings of the scheme and their families.

An Allocations Group meets regularly to discuss referrals and moves that would deliver better outcomes for individuals and deliver value for money. The Allocations Group consists of the learning disabilities service manager, a business systems representative, a mental health representative, a commissioner representative and the provider.

**4. How are the equality strands affected?** *Please detail the effects on each equality strand, and any mitigating action you have taken so far. Please include any relevant data. If you do not have relevant data please explain why.*

Equality Strand	Affected?	Explain how affected	What action has been taken already to mitigate this? What action do you plan to take to mitigate this?
1. Age	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
2. Disability	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<b>Positive impact</b> This the first independent housing resource for this client group in the borough. There were approximately 30 people initially identified as having high functioning autism-Aspergers and a further 200 people have been identified as having autism-Asperger's across the spectrum	Each identified individual has been, and continues to be considered by social workers to determine whether their needs could be better met through this provision, in Barnet, and whether this would be a positive move.
3. Gender reassignment	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
4. Pregnancy and maternity	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
5. Race / Ethnicity	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<b>Positive impact</b> A small number of people are currently placed in culturally specific services which may not promote their independence as effectively as Speedwell Court.	Individual reviews will consider cultural needs and should an individual move this will be considered as part of their support plan in partnership with the individual and/or their carers
6. Religion or belief	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<b>Positive impact</b> A small number of people are currently placed in culturally specific services which may not promote their independence as effectively as Speedwell Court.	Individual reviews will consider cultural needs and should an individual move this will be considered as part of their support plan in partnership with the individual and/or their carers
7. Gender / sex	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
8. Sexual orientation	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
9. Marital Status	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
10. Carers (discriminated by association)	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<b>Impact not known</b> Carers may be concerned about individuals moving on from the scheme	Carers will be involved in the review and planning process

<p><b>5. What are the number, types and severity of disabilities in play in this case?</b></p>
<p>In 2012/13, autism was recorded as a care need for 170 service users (9% of all LD &amp; MH service users).</p> <p>Of these, approx. 30 people were identified as having high functioning autism-Asperger's.</p> <p>6 people have currently been placed at Speedwell Court.</p>
<p><b>6. What are the actions that could reduce the impact on people with disability?</b></p>
<p>A move to Speedwell Court will only be considered subsequent to the reviewing process and any plans will be person centred involving the individual and/or their cares. A personal budget will be utilised to ensure that individual needs and outcomes are considered and met by any proposed service as part of a thorough assessment and negotiation process.</p>
<p><b>7. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents?</b></p>
<p>Whilst there may be some initial concern about moving an individual from their current provision, the aim of Speedwell Court is to provide more person-centred support closer to family networks and local connections which, it is anticipated, will increase satisfaction.</p>
<p><b>8. How does the proposal enhance Barnet's reputation as a good place to work and live?</b></p>
<p>The aim is to strengthen local connections and links and, where appropriate, commission services that can better meet individual needs.</p>
<p><b>9. How will members of Barnet's diverse communities feel more confident about the council and the manner in which it conducts its business?</b></p>
<p>Through discussion and engagement with individuals and their families to develop support plans, individual needs will be considered and planned for.</p>
<p><b>10. 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 14)</i></b></p>
<p>Social workers will work proactively with individuals, their cares and commissioned providers to ensure needs are understood and clear plans are in place to deliver good quality, cost effective support. Prior to, during and once someone has moved the social worker will liaise with the provider, individual and their carers to review agreed plans and ensure that individuals settle and are having their needs met effectively and both users and carers are satisfied with the placement before they withdraw their involvement.</p>

**11. 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.*

All support plans consider community inclusion and local networks to ensure that individuals feel engaged and supported in their new environment.

Should new support services need to be commissioned this may have the potential for local residents to object. The local authority and commissioned provider would, where necessary, engage with local residents to try and answer/allay concerns.

**12. 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.*

Consultation will be on an individual basis as part of the annual review process and individuals will be offered the appropriate support to engage with this according to their needs.

## Overall Assessment

13. Overall impact		
Positive Impact  <input checked="" type="checkbox"/>	Negative Impact or Impact Not Known <sup>1</sup>  <input type="checkbox"/>	No Impact  <input type="checkbox"/>

14. Scale of Impact		
Positive impact:  Minimal <input type="checkbox"/> Significant <input checked="" type="checkbox"/>	Negative Impact or Impact Not Known  Minimal <input type="checkbox"/> Significant <input type="checkbox"/>	

15. Outcome			
No change to decision  <input checked="" type="checkbox"/>	Adjustment needed to decision  <input type="checkbox"/>	Continue with decision ( <i>despite adverse impact / missed opportunity</i> )  <input type="checkbox"/>	If significant negative impact - Stop / rethink  <input type="checkbox"/>

16. Please give full explanation for how the overall assessment and outcome was decided
<p>The local authority aims to support people wherever possible in Barnet, close to local and family networks. Historically, a number of people with high functioning autism-Aspergers have fallen between the gaps of conventional learning disabilities and mental health services and have been placed long distances from home. Whilst there has been a policy in place for some time to try and meet needs locally the Winterbourne Review and the need to review high cost expenditure has further highlighted the risks of placing people in placements at some distance from Barnet. Due to the review and the ability through personalisation to commission individualised services the decision was made to develop a supported housing scheme for this particular client group.</p>

<sup>1</sup> '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.

### 17. Equality Improvement Plan

Please list all the equality objectives, actions and targets that result from the Equality Analysis (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
Service users and staff understand the proposed changes and feel supported	Discussion at individual review	All individuals have an annual review	Allocated Worker	Embedded practice
Ensure that diversity of individual need and gaps in local provision are considered and, as appropriate, commission new local services	Unmet need to be identified and passed to the commissioning team to consider as part of the commissioning cycle	Annual commissioning plan to be developed.	Head of Commissioning	Annual

**1<sup>st</sup> Authorised signature (Lead Officer)**

**2<sup>nd</sup> Authorised Signature (Member of SMT) – Dawn Waking**



**Date:**

**Date: 12 February 2014**

## Adults and Communities Equality Impact Assessment

### Questionnaire – EIA 4 (relates to Saving E5)

Please refer to the guidance before completing this form.

<b>1. Details of function, policy, procedure or service:</b>	
<i>Title of what is being assessed:</i> Sheltered Plus: savings on residential/nursing care	
<i>Is it a new or revised function, policy, procedure or service?</i> Proposed new service	
<i>Department and Section:</i> Adults and Communities, Commissioning	
<i>Date assessment completed:</i> 19 Jul 2013 – updated February 2014	
<b>2. Names and roles of officers completing this assessment:</b>	
Lead officer	Rodney D’Costa, Sue Tomlin
Stakeholder groups	
Representative from internal stakeholders	
Representative from external stakeholders	
AC Equalities Network rep	Sue Tomlin
Performance Management rep	Sandeep Patel
HR rep (for employment related issues)	
<b>3. Full description of function, policy, procedure or service:</b>	
<p>Please describe the aims and objectives of the function, policy, procedure or service  <i>Please include - why is it needed, what are the outcomes to be achieved, who is it aimed at? Who is likely to benefit? How have needs based on age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, marriage and civil partnership and carers been taken account of? 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.</i></p> <p>The proposal is to extend the sheltered plus offer by a further 20 properties. These are existing sheltered housing schemes and overnight care is provided on site as a better alternative to residential care for older people thereby avoiding unwanted and premature admission to care homes. Savings on cost of residential care are @ £10,400 per head.</p>	

**4. How are the equality strands affected?** Please detail the effects on each equality strand, and any mitigating action you have taken so far. Please include any relevant data. If you do not have relevant data please explain why.

Equality Strand	Affected?	Explain how affected	What action has been taken already to mitigate this? What action do you plan to take to mitigate this?
1. Age	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p><b>Positive impact-</b> Older people are the biggest users of residential and nursing care.</p> <p>This accommodation option will offer an alternative to residential care for frail older people and people with dementia.</p> <p>This will allow these people to live in an environment that allows them to live as independently as possible</p> <ul style="list-style-type: none"> <li>• Older people make up around 17% of Barnet's population</li> <li>• Proportion of people aged 65+ and 85+ is higher than the London average and Barnet's older population likely to rise by a higher level by 2015 than the London average</li> <li>• The Adult Social Care client profile is heavily skewed towards older age groups.</li> </ul>	<p>This use of invest to save has been identified following an analysis of the needs of older people.</p> <p>Although directly intended for older people, the model will benefit younger people as they get older and may require these services. The focus for younger adults is likewise for independent accommodation with support. There are other schemes in place and in development for this demographic</p>
2. Disability	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p><b>Positive impact-</b> About 69% of older residents receiving floating support have a disability.</p> <p>Sheltered Plus will specifically cater for those older people with limiting long term illness; disabilities and those that are frail.</p>	<p>This scheme establishes a supply of accommodation that meets older people's need for level access as they become more frail.</p>
3. Gender reassignment	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p><b>Positive impact-</b> This supports a personalised approach to accommodation and support. Independent units rather than residential</p>	<p>Development of the specification for care and support will strive for inclusive</p>



		care can offer 1:1 personalised support	approach to individuals' needs and preference.
4. Pregnancy and maternity	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	n/a	n/a

<p>5. Race / Ethnicity</p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p><b>Positive impact-</b> This supports a personalised approach to accommodation and support. Independent units rather than residential care can offer 1:1 personalised support. The demographic make up of the older population in Barnet is less diverse than younger generations. New services will need to respond to the changing demographic to deliver a personalised approach.</p> <p>86% of Barnet residents are categorised as white and the second highest ethnicity is Asian, forming 9%.</p> <ul style="list-style-type: none"> <li>• Percentages of older people with support needs and Adult Social Care service users are roughly in line with the above.</li> <li>• The proportion of service users from BME communities exceeds the % within the wider population which suggests those from BME communities are either more in need of care and support, or more likely to be eligible because of their financial position.</li> <li>• The ethnic breakdown of our service users suggests that older people from BME communities are more likely to require funded care. The main reason for this is economics, and that people from BME communities are less likely to be able to pay for their own care, and more likely to be eligible for council services. If this is true for FACS-eligible services, then we could assume that it would also be true for those in need for less intensive, more informal care and support, such as wardens and floating support.</li> <li>• The proportion of older people with a limiting long term illness in Barnet is 89% amongst the white population followed by 8% Asian. These figures are higher than the London average. The particular groups above will benefit from the Sheltered Plus provisions.</li> </ul>	<p>Client assessment includes cultural / religious requirements and an inclusive approach taken to individuals' needs and preference in respect of care and support services and as part of a community of older people.</p>
----------------------------	--	--	--

<p>6. Religion or belief</p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p><b>Positive impact-</b> This supports a personalised approach to accommodation and support. Independent units rather than residential care can offer 1:1 personalised support</p> <ul style="list-style-type: none"> <li>• Highest percentage Christian, followed by Jewish in Barnet</li> <li>• Lower percentage of Hindus, Muslims, Buddhists and Sikhs represented in sheltered than receiving floating support</li> </ul> <p>Religious and cultural needs are catered for within Sheltered Plus, benefiting people from all faiths.</p>	<p>The service specification for care and support requires an inclusive approach to assessment of the individuals' needs and preferences.</p>
<p>7. Gender / sex</p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p><b>Positive impact-</b> This supports a personalised approach to accommodation and support. Independent units rather than residential care can offer 1:1 personalised support</p> <ul style="list-style-type: none"> <li>• As in the overall older population in London, the ratio of females is significantly higher than males. However, Barnet's percentage of females aged 65+ is higher than the London average</li> <li>• There is a significantly higher proportion of females both living in sheltered accommodation and in receipt of floating support than males and falls roughly in line with older females living in Barnet</li> <li>• There are a higher number of women who are (and will be) unable to manage at least one self care activity and domestic tasks.</li> <li>• Higher proportion of females with mobility problems than men overall</li> <li>• Higher proportion of females predicted to have depression and dementia than men overall</li> </ul> <p>Women will therefore significantly benefit from the Sheltered Plus provisions</p>	<p>The service specification for care and support requires an inclusive approach to assessment of the individuals' needs and preferences.</p>

<p><b>8.</b> Sexual orientation</p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p><b>Positive impact-</b> This supports a personalised approach to accommodation and support. Independent units rather than residential care can offer 1:1 personalised support</p> <p>Figures for the LGBT communities in Barnet are not known. However, the "Equally Different" report by Opening Doors in Thanet cites 5% as a conservative estimate for proportion of population that are LGBT. This 5% figure is attributed to Department of Health in its CQC paper. This 5% figure would give a 65+ LGBT population in Barnet of 2,205 in 2009.</p>	<p>The service specification for care and support requires an inclusive approach to assessment of the individuals' needs and preferences.</p>
<p><b>9.</b> Marital Status</p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p><b>Positive impact-</b> This supports a personalised approach to accommodation and support. Independent units rather than residential care can offer 1:1 personalised support</p> <p>It can be difficult in residential care to support a couple to remain living together whereas it has been policy in sheltered plus to try and accommodate couples</p>	<p>Inclusive approach to individuals' needs and preferences considered in assessment for sheltered plus and service users' care and support needs.</p>
<p><b>10.</b> Carers (discriminated by association)</p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p><b>Neutral-</b> Community based services do encourage carers to play an active role in support to reduce dependency on formal care arrangements. This contributes to emotional wellbeing and reduces loneliness however carers' needs have to be considered.</p>	<p>Carers' needs and personalised approaches considered as part of the assessment for sheltered plus and to deliver a matrix of support for the older person.</p>

## 5. What are the number, types and severity of disabilities in play in this case?

By end of 2011/12 we are projecting:

- 182 permanent admissions to residential care
- 102 permanent admissions to nursing care
- The vast majority are for older adult placements

These numbers will include placements that are still open (and so included in the current figures presented on the left) as well as placements that have since ended

### Permanent admissions for users aged 65+, 2011/12

Age	Residential	Nursing
65-69	8	6
70-74	8	9
75-79	22	15
80-84	24	18
85-89	48	17
90+	51	29

Ethnicity	Residential	Nursing
White	147	83
Indian	8	7
Pakistani	0	0
Asian Other	2	1
Black Caribbean	2	2
Chinese	0	0
Any Other Ethnic Group	2	1

Client category	Residential	Nursing
Physical Disability and Frailty	122	73
Sensory Impairment	2	5
Learning Disability	1	0
Mental Health	10	6
Dementia	20	5
Other Vulnerable People	6	5

The people with highest needs are likely to have dementia.

- This will be the service user group with the predominant need for residential care.
- The JSNA highlights that the numbers of people with dementia will increase and therefore the demand will increase for support for people with advanced dementia and those who present with challenging behaviour
- There is a need to support people at different stages of their dementia
- There is a need to provide activities and groups that support a personalised service

**6. What are the actions that could reduce the impact on people with disability?**

The scheme is supporting mainly older people with disabilities and age related frailty to live as independently as possible.

Older residents with substantial or critical needs for social care provision benefit from the extra levels of support in Sheltered Plus. Expansion of sheltered Plus is intended to reduce the numbers going into residential care and act as a further housing option as well as an alternative to the more expensive Extra Care housing services

There may be inequality between those assessed with FACS critical / substantial needs and those with lesser needs. However, this should be balanced with the availability of resources and if the eligibility criteria were to be lessened, this would place a greater demand on services and thus people in the greatest need not being served.

For older people, particularly with disabilities who have low or moderate needs, a range of current and proposed services provides appropriate support.

**7. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents?**

Sheltered plus is another alternative housing option which makes best use of existing housing resources and funding for care services. It therefore has a potentially positive reputational impact. We know that there is a need for this sort of accommodation and this responds to this need.

The 2011 consultation on sheltered housing showed that 38% of respondents agreed to some extent with Sheltered Plus, although 43% disagreed. The main reason for this disagreement was that reluctance to lose warden services. Respondents were asked to consider the fairness of proposal one and although more than a third (35%) agreed that the proposal would make things fairer for older people who do not live in sheltered housing, a similar number tended to disagree (36%). This was mitigated in sheltered plus as the schemes retained the on-site scheme managers (9-5) and overnight care services.

**8. How does the proposal enhance Barnet's reputation as a good place to work and live?**

Further expansion of Sheltered Plus in the Borough will be seen as a positive step towards a new type of supported housing provision for older people with higher support needs. The aim is that services will be delivered from the schemes to neighbourhoods - acting as local hubs. This will ensure efficient use of resources and will help link neighbourhoods and sheltered plus residents.

**9. How will members of Barnet's diverse communities feel more confident about the council and the manner in which it conducts its business?**

People from some communities are underrepresented in sheltered housing, the sheltered plus offer increases the options for all residents and is more culturally appropriate for some compared to residential care. As part of the expansion of the scheme we will be considering sheltered housing schemes in areas of the borough not currently provided for.

**10. 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 14)*

Key review points of the equality impact will be specification development/review, and any capital development implementation stages.

**11. 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.*

See 7 and 8 above. The specification strives for inclusive approach to individuals' needs and preferences and allows different demographic groups to live together in a single scheme.

**12. 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.*

An extensive consultation on changes to sheltered housing was undertaken in 2010/11. The consultation asked about people's views of Sheltered Plus. There was a balance between those in agreement with the proposal and thought it was fair against and those in disagreement and who thought it was not fair. However, the reason for their level of agreement with this proposal was that they might lose their warden (mitigated in sheltered plus at the schemes retained the on-site scheme managers (9-5) and overnight care services).

## Overall Assessment

13. Overall impact		
Positive Impact  <input checked="" type="checkbox"/>	Negative Impact or Impact Not Known <sup>1</sup>  <input type="checkbox"/>	No Impact  <input type="checkbox"/>

14. Scale of Impact		
Positive impact:  Minimal <input type="checkbox"/> Significant <input checked="" type="checkbox"/>	Negative Impact or Impact Not Known  Minimal <input type="checkbox"/> Significant <input type="checkbox"/>	

15. Outcome			
No change to decision  <input checked="" type="checkbox"/>	Adjustment needed to decision  <input type="checkbox"/>	Continue with decision ( <i>despite adverse impact / missed opportunity</i> )  <input type="checkbox"/>	If significant negative impact - Stop / rethink  <input type="checkbox"/>

16. Please give full explanation for how the overall assessment and outcome was decided
<p>This is a positive expansion of the sheltered plus scheme which will benefit residents by providing an increase in this cost effective housing with care option in the borough. It supports principles within the Care Bill as it gives particular consideration to developing housing for older and disabled people.</p> <p>The scheme is aimed at older people, people with dementia and people with disabilities who may otherwise need to consider residential care admission. This will allow these people to live in an environment that allows them to live as independently as possible in an ordinary housing tenancy.</p>


<sup>1</sup> '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.



### 17. Equality Improvement Plan

Please list all the equality objectives, actions and targets that result from the Equality Analysis (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
Review of equalities impact at key points in the project expansion	Include key review points of the equality impact in the project plan.	Review equality targets and performance included in the specification and any capital development stages.	Sue Tomlin	Summer 2015

<b>1<sup>st</sup> Authorised signature (Lead Officer)</b>	<b>2<sup>nd</sup> Authorised Signature (Member of SMT) – Dawn Waking</b>
	
<b>Date:</b>	<b>Date: 12 February 2014</b>

## Adults and Communities Equality Impact Assessment

### Questionnaire – EIA 5 (relates to Saving E8)

Please refer to the guidance before completing this form.

<b>1. Details of function, policy, procedure or service:</b>	
<i>Title of what is being assessed:</i> Alternatives to residential care – new build housing for wheelchair users to make savings on residential/nursing care	
<i>Is it a new or revised function, policy, procedure or service?</i> Proposed new service	
<i>Department and Section:</i> Adults and Communities - Commissioning	
Date assessment completed: October 2013	
<b>2. Names and roles of officers completing this assessment:</b>	
Lead officer	Sue Tomlin
Stakeholder groups	
Representative from internal stakeholders	
Representative from external stakeholders	
AC Equalities Network rep	Sue Tomlin
Performance Management rep	Sandeep Patel
HR rep (for employment related issues)	
<b>3. Full description of function, policy, procedure or service:</b>	
<p>Please describe the aims and objectives of the function, policy, procedure or service  <i>Please include - why is it needed, what are the outcomes to be achieved, who is it aimed at? Who is likely to benefit? How have needs based on age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, marriage and civil partnership and carers been taken account of? 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.</i></p> <p>Following a bid by Adults and Communities for new housing provision through the housing capital programme Barnet Homes new build programme includes 25 properties for wheelchair users. 5 of these properties will be included in the first phase of their development programme and these are projected to go on site in Spring 2014 and will be ready for people to take up the tenancies from quarter 4 (2014/15). The projected saving is critically dependent upon the timely identification by the social work team of appropriate clients in residential care or diverting from residential care.</p>	

**4. How are the equality strands affected?** *Please detail the effects on each equality strand, and any mitigating action you have taken so far. Please include any relevant data. If you do not have relevant data please explain why.*

Equality Strand	Affected?	Explain how affected	What action has been taken already to mitigate this? What action do you plan to take to mitigate this?
1. Age	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<b>Positive impact-</b> This new build accommodation option will offer an alternative to residential care for younger people who are wheelchair users with complex needs. It will enable them to live in independent housing in secure tenancies.	This scheme establishes a supply of accommodation that meets unmet need
2. Disability	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<b>Positive impact-</b> Fully wheelchair accessible housing.	This scheme establishes a supply of accommodation that meets unmet need
3. Gender reassignment	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<b>Positive impact-</b> This supports a personalised approach to accommodation and support. Independent units rather than residential care can offer 1:1 personalised support	Customers will be able to use their personal budgets to purchase care and support.
4. Pregnancy and maternity	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	n/a	n/a
5. Race / Ethnicity	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<b>Positive impact-</b> This supports a personalised approach to accommodation and support. Independent units rather than residential care can offer 1:1 personalised support	Customers will be able to use their personal budgets to purchase care and support.
6. Religion or belief	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	n/a	n/a

7. Gender / sex	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<b>Positive impact-</b> This supports a personalised approach to accommodation and support. Independent units rather than residential care can offer 1:1 personalised support.	Customers will be able to use their personal budgets to purchase care and support.
8. Sexual orientation	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<b>Positive impact-</b> This supports a personalised approach to accommodation and support. Independent units rather than residential care can offer 1:1 personalised support	Customers will be able to use their personal budgets to purchase care and support.
9. Marital Status	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<b>Positive impact-</b> This supports a personalised approach to accommodation and support. Living in ordinary housing will enable couples to live together Independent units rather than residential care can offer 1:1 personalised support	. Customers will be able to use their personal budgets to purchase care and support.
10. Carers (discriminated by association)	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<b>Positive impact-</b> Living in ordinary housing in the community will encourage carers to play an active role in support to reduce dependency on formal care arrangements. This contributes to emotional wellbeing and reduces loneliness however carers' needs have to be considered further.	Carers plans will be included in the support planning process.

**5. What are the number, types and severity of disabilities in play in this case?**

**Number of Service Users in permanent residential and nursing care placements as at 31st March 2013**

Placements		Residential Care		Nursing Care
		LA Staffed	Independent Residential Care	Registered Homes
Physical Disability	18-64	0	35	19
	65+	0	324	160
	<b>Total</b>	<b>0</b>	<b>359</b>	<b>179</b>
Mental Health	18-64	0	61	4
	65+	0	145	50
	<b>Total</b>	<b>0</b>	<b>206</b>	<b>54</b>
Learning Disabilities	18-64	1	195	0
	65+	1	35	1
	<b>Total</b>	<b>2</b>	<b>230</b>	<b>1</b>
Substance Misuse & Other Vulnerable People	18-64	0	2	1
	65+	0	17	11
	<b>Total</b>	<b>0</b>	<b>19</b>	<b>12</b>
<b>Permanent admissions to residential and nursing care</b>				
<b>Older adults</b>		<b>2008/09</b>	<b>2009/10</b>	<b>2012/13</b>
Residential care	All 65+	149	149	154
Nursing care	All 65+	79	89	89
<b>Younger adults</b>		<b>2008/09</b>	<b>2009/10</b>	<b>2012/13</b>
Residential care	18-64 LD	6	4	6
	18-64 MH	5	12	6
	18-64 PSI	3	5	4
	18-64 Other	0	1	1
Nursing care	18-64 LD	0	0	0
	18-64 MH	0	0	1
	18-64 PSI	6	5	3
	18-64 Other	0	0	0

<p><b>6. What are the actions that could reduce the impact on people with disability?</b></p>
<p>The new build accommodation will be developed with the needs of specific service users in mind particularly people with complex conditions and also young people with physical disabilities preventing the need for high cost out of area placements.</p> <p>It will also assist vulnerable people settle down faster and increase the chance of enabling them to contribute to their community and to enable the customer to remain within their own home should their health deteriorate further.</p>
<p><b>7. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents?</b></p>
<p>This will be high quality new build housing owned by the council and managed by Barnet Homes. Achieving new homes is a high priority for the council and Barnet Homes and allocation of these homes to service users moving on from or avoiding residential care should have a positive impact.</p>
<p><b>8. How does the proposal enhance Barnet's reputation as a good place to work and live?</b></p>
<p>See 6 and 7 above – an increase in housing options for wheelchair users will enhance the council's reputation.</p>
<p><b>9. How will members of Barnet's diverse communities feel more confident about the council and the manner in which it conducts its business?</b></p>
<p>The new housing provision will show the council's commitment to addressing housing, care and support needs by supporting the individual's independence choice and control and providing appropriate housing for people with disabilities. It will result in a reduction in support costs and residential placements.</p>
<p><b>10. 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 14)</i></b></p>
<p>Key review points will include the point at which potential tenants are identified. The application of the change will be monitored through: lettings statistics; impact on support plans; individual outcomes; and care and support budgets.</p>

**11. 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.*

The wheelchair units will be part of small infill developments of general needs housing. The unit type and mix will allow different demographic groups to live together in the community.

**12. 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.*

No specific consultation on this proposal has occurred at this stage but the next phase of the project will be to identify individual clients and engage with them on the housing proposals. Formal planning consultation will also be undertaken on the developments.

## Overall Assessment

13. Overall impact		
Positive Impact  <input checked="" type="checkbox"/>	Negative Impact or Impact Not Known <sup>1</sup>  <input type="checkbox"/>	No Impact  <input type="checkbox"/>

14. Scale of Impact		
Positive impact:  Minimal <input type="checkbox"/> Significant <input checked="" type="checkbox"/>	Negative Impact or Impact Not Known  Minimal <input type="checkbox"/> Significant <input type="checkbox"/>	

15. Outcome			
No change to decision  <input checked="" type="checkbox"/>	Adjustment needed to decision  <input type="checkbox"/>	Continue with decision ( <i>despite adverse impact / missed opportunity</i> )  <input type="checkbox"/>	If significant negative impact - Stop / rethink  <input type="checkbox"/>

16. Please give full explanation for how the overall assessment and outcome was decided
<p>This is a positive housing development for the delivery unit and residents of Barnet.</p> <p>These developments are aimed at people with disabilities who may otherwise need to consider residential or nursing care admission. This will give our customers another independent living option in high quality new build housing within their community.</p>


<sup>1</sup> '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.



### 17. Equality Improvement Plan

Please list all the equality objectives, actions and targets that result from the Equality Analysis (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 equity in the nominations to the scheme	Include key review points of the equality impact in the project plan.	Review equality impact at the care & support specification development and nomination stages.	Sue Tomlin with ASC	October 2014

<b>1<sup>st</sup> Authorised signature (Lead Officer)</b>	<b>2<sup>nd</sup> Authorised Signature (Member of SMT) – Dawn Waking</b>
	
<b>Date:</b>	<b>Date: 10 February 2014</b>

## Adults and Communities Equality Impact Assessment

### Questionnaire EIA 6 (relates to Saving E9)

Please refer to the guidance before completing this form.

<b>1. Details of function, policy, procedure or service:</b>	
<i>Title of what is being assessed:</i> Procurement of support and care services	
<i>Is it a new or revised function, policy, procedure or service?</i> New proposal	
<i>Department and Section:</i> Adults and Communities, Care Quality	
<i>Date assessment completed:</i> December 2013	
<b>2. Names and roles of officers completing this assessment:</b>	
Lead officer	Marie Bailey
Stakeholder groups	
Representative from internal stakeholders	
Representative from external stakeholders	
ASCH Equalities Network rep	Jessica Slater
Performance Management rep	Sandeep Patel
HR rep (for employment related issues)	
<b>3. Full description of function, policy, procedure or service:</b>	
<p>Please describe the aims and objectives of the function, policy, procedure or service  <i>Please include - why is it needed, what are the outcomes to be achieved, who is it aimed at? Who is likely to benefit? How have needs based on age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, marriage and civil partnership and carers been taken account of? 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.</i></p> <p>The project will ensure smarter procurement, delivered through: better use of data; improved contracts; lean approach to care sourcing; and improved scrutiny of areas of high spend.                      The above will be done through a number of procurement activities –</p> <ul style="list-style-type: none"> <li>• Undertaking vendor reviews, cross referencing invoices against commercials to validate correctness of invoices and that the Authority is paying the correct rate (this is separate from an Accounts Payable Recovery Audit)</li> <li>• Carrying out an audit of the Deceased List – reviewing the deceased list against supplier billing post death, ensuring SWIFT is immediately updated. Where appropriate this will be followed by challenge and the recovery of incorrect payments</li> <li>• Reviewing provision of residential care for people with complex needs – ensuring that there is an appropriate range of services, which have not always been commissioned in the past. This will allow us to deliver a broader selection of services to meet individual needs.</li> </ul>	

- Reviewing the requirements for home delivered meal requirements as the current contract comes to term, with a view to reducing costs and increased choice and control.
- Auditing and recovering suppliers over payments - for example where there are unclaimed VAT/credits and duplicate payments
- Revising our Community Equipment contract by joining a Framework Agreement led by Kensington and Chelsea with Mediquip
- Revising the hourly rate of care with Dimensions - this enables service users to remain with their current provider, giving continuity of care

We do not anticipate any change for the Customer through the above activities. The activities would contribute to the Department being as cost efficient as possible and would therefore have a positive impact on customers overall.

**4. How is the equality strands affected?** *Please detail the effects on each equality strand, and any mitigating action you have taken so far. Please include any relevant data. If you do not have relevant data please explain why.*

Equality Strand	Affected?	Explain how affected	What action has been taken already to mitigate this? What action do you plan to take to mitigate this?
1. Age	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
2. Disability	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	The changes will enable users of Dimensions to maintain their current provider	It is expected that existing Service and HR equality procedures would continue to apply
3. Gender reassignment	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
4. Pregnancy and maternity	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
5. Race / Ethnicity	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
6. Religion or belief	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
7. Gender / sex	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
8. Sexual orientation	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
9. Marital Status	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
10. Carers (discriminated by association)	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Carers of people using the Dimensions service should benefit from the continuity of service.	It is expected that existing Service and HR equality procedures would continue to apply

**5. What are the number, types and severity of disabilities in play in this case?**

These changes are concerned with the support and care services that we provide for all adult social care service users and their carers, although, we do not expect the changes to have a direct impact on them.

In 2012-13 we provided support and care for 7,539 people, as follows:

Younger Adults:

Physical disability	794
Mental Health	1,173
Learning disability	752
Substance misuse	34
Other vulnerable people	15

Older Adults:

Physical disability	3,795
Mental Health	702
Learning disability	99
Substance misuse	6
Other vulnerable people	169

**6. What are the actions that could reduce the impact on people with disability?**

The councils existing disability policies and procedures aim to promote equality of opportunity and eliminate discrimination on the basis of disability, such policies will continue.

**7. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents?**

In relation to the Dimensions service we anticipate a positive impact, as the service will continue to be provided to these customers.

In relation to residential care, we expect the proposals to provide more choice for customers, so should increase customer satisfaction.

We will continue to monitor satisfaction with Adults and Communities via the Complaints and Representation process and surveys that are carried out by the department.

**8. How does the proposal enhance Barnet's reputation as a good place to work and live?**

If the council is able to provide good social work services through the mechanism of reduced unit costs this will help to maintain staffing levels at an appropriate level and demonstrate a value for money approach to this important service area

**9. How will members of Barnet's diverse communities feel more confident about the council and the manner in which it conducts its business?**

If the procurement activities produce greater value for money for the council, the outcome for members of all sections of the community should be beneficial.

**10. 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 14)*

The complaints and compliments process, along with Surveys such as the annual Adult Social Care Survey gives opportunities for feedback on all sections of Adults and Communities.

We are also in the process of establishing a Quality Assurance Framework, which will ensure that the experience of residents, service users and carers is a key focus in all of our work.

**11. 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.*

The proposals should not directly impact on intercommunity relationships.

**12. 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.*

No general consultation has taken place or is planned because we do not expect these changes to have any direct impact on residents as individuals. We are consulting and negotiating with specific service providers as we progress each element of these procurement changes.

## Overall Assessment

13. Overall impact		
Positive Impact  <input checked="" type="checkbox"/>	Negative Impact or Impact Not Known <sup>1</sup>  <input type="checkbox"/>	No Impact  <input type="checkbox"/>

14. Scale of Impact		
Positive impact:  Minimal <input checked="" type="checkbox"/> Significant <input type="checkbox"/>	Negative Impact or Impact Not Known  Minimal <input type="checkbox"/> Significant <input type="checkbox"/>	

15. Outcome			
No change to decision  <input checked="" type="checkbox"/>	Adjustment needed to decision  <input type="checkbox"/>	Continue with decision ( <i>despite adverse impact / missed opportunity</i> )  <input type="checkbox"/>	If significant negative impact - Stop / rethink  <input type="checkbox"/>


16. Please give full explanation for how the overall assessment and outcome was decided
<p>In the main, the procurement changes outlined are expected to have very minimal or no direct impact on residents, service users or carers, as they are related to back-office transactions. We anticipate a positive impact for people using the Dimensions service as they will be assured of service continuity.</p> <p>The activities aim to gain greater value for money for the Council through procurement activity.</p>

<sup>1</sup> '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.

**17. Equality Improvement Plan**

Please list all the equality objectives, actions and targets that result from the Equality Analysis (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
Review of Equalities Impact will be carried out at key points in each procurement activity	Review points and targets to be established for each procurement activity	Targets to be established for each procurement activity	Category Managers	April 2014 and on-going

1 <sup>st</sup> Authorised signature (Lead Officer)	2 <sup>nd</sup> Authorised Signature (Member of SMT) – Dawn Waking
Date:	 Date: 12 February 2014

## Adults and Communities Equality Impact Assessment

### Questionnaire EIA 7 (relates to Saving E10)

Please refer to the guidance before completing this form.

<b>1. Details of function, policy, procedure or service:</b>	
<i>Title of what is being assessed:</i> Implementation of a national costing model for all residential and supported living placements for adults with a learning disability or mental health problem.	
<i>Is it a new or revised function, policy, procedure or service?</i> Revised – this EIA relates to the extended use of the model	
<i>Department and Section:</i> Adults and Communities	
<i>Date assessment completed:</i> October 2013	
<b>2. Names and roles of officers completing this assessment:</b>	
Lead officer	Rob Nicholls
Stakeholder groups	Users, carers, residential providers
Representative from internal stakeholders	Rob Nicholls
Representative from external stakeholders	Local residential/Supported Living Providers, CCG
ASCH Equalities Network rep	Jessica Slater
Performance Management rep	Sandeep Patel
HR rep (for employment related issues)	N/A
<b>3. Full description of function, policy, procedure or service:</b>	
<p>Please describe the aims and objectives of the function, policy, procedure or service  <i>Please include - why is it needed, what are the outcomes to be achieved, who is it aimed at? Who is likely to benefit? How have needs based on age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, marriage and civil partnership and carers been taken account of? 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.</i></p> <p>The national benchmarking tool will be routinely used as part of the annual review process and for all new residential and supported living placements for adults with a learning disability/mental health. This will establish the individual level of support required and the appropriate level of cost for that support.</p>	



**4. How are the equality strands affected?** *Please detail the effects on each equality strand, and any mitigating action you have taken so far. Please include any relevant data. If you do not have relevant data please explain why.*

Equality Strand	Affected?	Explain how affected	What action has been taken already to mitigate this? What action do you plan to take to mitigate this?
1. Age	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p><b>Service Users</b></p> <p>Approximately 40% of service users with a learning disability or mental health problem and who are in supported living or residential support are aged over 65.</p>	<p>Individual reviews will consider the needs of each individual. The application of the national costing model is not expected to lead directly to changes in the support plan, but the service user will be fully engaged in any decisions about their support plan.</p>
2. Disability	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p><b>Service users</b></p> <p>Approximately 47% of adults with a learning disability and 10% of people known to mental health and known to the learning disability service are in receipt of supported living or residential support</p>	<p>Individual reviews will consider the needs of each individual. The application of the national costing model is not expected to lead directly to changes in the support plan, but the service user will be fully engaged in any decisions about their support plan.</p>
3. Gender reassignment	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
4. Pregnancy and maternity	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
5. Race / Ethnicity	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
6. Religion or belief	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
7. Gender / sex	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
8. Sexual orientation	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
9. Marital Status	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		

<b>10. Carers</b> (discriminated by association)	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Carers may be concerned that detailed focus on support needs and cost negotiations will impact on the level of support and or willingness of providers to continue delivering support.	Carers will be involved in the review and planning process.
--	---	--	---

<b>5. What are the number, types and severity of disabilities in play in this case?</b>
<p>There are approximately 900 adults with a learning disability supported by the learning disability service in receipt of social care funded support. Of these approximately 450 are in some form of supported accommodation. There are approximately 1100 people known to mental health services of which approximately 150 are in some form of supported accommodation.</p>
<b>6. What are the actions that could reduce the impact on people with disability?</b>
<p>The development of more personalised and outcome driven approaches and the use of a nationally developed and recognised tool provide an evidence based approach. All assessments are based on individual assessment of need and therefore consider individual circumstances.</p>
<b>7. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents?</b>
<p>The aim is to work collaboratively with users and carers to ensure the delivery of outcome-based support via a personal budget. This will enable consideration of meeting needs in a more flexible/different way. Although there may be initial concerns this may actually increase satisfaction because provision more closely meets needs. The residents perception survey in 11/12 also showed that there is scope to increase the percentage of residents who believe that they receive value for money from the council; these savings are predicated on getting better outcomes and delivering value for money.</p>
<b>8. How does the proposal enhance Barnet's reputation as a good place to work and live?</b>
<p>By delivering focussed support that meets needs and delivers value for money alongside flexibility with the use of personal budgets</p>

**9. How will members of Barnet's diverse communities feel more confident about the council and the manner in which it conducts its business?**

Any impact will be mitigated through the use of personal budgets and holistic assessment which will consider religious, ethnicity and cultural needs.

**10. 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 14)**

The Learning Disability/Mental Health team(s) will work proactively with individuals, their carers and commissioned providers to ensure needs are understood and clear plans are in place to deliver good quality, cost effective support. Prior to, during and following negotiation the team will liaise with the provider, individual and their carers to review agreed plans and ensure that individuals settle and are having their needs met effectively and both users and carers are satisfied with the placement before they withdraw their involvement.

**11. 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.**

All support plans consider community inclusion and local networks to ensure that individuals feel engaged and supported in their environment.

Should new support services need to be commissioned this may have the potential for local residents to object. The local authority and commissioned provider would, where necessary, engage with local residents to try and answer/allay concerns.

**12. 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.**

Consultation will be on an individual basis as part of the annual review process and individuals will be offered the appropriate support to engage with this according to their needs

## Overall Assessment

13. Overall impact		
Positive Impact  <input checked="" type="checkbox"/>	Negative Impact or Impact Not Known <sup>1</sup>  <input type="checkbox"/>	No Impact  <input type="checkbox"/>

14. Scale of Impact		
Positive impact:  Minimal <input checked="" type="checkbox"/> Significant <input type="checkbox"/>	Negative Impact or Impact Not Known  Minimal <input type="checkbox"/> Significant <input type="checkbox"/>	

15. Outcome			
No change to decision  <input checked="" type="checkbox"/>	Adjustment needed to decision  <input type="checkbox"/>	Continue with decision ( <i>despite adverse impact / missed opportunity</i> )  <input type="checkbox"/>	If significant negative impact - Stop / rethink  <input type="checkbox"/>


16. Please give full explanation for how the overall assessment and outcome was decided
<p>A number of savings were delivered via this process in 2011/12 with minimal negative impact and a high level of positive impact. This has resulted from the principle of robust reviews. As this practice has developed it has enabled a more personalised and outcome driven approach delivering better outcomes overall for individuals with support that also represents value for money. There has been work with providers to help them review their structures, service delivery and costing models as well as to identify opportunities for future service development to meet emerging requirements (for example the implementation of the supported living framework).</p>

<sup>1</sup> '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.

### 17. Equality Improvement Plan

Please list all the equality objectives, actions and targets that result from the Equality Analysis (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
Service users, carers and staff understand the proposed changes and feel supported	Develop communication plan	Written communication to be sent to all affected staff will ensure that service users and carers feel informed and supported	Service Managers:LD/MH	March 2015

<b>1<sup>st</sup> Authorised signature (Lead Officer)</b>	<b>2<sup>nd</sup> Authorised Signature (Member of SMT) – Dawn Waking</b>
	
<b>Date:</b>	<b>Date: 10 February 2014</b>

## Adults and Communities Equality Impact Assessment

### Questionnaire EIA 8 (relates to Saving E10)

Please refer to the guidance before completing this form.

<b>1. Details of function, policy, procedure or service:</b>	
<i>Title of what is being assessed:</i> Return of 50 people to borough/close to family networks from out of borough	
<i>Is it a new or revised function, policy, procedure or service?</i> Revised – this is the extension of on- oing work with service users	
<i>Department and Section:</i> Adults and Communities	
<i>Date assessment completed:</i> December 2013	
<b>2. Names and roles of officers completing this assessment:</b>	
Lead officer	Karen Jackson
Stakeholder groups	Users, carers, residential providers
Representative from internal stakeholders	Helen Duncan-Turnbull, Learning Disability Service
Representative from external stakeholders	Local residential/Supported Living Providers, CCG
ASCH Equalities Network rep	Jessica Slater
Performance Management rep	Sandeep Patel
HR rep (for employment related issues)	N/A
<b>3. Full description of function, policy, procedure or service:</b>	
<p>Please describe the aims and objectives of the function, policy, procedure or service  <i>Please include - why is it needed, what are the outcomes to be achieved, who is it aimed at? Who is likely to benefit? How have needs based on age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, marriage and civil partnership and carers been taken account of? 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.</i></p> <p>Consideration will be given to those adults with a learning disability living in residential provision out of borough and in particular individuals who are considered subject to the Winterbourne Review policy currently in long term care health settings. The Move On Team, part of the Learning Disability Service consisting of social work and community nurse staff has been set up specifically to review, plan for and support moves to supported settings that can deliver better outcomes for individuals and deliver value for money.</p>	

<b>4. How are the equality strands affected?</b> <i>Please detail the effects on each equality strand, and any mitigating action you have taken so far. Please include any relevant data. If you do not have relevant data please explain why.</i>			
<b>Equality Strand</b>	<b>Affected?</b>	<b>Explain how affected</b>	<b>What action has been taken already to mitigate this? What action do you plan to take to mitigate this?</b>
1. Age	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
2. Disability	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<b>Service users</b> There are approximately 260 adults with a learning disability placed out of borough	Each person will be reviewed by the Move On Team to determine whether their needs could be better met closer to the borough/in Barnet and whether this would be a positive move
3. Gender reassignment	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
4. Pregnancy and maternity	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
5. Race / Ethnicity	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<b>Service users</b> A small number of people have been placed out of borough as young adults in education in culturally specific services. There are a number of adults out of borough in culturally specific services, particularly from the Jewish Community	Individual reviews will consider cultural needs and should an individual move this will be considered as part of their support plan in partnership with the individual and/or their carers
6. Religion or belief	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<b>Service users</b> A small number of people have been placed out of borough as young adults in education in culturally specific services There are a number of adults out of borough in culturally specific services, particularly from the Jewish Community	Individual reviews will consider cultural needs and should an individual move this will be considered as part of their support plan in partnership with the individual and/or their carers
7. Gender / sex	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
8. Sexual orientation	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
9. Marital Status	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		

<b>10. Carers</b> (discriminated by association)	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<b>Service users</b> Carers may be concerned about individuals moving from provisions	<b>Service users</b> Carers will be involved in the review and planning process
---	---	--	--

<b>5. What are the number, types and severity of disabilities in play in this case?</b>
<p>There are approximately 260 adults with a learning disability placed out of the borough. 75% of these individuals have complex needs relating either to mental health, behaviours that present as challenging or who are on the autistic spectrum. 25% have either remained out of borough following educational placements or are supported by culturally specific services.</p>
<b>6. What are the actions that could reduce the impact on people with disability?</b>
<p>A move to more local services will only be considered subsequent to the reviewing process and any plans will be person centred involving the individual and/or their cares. A personal budget will be utilised to ensure that individual needs and outcomes are considered and met by any proposed service as part of a thorough assessment and negotiation process.</p>
<b>7. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents?</b>
<p>Whilst there is likely to be some concern raised by addressing whether an individual should move the aim of any moves is to provide more person centred support closer to family networks and local connections which, it is anticipated, will increase satisfaction.</p>
<b>8. How does the proposal enhance Barnet's reputation as a good place to work and live?</b>
<p>The aim is to strengthen local connections and links and, where appropriate, commission services that can better meet individual needs</p>
<b>9. How will members of Barnet's diverse communities feel more confident about the council and the manner in which it conducts its business?</b>
<p>Through discussion and engagement with individuals and their families to develop support plans, individual needs will be considered and planned for.</p>
<b>10. 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</i></b>



*Improvement Plan (section 14)*

The Move On team will work proactively with individuals, their carers and commissioned providers to ensure needs are understood and clear plans are in place to deliver good quality, cost effective support. Prior to, during and once someone has moved the team will liaise with the provider, individual and their carers to review agreed plans and ensure that individuals settle and are having their needs met effectively and both users and carers are satisfied with the placement before they withdraw their involvement.

**11. 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.*

All support plans consider community inclusion and local networks to ensure that individuals feel engaged and supported in their new environment.

Should new support services need to be commissioned this may have the potential for local residents to object. The local authority and commissioned provider would, where necessary, engage with local residents to try and answer/allay concerns.

**12. 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.*

Consultation will be on an individual basis as part of the annual review process and individuals will be offered the appropriate support to engage with this according to their needs.

### Overall Assessment

13. Overall impact		
Positive Impact  <input checked="" type="checkbox"/>	Negative Impact or Impact Not Known <sup>1</sup>  <input type="checkbox"/>	No Impact  <input type="checkbox"/>

14. Scale of Impact		
Positive impact:  Minimal <input type="checkbox"/> Significant <input checked="" type="checkbox"/>	Negative Impact or Impact Not Known  Minimal <input type="checkbox"/> Significant <input type="checkbox"/>	

15. Outcome			
No change to decision  <input checked="" type="checkbox"/>	Adjustment needed to decision  <input type="checkbox"/>	Continue with decision <i>(despite adverse impact / missed opportunity)</i>  <input type="checkbox"/>	If significant negative impact - Stop / rethink  <input type="checkbox"/>


16. Please give full explanation for how the overall assessment and outcome was decided
<p>The local authority aims to support people wherever possible in Barnet, close to local and family networks. Historically, a number of people with complex needs have been placed long distances from home. Whilst there has been a policy in place for some time to try and meet needs locally the Winterbourne Review and the need to review high cost expenditure has further highlighted the risks of placing people in placements at some distance from Barnet. Due to the review and the ability through personalisation to commission individualised services the decision was made to develop a dedicated team supported via the DRP process to focus on reviewing and planning for adults funded by Barnet Adults and Communities, with a learning disability outside of Barnet. Any proposed changes will be agreed in discussion with the individual and/or their representative.</p>

<sup>1</sup> '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.

**17. Equality Improvement Plan**

Please list all the equality objectives, actions and targets that result from the Equality Analysis (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
Service users and staff understand the proposed changes and feel supported	Discussion at individual review	All individuals out of borough have an annual review	Allocated Worker	Embedded practice
Ensure that diversity of individual need and gaps in local provision are considered and, as appropriate, commission new local services	Unmet need to be identified and passed to the commissioning team to consider as part of the commissioning cycle	Annual commissioning plan to any need for specialised services to meet diverse needs.	Head of Commissioning	Annual

<b>1<sup>st</sup> Authorised signature (Lead Officer)</b>	<b>2<sup>nd</sup> Authorised Signature (Member of SMT) – Dawn Waking</b>
	
<b>Date:</b>	<b>Date: 10 February 2014</b>

## Adults and Communities Equality Impact Assessment

### Questionnaire EIA 9 (relates to saving E10)

Please refer to the guidance before completing this form.

<b>1. Details of function, policy, procedure or service:</b>	
<i>Title of what is being assessed:</i> Through partnership working with leisure services offer more mainstream leisure activities reducing dependence on specialist day care provision	
<i>Is it a new or revised function, policy, procedure or service?</i> Revised – extension of existing activity	
<i>Department and Section:</i> Adults and Communities	
<i>Date assessment completed:</i> 31 <sup>st</sup> October 2013	
<b>2. Names and roles of officers completing this assessment:</b>	
Lead officer	Karen Jackson
Stakeholder groups	Users, carers,
Representative from internal stakeholders	Helen Duncan-Turnbull, Learning Disability Service
Representative from external stakeholders	Day Opportunity providers and Leisure Services
ASCH Equalities Network rep	Jessica Slater
Performance Management rep	Sandeep Patel
HR rep (for employment related issues)	N/A
<b>3. Full description of function, policy, procedure or service:</b>	
<p>Please describe the aims and objectives of the function, policy, procedure or service  <i>Please include - why is it needed, what are the outcomes to be achieved, who is it aimed at? Who is likely to benefit? How have needs based on age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, marriage and civil partnership and carers been taken account of? 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.</i></p> <p>By developing both specialist leisure opportunities and ensuring accessible mainstream opportunities are available, we will be providing an alternative offer to traditional day services for individuals with a learning disability</p>	

**4. How are the equality strands affected?** *Please detail the effects on each equality strand, and any mitigating action you have taken so far. Please include any relevant data. If you do not have relevant data please explain why.*

Equality Strand	Affected?	Explain how affected	What action has been taken already to mitigate this? What action do you plan to take to mitigate this?
1. Age	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
2. Disability	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<b>Service users</b> There are currently around 573 adults with a learning disability in receipt of day services	As part of the review and/or support planning process alternative leisure opportunities can be explored but decisions will be based on choice.
3. Gender reassignment	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
4. Pregnancy and maternity	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
5. Race / Ethnicity	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
6. Religion or belief	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
7. Gender / sex	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
8. Sexual orientation	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
9. Marital Status	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
10. Carers (discriminated by association)	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Carers may initially be concerned about individuals moving from traditional existing provisions	Carers will be involved in the review and planning process

**5. What are the number, types and severity of disabilities in play in this case?**

There are approximately 573 adults with a learning disability in receipt of day services with a variety of needs and levels of disability.

**6. What are the actions that could reduce the impact on people with disability?**

We will work with local leisure provision to support disability awareness and the consideration of reasonable adjustments to provision. We will identify partners who would be interested in working alongside leisure services to plan/provide leisure sessions.

**7. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents?**

Opportunities will be based on choice and personal interest and will enable individuals to access universal services which is likely to increase community engagement and participation, reduce social isolation and increase satisfaction

**8. How does the proposal enhance Barnet's reputation as a good place to work and live?**

The aim is to enable people with a learning disability to have the choice to access leisure services as a Barnet citizen in the same way as the remainder of the population does and promotes social inclusion and our equalities responsibilities.

**9. How will members of Barnet's diverse communities feel more confident about the council and the manner in which it conducts its business?**

By providing an opportunity for greater social inclusion and access to culturally appropriate leisure services for people with a learning disability, Barnet's diverse communities will be confident that their needs are being met.

**10. 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 14)***

Regular liaison meetings between Adults and Communities and providers of leisure services will take place as part of the planned development to monitor progress. User engagement and satisfaction measures will be built into the project. Service users' annual reviews will also monitor outcomes.

**11. 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.*

Proposals will enable adults with a learning disability to access leisure services in the same way as the rest of the population. Access to leisure services also forms part of the prevention and well-being agenda and is a positive opportunity to improve health inequalities within the learning disability population such as obesity.

**12. 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.*

Consultation will be on an individual basis as part of the annual review process and individuals will be offered the appropriate support to engage with this according to their needs.

### Overall Assessment

13. Overall impact		
Positive Impact  <input checked="" type="checkbox"/>	Negative Impact or Impact Not Known <sup>1</sup>  <input type="checkbox"/>	No Impact  <input type="checkbox"/>

14. Scale of Impact		
Positive impact:  Minimal <input checked="" type="checkbox"/> Significant <input type="checkbox"/>	Negative Impact or Impact Not Known  Minimal <input type="checkbox"/> Significant <input type="checkbox"/>	

15. Outcome			
No change to decision  <input checked="" type="checkbox"/>	Adjustment needed to decision  <input type="checkbox"/>	Continue with decision <i>(despite adverse impact / missed opportunity)</i>  <input type="checkbox"/>	If significant negative impact - Stop / rethink  <input type="checkbox"/>

16. Please give full explanation for how the overall assessment and outcome was decided
<p>The aim of the prevention and well-being agenda and the Valuing People Now strategy is to support people to live healthy lifestyles, as part of the local community and have access to mainstream/universal services. Developing improved access to leisure services supports these initiatives as well as giving individuals increased choice with the potential for improved outcomes that represent value for money when compared to the cost of commissioning traditional day care services. This also supports Barnet’s strategic equalities objective to support families and individuals– promoting independence, learning and well-being and the reduction of gap in life expectancy and health across the borough</p>


<sup>1</sup> ‘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.



**17. Equality Improvement Plan**

Please list all the equality objectives, actions and targets that result from the Equality Analysis (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
Access to appropriate services for all vulnerable people	Develop new services in partnership with leisure providers		Rob Nicholls	ongoing

<p><b>1<sup>st</sup> Authorised signature (Lead Officer)</b></p>	<p><b>2<sup>nd</sup> Authorised Signature (Member of SMT) – Dawn Waking</b></p> 
<p><b>Date:</b></p>	<p><b>Date: 10 February 2014</b></p>

## Adults and Communities Equality Impact Assessment

### Questionnaire EIA 10 (relates to Saving E10)

Please refer to the guidance before completing this form.

<b>1. Details of function, policy, procedure or service:</b>	
<i>Title of what is being assessed:</i> Renegotiating residential provider cost for individuals in receipt of external day service to account for time away from service	
<i>Is it a new or revised function, policy, procedure or service?</i> Revised	
<i>Department and Section:</i> Adults and Communities	
<i>Date assessment completed:</i> 31 <sup>st</sup> October 2013 – updated February 2014	
<b>2. Names and roles of officers completing this assessment:</b>	
Lead officer	Rob Nicholls
Stakeholder groups	Users, carers
Representative from internal stakeholders	Rob Nicholls
Representative from external stakeholders	Philippa Horton (Capita)
ASCH Equalities Network rep	Jessica Slater
Performance Management rep	Sandeep Patel
HR rep (for employment related issues)	
<b>3. Full description of function, policy, procedure or service:</b>	
<p>Please describe the aims and objectives of the function, policy, procedure or service</p> <p><i>Please include - why is it needed, what are the outcomes to be achieved, who is it aimed at? Who is likely to benefit? How have needs based on age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, marriage and civil partnership and carers been taken account of? 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 part of the Medium Term Financial Sustainability Programme there is a need to consider how we can deliver efficiencies and value for money whilst ensuring that users and carers continue to receive the support required to meet their eligible needs.</i></p> <p>Currently there are a number of people who are in registered residential care with 24 hour staffing who are also in receipt of funded external day time occupation, which essentially represents ‘double funding’ and is not the best use of financial resources.</p> <p>The proposal is that the funding to the residential provider will be renegotiated. This represents a potential saving of £250k.</p>	

<b>4. How are the equality strands affected?</b> <i>Please detail the effects on each equality strand, and any mitigating action you have taken so far. Please include any relevant data. If you do not have relevant data please explain why.</i>			
<b>Equality Strand</b>	<b>Affected?</b>	<b>Explain how affected</b>	<b>What action has been taken already to mitigate this? What action do you plan to take to mitigate this?</b>
<b>1. Age</b>	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Older adults make up the highest proportion of people in receipt of residential care	The number of older adults in residential care in receipt of external funded day care is currently identified as 2. there should be no change to services
<b>2. Disability</b>	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	There are a number of adults with a learning disability and or physical disability in residential care who are also in receipt of externally funded day care.	The number of people with a learning disability and or physical disability in residential care in receipt of external funded day care is currently identified as 52. There should be no change to services
<b>3. Gender reassignment</b>	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
<b>4. Pregnancy and maternity</b>	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
<b>5. Race / Ethnicity</b>	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	A small number of people may attend a culturally specific service	There should be no change to services
<b>6. Religion or belief</b>	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	A small number of people may attend a culturally specific service	There should be no change to services
<b>7. Gender / sex</b>	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
<b>8. Sexual orientation</b>	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
<b>9. Marital Status</b>	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
<b>10. Carers (discriminated by association)</b>	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		

<p><b>5. What are the number, types and severity of disabilities in play in this case?</b></p>
<p>From initial reports run the number of people this is likely to apply to is 54, the majority of these being adults with a learning disability</p>
<p><b>6. What are the actions that could reduce the impact on people with disability?</b></p>
<p>As part of considering renegotiating funding, discussion will be held with the relevant residential providers to explore the impact for their service delivery. If there is evidence that quality would be reduced and/or there would be a risk to continuity of service this would require further review</p>
<p><b>7. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents?</b></p>
<p>There is likely to be some reluctance from providers</p>
<p><b>8. How does the proposal enhance Barnet's reputation as a good place to work and live?</b></p>
<p>Barnet will be demonstrating effective use of resources and 'making better use of resources with less money'</p>
<p><b>9. How will members of Barnet's diverse communities feel more confident about the council and the manner in which it conducts its business?</b></p>
<p>No change to service anticipated</p>

**10. 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 14)**

*Individual annual review process for the 54 individuals identified will identify any impacts from the proposed change. Consultation will be on an individual basis as part of the annual review process and individuals will be offered the appropriate support to engage with this according to their needs.*

*50 Learning Disability*

*2 Physical/Sensory Impairment*

*2 Older Adults*

**11. 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.**

There will be no changes to services, so no impact on good relations between different communities is expected.

**12. 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.**

We do not expect any changes to services as a result of this proposal, so no formal consultation with individuals has taken place or is planned. As part of considering renegotiating funding, discussion will be held with the relevant residential providers to explore the impact for their service delivery. If there is evidence that quality would be reduced and/or there would be a risk to continuity of service this would require further.

## Overall Assessment

13. Overall impact		
Positive Impact  <input type="checkbox"/>	Negative Impact or Impact Not Known <sup>1</sup>  <input type="checkbox"/>	No Impact  <input checked="" type="checkbox"/>

14. Scale of Impact		
Positive impact:  Minimal <input type="checkbox"/> Significant <input type="checkbox"/>	Negative Impact or Impact Not Known  Minimal <input type="checkbox"/> Significant <input type="checkbox"/>	

15. Outcome			
No change to decision  <input checked="" type="checkbox"/>	Adjustment needed to decision  <input type="checkbox"/>	Continue with decision <i>(despite adverse impact / missed opportunity)</i>  <input type="checkbox"/>	If significant negative impact - Stop / rethink  <input type="checkbox"/>


16. Please give full explanation for how the overall assessment and outcome was decided
Discussion with Capita and relevant Heads of Service and liaison with Assistant Director, Adults and Communities to agree methodology and consider risks.

<sup>1</sup> '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.

**17. Equality Improvement Plan**

Please list all the equality objectives, actions and targets that result from the Equality Analysis (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

<b>1<sup>st</sup> Authorised signature (Lead Officer)</b>	<b>2<sup>nd</sup> Authorised Signature (Member of SMT) – Dawn Waking</b>
	
<b>Date:</b>	<b>Date: 10 February 2014</b>

## Adults and Communities Equality Impact Assessment

### Questionnaire – EIA 11 (relates to Saving E10)

Please refer to the guidance before completing this form.

<b>1. Details of function, policy, procedure or service:</b>	
<i>Title of what is being assessed:</i> For all young adults supported by the Transition Team requiring funded adult social care, consideration of Direct Payments as the first support offer	
<i>Is it a new or revised function, policy, procedure or service?</i> Revised – Direct Payments have been offered for some time, but this EIA relates to them being the <b>first</b> offer.	
<i>Department and Section:</i> Adults and Communities	
<i>Date assessment completed:</i> December 2013	
<b>2. Names and roles of officers completing this assessment:</b>	
Lead officer	Karen Jackson
Stakeholder groups	Users, carers
Representative from internal stakeholders	Helen Duncan-Turnbull, Learning Disability Service
Representative from external stakeholders	
ASCH Equalities Network rep	Jessica Slater
Performance Management rep	Sandeep Patel
HR rep (for employment related issues)	N/A
<b>3. Full description of function, policy, procedure or service:</b>	
<p>Please describe the aims and objectives of the function, policy, procedure or service  <i>Please include - why is it needed, what are the outcomes to be achieved, who is it aimed at? Who is likely to benefit? How have needs based on age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, marriage and civil partnership and carers been taken account of? 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.</i></p> <p>The Transition Team supports young adults who are eligible for adult social care and works in partnership with the young person and their carers to offer advice and identify, plan and commission support to meet their eligible social care needs as they move into adult services. The proposal is that in the context of personalisation and the delivery of personal budgets that, unless there are risk/service reasons not to, all individuals and their carers would be offered a direct payment to enable them to commission their support themselves.</p>	



4. How are the equality strands affected? Please detail the effects on each equality strand, and any mitigating action you have taken so far. Please include any relevant data. If you do not have relevant data please explain why.			
Equality Strand	Affected?	Explain how affected	What action has been taken already to mitigate this? What action do you plan to take to mitigate this?
1. Age	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<b>Service Users</b> The proposal applies to all young adults eligible for social care from the age of 18 up to the age of 25	The offer of a direct payment would not be imposed. Individual or their carer may use directly-commissioned service if they prefer.
2. Disability	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<b>Service users</b> The Transition Team support young adults with learning disabilities, physical or sensory needs and mental health needs.	The offer of a direct payment would not be imposed. Individual or their carer may use directly-commissioned service if they prefer.
3. Gender reassignment	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
4. Pregnancy and maternity	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
5. Race / Ethnicity	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<b>Service users</b> The population supported by the Transition Team reflects the local demography.	Individual reviews and support planning will consider cultural needs in partnership with the individual and/or their carers.
6. Religion or belief	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<b>Service users</b> The population supported by the Transition Team reflects the local demography.	Individual reviews and support planning will consider cultural needs in partnership with the individual and/or their carers.
7. Gender / sex	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
8. Sexual orientation	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
9. Marital Status	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
10. Carers (discriminated by association)	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Carers, where appropriate, are involved in the assessment and planning process of the cared for person and are offered a carers assessment in their own right	Carers will be involved in the review and planning process

<p><b>5. What are the number, types and severity of disabilities in play in this case?</b></p>
<p>Approximately 30 new young adults are referred to the Transition Team each year. Approximately 60 % of these will have a learning disability, 15% a physical disability, 20% a mental health need and 5% a sensory need.</p>
<p><b>6. What are the actions that could reduce the impact on people with disability?</b></p>
<p>Individual reviews and person centred planning take into consideration individual needs and aspirations within a holistic assessment framework.</p>
<p><b>7. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents?</b></p>
<p>The offer of Direct payments, whilst encouraged, is still a choice. The use of direct payments enables the young person and/or their carer to be in complete control of their own support and how they choose to meet their assessed needs, so results in high user satisfaction.</p>
<p><b>8. How does the proposal enhance Barnet's reputation as a good place to work and live?</b></p>
<p>By providing individuals with: choice and control; access to specific advice around managing a direct payment; peer support brokerage to assist in developing a support plan and identifying appropriate support services, Barnet is demonstrating its commitment to person-centred support and care in line with local and national policy.</p>
<p><b>9. How will members of Barnet's diverse communities feel more confident about the council and the manner in which it conducts its business?</b></p>
<p>Through discussion and engagement with individuals and their families to develop support plans, individual needs which acknowledge peoples' diversity will be considered and planned for.</p>

**10. 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 14)***

The team has access to a direct payment advisor who can provide direct support to the young person and their carer. Direct payment figures and associated spend are monitored on a monthly basis and user satisfaction is considered as part of the reviewing process.

**11. 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.***

All support plans consider community inclusion and local networks to ensure that individuals feel engaged and supported in their new environment. The aim of commissioned support is to maximise independence and enable people to be part of their local communities.

**12. 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.***

Consultation will be on an individual basis as part of the annual review process and individuals will be offered the appropriate support to engage with this according to their needs.

### Overall Assessment

13. Overall impact		
Positive Impact  <input checked="" type="checkbox"/>	Negative Impact or Impact Not Known <sup>1</sup>  <input type="checkbox"/>	No Impact  <input type="checkbox"/>

14. Scale of Impact		
Positive impact:  Minimal <input checked="" type="checkbox"/> Significant <input type="checkbox"/>	Negative Impact or Impact Not Known  Minimal <input type="checkbox"/> Significant <input type="checkbox"/>	

15. Outcome			
No change to decision  <input checked="" type="checkbox"/>	Adjustment needed to decision  <input type="checkbox"/>	Continue with decision <i>(despite adverse impact / missed opportunity)</i>  <input type="checkbox"/>	If significant negative impact - Stop / rethink  <input type="checkbox"/>


16. Please give full explanation for how the overall assessment and outcome was decided
The outcome and assessment were determined by the high percentage of young people who are naturally choosing to have a direct payment (currently 79%) to commission their own support and the level of user satisfaction and identified outcomes met recorded at the point of review.

<sup>1</sup> '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.

**17. Equality Improvement Plan**

Please list all the equality objectives, actions and targets that result from the Equality Analysis (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
Service users, carers and staff understand the proposed changes and feel supported	Develop communication plan	Written communication to be sent to all affected staff will ensure that the proposals are understood and that service users and carers feel supported	Service Manager; Transitions in partnership with the Communications Lead	Mainstreamed into process

1 <sup>st</sup> Authorised signature (Lead Officer)	2 <sup>nd</sup> Authorised Signature (Member of SMT) – Dawn Waking
Date:	 Date: 10 February 2014

## Adults and Communities Equality Impact Assessment

### Questionnaire EIA 12 (relates to Saving E11)

Please refer to the guidance before completing this form.

<b>1. Details of function, policy, procedure or service:</b>	
<i>Title of what is being assessed:</i> Leisure savings as part of the Sport and Physical Activity Review	
<i>Is it a new or revised function, policy, procedure or service?</i> New proposal	
<i>Department and Section:</i> Adults and Communities	
Date assessment completed: December 2013	
<b>2. Names and roles of officers completing this assessment:</b>	
Lead officer	Andrea Breen
Stakeholder groups	Users, carers, Greenwich Leisure Ltd (GLL), wider Barnet residents
Representative from internal stakeholders	Public health
Representative from external stakeholders	GLL
ASCH Equalities Network rep	Jessica Slater
Performance Management rep	Sandeep Patel
HR rep (for employment related issues)	N/A

### 3. Full description of function, policy, procedure or service:

Please describe the aims and objectives of the function, policy, procedure or service  
*Please include - why is it needed, what are the outcomes to be achieved, who is it aimed at? Who is likely to benefit? How have needs based on age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, marriage and civil partnership and carers been taken account of? 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.*

The council is required to deliver savings to the Leisure contract held with Greenwich Leisure Ltd (GLL) as identified through the Sport and Physical Activity (SPA) Review led by the One Barnet programme.

The SPA review has two key strategic aims:

1. Improve levels of participation in sport and physical activity within the borough by 3% (as measured by NI8) by 2015 to ensure that key public health objectives are achieved. In particular, the Barnet Health and Wellbeing Strategy identifies a commitment to make better use of the range of green spaces and leisure facilities in the borough to increase levels of physical activity.
2. Consider options to reduce the Council's expenditure on sport and physical activity services by looking at how the current Medium Term Financial Strategy (MTFS) savings target of £967,000 per annum can be achieved.

The GLL management fee for running the five leisure centres is £1.2m p.a. and this contract runs until end of December 2017.

The following savings options were considered at Cabinet Resource Cabinet on 4 November 2013 to meet the Medium Term Financial Strategy:

- Varying the contract with GLL in regards to the Local Authority assuming responsibility for managing utilities across the leisure centres.
- Increasing the opening times to Burnt Oak leisure centre
- Amending the opening times to Hendon leisure centre (open later, from 3.00 p.m.)

This Equality Impact Assessment covers a small proportion of the total annual savings relating to the Leisure Contract. Other elements of the savings are met by Public Health and Reserves.

There may be some changes for Barnet residents through these proposals. For instance the changes in amending the opening hours at Hendon leisure centre during the daytime means that it could impact on the availability for some of those with disabilities, carers and those not in work who may have accessed the centre during those hours. However, there will be increased opening hours at Burnt Oak and the enhanced sport and physical activity offer will mean that residents will be encouraged and supported to use the full range of leisure activities - beyond what is available through the leisure centres alone.

<b>4. How is the equality strands affected?</b> <i>Please detail the effects on each equality strand, and any mitigating action you have taken so far. Please include any relevant data. If you do not have relevant data please explain why.</i>			
<b>Equality Strand</b>	<b>Affected?</b>	<b>Explain how affected</b>	<b>What action has been taken already to mitigate this? What action do you plan to take to mitigate this?</b>
<b>1. Age</b>	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	Some individuals/groups of people may not be able to access centres due to changes in opening times.	Public consultations will consider these further.
<b>2. Disability</b>	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Some individuals/groups of people may not be able to access centres due to changes in opening times.	Public consultations will consider these further.
<b>3. Gender reassignment</b>	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Some individuals/groups of people may not be able to access centres due to changes in opening times.	Public consultations will consider these further.
<b>4. Pregnancy and maternity</b>	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Some individuals/groups of people may not be able to access centres due to changes in opening times.	Public consultations will consider these further.
<b>5. Race / Ethnicity</b>	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Some individuals/groups of people may not be able to access centres due to changes in opening times.	Public consultations will consider these further.
<b>6. Religion or belief</b>	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Some individuals/groups of people may not be able to access centres due to changes in opening times.	Public consultations will consider these further.
<b>7. Gender / sex</b>	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Some individuals/groups of people may not be able to access centres due to changes in opening times.	Public consultations will consider these further.
<b>8. Sexual orientation</b>	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Some individuals/groups of people may not be able to access centres due to changes in opening times.	Public consultations will consider these further.
<b>9. Marital Status</b>	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Some individuals/groups of people may not be able to access centres due to changes in opening times.	Public consultations will consider these further.



<b>10. Carers</b> (discriminated by association)	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Some individuals/groups of people may not be able to access centres due to changes in opening times.	Public consultations will consider these further.
--	---	---	--

<b>5. What are the number, types and severity of disabilities in play in this case?</b>
<p>Further work will be done with GLL as part of the Public Consultation and review of the survey data conducted as part of the Sport and Physical Activity Review. The revised Performance and Contract monitoring framework with GLL will also identify specifically measures in this area.</p> <p>Of the total membership of GLL in Barnet, 71.75% have no disability. 13.65% have not specified, and 12.48% did not complete the disability form. The recorded percentages of people with any specified disability range from 0.01% to 0.47%</p>
<b>6. What are the actions that could reduce the impact on people with disability?</b>
<p>The council's existing disability policies and procedures aim to promote equality of opportunity and eliminate discrimination on the basis of disability, such policies will continue.</p> <p>There is a GLL Better Inclusive launch in 2014 which targets people with disabilities. Barnet's Better Inclusive member base is currently growing. At over 235 it is Barnet has the highest percentage (2.5%) of Better Inclusive members, based on prepaid membership</p>
<b>7. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents?</b>
<p>It is likely that there will be some concern from residents about some of the proposed amendments in opening times of two of the leisure centres. It is important to ensure that we successfully communicate the new sport and physical activity strategy which will highlight a broader range of what is available both in and outside of leisure centres, including how Barnet's green spaces are used. There will be a strong link to health benefits with a Fit and Active Barnet campaign in 2014 led by public health.</p> <p>There are already some concerns raised by residents about satisfaction levels of leisure centres in the Residents Perception Survey, and ways of overcoming barriers to engagement in sport and physical activity remain a key priority for Adults and Communities.</p> <p>In contract performance and monitoring meetings with GLL the impact of any proposals will also be regularly reviewed and they have their own satisfaction measures.</p> <p>The management of utilities is not likely to have an impact for residents.</p>
<b>8. How does the proposal enhance Barnet's reputation as a good place to work and live?</b>
<p>If the council is able to deliver efficiencies through improved and robust contract monitoring with GLL, the council can demonstrate value for money to residents.</p> <p>The council will also have an improved understanding of local needs to inform existing contract monitoring and improvements, as well as inform future procurement options as part of the wider Sport and Physical Activity offer. From the Outline Business Case: Sport and Physical Activity Review (October 2013) some of the non-financial benefits for Adults and Communities were described as:</p>

Improved opportunities for carers through the use of the leisure provision

- Increased provision of accessible activities and facilities
- Potential for cross-service provision within shared facilities e.g. day care being provided within leisure facilities rather than only in day care centres.
- Residents' satisfaction with services - More opportunities to be physically active and increased health and wellbeing; increased satisfaction with the sport and physical activity provision; increased visibility and understanding of what sport and physical activity services are available and easier access to information through the Fit and Active Barnet partnership.
- Barnet the place and community: Improved usage of parks and open spaces within the Council; Sport and physical activity provision that makes the borough a more attractive place to live and work; Displacement of anti-social and criminal behaviour.

**9. How will members of Barnet's diverse communities feel more confident about the council and the manner in which it conducts its business?**

Through an enhanced leisure offer through the Sport and Physical Activity Review, residents will feel more able to access their local services and have greater opportunity for greater social inclusion.

**10. 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 14)**

The complaints and compliments process, along with the Residents Perception Survey provide opportunities for feedback.

We are also in the process of establishing a Quality Assurance Framework, which aims to alert the Department on issues of quality across the service.

The proposals will be reviewed regularly through the Sport and Physical Activity Project Board.

**11. 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.**

The proposals should not directly impact on intercommunity relationships.

**12. 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.**

Public Consultation around amendments in opening times to Burnt Oak leisure centre is due in February –March 2014 through the planning process. Any further public consultations around amendments to Hendon have yet to be considered. There will also be a range of engagement activities with service users and carers. Any comments received during this process will be carefully considered. If it is considered that any changes to the proposals are necessary as a result of these comments and there is an impact on the achievability of the savings, then the SPA review board will have to discuss this with the Chief Finance Officer and lead Member for Resources regarding a potential drawdown from contingency.

## Overall Assessment


13. Overall impact			
Positive Impact  <input type="checkbox"/>	Negative Impact or Impact Not Known <sup>1</sup>  <input checked="" type="checkbox"/>	No Impact  <input type="checkbox"/>	
14. Scale of Impact			
Positive impact:  Minimal <input type="checkbox"/> Significant <input type="checkbox"/>	Negative Impact or Impact Not Known  Minimal <input checked="" type="checkbox"/> Significant <input type="checkbox"/>		
15. Outcome			
No change to decision  <input checked="" type="checkbox"/>	Adjustment needed to decision  <input type="checkbox"/>	Continue with decision <i>(despite adverse impact / missed opportunity)</i>  <input type="checkbox"/>	If significant negative impact - Stop / rethink  <input type="checkbox"/>
16. Please give full explanation for how the overall assessment and outcome was decided			
<p>The savings proposals for 2014/15 were identified through the Sport and Physical Activity review (One Barnet programme) with the Council having an improved contract monitoring framework with GLL and consider amendments to the contract. This strand of savings is part of the wider aim to improve the council's Sport and physical activity offer, so as to increase participation levels and therefore the health and wellbeing of Barnet residents.</p>			

<sup>1</sup> '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.

**17. Equality Improvement Plan**

Please list all the equality objectives, actions and targets that result from the Equality Analysis (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
We will identify and address all equality objectives through Performance and Contract Monitoring with GLL	Include equality objectives on Performance and Contract Monitoring meeting agendas and work plans	Targets and review points are identified through the Performance and Contract Monitoring process	Andrea Breen	April 2014 and on-going

1 <sup>st</sup> Authorised signature (Lead Officer)	2 <sup>nd</sup> Authorised Signature (Member of SMT) – Dawn Wakeing  
<b>Date:</b>	<b>Date: 10 February 2014</b>

## Equality Analysis (EqA)

### Questionnaire

Please refer to the guidance before completing this form.

<b>1. Details of function, policy, procedure or service:</b>	
Title of what is being assessed: Decision not to extend the Big Society Innovation Bank grant scheme as communicated in all BSIB communications materials and publications.	
Is it a new or revised function, policy, procedure or service? Planned end of grant funding programme	
Department and Section: Commissioning Group	
Date assessment completed: December 2013	
<b>2. Names and roles of officers completing this assessment:</b>	
Lead officer	Dion Watts
Stakeholder groups	Internal
Representative from internal stakeholders	Dion Watts, Lesley Holland, Rachel Williamson
Representative from external stakeholders	N/A
Delivery Unit Equalities Network rep	N/A
Performance Management rep	N/A
HR rep (for employment related issues)	N/A
<b>3. Full description of function, policy, procedure or service:</b>	

Please describe the aims and objectives of the function, policy, procedure or service  
*Please include - why is it needed, what are the outcomes to be achieved, who is it aimed at? Who is likely to benefit? How have needs based on age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, marriage and civil partnership and carers been taken account of? 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.*

The Big Society Innovation Bank (BSIB) is a fund designed to harness the energy and creativity of Barnet residents and empower them to develop local solutions to local challenges. £600,000 has been made available over the last three years for individuals, residents groups and not-for-profit organisations to launch inventive new projects designed to benefit the community.

At a time of declining public sector resources, the BSIB was intended to promote independence and community entrepreneurship, helping local people to take responsibility for tackling the challenges that are important to them. The fund was organised around various themes in 2 of the 3 annual funding rounds, linking up with the council’s strategic priorities and ensuring support for a diverse range of projects.

The intention was to kick start promising projects with 3 one-year rounds of funding in the hope of making them sustainable for the future, and this was consistently communicated to applicants throughout the process.

**4. How are the equality strands affected?** *Please detail the effects on each equality strand, and any mitigating action you have taken so far. Please include any relevant data. If you do not have relevant data please explain why.*

Equality Strand	Affected?	Explain how affected	What action has been taken already to mitigate this? What action do you plan to take to mitigate this?
1. Age	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	The themes of rounds 2 and 3 of the programme included ‘early years’ and ‘reducing isolation among older people’, leading to 12 out of a total 16 projects awarded funding over the three 3 years of the BSIB being ones aimed at supporting young or older people. The age characteristic has therefore benefited disproportionately from BSIB funding, and so is likely to be impacted disproportionately by its withdrawal.	Taking into account learning from previous grant funding programmes, it was decided and communicated to applicants that BSIB awards would provide one year of start-up funding for community projects with a view to them identifying further funding streams to make them sustainable over the long term. Sustainability of projects was therefore a key element of the evaluation framework.  Lead Commissioner for Later Life has been made aware of the need to support projects supporting older people in the transition from a grant funding to a

			<p>commissioning model.</p> <p>The new Charter for Barnet with the voluntary and community sector, currently out for public consultation, will have an accompanying action plan which may make specific reference to supporting age-focused projects, possibly under a BSIB “legacy” commitment.</p>
2. Disability	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	The voluntary and community sector as a whole is heavily focused on supporting people with disabilities. Therefore, any withdrawal of funding to the sector is likely to impact on the protected characteristic of disability.	Taking into account learning from previous grant funding programmes, it was decided and communicated to applicants that BSIB awards would provide one year of start-up funding for community projects with a view to them identifying further funding streams to make them sustainable over the long term. Sustainability of projects was therefore a key element of the evaluation framework.
3. Gender reassignment	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
4. Pregnancy and maternity	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
5. Race / Ethnicity	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
6. Religion or belief	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	2 projects awarded funding were either aimed exclusively at one faith or aimed to promote interfaith working. Therefore, any withdrawal of funding is likely to impact on the protected characteristic of religion or belief.	Taking into account learning from previous grant funding programmes, it was decided and communicated to applicants that BSIB awards would provide one year of start-up funding for community projects with a view to them identifying further funding streams to make them sustainable over the long term. Sustainability of projects was therefore a key element of the evaluation framework.
7. Gender / sex	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	2 projects awarded funding were aimed	Taking into account learning from previous grant funding



		exclusively at women. Therefore, any withdrawal of funding is likely to impact on the protected characteristic of gender.	programmes, it was decided and communicated to applicants that BSIB awards would provide one year of start-up funding for community projects with a view to them identifying further funding streams to make them sustainable over the long term. Sustainability of projects was therefore a key element of the evaluation framework.
<b>8.</b> Sexual orientation	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
<b>9.</b> Marital Status	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
<b>10.</b> Other key groups?	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		

<p><b>5. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents?</b></p>
<p>The decision not to extend the BSIB is unlikely to have an impact on satisfaction ratings as it was a fixed 3-year programme, as communicated in all materials and publications.</p>
<p><b>6. How does the proposal enhance Barnet’s reputation as a good place to work and live?</b></p>
<p>The fact that the council made £600,000 available for individuals, residents groups and not-for-profit organisations to launch community projects would have been likely to enhance Barnet’s reputation as a good place to work and live. The planned closure of the programme does not change this.</p>
<p><b>7. How will members of Barnet’s diverse communities feel more confident about the council and the manner in which it conducts its business?</b></p>
<p>Ending a fixed 3-year programme as planned should give Barnet’s communities confidence that the council is strategic in the way it conducts its business and adheres to the plans it sets out.</p>
<p><b>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? <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 15)</i></b></p>
<p>N/A</p>
<p><b>9. 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></b></p>

N/A

**10. 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.**

Residents and services users were made aware of the BSIB's 3-year budget from the outset. They will have an opportunity to comment as part of a public consultation on the new Charter for Barnet with the voluntary and community sector, which sets out core principles for working between the council and the sector, one of which relates to recognising the diversity of the communities they serve and committing to supporting them equally. The consultation is open now and will run until 31 January 2014; giving residents with different needs will have an opportunity to have their say on how the council and the voluntary and community sector (including BSIB-funded projects) should work together in the future. The council's on-going budget consultation exercise is another opportunity for residents and service users to input on the changes, and their feedback will be taken into consideration when submissions are collated.

## Overall Assessment

11. Overall impact		
Positive Impact  <input type="checkbox"/>	Negative Impact or Impact Not Known <sup>1</sup>  <input type="checkbox"/>	No Impact  <input checked="" type="checkbox"/>

12. Scale of Impact		
Positive impact:  Minimal <input type="checkbox"/> Significant <input type="checkbox"/>	Negative Impact or Impact Not Known  Minimal <input type="checkbox"/> Significant <input type="checkbox"/>	

13. Outcome			
No change to decision  <input checked="" type="checkbox"/>	Adjustment needed to decision  <input type="checkbox"/>	Continue with decision <i>(despite adverse impact / missed opportunity)</i>  <input type="checkbox"/>	If significant negative impact - Stop / rethink  <input type="checkbox"/>

14. Please give full explanation for how the overall assessment and outcome was decided
<p>The overall assessment that the decision to bring the BSIB to a close after the planned and communicated 3 one-year fixed terms would have no impact on the protected characteristics was made on the grounds that successful projects have benefitted from the funding on the terms it was made available, and therefore will not experience any funding cuts as a result of the programme's planned closure. Although the age characteristic appears to have benefited disproportionately from BSIB funding, there is no evidence to suggest that projects set up with BSIB grants are likely to experience difficulty with sustainable funding; therefore, it cannot be claimed that the BSIB programme has had an overall negative impact on the age characteristic.</p>

<sup>1</sup> '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.

**15. Equality Improvement Plan**

Please list all the equality objectives, actions and targets that result from the Equality Analysis (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
Confirm following budget consultation that public feedback does not materially affect the assessment made of no impact in this EIA	Monitor feedback from council's budget consultation regarding impact of the closure of BSIB	Additional information does not lead to a change in the outcome of the EIA	Rachel Williamson	Mid-Feb 2014

1 <sup>st</sup> Authorised signature (Lead Officer)  Dion Watts	2 <sup>nd</sup> Authorised Signature (Delivery Unit management team member)
Date: 12/12/13	Date:

## Children's Service Equality Impact Assessment (EIA) Questionnaire

<b>1. Details of function, policy, procedure or service:</b>	
Title of what is being assessed: Mentoring and activities and workshops for children and young people and careers and transitions support to young people with learning disabilities	
Is it a function, policy, procedure or service?: Services	
Department and Section: Family Services: Youth and Community and Family Support and Early Intervention	
Date assessment completed:	
<b>2. Names and roles of officers completing this assessment:</b>	
Lead officer	Lindsey Hyde
Stakeholder groups	Internal Children's Service staff, provider organisations, service users and residents
Representative from internal stakeholders	Jody Nason and Sharon Glover (contract managers)
CS Equalities Network rep	Elaine Tuck
HR rep (for employment related issues)	Not applicable
<b>3. Full description of function, policy, procedure or service:</b>	
<b>Context</b>	
<p>The Government's spending review has reduced the amount of money available for the council to spend over the coming years. Over the past three years the Children's Service has reduced budgets by over £12m (around 20% of the budget) across a range of areas.</p> <p>For 2014/15 the Children's Service needs to find further savings of £4.44m (around 8% of the current budget). Of this, it is proposed that £1.3m of savings is found in commissioned services. In order to meet this financial target, whilst ensuring that we can continue to deliver high quality services for children, young people and families, it is proposed that these savings will be achieved by:</p> <ul style="list-style-type: none"> <li>• Mapping service delivery to minimise duplication and enhance efficiencies across service delivery</li> <li>• Re-commission, where appropriate, to achieve better value for money</li> <li>• Work with contracted providers to identify efficiency savings and reconfigure services when possible</li> <li>• Target limited resources to improve outcomes for the borough's most vulnerable children and young people.</li> </ul> <p>Mentoring and activities and workshops for children and young people, as well as careers and transitions support to young people with learning disabilities are three areas that are being considered for achieving savings from Children's commissioned services.</p> <p>There are 3 proposals relating to commissioned services savings for children. The services outlined in this Equalities Impact Assessments (EIA) relate to Proposal 1c:</p>	

Review how the services we buy are used and how similar services could be joined up. This is likely to result in a combination of efficiencies and reductions. Some of the key areas this would impact on are: youth homelessness, peer support and mentoring for young people, activities for young people, domestic violence services, support to young carers, parenting programmes, support to organisations around quality of childcare, careers support for young people with Learning Difficulties and Disabilities, information system holding information on young people, social care out of hours service, community coaching (peer-to-peer support for families).

Proposed saving (Proposal 1c): £600k

***Please describe the aims and objectives of the function, policy, procedure or service. Please include - why is it needed, what are the outcomes to be achieved, who is it aimed at and who is likely to benefit?***

#### *Mentoring*

Currently, there are two contracts delivering early intervention and prevention mentoring services to children and young people 8-19 years (up to 25 for disabled young people). The first one is a mentoring service which recruits and trains adult volunteers to mentor young people and the second one is a peer to peer mentoring service where sixth form students volunteers are recruited and trained to mentor young people.

Furthermore, there are three additional mentoring contracts being commissioned by, or being delivered in partnership with LB Barnet, that are not directly part of this budget consultation. Although these three contracts will come to an end at the start of the 2014/15 financial year, they should also be considered during the decision making process in relation to the two early intervention and prevention mentoring services currently in scope for achieving savings. This is because the impact of a reduction in the two early intervention and prevention mentoring services in scope here, may cause a cumulative negative impact when occurring alongside the natural end of three additional mentoring contracts in the 2014/15 financial year.

#### *Activities and workshops*

There is currently one contract delivering early intervention and prevention activities and workshops to children and young people 8-19 years (up to 25 for disabled young people). LB Barnet Youth and Community Services also delivers activities and workshops to young people, and will continue to do so in the 2014/15 financial year, and this must be considered in the decision making process in relation to this early intervention and prevention contract. This is because there may be opportunities to integrate services. Furthermore, the services offered by Youth and Community Services may offer a mitigation to any reduction of the contract in scope here.

Both of the mentoring services and the activities and workshops services aim to intervene early to reduce the effects of low self-esteem and isolation amongst children and young people, and to prevent young people from engaging in anti-social behaviour (including crime, gangs, cyber/ bullying, knife crime and substance misuse). In addition to direct work, this includes signposting children and young people to appropriate services (internal and external) and participating in the Common Assessment Framework process, where appropriate. The outcomes sought through these services are:

- Children and young people to have improved self-esteem and increased confidence
- Children and young people to report a healthier lifestyle
- Children and young people to be aware of how and where to access appropriate support, information and advice to improve their life chances
- Children and young people to make informed decisions enabling them to access opportunities that benefit themselves and the wider community
- Children and young people to realise their interests and aspirations
- Children and young people gain recognition of success by participating in relevant projects

The current proposal in relation to these services is to review how the services we buy are used and how similar services could be joined up, which is likely to result in a combination of efficiencies and

reductions in service delivery. This mode of delivery will benefit those most in need, as the services will be re-targeted towards those who require them most and limited resources will be used in the most effective way possible.

#### *Careers and transitions support to young people with learning disabilities*

There is currently one contract delivering careers and transitions support to young people with learning disabilities which offers assessments for young people with learning difficulties and disabilities to meet duties under Section 140 of the Learning and Skills Act 2000. Interventions are offered for all young people with statements of special educational need from Year 9 onwards to ensure smooth transition, participation in education and training placements.

Initial consultation with the provider of this service has indicated that the proposal to review how the services we buy are used and how similar services could be joined up, is likely to result in an efficiency based on changes to how information is distributed. The removal of the budget for printing and information will mean that any information produced will be distributed electronically rather than in hard copy. There may also be a small service change in relation to this service and the frequency of how young people's progress is tracked. A significant impact is not anticipated on the basis of these proposals but nevertheless the equalities data below sets out any potential disproportionate impact.

#### ***How have needs based on race, gender, disability, age, religion/belief, sexual orientation or carers been taken account of? How can people find out about and benefit from the proposals?***

The Children's Service Budget Proposal Consultation 2014/15 was carried out via a number of methods, enabling stakeholders, including service users, parents and carers, to give feedback and consider the proposals in context against their needs. Stakeholders were encouraged to respond via a dedicated email address, post, online questionnaire, and at consultation events. In addition, Barnet's Youth Board and the UK Youth Parliament created a young person friendly version of the Children's Service Budget Proposals consultation which included an online survey to collect their views.

A total of 84 people responded to the children's service budget consultation survey. Of those who gave their personal details via the online questionnaire, the breakdown was as follows (excludes those who did not answer the question):

- 65.9% (29) were female, 20.5% (9) were male, 13.6% (6) preferred not to say
- 4.5% (2) were aged 25-34, 20.5% (9) aged 35-44, 36.4% (16) aged 45-54, 18.2% (8) aged 55-64, 4.5% (2) aged 65-74, 2.3 % (1) aged 75+, 13.6% (6) preferred not to say
- 56.8% (25) were white British and 9.1% (4) White Other, 4.5% (2) Asian or Asian British - Indian, 4.5% (2) Black or Black British – African, 4.5% (2) White Turkish/Turkish Cypriot, 2.3% (1) Asian or Asian British – Bangladeshi, 2.3% (1) White Greek/ Greek Cypriot, 2.3% (1) White Irish, and 13.6% (6) preferred not to say
- 50% (21) were Christian, 11.9% (5) no religion, 7.1% (3) Jewish, 4.8% (2) agnostic, 7.1% (3) Muslim, 2.4% (1) atheist, 2.4% (1) Buddhist, 2.4% (1) Hindu, and 12.5% (7) preferred not to say
- 81% (34) were heterosexual, 2.4% (1) gay, 7.1% (3) bisexual, and 9.5% (4) preferred not to say
- 5 people (out of 42) stated they had a disability under the DDA

For the young people's survey, few respondents chose to give information about themselves, however as with the overall survey, there was a general trend of more females than males responding.

The providers of commissioned services in scope have been consulted with on an individual basis. The council sent letters, and meetings have been held with each provider throughout the process to inform them of the consultation and the proposed savings across Children's Services.

Data on usage of mentoring services, activities and workshops services and careers and transitions support for young people with a learning disability has been collated to determine if any particular equalities groups might be disproportionately affected. Providers have shared information about young people that have accessed the services. In addition, demographic data about Barnet's population has been collated to provide base line data. A range of data sources have been used, including:



- Census 2011
- Profile of Children and Young People in Barnet report, December 2012

**Consider any processes they need to go through or criteria that we apply to determine eligibility.**

This Equalities Impact Assessment (EIA) is being completed before a final decision has been made in relation to the amount of savings being made against each commissioned services contract. The final decision will be subject to the outcome of the consultation. The EIA will help to inform planning and decision making by assessing the potential impact of changes to the delivery of services.

Under these proposals, mentoring and activities and workshops services will be re-shaped and re-targeted to 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 mentoring service which trains adult volunteers to mentor young people is aiming to target the mentoring services they deliver in the current year (2013/14) towards young people leaving care, at risk of becoming NEET, young offenders and young carers. The current priority for the peer to peer mentoring services is to target to those identified to be at risk of NEET, although this is not exclusively the target group. The activities and workshops sessions delivered are currently aimed at a broad target group. These proposals would see a further re-targeting of services and would seek to reduce duplication and join up services, where appropriate, to deliver services that offer the greatest impact and best outcomes, for the best value.

The provider of careers and transitions support to young people with a learning disability, meets the Council's duties under Section 140 of the Learning and Skills Act 2000. The eligibility of any young person referred for an assessment will be considered as part of the referral and assessment process.

**4. 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/ethnicity	Yes x / No <input type="checkbox"/>	<p>The two mentoring contracts have recently started delivering services and therefore data is not readily available for analysis on these. Data set out below is derived mainly from the activities and workshops contract</p> <p><i>Mentoring, activities and workshops</i></p> <p>Please note that there has been a low number of young people for whom ethnicity data was captured (69 young people) and so actual numbers are given in parentheses below.</p> <p>White British young people are slightly over represented in these services 23.2% (16) use the services compared to 14.3% of Barnet's 0-19 population.</p> <p>Black young people (Black British, Black African, Black Caribbean) are over represented users of these services 47.8% (33) of service users</p>	<p>These services are open to young people of all ethnicities. The breakdown of service users by ethnicity will be addressed as part of regular contract monitoring as required.</p>

		<p>compared to 14.3% of Black young people in the 0-19 population (Black Caribbean, Black African, Black other).</p> <p>There is no direct comparison available but it is notable that 7 young people who stated their ethnicity are Somali, out of the small cohort of 69 who stated their ethnicity.</p> <p><i>Learning disability assessment and transitions support</i></p> <p>Ethnicity data is available for 969 young people using this service. This has been compared to Barnet's 0-19 population ethnic breakdown. Although it is acknowledged that service users are aged 16-24, the 0-19 data is deemed a more appropriate comparison than the general population.</p> <p>Three ethnic groups are slightly over-represented in this service when compared to the general 0-19 population:</p> <p>64.4% of service users are white , compared to 56.9% of 0-19 population</p> <p>1.96% of service users are Black Caribbean compared to 1.1% of 0-19 population</p> <p>17.1% of service users have an ethnicity of Other compared to 10.2% of 0-19 population</p> <p>Any service change may disproportionately impact on White, Black Caribbean or 'Other' ethnic groups due to their over-representation in the service.</p>	<p>Young people are monitored and tracked from ages 13-25 through the Management Information System CCIS. Through Youth and Community Participation and Placements Team and Prospects any impact of service change will be monitored through monthly reports. Action will be taken in the form of service user casework interventions if any issues need to be addressed.</p>
Gender	Yes x / No <input type="checkbox"/>	<p><i>Mentoring, activities and workshops</i></p> <p>73.4% of service users are male, compared to 51.4% of the 0-19 population. Therefore males are over represented users of these services.</p> <p><i>Learning disability assessment and transitions support</i></p> <p>Any change to this service may disproportionately impact on males who are over-represented users of this service. 30% of service users are female, 70% are male. It is perhaps to be expected that males will be over-represented users of this service as</p>	<p>Reasons for males being the main users of these services to date will be explored in contract monitoring meetings and steps will be taken to address this if required.</p> <p>Young people are monitored and tracked from ages 13-25 through the Management Information System CCIS. Through Youth and Community Participation and Placements Team and</p>

		<p>Barnet's Joint Strategic Needs Assessment sets out that of school students with learning disability on their statement of special educational need, 38% are female and 62% are male.</p> <p>Any service change may disproportionately impact on males due to their over-representation in the service.</p>	<p>Prospects any impact of service change will be monitored through monthly reports. Action will be taken in the form of casework if any issues need to be addressed.</p>
Disability	Yes x / No <input type="checkbox"/>	<p><i>Mentoring, activities and workshops</i></p> <p>There is no available data to suggest that young people accessing these services have a disability. If there are no disabled young people accessing these services, this is an under representation and further consideration may be needed about enabling increased accessibility of these services for disabled young people.</p> <p><i>Learning disability assessment and transitions support</i></p> <p>100% of young people being supported by this service have learning disabilities. As such any change to the service will disproportionately impact on young people with this type of disability.</p>	<p>Services offered should be accessible to all young people, this will be reviewed with the service provider.</p> <p>A support service is provided in addition to the contracted service through the Youth and Community Service Placement and Participation Team. This will ensure any gaps in service provision will be addressed through this service.</p>
Age	Yes x / No <input type="checkbox"/>	<p><i>Mentoring, activities and workshops</i></p> <p>There are two age groups who are particularly over represented users of these services compared to the 0-19 population:</p> <p>40.7% of service users are aged 10-14 compared to 18.6% of the 0-19 population who are in this age group.</p> <p>31% of service users are aged 15-19 compared to 18% of the 0-19 population who are in this age group.</p> <p>There are two age groups who are particularly under represented users of these services compared to the 0-19 population:</p> <p>2.7% of service users are aged 0-4 compared to 22.9% of the 0-19 population who are in this age group.</p> <p>1.9% of service users are aged 20-24 compared to 20.9% of the population who are in this age group.</p>	<p>The age profile of service users will be reviewed to ensure that the anticipated target groups are accessing the services as desired. Those who are under represented might need to be supported to access these services.</p>

		<p>Therefore, young people aged 10-14 years and 15-19 years may be disproportionately impacted by any service change or reduction.</p> <p><i>Learning disability assessment and transitions support</i></p> <p>Any change to this service may disproportionately impact on young people aged 17,18 and 19 who are the users of this service.</p>	<p>Young people are monitored and tracked from ages 13-25 through the Management Information System CCIS. Through Youth and Community Participation and Placements Team and Prospects any impact of service change will be monitored through monthly reports. Action will be taken in the form of casework if any issues need to be addressed</p>
Sexual orientation or gender reassignment	<p>Yes <input type="checkbox"/> / No <input type="checkbox"/></p> <p>Unknown</p>	<p><i>Mentoring, activities and workshops and Learning disability assessment and transitions support</i></p> <p>There is no data available on the sexual orientation or gender reassignment of young people being supported by these services. However, the services seek to support young people's needs holistically and will aim to ensure that appropriate advice and guidance is given to support young people in view of their sexual orientation or gender reassignment needs.</p>	<p>We will seek to ensure that support services provided to young people are tailored to meet specific needs, including sexual orientation or gender reassignment, or that young people are signposted to other appropriate services for support where needed.</p>
Religion or belief	<p>Yes <input type="checkbox"/> / No <input type="checkbox"/></p> <p>Unknown</p>	<p><i>Mentoring, activities and workshops and Learning disability assessment and transitions support</i></p> <p>There is no data available on the religion or belief of young people being supported by these services. However, the services do currently and will continue to ensure that appropriate advice and guidance is given to support young people in view of their religion or belief.</p>	<p>Religion is addressed as part of the Learning Disability Assessments and plan when it may be an issue that may affect the effective transition into education, training and employment.</p>
Pregnancy/ maternity (including teenage parents)	<p>Yes <input type="checkbox"/> / No <input type="checkbox"/></p> <p>Unknown</p>	<p><i>Mentoring, activities and workshops</i></p> <p>Young parents may require additional support, this may include parenting support, support to access wider social networks and support to raise and achieve their employment and</p>	<p>Pregnancy, maternity and young parenthood is addressed as part of the Learning Disability Assessments and plan</p>

		<p>training aspirations. Any reduction in mentoring, activities and workshops may impact on this group. However, there is no specific data available on the pregnancy and maternity of young people being supported by this service and therefore this impact is difficult to quantify.</p> <p><i>Learning disability assessment and transitions support</i></p> <p>There is no specific data available on the pregnancy and maternity of young people being supported by this service. However, the service does currently and will continue to ensure appropriate advice and guidance is given to support young in relation to their pregnancy and maternity. For young parents, advice and guidance on careers and transitions will be tailored to support their parental responsibilities.</p>	<p>when it may be an issue that may affect the effective transition into education, training and employment.</p>
Marital status	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	<p><i>Mentoring, activities and workshops and Learning disability assessment and transitions support</i></p> <p>There is no data available on the marital status of young people being supported by this service. However, the service does currently and will continue to ensure appropriate advice and guidance is given to support young people in relation to their marital status.</p>	<p>Marital status is addressed as part of the Learning Disability Assessments and plan when it may be an issue that may affect the effective transition into education, training and employment.</p>
Those on low incomes	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p><i>Mentoring, activities and workshops</i></p> <p>The targeted nature of these mentoring, activities and workshops services mean that many of the service users may be from low income backgrounds. There is no specific data available to quantify this, but target groups of the adult mentors supporting young people service include care leavers, young offenders, all of whom may have a higher than average likelihood of being from a low income background. Similarly, the peer to peer mentoring service targets young people in three selected schools who are at risk in transitional stages.</p> <p>Young people from low income backgrounds may have more limited opportunities to engage in activities</p>	<p>LB Barnet Youth and Community Services also delivers activities and workshops to young people, and will continue to do so in the 2014/15 financial year. This service may provide a mitigation of any change in the provision under this contract.</p>

		<p>and workshops if a financially accessible service is not offered by LB Barnet.</p> <p><i>Learning disability assessment and transitions support</i></p> <p>This service aims to support young people with a learning disability into employment, further education or training. This support is offered to all young people with a statement of learning disability, but may be of particular significance for young people from low income backgrounds.</p>	<p>This is addressed as part of the Learning Disability Assessments and plan when may be an issue that may affect the effective transition into education, training and employment.</p>
<p>Young people not in Employment, Education or Training</p>	<p>Yes x / No <input type="checkbox"/></p>	<p><i>Mentoring, activities and workshops</i></p> <p>The targeted nature of these services involves engagement with NEET young people, although these services have been targeted towards broader groups than just NEET young people. However, a change or reduction to these services may impact on NEET young people.</p> <p><i>Learning disability assessment and transitions support</i></p> <p>Services are offered to all young people with statements of special educational need from Year 9 onwards to ensure smooth transition and participation in education and training placements. This aims to reduce the number of young people who are not in Employment, Education or Training. In November 2013, 26 young people with Learning Disabilities were NEET out of 161 NEET young people available for work in Barnet.</p>	<p>Targeted Youth Workers engage NEET young people and work with them to get them back into education, employment or training. This has been strengthened by the Platforms programme in 2013/14 year for young people aged 16 to 24, which specifically targets and supports NEET young people.</p> <p>Youth and Community Services are providing additional support to the provider to ensure that any gaps are addressed in the service. As part of this, there will be a focus on young people with Learning Disabilities who are not in Employment, Education or Training.</p>

**5. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents**

In the Residents' Perception Survey 2013 86% of residents surveyed were satisfied with their local area, 74% of residents were satisfied with how the Council runs things and 76% thought the Council was doing a good job. However, 17% of residents surveyed cited 'not enough being done for young people' as one of their concerns. 16% of residents surveyed thought that activities for young people were excellent or good, but 39% thought that they were poor or extremely poor.

The impact of delivery of these proposals may mean that services are not available to as broad a range of young people in the 2014/15 year and beyond. These proposals may mean that services may potentially be delivered by fewer external organisations and there may be greater integration achieved across all provision. This may increase resident satisfaction as a broad view is being taken across all similar services to further integrate provision and achieve better value for money. However, if the proposals result in a service reduction for mentoring, activities and workshops provision, the overall impact amongst residents may be a negative one. For careers and transitions support to young people with learning disabilities, these proposals are likely to result in an efficiency savings, as well as potentially a small service change.

Ongoing communication and any future Residents Perception Survey will enable the Council to gauge how satisfied residents are with services delivered by or on behalf of the Council and will form part of the ongoing monitoring of the impact of these proposals.

**6. How does the proposal enhance Barnet's reputation as a good place to work and live?**

The proposal to review how the services we commission are used and how similar services could be joined up, which is likely to result in a combination of efficiencies and reductions, may enhance Barnet's reputation as the provision of services are being thoroughly reviewed and consulted upon to ensure that resources are being used in the best way possible and that services are achieving the best possible outcomes for Barnet's children and young people.

**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 is taking place through the online survey and consultation events 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 of the 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.

It is anticipated that reviewing the current delivery of services will ensure that services are targeted to children and young people who most need it.

**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?**

***Include information about the groups of people affected by this proposal***

*Mentoring, activities and workshops*

The groups below may be particularly impacted by any changes or reductions to mentoring, activities and workshops services

- males
- those on low incomes
- NEET young people
- Black young people
- disabled young people are under represented in mentoring, activities and workshops services
- young people aged 10-14 and 15-19 are over represented in mentoring, activities and workshops services

*Careers and transitions support to young people with learning disabilities*

The groups below may be particularly impacted by any changes or reductions to careers and transitions support to young people with learning disabilities services

- males are over represented users of services
- those on low incomes
- NEET young people
- White young people, Black Caribbean young people and those with 'Other' ethnicity
- young people with a disability are sole users of careers and transitions support services for people with a learning disability
- young people aged 17, 18 and 19 form the majority of service users of the careers and transitions support services for people with a learning disability.

***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)***

The monitoring of commissioned contracts currently takes place on a quarterly basis and this data has been used to inform this EIA, these monitoring arrangements will be ongoing for the future delivery of commissioned services. Residents and other stakeholders, including provider organisations and children and young people, will be made aware of the outcomes of the consultation through a variety of methods, including Engage space, practitioners' forums, and contract meetings with providers. The implementation of any changes will be undertaken at the end of the consultation process, once all information, feedback and data has been analysed to inform decision making. The impact of this proposal on the groups identified above will be monitored, and where possible mitigated, through the Equality Improvement Plan.

**9. 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.***

It is not anticipated that the proposal will help the council to actively promote relations between different communities. Any changes will be communicated to help ensure that different parts of the community understand the reduction in resources.



**10. 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.*

The Children's Service Budget Proposal Consultation 2014/15 was carried out via a number of methods, enabling stakeholders, including service users, parents and carers, to give feedback and consider the proposals in context against their needs. Stakeholders were encouraged to respond via a dedicated email address, post, online questionnaire, and at consultation events. In addition, Barnet's Youth Board and the UK Youth Parliament created a young person friendly version of the Children's Service Budget Proposals consultation which included an online survey to collect their views.

The providers of commissioned services in scope have been consulted with on an individual basis. The council sent letters, and meetings were held with each provider throughout the process to inform them of the consultation and the proposed savings across Children's Services.

Data on usage of mentoring services, activities and workshops services and careers and transitions support for young people with a learning disability has been collated to determine if any particular equalities groups are being disproportionately affected. Providers have shared information about young people that have accessed the services and demographic data about Barnet's population has been collated as a comparator.

The details of service users of mentoring and activities and workshops for children and young people, as well as careers and transitions support to young people with learning disabilities are set out in detail in section 4 above alongside comments on any actions already taken to mitigate any disproportionate impact. Below in section 13 the Equality Improvement Plan sets out actions that are required as a result of the analysis contained in this equalities impact assessment.

**11. Decision:**

No Impact  <input type="checkbox"/>	Positive Impact  <input type="checkbox"/>	Neutral Impact  <input type="checkbox"/>	Negative Impact or Impact Not Known <sup>1</sup>  x
---	---	--	---

**12. Comment on decision**

This EIA outlines that any change to mentoring services and activities and workshops services for children and young people, and careers and transitions support for young people with a learning disability is likely to have a disproportionate impact on some groups with protected characteristics. Section 4 above sets this out in detail but this includes the protected characteristics gender, ethnicity, disability, age, low income and NEET young people. Some mitigating actions are in place, but the proposed reduction could have a negative impact on these groups particularly in relation to activities and mentoring, which is also impacted by other short-term funding coming to an end not as a consequence of these budget proposals.

<sup>1</sup> '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.

### 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 100 per cent of young people with a statement of Learning Disabilities are supported through Prospects.	A support service will be provided in addition to the contracted service through the Youth and Community Participation and Placement Team. This will ensure that any gaps are addressed	100 per cent coverage as appropriate of young people with a statement of Learning Disability from the age of 13-25	Sharon Glover Operational Manager Youth and Community service	On going
Ensure we work towards 100 per cent 'destination' information (education, employment or training) of young people with statements at all transition points.	Young people are monitored and tracked from ages 13-25 through the management Information System CCIS. Through the Youth and Community Participation and Placement Team and Prospects any impact of gaps in this data will be monitored through monthly reports. Action will be taken in the form of casework if any issues need to be addressed	The service through Prospects and Youth and Community will work towards a 100 per cent destination data especially for those young people who come under Raising Participation Age Duties	Sharon Glover Operational Manager Youth and Community Service	Monthly
Re-target services delivered by mentoring, activities and workshops services in 2014/15 to ensure that the users of these services are targeted groups service users are aligned to factors defined as a priority by the Council.	Contract Manager and Commissioning Team to realign targets to ensure that services are targeted towards vulnerable groups and those with the highest level needs.	All service users that use mentoring, activities and workshops services in 2014/15 to be from 'priority' target groups.	Lindsey Hyde, Majella Manners, Sharon Glover	April 2014 targets to be re-defined

<b>1<sup>st</sup> Authorised signature (Lead Officer)</b>	<b>2<sup>nd</sup> Authorised Signature (Member of SLT)</b>
<b>Date:</b>	<b>Date:</b>

## Children's Service Equality Impact Assessment (EIA) Questionnaire

<b>1. Details of function, policy, procedure or service:</b>	
Title of what is being assessed: Develop a part-traded services model for educational psychology and extend the education welfare traded services offer to primary schools	
<b>*NOTE: Separate EIAs are being completed for the traded services model and the schools causing concern budget.</b>	
Is it a function, policy, procedure or service: Service	
Department and Section: Education, Schools	
Date assessment completed: January 2014	
<b>2. Names and roles of officers completing this assessment:</b>	
Lead officer	Jasmin Cheung
Stakeholder groups	-
Representative from internal stakeholders	Alison Dawes
CS Equalities Network rep	Lesley Holland
HR rep (for employment related issues)	Rena Abraham
<b>3. Full description of function, policy, procedure or service:</b>	
<b>TRADED SERVICES FOR SCHOOLS</b>	
<p><b>Why is it needed?</b> The relationship between schools and Councils is changing, and responsibility for school improvement now lies with schools. School to school support is to take a more important role in helping to keep the standards high across the borough. This changing landscape is creating a significant opportunity for Councils to increase service provision to schools through traded services. This will enable schools to buy-in specialist services and to take charge of what it is their school needs whilst ensuring that they continue to obtain a quality service.</p> <p><b>What are the outcomes to be achieved? What are the aims and objectives?</b></p> <p><b>Traded Services</b> The Council is aiming to make significant budget savings and one of the proposals is to develop a part-traded service model for educational psychology and extend the traded services offer for education welfare services to primary schools. This would enable schools to buy-in specialist services and enable the Council to maintain the services provided by charging schools for this service in the future.</p> <p><b>Who is it aimed at?</b> These services will be available to all publically funded schools within the Borough and this year for the first time education welfare services will also be made available to independent schools as well.</p>	

### **Who is it likely to benefit?**

The schools including the children, staff and parents etc. will benefit from quality and more bespoke services provided by the local authority which targets its specific needs and demands.

### **Identify the ways people can find out about and benefit from the proposals.**

The Children's Service Budget Proposal Consultation 2014/15 was carried out via a number of methods, enabling stakeholders, including children and young people, to give feedback and put the proposals into context against their needs. Stakeholders were encouraged to respond via a dedicated email address, post, online questionnaire, and at consultation events.

Residents were able to submit their views on the proposed changes through a number of different channels. They could complete an online questionnaire or submit their views by post or email. The consultation was available online on Barnet's Engage website, which provides clear and transparent information about the proposals. In addition, Barnet's Youth Board and the UK Youth Parliament created a young person friendly version of the Children's Service Budget Proposals consultation which included an online survey to collect their views<sup>1</sup>.

A total of 84 people responded to the children's service budget consultation survey. Of those who gave their personal details via the online questionnaire, the breakdown was as follows (excludes those who did not answer the question):

- 65.9% (29) were female, 20.5% (9) were male, 13.6% (6) preferred not to say
- 4.5% (2) were aged 25-34, 20.5% (9) aged 35-44, 36.4% (16) aged 45-54, 18.2% (8) aged 55-64, 4.5% (2) aged 65-74, 2.3% (1) aged 75+, 13.6% (6) preferred not to say
- 56.8% (25) were white British and 9.1% (4) White Other, 4.5% (2) Asian or Asian British - Indian, 4.5% (2) Black or Black British – African, 4.5% (2) White Turkish/Turkish Cypriot, 2.3% (1) Asian or Asian British – Bangladeshi, 2.3% (1) White Greek/ Greek Cypriot, 2.3% (1) White Irish, and 13.6% (6) preferred not to say
- 50% (21) were Christian, 11.9% (5) no religion, 7.1% (3) Jewish, 4.8% (2) agnostic, 7.1% (3) Muslim, 2.4% (1) atheist, 2.4% (1) Buddhist, 2.4% (1) Hindu, and 12.5% (7) preferred not to say
- 81% (34) were heterosexual, 2.4% (1) gay, 7.1% (3) bisexual, and 9.5% (4) preferred not to say
- 5 people (out of 42) stated they had a disability under the DDA

For the young people's survey, few respondents chose to give information about themselves, however as with the overall survey, there was a general trend of more females than males responding.

<sup>1</sup> The survey was available at: [www.surveymonkey.com/s/csyoungpeople](http://www.surveymonkey.com/s/csyoungpeople)

<b>4. How are the equality strands affected? Please detail the effects on each equality strand, and any mitigating action you have taken so far</b>			
<b>Equality Strand</b>	<b>Affected?</b>	<b>Explain how affected</b>	<b>What action has been taken already to mitigate this?</b>
APPLICABLE TO ALL STRANDS	Unknown	As the decision to purchase traded services is made by individual schools, it is difficult to predict the impact. Further if schools do not buy services from the Council but choose to buy from another provider then the impact of those services cannot be accounted for. The Local Authority will still be funding some Educational Psychology services to schools, including all statutory and some non-statutory service.	The Council provides within their traded services quality services which meet the equalities policies set out on an internal and external level. The services are offered universally to all schools but it is up to the individual school to pick which services it wishes to buy from the council. Educational psychology services will be traded only to schools, not to parents. Thus, there will be no inequality of access to the service for Barnet families.
Race	Yes <input type="checkbox"/> / No <input type="checkbox"/>	The ethnic categories for the school cohort (across primary and secondary schools) are: White British, Any Other White Background, Any Other Ethnic Group and Black African. <sup>2</sup> Therefore these groups are most likely to be impacted upon by any changes. However, any impact would be on all children in schools regardless of race with no disproportionate impact on any group anticipated.	
Gender	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	The division between boys and girls in the school population is quite even. For primary schools stands at 51% and 49% in favour of boys <sup>3</sup> and for secondary schools, 53%	

<sup>2</sup> School Census – January 2013

<sup>3</sup> <http://www.education.gov.uk/cgi-bin/schools/performance/group.pl?qttype=LA&superview=pri&view=aat&set=1&sort=&ord=&tab=1&no=302&pg=1>

		and 47% in favour of boys. <sup>4</sup>	
Disability	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	The Local Authority will continue to uphold its statutory responsibilities to children with a disability	
Age	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	School aged children are the primary recipients of the traded services schools buy and therefore they are most likely to be impacted by any changes.	
Sexual orientation or gender reassignment	Yes <input type="checkbox"/> / No <input type="checkbox"/>	Educational psychology services support children with a range of challenges including those related to these protected characteristics. Children with challenges around sexual orientation or gender reassignment would be referred to any specialist support required such as CAMHS and so no disproportionate impact is anticipated.	
Pregnancy/maternity (including teenage parents)	Yes <input type="checkbox"/> / No <input type="checkbox"/>		
Religion or belief	Yes <input type="checkbox"/> / No <input type="checkbox"/>	Schools can buy into traded services regardless of the religion or belief of pupils. It is not anticipated that this will have a significant impact on this protected characteristic.	
Marital status	Yes <input type="checkbox"/> / No <input type="checkbox"/>	Services are not differentiated depending on marital status. It is not anticipated that this will have a significant impact on this protected characteristic.	

**5. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents**

<sup>4</sup> <http://www.education.gov.uk/cgi-bin/schools/performance/group.pl?qttype=LA&superview=sec&view=aat&set=8&sort=&ord=&tab=88&no=302&pg=1>

All schools can buy traded services from the Council or from other providers. All children in the borough are entitled to a school place and since all traded services will be offered equally across the board, there should not be any impact on different groups of residents.

**6. How does the proposal enhance The Council's reputation as a good place to work and live?**

The proposal will give freedom to schools to identify their priorities and purchase suitable services to meet their needs. The local authority will contribute to this programme by providing quality traded services to schools. This may lead to improvements within individual schools because they will be purchasing the targeted support they require in order to improve the educational offer. Good schools make the borough an attractive place to live.

**7. How will members of The Council's diverse communities feel more confident about the council and the manner in which it conducts its business?**

The proposed changes are subject to public consultation. A borough wide consultation with all residents and stakeholders took place from 8 November 2013 until 31 January 2014. Residents were able to submit their views on the proposed changes through a number of different channels. They could complete an online questionnaire or submit their views by post or email. The consultation was available on Barnet's Engage website, and there was also a young person friendly version of the consultation available online.

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 ensure that all citizens feel confident about the manner in which the council is conducting its business

**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? *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)***

The Council distributes a Traded Services Booklet to all schools which contains all the relevant services that are available to buy. These however, do not account for any private services that may approach the schools independently.

Individual service providers are responsible for the delivery of their services and the schools have full authority to purchase whichever services they want to. The Council is the facilitator between the schools and the independent providers but it does review the services each year (but does not remove any service unless there are exceptional reasons) and encourage new services to join.

Further if there were any issues between the services and schools which could not be resolved through their own internal procedures then the Council would offer assistance to mitigate and plan a way forward.

**9. 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.*

It is for the individual school to obtain and allocate individual resources for its population there may be some dissatisfaction with what is offered and some groups feeling underrepresented or that there is preferential treatment. The schools however have their equalities policies and obligations to their school population to ensure that they treat all groups fairly and the same. This model though is a commercial venture and therefore the school will have to make hard decisions about which services to buy which may not accommodate all the services that are potentially required. The Council however, would have little remit to intervene in these cases and it will be for the schools to justify the use of their budgets and choice of services.

It is noted that the 'schools causing concern' budget is available but this fund is only to be used for circumstances for specified categories of school that in financial crisis and require assistance to adequately resolve the imminent problems that the school faces. It cannot be utilised because a school is unable to afford a certain service due to budgetary constraints.

**10. 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.**

The Children's Service Budget Proposal Consultation 2014/15 was carried out via a number of methods, enabling stakeholders, including parents and carers, to give feedback and put the proposals into context against their needs. Stakeholders were encouraged to respond via a dedicated email address, post, online questionnaire, and at consultation events.

Barnet's Youth Board and the UK Youth Parliament created a young person friendly version of the Children's Service Budget Proposals consultation and have worked to ensure young people in Barnet understand proposed changes and comment as necessary.

Councillors will fully consider and give due regard to all of the views and feedback from the consultation when they make their final decision, as part of a clear and transparent decision-making process.

**11. Decision:**

No Impact <input type="checkbox"/>	Positive Impact <input type="checkbox"/>	Neutral Impact <input checked="" type="checkbox"/>	Negative Impact or Impact Not Known <sup>5</sup> <input type="checkbox"/>
---------------------------------------	---	---	--

**12. Comment on decision**

School aged children are the primary recipients of the traded services schools buy and therefore they are most likely to be impacted by any changes. However, the services would be offered universally to all schools, and it is up to the individual school to pick which services it wishes to buy from the Council or another provider. As such, a neutral impact is anticipated.

<sup>5</sup> '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.

### 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

1 <sup>st</sup> Authorised signature (Lead Officer)	2 <sup>nd</sup> Authorised Signature (Member of SLT)
Date:	Date:

## Children's Service Equality Impact Assessment (EIA) Questionnaire

<b>1. Details of function, policy, procedure or service:</b>	
Title of what is being assessed: Reducing funding for the Young Carers service	
Is it a function, policy, procedure or service?: Service	
Department and Section: Children's Services	
Date assessment completed: 17/12/13	
<b>2. Names and roles of officers completing this assessment:</b>	
Lead officer	Michaela Carlowe
Stakeholder groups	The Young Carers service, including young carers themselves
Representative from internal stakeholders	-
CS Equalities Network rep	Lesley Holland
HR rep (for employment related issues)	N/A
<b>3. Full description of function, policy, procedure or service:</b>	
<p><b>Why is it needed?</b></p> <p>There are 3 proposals relating to commissioned services savings for children. The services outlined in this Equalities Impact Assessments (EIA) relate to Proposal 1c:</p> <p>Review how the services we buy are used and how similar services could be joined up. This is likely to result in a combination of efficiencies and reductions. Some of the key areas this would impact on are: youth homelessness, peer support and mentoring for young people, activities for young people, domestic violence services, support to young carers, parenting programmes, support to organisations around quality of childcare, careers support for young people with Learning Difficulties and Disabilities, information system holding information on young people, social care out of hours service, community coaching (peer-to-peer support for families).</p> <p>Proposed saving: £600k</p> <p>The young carers service is needed because young carers often take on a level of caring responsibility that is excessive and inappropriate, which impacts on their emotional and/ or physical well-being, educational achievements and life chances. The commissioned service is the only service that directly supports young carers e.g. through respite clubs.</p> <p><b>Local Political Agenda</b></p> <p>The council recognises that young carers are a vulnerable group with a commitment from both Adults and Children's Services to support young carers from undertaking inappropriate levels of caring responsibilities. This is outlined in <i>the Memorandum of Understanding between Adults and Children's services</i> in the Barnet Young Carers Plan, which is part of the Barnet Carers Strategic Plan.</p> <p><b>National political agenda</b></p> <p>On the 8th of October 2013, an amendment to The Children and Families Bill was announced which makes significant changes to the legislation regarding young carers requiring local authorities to carry out an assessment of a young carer's needs for support, on request or on the appearance of need.</p>	

### ***What are the outcomes to be achieved? Aims and objectives***

The aim of the commissioned service for young carers in Barnet is to provide appropriate support to help young carers manage their caring responsibilities and manage their own lives. The service:

- Delivers a mentoring/ one-to-one counselling service
- Provides respite clubs for young carers
- Raises awareness of the young carers' issues in the community
- Signposts families to appropriate services (internal and external)
- Completes pre-common assessment frameworks (CAF) and participates in the CAF process, where appropriate

### ***Who is it aimed at?***

The service target resources towards young people between the ages of 5-17 years who are a young carer or a sibling living within the Borough of Barnet. There are varying estimates of the numbers of young carers in Barnet with 2011 national research estimating eight per cent of the children and young people population being young carers which equates to 4,430 young carers in Barnet. This group may be providing care services to their parents/carers with physical or learning disabilities, mental health problems, drugs or alcohol problems. They are often isolated, do less well at school and in training/employment achievements.

The service is in contact with 493 young carers and their siblings. The service is tasked with raising awareness of young carers service within community settings including schools, and for signposting 240 young carers to support services every year and ensuring that young carers have access to respite clubs across Barnet, with at least 100 young carers receiving mentoring support.

### ***Who is likely to benefit?***

The commissioned service benefits a proportion of young carers directly through mentoring, counselling and respite clubs. A larger number of 240 will benefit through signposting to services. A further number will benefit though the work done in the community to raise awareness of the service through schools and other professionals.

A reduction in the budget would reduce the resources available to provide the support above. There is a risk that if support is withdrawn many cases will escalate to social care, which would add to the costs of the local authority.

### ***How have needs based on race, gender, disability, age, religion/belief, sexual orientation or carers been taken account of?***

The Children's Service Budget Proposal Consultation 2014/15 was carried out via a number of methods, enabling stakeholders, including parents and carers, to give feedback and put the proposals into context against their needs. Stakeholders were encouraged to respond via a dedicated email address, post, online questionnaire, and at consultation events.

The service's current priority is to target the primary carer for assessment and support. There is currently a waiting list for primary carers. There was a previous reduction in this service when the contract was retendered in 2012/13, which resulted in a reduction in transport of young carers to respite clubs, staff re-grading for co-ordinator of respite clubs and removal of outings. As such it would be difficult for the service to make further reductions and continue to provide a core service. Currently the needs based on the equalities characteristics are recorded when the young carer is assessed.

**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. The service will identified ways to consult with young carers and their parents with the support of the council.

A total of 84 people responded to the children's service budget consultation survey. Of those who gave their personal details via the online questionnaire, the breakdown was as follows (excludes those who did not answer the question):

- 65.9% (29) were female, 20.5% (9) were male, 13.6% (6) preferred not to say
- 4.5% (2) were aged 25-34, 20.5% (9) aged 35-44, 36.4% (16) aged 45-54, 18.2% (8) aged 55-64, 4.5% (2) aged 65-74, 2.3 % (1) aged 75+, 13.6% (6) preferred not to say
- 56.8% (25) were white British and 9.1% (4) White Other, 4.5% (2) Asian or Asian British - Indian, 4.5% (2) Black or Black British – African, 4.5% (2) White Turkish/Turkish Cypriot, 2.3% (1) Asian or Asian British – Bangladeshi, 2.3% (1) White Greek/ Greek Cypriot, 2.3% (1) White Irish, and 13.6% (6) preferred not to say
- 50% (21) were Christian, 11.9% (5) no religion, 7.1% (3) Jewish, 4.8% (2) agnostic, 7.1% (3) Muslim, 2.4% (1) atheist, 2.4% (1) Buddhist, 2.4% (1) Hindu, and 12.5% (7) preferred not to say
- 81% (34) were heterosexual, 2.4% (1) gay, 7.1% (3) bisexual, and 9.5% (4) preferred not to say
- 5 people (out of 42) stated they had a disability under the DDA

For the young people's survey, few respondents chose to give information about themselves, however as with the overall survey, there was a general trend of more females than males responding.

The service will use their data on their young carers cohort to evidence the potential effects on different equalities strands to determine eligibility.

**4. 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"/>	Data for young carers accessing the service shows: 40% are White British 10% are Black / Black British 9.4% are Asian / Asian British – Any other Asian See appendix 1 for further detail.  Nationally research shows that young carers are 1.5 times more likely than their peers to be from black, Asian or minority ethnic communities, and are twice as likely to not speak English as their first language <sup>1</sup> .	Having considered the impact of budget reduction, including equalities impact, it has been decided not to make a reduction in the young carers service and so no mitigating action is required.
Gender	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	Data for young carers accessing the service shows:	

<sup>1</sup> Hidden from View: The Experiences of Young Carers in England, The Children's Society, 2013

		<p>46% are male</p> <p>54% are female</p> <p>In comparison, of Barnet's 5-17year old population, 52% are male, and 48% are female<sup>2</sup>. In Barnet there are slightly more female young carers than male, so females will be more affected by reduction of the service but not significantly.</p>							
Disability	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>Data for young carers accessing the service shows:</p> <p>32% of young carers have a disability. Of these, the majority (87%) suffer from reduced physical capacity (asthma, allergies, energy, headaches, skeletal/muscular).</p> <p>In comparison, in Barnet generally, between 7-8% of all 5-19 year old young people have a disability<sup>3</sup>.</p> <p>% of 5-19 years in Barnet population with a disability.</p> <table border="1"> <tr> <td>5-9 years</td> <td>7%</td> </tr> <tr> <td>10-14 years</td> <td>8%</td> </tr> <tr> <td>15-19 years</td> <td>7%</td> </tr> </table> <p>National data shows that young carers are 1.5 times more likely than their peers to have a special educational need or a disability<sup>4</sup>.</p> <p>The comparative data above shows that young carers are disproportionately affected by a disability in Barnet, and are more likely to have a special need.</p>	5-9 years	7%	10-14 years	8%	15-19 years	7%	
5-9 years	7%								
10-14 years	8%								
15-19 years	7%								
Age	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>Data for young carers accessing the service shows:</p> <p>17% are 5-9 years</p> <p>41% are 10-13 years</p> <p>42% are 14-17 years</p>							
Sexual orientation or gender reassignment	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	<p>The service support children and young people regardless of sexual orientation and so no differential impact is anticipated.</p>							
Religion or belief	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	<p>The service support children and young people regardless of religion and so no differential impact is anticipated.</p>							

<sup>2</sup> GLA population projections based on 2011 Census data

<sup>3</sup> Family Resources Survey 2011/12 carried out by DWP

<sup>4</sup> Hidden from View: The Experiences of Young Carers in England, The Children's Society, 2013

Pregnancy/ maternity (including teenage parents)	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	The service support children and young people regardless of whether they are pregnant or have children and so no differential impact is anticipated.	
Marital status	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	The service support children and young people regardless of their marital status, or that of their parents and so no differential impact is anticipated.	
Those on low incomes	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>The average annual income for families with a young carer is £5000 less than families who do not have a young carer<sup>5</sup>.</p> <p>Parents on low incomes are unlikely to be able to provide transport for young carers to the respite clubs. Currently, the only transport that is left is for the priority group.</p> <p>Young carers whose parents have disabilities could be affected, if support for their parents was reduced.</p>	
Young carers	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>Young carers are considered a vulnerable group.</p> <p>Many of the young carers are subject to a CAF or known to social care, including some children who are subject to Child Protection Plans. If support for these young carers is withdrawn, these cases could escalate to social care.</p> <p>Young carers are more likely than the national average to be not in education, employment or training (NEET) between the ages of 16 and 19<sup>6</sup>.</p>	

<sup>5</sup> Hidden from View: The Experiences of Young Carers in England, The Children's Society, 2013

<sup>6</sup> Hidden from View: The Experiences of Young Carers in England, The Children's Society, 2013

<p><b>5. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents?</b></p>
<p>It is unlikely that the delivery of the proposal will have an impact on satisfaction ratings amongst residents overall. However, young carers and their parents are likely to be dissatisfied with the proposal.</p>
<p><b>6. How does the proposal enhance Barnet's reputation as a good place to work and live?</b></p>
<p>There is no evidence to suggest that the proposal will enhance Barnet's reputation as a good place to work and live. A reduction in support for young carers is unlikely to enhance Barnet's reputation. Remaining resources will continue to be targeted at those most in need of support, which demonstrates that Barnet is looking after its most vulnerable.</p>
<p><b>7. How will members of Barnet's diverse communities feel more confident about the council and the manner in which it conducts its business?</b></p>
<p>Clear communication, consultation and engagement is taking place through the online survey 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.</p>
<p><b>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? <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></b></p>
<p>The council will continue to monitor the service on a quarterly basis to identify any impacts of the proposal. The service will monitor the number of young carers in Barnet and the equalities characteristics of young carers, such as age, ethnicity and disability. These findings will be used to inform future planning.</p>
<p><b>9. 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></b></p>
<p>It is not anticipated that the proposal will help the council to actively promote relations between different communities. Any changes will be communicated to help ensure that different parts of the community understand the reduction in resources for commissioned young carers services.</p>
<p><b>10. How have residents with different needs been consulted on the anticipated impact of this proposal? How have any comments influenced the final proposal? <i>Please include information about any prior consultation on the proposal been undertaken, and any dissatisfaction with it from a particular section of the community.</i></b></p>



The Children's Service Budget Proposal Consultation 2014/15 was carried out via a number of methods, enabling stakeholders, including parents and carers, to give feedback and put the proposals into context against their needs. Stakeholders were encouraged to respond via a dedicated email address, post, online questionnaire, and at consultation events.

Barnet's Youth Board and the UK Youth Parliament created a young person friendly version of the Children's Service Budget Proposals consultation and have worked to ensure young people in Barnet understand proposed changes and comment as necessary.

The service will consult with young carers if a reduction in services is proposed.

**11. Decision:**

No Impact	Positive Impact	Neutral Impact	Negative Impact or Impact Not Known <sup>7</sup>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**12. Comment on decision**

It is anticipated that the proposal could result in a negative equalities impact on young carers in Barnet, especially those in vulnerable groups, such as young carers with disabilities, and those on low income. It could also have an adverse equalities impact in terms of race, and especially of age, as young carers are in the 5 to 17 age bracket. Having considered the impact of budget reduction, including equalities impact, it has been decided not to make a reduction in the young carers service, and so no equalities impact is anticipated.

<sup>7</sup> '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.

**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

<b>1<sup>st</sup> Authorised signature (Lead Officer)</b>	<b>2<sup>nd</sup> Authorised Signature (Member of SLT)</b>
<b>Date:</b>	<b>Date:</b>

## Appendix 1 – Ethnicity of Carers

	Number of Young Carers accessing the service	Percentage of young carers accessing the service	Compared to 5-19 year olds in Barnet
Any other ethnic group	12	2.68%	9.14%
Asian or Asian British - Any other Asian	42	9.40%	10.85%
Asian or Asian British - Bangladeshi	X		0.98%
Asian or Asian British - Indian	15	3.36%	6.35%
Asian or Asian British - Pakistani	10	2.24%	2.05%
Black or Black British - African	46	10.29%	9.23%
Black or Black British - Any other Black	13	2.91%	5.81%
Black or Black British - Caribbean	15	3.36%	1.22%
Chinese	X		1.83%
Mixed - Any other Mixed background	35	7.83%	
Mixed - White and Asian	11	2.46%	
Mixed - White and Black African	6	1.34%	
Mixed - White and Black Caribbean	13	2.91%	
Refusal	X		
White - All		49.44%	52.54%
White - Any other White Background	25	5.59%	
White - British	180	40.27%	
White - Greek / Greek Cypriot	X		
White - Irish	6	1.34%	
White - Turkish / Turkish Cypriot	7	1.57%	

This table shows that the service is representing the needs of young carers across the ethnic groups. N.B. 'X' represents categories where there are under 5 people.

## Children's Service Equality Impact Assessment (EIA) Questionnaire

<b>1. Details of function, policy, procedure or service:</b>	
Title of what is being assessed: Develop a traded services model for educational welfare and educational psychology and reduce the 'schools causing concern' budget	
<b>*NOTE: Separate EIAs are being completed for the traded services model and the 'schools causing concern' budget.</b>	
Is it a function, policy, procedure or service: Service	
Department and Section: Education, Schools	
Date assessment completed: February 2014	
<b>2. Names and roles of officers completing this assessment:</b>	
Lead officer	Jasmin Cheung
Stakeholder groups	-
Representative from internal stakeholders	Chris Brook
CS Equalities Network rep	Lesley Holland
HR rep (for employment related issues)	Rena Abraham
<b>3. Full description of function, policy, procedure or service:</b>	
<b>SCHOOLS CAUSING CONCERN BUDGET</b>	
<b>Why is it needed?</b>	
The Government's spending review has reduced the amount of money available for the council to spend over the coming years. Over the past three years the Children's Service has reduced budgets by over £12m (around 20% of the budget) across a range of areas.	
<b>What are the outcomes to be achieved? What are the aims and objectives?</b>	
<b>'Schools causing concern' Budget</b>	
The balance of savings would be found by reducing the 'schools causing concern' budget whilst promoting and encouraging school to school support, to help ensure high standards are maintained across the borough. This proposal would also ensure the Council continues to maintain a core monitoring and challenge function in order to meet its statutory obligations.	
Proposed saving: £73k	
<b>Who is it aimed at?</b>	
The Council has a statutory obligation to intervene in respect of 'schools causing concern'. This proposed reduction may impact on the schools which are on the 'schools causing concern' list and have access to the budget. Every half-term the list of schools is considered; the budget is reviewed and resources required are allocated to each school.	
<b>Identify the ways people can find out about and benefit from the proposals.</b>	

The Children's Service Budget Proposal Consultation 2014/15 was carried out via a number of methods, enabling stakeholders, including children and young people, to give feedback and put the proposals into context against their needs. Stakeholders were encouraged to respond via a dedicated email address, post, online questionnaire, and at consultation events.

Residents were able to submit their views on the proposed changes through a number of different channels. They could complete an online questionnaire or submit their views by post or email. The consultation was available online on Barnet's Engage website, and Barnet's Youth Board and the UK Youth Parliament created a young person friendly version of the Children's Service Budget Proposals consultation which included an online survey to collect their views<sup>1</sup>.

A total of 84 people responded to the children's service budget consultation survey. Of those who gave their personal details via the online questionnaire, the breakdown was as follows (excludes those who did not answer the question):

- 65.9% (29) were female, 20.5% (9) were male, 13.6% (6) preferred not to say
- 4.5% (2) were aged 25-34, 20.5% (9) aged 35-44, 36.4% (16) aged 45-54, 18.2% (8) aged 55-64, 4.5% (2) aged 65-74, 2.3 % (1) aged 75+, 13.6% (6) preferred not to say
- 56.8% (25) were white British and 9.1% (4) White Other, 4.5% (2) Asian or Asian British - Indian, 4.5% (2) Black or Black British – African, 4.5% (2) White Turkish/Turkish Cypriot, 2.3% (1) Asian or Asian British – Bangladeshi, 2.3% (1) White Greek/ Greek Cypriot, 2.3% (1) White Irish, and 13.6% (6) preferred not to say
- 50% (21) were Christian, 11.9% (5) no religion, 7.1% (3) Jewish, 4.8% (2) agnostic, 7.1% (3) Muslim, 2.4% (1) atheist, 2.4% (1) Buddhist, 2.4% (1) Hindu, and 12.5% (7) preferred not to say
- 81% (34) were heterosexual, 2.4% (1) gay, 7.1% (3) bisexual, and 9.5% (4) preferred not to say
- 5 people (out of 42) stated they had a disability under the DDA

For the young people's survey, few respondents chose to give information about themselves, however as with the overall survey, there was a general trend of more females than males responding.

**4. 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?
APPLICABLE TO ALL STRANDS	Yes	As there is a reduction to the 'schools causing concern' budget which could affect any school within the Borough, all groups could be impacted if the loss of the budget affects the ability of the schools to improve.	The Council will continue to fulfil its statutory obligation (Section 72 of the Education and Inspections Act 2006) to provide intervention and guidance to 'schools causing concern' with ownership residing with

<sup>1</sup> The survey is available at: [www.surveymonkey.com/s/csyounpeople](http://www.surveymonkey.com/s/csyounpeople)

		Within Barnet, there are currently 11 primary schools and 1 secondary school currently designated as a 'school causing concern.' These schools may be at more risk.	the schools for appropriate action from both the leadership team and the governing body and to prioritise and re-align their budgets/ services as they determine necessary.
Race	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	The highest ethnic populations within the 12 schools are <sup>2</sup> : Black African; any other white background; any other ethnic group and three Jewish schools.	
Gender	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	Overall, the 11 primary schools are evenly split between boys and girls on the roll whilst the secondary school has a 45% and 55% split in favour of boys.	
Disability/SEN	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	The 12 schools all have a population of children with SEN statements, ranging from 3.8% to 0.9%. <sup>3</sup> The Barnet average is 2%. Therefore a reduction could have an impact on this group but a disproportionate impact is not anticipated.	
Age	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	It would impact on children of schooling age.	
Sexual orientation or gender reassignment	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	It is not anticipated that this will have a significant impact on this protected characteristic.	
Religion or belief	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Of the 12 schools, 3 are Jewish, 2 are Church of England and 1 is Catholic. Schools causing concern account for approximately 10% (12/122) of all schools in Barnet, whereas the proportion of faith schools on the list	

<sup>2</sup> Profile of Children and Young People in Barnet – Appendix One: School Data (December 2012)

<sup>3</sup> School Census – Autumn 2012/2013

Children's Service - Equality Impact Assessment

		represents approximately 25% of the faith schools within Barnet. Therefore these groups may be more greatly affected.	
Pregnancy/maternity (including teenage parents)	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	The majority of 'schools causing concern' are currently primary schools and so it is not anticipated that this would have a significant impact on this group.	
Marital status	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	It is not anticipated that this will have a significant impact on this protected characteristic.	

<p><b>5. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents</b></p>
<p>There may be an impact on the satisfaction ratings amongst different groups of residents because the reduction may impact on the ability of the schools to improve and obtain services to do this. The reduction will place an emphasis on schools to provide required changes within their own budgets.</p>
<p><b>6. How does the proposal enhance The Council's reputation as a good place to work and live?</b></p>
<p>The reduction may have a negative impact upon the Council's reputation as it may not be seen to be sufficiently supporting schools causing concern, which could impact adversely on its reputation for good education.</p>
<p><b>7. How will members of The Council's diverse communities feel more confident about the council and the manner in which it conducts its business?</b></p>
<p>The proposed changes are subject to public consultation. A borough wide consultation with all residents and stakeholders ran from 8 November 2013 until 31 January 2014. Residents were able to submit their views on the proposed changes through a number of different channels. They could complete an online questionnaire or submit their views by post or email. The consultation was available on Barnet's Engage website, and there was also a young person friendly version of the consultation available online.</p> <p>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 ensure that all citizens feel confident about the manner in which the council is conducting its business</p>
<p><b>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? <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></b></p>
<p>The 'schools causing concern' budget is reviewed every half-term, insofar as the list is considered and what resources need to be allocated. The Council may make efforts to identify schools that are greatly impacted by the reduction but in the current financial climate and with the use of the fund as re-active rather than on an allocation basis, it is difficult to measure and monitor the overall impact the reduction may have. Schools should also be monitoring and reviewing how best to meet the needs of their population and working with the Council to identify what services/support they require.</p>
<p><b>9. 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></b></p>



The reduction may not promote good relations as it may result in resentment between those in schools causing concern and those not, if it is not seen that the Council is supporting these schools as much as possible. School peer-to-peer support may help to mitigate this to promote good relations between different school communities.

**10. 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.**

The Children's Service Budget Proposal Consultation 2014/15 was carried out via a number of methods, enabling stakeholders, including parents and carers, to give feedback and put the proposals into context against their needs. Stakeholders were encouraged to respond via a dedicated email address, post, online questionnaire, and at consultation events.

Barnet's Youth Board and the UK Youth Parliament created a young person friendly version of the Children's Service Budget Proposals consultation and have worked to ensure young people in Barnet understand proposed changes and comment as necessary.

Councillors will fully consider and give due regard to all of the views and feedback from the consultation when they make their final decision, as part of a clear and transparent decision-making process.

**11. Decision:**

No Impact <input type="checkbox"/>	Positive Impact <input type="checkbox"/>	Neutral Impact <input type="checkbox"/>	Negative Impact or Impact Not Known <sup>4</sup> <input checked="" type="checkbox"/>
---------------------------------------	---	--	---

**12. Comment on decision**

The reduction of the budget may have a negative impact because the use of the fund will be reduced and therefore more pressure will be placed on schools to improve standards without additional funding to do so. Those with most potential to be impacted if schools were not to improve standards would be children and young people of school age and those attending religious schools as set out in section 4.

<sup>4</sup> '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.

### 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 that remaining resources is equitably distributed.	Continue to review use of 'schools causing concern' budget every half-term to ensure it is best targeted.	Reviews take place every half-term and any equalities impacts are noted and actioned as part of this.	Chris Brook	Every half-term

<b>1<sup>st</sup> Authorised signature (Lead Officer)</b>	<b>2<sup>nd</sup> Authorised Signature (Member of SLT)</b>
<b>Date:</b>	<b>Date:</b>

## Children's Service Equality Impact Assessment (EIA) Questionnaire

<b>1. Details of function, policy, procedure or service:</b>	
Title of what is being assessed: Youth Homelessness Services	
Is it a function, policy, procedure or service?: Service	
Department and Section: Children's Service	
Date assessment completed: February 2014	
<b>2. Names and roles of officers completing this assessment:</b>	
Lead officer	Suzy Whatmough
Stakeholder groups	Internal Children's Service staff, Barnet Group, youth homelessness contract providers, service users and residents
Representative from internal stakeholders	Sharon Glover (Contract Manager)
CS Equalities Network rep	Elaine Tuck
HR rep (for employment related issues)	N/A
<b>3. Full description of function, policy, procedure or service:</b>	
<p><b>Please describe the aims and objectives of the function, policy, procedure or service</b>  <b>Why is it needed and what are the outcomes to be achieved?</b></p> <p>The Government's spending review has reduced the amount of money available for the council to spend over the coming years. Over the past three years the Children's Service has reduced budgets by over £12m (around 20% of the budget) across a range of areas.</p> <p>Alongside the budget reductions, Barnet has also seen an increase in the population which has put pressure on services. Since 2003, there has been a 28% increase in births. This has increased demand for service and continues to increase the cost of high level services such as placements for children with Special Educational Needs and children in care. Barnet Council is committed to supporting children and young people to achieve the best possible outcomes, especially the most vulnerable children, enabling them to become successful adults. This is challenging as the money the council has to spend continues to reduce.</p> <p>For 2014/15 the Children's Service needs to find further savings of £4.44m (around 8% of the current budget). Of this, it is proposed that £1.3m of savings is found in commissioned services. It is proposed that these savings will be achieved by:</p> <ul style="list-style-type: none"> <li>• Mapping service delivery to minimise duplication and enhance efficiencies across service delivery</li> <li>• Re-commission, where appropriate, to achieve better value for money</li> <li>• Work with contracted providers to identify efficiency savings</li> <li>• Target limited resources to improve outcomes for the borough's most vulnerable children and young people.</li> </ul> <p>There are three proposals relating to commissioned services savings for children. The services outlined in this Equalities Impact Assessments (EIA) relate to Proposal 1c:  Review how the services we buy are used and how similar services could be joined up. This is likely to result in a combination of efficiencies and reductions. Some of the key areas this would impact on are: youth homelessness, peer support and mentoring for young people, activities for young people,</p>	

domestic violence services, support to young carers, parenting programmes, support to organisations around quality of childcare, careers support for young people with Learning Difficulties and Disabilities, information system holding information on young people, social care out of hours service, community coaching (peer-to-peer support for families).

Proposed saving: £600k

Youth homelessness is one of the areas in scope for achieving these savings from Children's Services commissioned services.

Currently, there are three contracts delivering youth homelessness services. A description of each contract is provided below.

(1) Crashpad

- 3 unit short stay accommodation for 16-21 year olds in immediate need of safe and suitable accommodation due to imminent or actual homelessness.
- Mediation is provided to see whether reconciliation can be effected with the young person's family / support network where this is safe and appropriate. Where this is not possible, the service prepares the young person for an onward move.
- The level of support is high and the normal length of stay is 28 days or fewer.
- There is a close working relationship with Barnet Groups' Mediation Officer, who delivers the family mediation element of the support.

(2) Foyer

- 23 unit accommodation for young people with medium to high support needs.
- Young people are supported in employability, communication, drug and alcohol awareness and living skills and are supported to engage in education, employment and training, with the overall aim of enabling them to make a positive transition to independent living.
- Young people with high support needs are given approximately 12 hours support per week, whilst young people with medium support needs are given 5 hours per week.

(3) Adamson Court

- 10 unit accommodation for young people with high support needs.
- Young people are supported as above (in Foyer) - but at Adamson Court all young people have high support needs and are therefore each given approximately 12 hours of support per week.

The youth homelessness services support the following priorities outlined in the Children and Young People's Plan 2013-16:

- Protect children at risk of harm and support them to achieve their potential
- Offer opportunities for engagement and support, recognising the needs of the individual and supporting them to achieve
- Continue to support children and young people's mental health and emotional wellbeing.
- Enable young people to foster ambitious and realistic aspirations.

**Who is it aimed at and who is likely to benefit?**

Youth homelessness services are available to young people in Barnet aged 16-21 years old who are homeless or at risk of becoming homeless, regardless of their ethnicity, belief, gender, sexuality, or any disability. On referral, an assessment is made to determine the level of need, the support required and to ensure that the young person is willing to engage in support work.

Young people presenting as homeless, as well as needing secure accommodation, are also likely to have significant support needs. In particular, they are likely to present issues and needs such as:

- Mental health problems
- Substance misuse problems
- Not engaging in education or training
- Involved in the criminal justice system, including leaving custody
- Mild to moderate learning difficulties
- Physical disabilities
- Being the victim of physical, emotional or sexual abuse

- Being the victim of sexual exploitation
- Being an unaccompanied asylum seeking young person
- Being excluded from the family network due to sexual orientation or lifestyle choices
- Language barriers

It is proposed that savings will be made to youth homelessness commissioned services through efficiencies and targeting resources to best meet the needs of the most vulnerable young people.

**Who is likely to be affected and how have needs based on race, gender, disability, age, religion/belief, sexual orientation or carers been taken account of?**

Between 1 April 2012 and 31 November 2013, a total of 59 young people accessed youth homelessness services (including Adamson Court, Foyer and Crashpad). Young people accessing these services represent a small but significant proportion of Barnet's population of young people.

In order to determine if any particular equalities groups are being disproportionately affected, providers have shared information about young people that have accessed the services since April 2012.

In addition, demographic data about Barnet's population has been collated to provide base line data. A range of data sources have been used, including:

- Greater London Authority (GLA) population projections – the data for 2013 has been used for the purposes of this EIA
- Census 2011
- Profile of Children and Young People in Barnet report, December 2012
- Family Resources Survey 2011/12 carried out by the Department for Work and Pensions
- Conception Statistics, England and Wales, 2011, Office for National Statistics.

The findings are recorded in section 4 below.

**How can people find out about the proposals?**

A 12 week borough wide public consultation has been carried out to enable all residents and stakeholders, including providers and service users, to give feedback on the Children's Service 2014/15 budget proposals. The consultation opened on 8 November 2013 and closed on 31 January 2013.

Residents were able to submit their views on the proposed changes through a number of different channels. They could complete an online questionnaire or submit their views by post or email. The consultation was available online on Barnet's Engage website, which provides clear and transparent information about the proposals. In addition, Barnet's Youth Board and the UK Youth Parliament created a young person friendly version of the Children's Service Budget Proposals consultation which included an online survey to collect their views<sup>1</sup>.

A total of 84 people responded to the children's service budget consultation survey. Of those who gave their personal details via the online questionnaire, the breakdown was as follows (excludes those who did not answer the question):

- 65.9% (29) were female, 20.5% (9) were male, 13.6% (6) preferred not to say
- 4.5% (2) were aged 25-34, 20.5% (9) aged 35-44, 36.4% (16) aged 45-54, 18.2% (8) aged 55-64, 4.5% (2) aged 65-74, 2.3 % (1) aged 75+, 13.6% (6) preferred not to say
- 56.8% (25) were white British and 9.1% (4) White Other, 4.5% (2) Asian or Asian British - Indian, 4.5% (2) Black or Black British – African, 4.5% (2) White Turkish/Turkish Cypriot, 2.3% (1) Asian or Asian British – Bangladeshi, 2.3% (1) White Greek/ Greek Cypriot, 2.3% (1) White Irish, and 13.6% (6) preferred not to say
- 50% (21) were Christian, 11.9% (5) no religion, 7.1% (3) Jewish, 4.8% (2) agnostic, 7.1% (3) Muslim, 2.4% (1) atheist, 2.4% (1) Buddhist, 2.4% (1) Hindu, and 12.5% (7) preferred not to say

<sup>1</sup> The survey was available at: [www.surveymonkey.com/s/csyoungeople](http://www.surveymonkey.com/s/csyoungeople)

- 81% (34) were heterosexual, 2.4% (1) gay, 7.1% (3) bisexual, and 9.5% (4) preferred not to say
- 5 people (out of 42) stated they had a disability under the DDA

For the young people's survey, few respondents chose to give information about themselves, however as with the overall survey, there was a general trend of more females than males responding.

The providers of the commissioned services in scope have been consulted with on an individual basis. The council sent letters to each provider and meetings were held at an early stage in the process to inform them of the consultation and the proposed savings across Children's Services.

**4. 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	According to GLA population data, 37% of Barnet's population are from Black and Minority Ethnic (BME) groups, whilst 63% are White.  61% of service users are from BME groups, whilst 39% are White, which means BME groups are likely to be disproportionately impacted by the proposals.	The council is working with internal partners, Barnet Group and contracted providers of youth homelessness services to ensure that the risk of proposals to Barnet's vulnerable young people is mitigated, including those from BME groups.
Gender	Yes	According to GLA population data 2013, 49% of Barnet's population is male, whilst 51% are female. A higher proportion of females than males have used youth homelessness services since April 2012. 42% of service users are male and 58% are female. This means that females may be disproportionately impacted by the proposals.	The council works with Barnet Group to ensure that they are monitoring referrals on a regular basis regarding gender, especially in relation to mediation work. On-going monitoring enables the council to ensure that all groups are able to use services, and that any barriers to access are removed.
Disability	Yes	According to the Family Resources Survey 2011/12, 7% of 15-19 year olds and 9% of 20-24 year olds in the UK had a disability <sup>2</sup> .  39% of service users have a disability, which means that	A higher proportion of NEET young people are disabled and this can be a contributing factor to homelessness. Targeting this cohort through the council's Youth and Community team may help

<sup>2</sup> The estimates for disabled people cover the number of people with a long-standing illness, disability or impairment which causes substantial difficulty with day-to-day activities.

		<p>this group are likely to be disproportionately impacted by the proposals. The most frequently occurring disability was mental illness, affecting a quarter of all service users. Indeed, disability can be a contributing factor to young people presenting as homeless.</p>	<p>to mitigate this.</p>
Age	Yes	<p>The 16-22 age group will be disproportionately affected by the proposals. The eligibility age for youth homelessness services is 16 to 21 and in some instances, young people have stayed in accommodation until the age of 22.</p> <p>According to GLA population data for Barnet in 2013, there are 27,801 young people aged 16-22. This represents 8% of the total population in Barnet of 362,068. Of those aged 16-22, 59 young people accessed youth homelessness services between 1 April 2012 and 30 November 2013.</p>	<p>The council is working with internal partners, Barnet Group and contracted providers of youth homelessness services to ensure that the risk of proposals to Barnet's vulnerable young people is mitigated.</p>
Sexual orientation or gender reassignment	Unknown	<p>86% of service users are heterosexual, 4% gay, 2% bisexual, 2% other and 8% not known. However, there is no available baseline data for this equalities strand.</p> <p>There is no evidence to suggest that any particular group will be disproportionately affected within this equalities strand. Nevertheless, it should be acknowledged that in some instances young people are forced to leave home and excluded from the family network due to sexual orientation or lifestyle choices.</p>	<p>The council is working with internal partners, Barnet Group and contracted providers of youth homelessness services to ensure that the risk of proposals to Barnet's vulnerable young people is mitigated. It would be worth to consider researching groups in Barnet that are supporting this group, and for the Youth and Community team and Barnet Group to input in relation to housing.</p>
Religion or belief	Yes	<p>Census 2011 data has been used to extract data on the beliefs of Barnet's</p>	<p>The work done through the Mediation Officer, within the Barnet Group, looks at</p>

		<p>population.</p> <ul style="list-style-type: none"> <li>• 31% of service users are Christian, compared to 41% of the population.</li> <li>• 44% of service users have no religion, compared to 16% of the population.</li> <li>• 19% of service users are Muslim, compared to 10% of the population.</li> <li>• 2% of service users are Buddhist, compared to 1% of the population.</li> <li>• For 5% of service users, belief is not known.</li> </ul> <p>This means that those with no religion and Muslims are likely to be disproportionately impacted by the proposals. It is also worth to note that in some instances of youth homelessness, the beliefs and the religion of the family can be a contributing factor. For example, beliefs about pre-marital pregnancy and sexual orientation can lead to young people being excluded from the family.</p>	<p>religion as a contributing factor as part of their support to young people who are homeless or at imminent risk of becoming homeless.</p>
Pregnancy/maternity (including teenage parents)	Unknown	<p>It is worth to acknowledge that in some instances, pregnancy may be a contributing factor to homelessness. Young women who become pregnant may experience tensions in the home and may choose to leave or become forced to leave by family members.</p>	<p>The council works with the Health Trust in their support to teenage mums in the first two years of parenthood.</p>
Marital status	No	<p>All service users had never been married. This is expected due to the age range of service users. There is no evidence that changes to the service will disproportionately affect young people of different marital statuses.</p>	<p>No action.</p>



Those on low incomes	Yes	There is no comparable data available. However, research by CentrePoint (2010) <sup>3</sup> finds that growing up in low income and/or workless households can increase the instances of youth homelessness, stemming from a lack of positive opportunities making it more difficult for these young people to find work and avoid debts.	The Section 17 work through Targeted Youth supports young people to find employment with training which supports the young person and in turn helps the family.
English as an additional language	No	<p>22% of service users spoke English as an additional language</p> <p>By comparison, the Census 2011 found that 23% did not have English as their main language.</p> <p>The evidence suggests that there is no disproportionate impact to this group.</p>	The council is working with internal partners, Barnet Group and contracted providers of youth homelessness services to ensure that the risk of proposals to Barnet's vulnerable young people is mitigated, including those who do not speak English as their main language.
Not In Education Employment or Training	Yes	<p>There were 161 NEET young people available for work in Barnet as of November 2013.</p> <p>24% of service users were NEET, which means that this group are likely to be disproportionately impacted by the proposals.</p>	This is a target group for Youth and Community Workers and hence will support these groups through early intervention reducing the risk of longer term effects. The Section 17 work through Targeted Youth supports young people to find employment with training.

<sup>3</sup> CentrePoint (2010), *The changing face of youth homelessness: trends in homeless young people's support needs*

**5. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents**

In the Residents' Perception Survey 2013, 86% of residents surveyed were satisfied with their local area. However, 8% of respondents noted homelessness as one of their top three personal concerns. This has increased by 3% since the previous survey in 2012.

To help reduce the impact of proposals on satisfaction ratings, the council has been meeting with current contracted providers of youth homelessness services and Barnet Group to explore the options for achieving savings. Where possible, the Council will seek to achieve savings through efficiencies, thereby reducing the impact to young people. In addition, monitoring information and outcomes reports will be used to determine the utilisation and effectiveness of services. In order to ensure that the Council is getting value for money and making the best use of limited financial resources, funding will be targeted towards services which are most utilised, most effective and which support young people most in need. However, it is not anticipated that the reduction will impact positively on the satisfaction of residents.

In addition, the decision on savings will take into account how proposals interrelate with the key priority of intervening early to prevent the need for higher level interventions.

Future Residents Perception Surveys will enable the Council to gauge how satisfied residents are with services delivered by or on behalf of the Council and will form part of the on-going monitoring of the impact of these proposals.

**6. How does the proposal enhance Barnet's reputation as a good place to work and live?**

Due to reductions in the budget, the council is faced with making difficult decisions in terms savings and how to target resources efficiently to best meet the needs of Barnet residents. The proposal is to review the services we provide ensuring that limited financial resources are targeted towards high quality, effective provisions which represent best value for money and meet the needs of the most vulnerable young people. It is likely that the final decision will include a combination of efficiencies and reductions. This may enhance Barnet's reputation as a good place to work and live because services are being thoroughly reviewed and consulted upon to ensure that resources are being best utilised to support outcomes for children and young people in the borough.

To help reduce the impact of changes to youth homelessness services, the council will be exploring how savings can be made through efficiencies and by targeting resources to services which are best utilised and which meet the needs of the most vulnerable young people. It is acknowledged that youth homelessness services play an important role in reducing the pressures on other services such as health, social care and police, as well as enhancing Barnet's reputation as a good place to work and live. Research finds that there are links between homelessness and multiple disadvantages such as substance misuse, mental health problems, time in prison and engagement in street activities such as sex work, shoplifting and begging<sup>4</sup>. The decision on savings in youth homelessness services will take into account the wider impact these services have on other provisions.

**7. How will members of Barnet's diverse communities feel more confident about the council and the manner in which it conducts its business?**

<sup>4</sup> McDonagh, T. (2011), *Tackling homelessness and exclusion: Understanding complex lives*, Joseph Rowntree Foundation

The proposed changes are subject to public consultation. Residents are able to submit their views on the proposed changes through a number of different channels. They can complete an online questionnaire or submit their views by post or email. The consultation is available on Barnet's Engage website, which provides clear and transparent information about what the proposals are. There is also a young person friendly version of the consultation available online.

In addition, the providers of the commissioned services in scope have been consulted with on an individual basis. Providers are able to feedback through the main consultation and as part of the individual consultation.

The decision reports and EIA will be publicly available on London Borough of Barnet's website to ensure that Barnet's communities are confident that the decision has been made as part of a fair and transparent process. Councillors will fully consider and give due regard to the responses to consultation, and to this Equalities Impact Assessment, as part of a clear decision-making process to try and ensure that all citizens feel confident about the manner in which the council is conducting its business.

**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?** *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)*

Table 4 shows that the types of people most likely to be affected by the proposals include:

- Black and Minority Ethnic groups
- Females
- Those with disabilities, particularly mental illness
- Those aged 16-22
- Muslims and those with no religion
- Those not in education, employment and training

There is also some evidence to suggest that, in some instances, sexual orientation, pregnancy and being from a low income family can be contributing factors to a young person becoming homeless.

All contracted providers of youth homelessness services are required to submit quarterly monitoring information and attend regular contract monitoring meetings with Barnet Group and the Council. The monitoring information collected includes data on service users, outputs (what has been delivered) and outcomes (what has been achieved). This enables any gaps and underperformance to be addressed and supports the continuous improvement of service delivery to ensure that we are best meeting the needs of young people and families. The council will continue to monitor and identify any impacts of the proposal through this regular contract monitoring.

**9. 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.*

The council will engage with all residents and stakeholders in the consultation. Any changes will be communicated to help ensure that different parts of the community understand the proposals and the decisions made in relation to youth homelessness services. It is not anticipated that the proposal will help the council to actively promote relations between different communities, nor does it have the potential to lead to resentment between different groups of people.

**10. 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 borough wide public consultation opened on 8 November 2013 and closed on 31 January 2014. This enabled all residents to submit their views about the proposed budget. The consultation was advertised on the Barnet Engage website which included full details about the proposals. There was also a child and young people friendly version of the consultation online. In addition, Children's Service has worked closely with contracted providers and partners to explore all options for savings.

Councillors will fully consider and give due regard to all of the views and feedback from the consultation when they make their final decision, as part of a clear and transparent decision-making process.

11. Decision:			
No Impact  <input type="checkbox"/>	Positive Impact  <input type="checkbox"/>	Neutral Impact  <input type="checkbox"/>	Negative Impact or Impact Not Known <sup>5</sup>  <input checked="" type="checkbox"/>

12. Comment on decision
<p>Since 1 April 2012, 59 young people have accessed youth homelessness services, representing a small but significant proportion of Barnet's population. The types of people which may be disproportionately impacted include:</p> <ul style="list-style-type: none"> <li>• Black and Minority Ethnic groups</li> <li>• Females</li> <li>• Those with disabilities, particularly mental illness</li> <li>• Those aged 16-22</li> <li>• Muslims and those with no religion</li> <li>• Those not in education, employment and training</li> </ul> <p>There is also some evidence to suggest that, in some instances, sexual orientation, pregnancy and being from a low income family can be contributing factors to a young person becoming homeless. The Council is working with providers and will listen to the views of residents to ensure that the final decision represents best value for money and that resources will continue to support vulnerable young people. In order to minimise any negative impact, the Council is proposing to make savings through efficiencies and to target limited financial resources to the most utilised and effective services which can best meet the needs of homeless young people and those at risk of becoming homeless.</p>

<sup>5</sup> '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.

### 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
Delivering youth homelessness services to vulnerable young people.	Work with service providers, Barnet Group and internal partners to develop proposals for budget savings which reduce the risk of service reductions to young people in need of secure accommodation and support. In addition, work with these partners to ensure that an effective strategy is in place to minimise the number of young people presenting as homeless through an effective mediation service.	The most vulnerable young people in Barnet are appropriately supported with youth homelessness services.	Contract Manager and Commissioner	On-going
Managing negative equality impacts from the proposals.	Continue to monitor contract performance to track the delivery and effectiveness of youth homelessness services to young people and to take appropriate actions. This will include working with the Youth and Community team, Health Trust and the Barnet Group to mitigate the impact to groups most likely to be affected by proposals as set out in App B.	Identify any negative impacts and take appropriate action to address these. For example, by developing appropriate action plans with providers, Barnet Group and the Youth and Community team.	Contract Manager and Commissioner	Quarterly
Consulting with residents.	Clearly communicate the views received from residents and the decision made by the council.	Ensure that Barnet's diverse communities feel confident about the council and the manner in which it conducts its business.	Head of Service Commissioning & Business Improvement	April 2014

<b>1<sup>st</sup> Authorised signature (Lead Officer)</b>	<b>2<sup>nd</sup> Authorised Signature (Member of SLT)</b>
<b>Date:</b>	<b>Date:</b>

## Children's Service Equality Impact Assessment (EIA) Questionnaire

<b>1. Details of function, policy, procedure or service:</b>	
Title of what is being assessed: Review how the services we buy are used and how similar services could be joined up, including support to organisations around quality of childcare.	
Is it a function, policy, procedure or service: Service	
Department and Section: Children's Service, Early Intervention and Prevention	
Date assessment completed: February 2014	
<b>2. Names and roles of officers completing this assessment:</b>	
Lead officer	Jasmin Cheung
Stakeholder groups	-
Representative from internal stakeholders	Stuart Collins, Jody Nason
CS Equalities Network rep	Lesley Holland
HR rep (for employment related issues)	Rena Abraham /Tracy Traverse-Burley (Capita)
<b>3. Full description of function, policy, procedure or service:</b>	
<p><b>Why is it needed and what are the outcomes to be achieved?</b></p> <p>The Government's spending review has reduced the amount of money available for the Council to spend over the coming years. Over the past three years the Children's Service has reduced budgets by over £12m (around 20% of the budget) across a range of areas.</p> <p>For 2014/15 the Children's Service needs to find further savings of £4.44m (around 8% of the current budget). Of this, it is proposed that £1.3m of savings is found in commissioned services. In order to meet this financial target, whilst ensuring that we can continue to deliver high quality services for children, young people and families, it is proposed that these savings will be achieved by:</p> <ul style="list-style-type: none"> <li>• Mapping service delivery to minimise duplication and enhance efficiencies across service delivery</li> <li>• Re-commission, where appropriate, to achieve better value for money</li> <li>• Work with contracted providers to identify efficiency savings</li> <li>• Target limited resources to improve outcomes for the borough's most vulnerable children and young people.</li> </ul> <p>There are three proposals relating to commissioned services savings for children. The services outlined in this Equalities Impact Assessments (EIA) relate to Proposal 1c:</p> <p>Review how the services we buy are used and how similar services could be joined up. This is likely to result in a combination of efficiencies and reductions. Some of the key areas this would impact on are: youth homelessness, peer support and mentoring for young people, activities for young people, domestic violence services, support to young carers, parenting programmes, support to organisations around quality of childcare, careers support for young people with Learning Difficulties and Disabilities, information system holding information on young people, social care out of hours service, community coaching (peer-to-peer support for families).</p> <p>Proposed saving: £600k</p> <p>Quality of childcare is one of the areas under consideration for achieving these savings from Children's</p>	

Services commissioned services. This provides information, support and training to childcare providers around their provision of childcare, including breakfast, after schools and holiday clubs. The commissioned services are not directly provided to children and young people.

**Who is it aimed at?**

This will cover a range of professionals and childcare providers across the borough.

**Who is it likely to benefit?**

The review of the current services will benefit all those accessing support for childcare provisions. The services will be re-aligned to prevent duplication and to ensure that the Council's offer is clear and transparent so that families and providers are aware of what they can access.

**Services Currently Provided**

In the recent Childcare Sufficiency Assessment (CSA) completed in November 2013, day care providers and child-minders were invited to share their views on what they believed was a priority for them in terms of future support and advice. Two of the top categories were staff training (41.5% - day care providers, 28.5% - child minders) and advice on the needs of specific groups of children (27% - day care providers, 21.5% - child minders). Alongside the contracted external providers, the Early Years Standards Team provides a variety of services/support including courses like 'Implementing changes in the EYFS' and 'Statutory Assessment in Reception.' The support that the external providers are currently providing will be reviewed to ensure that services can be matched in any re-alignment and feedback from users and providers will be sought to ensure that value is not lost in any area.

Further vulnerable children aged 2-5 years old are offered funded childcare places as part of the Early Years Vulnerable Families (EYVF) funding which offers eligible families up to 15 hours of childcare in Children's Centres which provide on-site childcare. This scheme has been expanded to include private, voluntary and independent childcare (PVI) providers who have been participating on the Free Early Education (FEE) for two year olds scheme and nursery schools/classes. Also the Family Support and Early Intervention Service will continue to work with early years providers in the borough and seek to increase participation in providing good quality provision.

**Proposal**

There are 3 contracts that the Council holds with 2 providers. These contracts started in July 2013 and are due to last for 33 months. The review (currently on-going) has shown that there is a duplication of service between external services and ones provided by the Early Years Standards Team (based in the Council). The providers are being consulted in line with the review and their feedback will be collated and considered. The proposed options are to:

1. Decommission all three childcare contracts and go through a competitive tender process for one contract.
2. Continue with contracts for Breakfast clubs, Afterschool clubs and Holiday provision but decommission and reduce remaining contracts.
3. Reduce all three childcare contracts by a proportional amount but continue a service with all.

**Identify the ways people can find out about and benefit from the proposals.**

A 12 week borough wide public consultation was carried out to enable all residents and stakeholders, including providers and service users, to give feedback on the Children's Service 2014/15 budget proposals. The consultation commenced on 8 November 2013 and ended on 31 January 2013.

Residents were able to submit their views on the proposed changes through a number of different channels. They could complete an online questionnaire or submit their views by post or email. The consultation was available online on Barnet's Engage website and Barnet's Youth Board and the UK Youth Parliament created a young person friendly version of the Children's Service Budget Proposals consultation which included an online survey to collect their views<sup>1</sup>.

<sup>1</sup> The survey is available at: [www.surveymonkey.com/s/csyoungpeople](http://www.surveymonkey.com/s/csyoungpeople)



A total of 84 people responded to the children's service budget consultation survey. Of those who gave their personal details via the online questionnaire, the breakdown was as follows (excludes those who did not answer the question):

- 65.9% (29) were female, 20.5% (9) were male, 13.6% (6) preferred not to say
- 4.5% (2) were aged 25-34, 20.5% (9) aged 35-44, 36.4% (16) aged 45-54, 18.2% (8) aged 55-64, 4.5% (2) aged 65-74, 2.3 % (1) aged 75+, 13.6% (6) preferred not to say
- 56.8% (25) were white British and 9.1% (4) White Other, 4.5% (2) Asian or Asian British - Indian, 4.5% (2) Black or Black British – African, 4.5% (2) White Turkish/Turkish Cypriot, 2.3% (1) Asian or Asian British – Bangladeshi, 2.3% (1) White Greek/ Greek Cypriot, 2.3% (1) White Irish, and 13.6% (6) preferred not to say
- 50% (21) were Christian, 11.9% (5) no religion, 7.1% (3) Jewish, 4.8% (2) agnostic, 7.1% (3) Muslim, 2.4% (1) atheist, 2.4% (1) Buddhist, 2.4% (1) Hindu, and 12.5% (7) preferred not to say
- 81% (34) were heterosexual, 2.4% (1) gay, 7.1% (3) bisexual, and 9.5% (4) preferred not to say
- 5 people (out of 42) stated they had a disability under the DDA

For the young people's survey, few respondents chose to give information about themselves, however as with the overall survey, there was a general trend of more females than males responding.

The providers of the commissioned services under consideration have been consulted with on an individual basis. The council sent letters to each provider and meetings were held at an early stage in the process to inform them of the consultation and the proposed savings across Children's Services.

**4. 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?
NOTE: APPLICABLE TO ALL STRANDS	Unknown	At this stage, it is difficult to predict whether any strands will be impacted as the contracts are reviewed and the move towards a single contract (of supplementary services) is progressed. However, information based on best possible knowledge is included below. Further as a general note, if the childcare provider market does not remain stable and buoyant then this could have an impact on current services provided and who accesses them.	It is not anticipated that any services/support will be removed as the focus is on duplicated services. Effective monitoring will need to be in place to ensure that once services have been centralised that feedback is collected from users and actioned as necessary.
Race	Yes <input type="checkbox"/> / No <input type="checkbox"/>	The service is available to childcare providers across the borough and as such the end beneficiaries are broadly in line with the borough's 0 to 19 population	

		and so no disproportionate impact is anticipated. <sup>2</sup>
Gender	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	The support, advice and training provided to childcare providers caters for the needs of both genders.
Disability	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	One of the recommendations from the CSA was that improvement should be made regarding access to information for parents of children with disabilities. To help ensure that this group is not disproportionately impacted, work to cover this recommendation is part of the Early Years Review.
Age	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	The two main age groups impacted would be 0-4 years old (childcare provision) and 5-19 years olds (afterschool/breakfast clubs), as such they are most likely to be impacted by any changes. Those in the 15 to 19 age group are less likely to be impacted as they use fewer services.  Parents could also potentially be impacted.
Sexual orientation or gender reassignment	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	Services are not offered differently depending on sexual orientation or gender

<sup>2</sup> Table 6 from Childcare Sufficiency Assessment 2013

Ethnicity	0 – 4 years population		5 – 9 years population		10 – 14 years population		15 – 19 years population	
	population	%	population	%	population	%	population	%
White	13,093	49.9%	12,159	54.4%	13,244	62.2%	13,068	63.5%
Black Caribbean	236	0.9%	246	1.1%	256	1.2%	268	1.3%
Black African	2,362	9.0%	2,168	9.7%	1,874	8.8%	1,729	8.4%
Black Other	1,286	4.9%	983	4.4%	788	3.7%	720	3.5%
Indian	2,257	8.6%	1,811	8.1%	1,576	7.4%	1,749	8.5%
Pakistani	735	2.8%	536	2.4%	426	2.0%	473	2.3%
Bangladeshi	289	1.1%	224	1.0%	128	0.6%	123	0.6%
Chinese	603	2.3%	492	2.2%	447	2.1%	473	2.3%
Other Asian	1,627	6.2%	1,140	5.1%	852	4.0%	761	5.7%
Other Ethnicity	3,752	14.3%	2,638	11.8%	1,661	7.8%	1,173	7.7%

		reassignment, as such these groups are not likely to be disproportionately impacted by any changes.
Religion or belief	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	The support, advice and training provided to childcare providers is provided to all childcare providers requesting it, regardless of religion or belief.
Pregnancy/maternity (including teenage parents)	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	There are no specific providers of childcare targeting this group and therefore no data set on the precise cohort that would access these providers. However, parents as a group are most likely to be impacted by this proposal as they and their children are the users of the childcare service.
Marital status	Yes <input type="checkbox"/> / No <input type="checkbox"/>	There are no specific providers targeting this group and therefore no data set on the precise cohort that would access these providers.
Those on low incomes	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	The FEE scheme for 2 year olds has to be provided for by PVIs that are of a good or outstanding Ofsted rating. Therefore there could be an impact upon this group if the support/services provided did not meet the required standard.

**5. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents**

The impact on satisfaction ratings for residents as a whole will be minimal as no services or support are being reduced but streamlined so that the Early Years Standards Team is the central hub for improving standards across the borough. There may be concerns that this process may impact on the quality of the settings but to mitigate this risk, the Council is conducting a careful mapping exercise and consulting with providers to ensure that their views and comments are incorporated into the service re-design.

**6. How does the proposal enhance Barnet's reputation as a good place to work and live?**

The proposal should not impact on Barnet's reputation as there is no anticipated reduction of service/support. Barnet aims to provide quality services and support across the borough to ensure that the users of childcare provision are meeting the highest standards for Ofsted. There may be concerns that this process may impact on the quality of the settings but to mitigate this risk, we are conducting a careful mapping exercise and consulting with providers to ensure that their views and comments are incorporated into our service re-design.

**7. How will members of Barnet's diverse communities feel more confident about the council and the manner in which it conducts its business?**

Members of different communities should feel more confident that the Council is conducting its business effectively as through the Budget Consultation, it has been highlighted that there a number of services which are duplicated and could be streamlined. Further as this proposal is not looking to reduce or cut any services from the community, the impact will be minimal and should produce no loss of confidence.

This proposal is part of our overall Early Years Review, looking at services and support across the borough and our communities, including children's centres. It aims to improve our services and identify areas of need which ultimately will produce better outcomes for young people and children across Barnet. This is building on the 'More Great Childcare' paper which outlined the Government's proposal to deliver better childcare by: (1) raising the status and quality of the workforce, (2) freeing high quality providers to offer more places, (3) improving the regulatory regime and (4) giving more choice to parents.

**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? *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)***

The Early Years Standards Team continually monitor the quality of the services and support provided and ask for annual feedback from providers to assess what further resources can be made available. This ensures that our providers and by extension the families in Barnet are getting what they need and want.

Further the Council conducts an annual Childcare Sufficiency Assessment which looks at what families and providers wanted and needed across the borough. The assessment was completed in November 2013 and a number of parents and providers gave their comments via telephone and electronic surveys. The CSA is an important forum for residents to communicate with the Council and access the services and support they need.

**9. 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.***

As the provision of services/support is offered across the board to providers who operate in a variety of areas in the borough, this proposal does not aim to further promote good relations between different communities.

**10. 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.***

The Children's Service Budget Proposal Consultation 2014/15 was carried out via a number of methods, enabling stakeholders, including parents and carers, to give feedback and put the proposals into context against their needs. Stakeholders were encouraged to respond via a dedicated email address, post, online questionnaire, and at consultation events.

Barnet's Youth Board and the UK Youth Parliament have created a young person friendly version of the Children's Service Budget Proposals consultation and worked to ensure young people in Barnet understand proposed changes and comment as necessary.

Further the annual CSA was conducted and looked at to measure what residents and providers needed and wanted across the borough.

Councillors will fully consider and give due regard to all of the views and feedback from the consultation when they make their final decision, as part of a clear and transparent decision-making process.

**11. Decision:**

No Impact	Positive Impact	Neutral Impact	Negative Impact or Impact Not Known <sup>3</sup>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**12. Comment on decision**

Although it is not anticipated that there will be a significant reduction of service/support, as it is proposed to make savings through removing duplication, those who could be most impacted by change include children and young people aged 0 to 19 and their parents. In reconfiguring services we will seek to ensure that the service's ability to implement the recommendation of the Childcare Sufficiency Assessment to improve access to information for parents of children with disabilities is not impaired.

<sup>3</sup> '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.

### 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
To maintain quality of services	Careful mapping and continuous monitoring of services, including gaining meaningful feedback from providers and users.	Ensure that when the contracts have been re-aligned and duplication removed that the quality of services has been maintained and no families impacted.	Jody Nason/Carol DeRosa	On-going
To ensure service's ability to improve access to information for parents of children with disabilities is not impaired	Ensure recommendation of the Childcare Sufficiency Assessment to improve access to information for parents of children with disabilities is taken into account when reconfiguring services.	CSA recommendation is implemented.	Jody Nason/Carol DeRosa	April 2014

<b>1<sup>st</sup> Authorised signature (Lead Officer)</b>		<b>2<sup>nd</sup> Authorised Signature (Member of SLT)</b>	
<b>Date:</b>		<b>Date:</b>	

# Children's Service Equality Impact Assessment (EIA) Questionnaire

<b>1. Details of function, policy, procedure or service:</b>	
Title of what is being assessed: Short Breaks services	
Is it a function, policy, procedure or service?: Service	
Department and Section: Children's Service	
Date assessment completed: 2 February 2014	
<b>2. Names and roles of officers completing this assessment:</b>	
Lead officer	Joe Gillam
Stakeholder groups	Input has come from all the Short Breaks Services
Representative from internal stakeholders	Pip Hardaker
CS Equalities Network rep	Elaine Tuck
HR rep (for employment related issues)	N/A
<b>3. Full description of function, policy, procedure or service:</b>	
<p><b>Context</b>            The Government's spending review will reduce the amount of money available for the council to spend over the coming years. Over the past three years Children's Services has reduced budgets by over £12m (around 20% of the budget) across a range of areas.</p> <p>Alongside the budget reductions, Barnet has also seen an increase in the population which has put pressure on services. Since 2003, there has been a 28% increase in births. This has increased demand for services and continues to increase the cost of high level services such as placements for children with Special Educational Needs and children in care. Barnet Council is committed to supporting children and young people to achieve the best possible outcomes, especially the most vulnerable children, enabling them to become successful adults.</p> <p>For 2014/15 the Children's Service needs to find further savings of £4.44m (around 8% of the current budget). Of this, it is proposed that £1.3m of savings is found in commissioned services. In order to meet this financial target, whilst ensuring that we can continue to deliver high quality services for children, young people and families. Service provision for Short Breaks is one of the areas in scope for achieving savings from Children's Services commissioned services. At the moment Short Breaks services are delivered by a wide variety of organisations, some of which provide similar services. We are proposing to reconfigure short breaks to improve service delivery, stop duplication and to ensure services are targeted to those with the highest needs.</p> <p>There are currently 14 contracts for short breaks-type services, of which 12 are due to expire in March 2014. It is proposed to re-negotiate and, where appropriate, extend contracts to achieve savings, prior to a re-commissioning exercise during 2014/15.</p> <p><b><i>Please describe the aims and objectives of the function, policy, procedure or service. Please include - why is it needed, what are the outcomes to be achieved, who is it aimed at and who is likely to benefit?</i></b></p>	

Short breaks are part of a continuum of services that support disabled children in need and their families. They include the provision of day, evening, overnight and weekend activities for the child or young person, and can take place in the child's own home; the home of an approved carer; or, in a residential or community setting. LBB is planning to re-commission services during 2014/ 2015.

The Children Act 1989 requires local authorities to 'provide, so far as is reasonably practicable, a range of services which are sufficient to assist carers to continue to provide care or to do so more effectively'. The Break for Carers of Disabled Children (England) Regulations 2011 require local authorities to provide short breaks to those who care for disabled children when it would improve their ability to care for their disabled child, or when they could not continue to provide care without a short break. Local authorities should provide a range of breaks including day time and overnight breaks in the home of disabled child, and/or educational/recreational activities outside their homes, and/or breaks in evenings, weekends and holidays, and publish information to parents about the service available in their area and criteria for accessing it.

Short breaks are aimed at disabled children. The breaks will usually have two main aims and outcomes: to enable the child to participate in fun, safe and stimulating activities and to provide a break from caring for the parents. The target group is a vulnerable one and services are very important to their independence, transition to adulthood, and enhancement of skills to achieve economic well being. Also, services can help to prevent family breakdown and improve mental and physical health and well-being.

When applying for a short break service, disabled children or their parents are asked to put their ethnicity, religion, gender, age and type of disability on an application form. If referred through social services an assessment is made to determine the level of need, support required and to ensure that the young person is willing to engage in group work.

The Council is seeking to create a system of short break allocation that is fairer, better quality, better value for money. This will mean ensuring the eligibility criteria are appropriate and that the system focuses on and benefits most greatly those with the highest needs. The criteria were revised in August 2013 to focus on high need children and will be reviewed again as appropriate.

#### **How have needs based on race, gender, disability, age, religion/belief, sexual orientation or carers been taken account of?**

In autumn 2013, a public consultation was carried out with Barnet residents including parents, children and young people currently using Short Breaks services. The consultation sought the views of Barnet residents regarding the current provision and the future of short breaks services in the borough. The consultation was widely advertised in local services and the media. Residents were able to respond via an online questionnaire, by post and by taking part in focus groups.

A total of 120 people responded and the forms were mostly filled in by parents in the 35 to 54 age range. Respondents were disproportionately female (86%).

In the consultation survey, 74% of those surveyed rated short break services in Barnet to be either good or very good. This high standard of satisfaction was reflected across and amongst all communities. There was some commentary from the Jewish community that there is some short break provision that is not culturally or religiously compatible e.g. on Saturdays. However, there are two commissioned providers who specifically cater for the Jewish population.

Barnet intends to build on this level of customer satisfaction through robust commissioning, contract monitoring and community engagement. Children's Services commission 12 providers to provide short breaks for disabled children in the borough. The budget efficiency proposals and their impact on the equalities agenda in relation to each service provision is as follows.

A large percentage of Barnet's short break provision is through one provider who offers a raft of services from play schemes and sports schemes to residential stays, sleepovers and one to one support. The savings that are proposed to their provision are mainly on services where there is a duplication or those which are currently being underutilised. By providing services to those with the highest needs, in line



with the eligibility criteria it should be possible to manage demand for some of the service's schemes.

Another service provides holiday play scheme for disabled children. Negotiations are taking place with the provider to create efficiencies and to identify alternative funding streams with minimal impact on services.

Another service consists of high support one-to-one enabling hours provision. The efficiency proposed to this service is based on a re-negotiation of hourly rates rather than a reduction of hours.

Regarding a service for parents and siblings peer support networks the reductions proposed involve decommissioning of the siblings network support group which is underutilised. Initial discussion with the provider has indicated that the parents and siblings programmes can be merged without major loss to the level of service. Thus, it is anticipated the above change will have minimal impact.

The reductions proposed for The Arts, Crafts and Music service represent one half term provision of an unpopular service. Negotiations are taking place to with the provider to reduce spend on day trips without impacting on provision.

Initial negotiations with the under fives-specific, and buddying service indicate that reductions can be made by decommissioning an underutilised service. There are no proposed reductions to the 0-5 year old service, and no anticipated adverse impact on diverse communities

Short Breaks services commission a Jewish service which provides Jewish culturally specific services. It has been recommended in previous needs assessments that this type of culturally sensitive provision was appropriate especially as mainstream provision on Saturdays is not appropriate for all Jewish families. The proposed efficiencies for the service will be in the area of underutilised residential stay services which will not overly impact on service users.

The main specialist non-school-based Autism provider is one of the biggest providers of the Short Breaks Services in the Borough. The savings that are proposed are mainly on services where there is a duplication, or those which are currently underutilised. By providing services to those with the highest needs, in line with the eligibility criteria it should be possible to manage demand for some autism services.

It is proposed not to extend one contract with a provider of autism services as evidence of positive outcomes is limited, and so this is not anticipated to have a significant impact on service users.

There are also two contracts for after school clubs at a primary age specialist school and secondary age specialist school for disabled children. Negotiations are on-going with the schools to ensure that the proposed reductions are in the form of efficiencies and that they don't affect the most vulnerable children.

Finally, there are two Early Intervention short breaks contracts: an advice and advocacy service consisting of a drop-in service for parents of disabled children, a signposting service for referrals on to short breaks and pre-CAF assessment work; and a service which provides play provision, advice services for children, and youth workshops preparing disabled children for life and work.

### **How can people find out about the proposals to the service?**

A 12 week borough wide public consultation was carried out to enable all residents and stakeholders, including providers and service users, to give feedback on the Children's Service 2014/15 budget proposals. The consultation opened on 8 November 2013 and closed on 31 January 2013.

Residents were able to submit their views on the proposed changes through a number of different channels. They could complete an online questionnaire or submit their views by post or email. The consultation was available online on Barnet's Engage website, which provides clear and transparent information about what the proposals. In addition, Barnet's Youth Board and the UK Youth Parliament created a young person friendly version of the Children's Service Budget Proposals consultation which includes an online survey to collect their views.

A total of 84 people responded to the children's service budget consultation survey. Of those who gave their personal details via the online questionnaire, the breakdown was as follows (excludes those who did not answer the question):

- 65.9% (29) were female, 20.5% (9) were male, 13.6% (6) preferred not to say
- 4.5% (2) were aged 25-34, 20.5% (9) aged 35-44, 36.4% (16) aged 45-54, 18.2% (8) aged 55-64, 4.5% (2) aged 65-74, 2.3 % (1) aged 75+, 13.6% (6) preferred not to say
- 56.8% (25) were white British and 9.1% (4) White Other, 4.5% (2) Asian or Asian British - Indian, 4.5% (2) Black or Black British – African, 4.5% (2) White Turkish/Turkish Cypriot, 2.3% (1) Asian or Asian British – Bangladeshi, 2.3% (1) White Greek/ Greek Cypriot, 2.3% (1) White Irish, and 13.6% (6) preferred not to say
- 50% (21) were Christian, 11.9% (5) no religion, 7.1% (3) Jewish, 4.8% (2) agnostic, 7.1% (3) Muslim, 2.4% (1) atheist, 2.4% (1) Buddhist, 2.4% (1) Hindu, and 12.5% (7) preferred not to say
- 81% (34) were heterosexual, 2.4% (1) gay, 7.1% (3) bisexual, and 9.5% (4) preferred not to say
- 5 people (out of 42) stated they had a disability under the DDA

For the young people's survey, few respondents chose to give information about themselves, however as with the overall survey, there was a general trend of more females than males responding.

The providers of the commissioned services in scope have been consulted with on an individual basis. The council sent letters and meetings were held with each provider at an early stage in the process to inform them of the consultation and the proposed savings across Children's Services.

Short Breaks services are advertised on the London Borough of Barnet's website, and the eligibility criteria were updated in August 2013. These clear eligibility criteria should help to ensure that there is equality of access, with higher need children prioritised for access to services. The eligibility criteria will be reviewed again as required to ensure they keep pace with resources and national and local policy changes including the Children and Families' Bill.

The eligibility criteria for access to short breaks focuses on two groups:

Group A - children and young people with Autistic Spectrum Disorders (ASD). These children are likely to have other impairments such as Severe Learning Disabilities or behaviours which challenge. Children in this group will display behaviour which challenges services or behaviour which causes injury to themselves or others

Group B – children and young people with complex health needs including those with disability(ies) and life limiting conditions and/or those with associated impairments such as severe cognitive or sensory impairments and children aged 11 years-old and over who may have moving and handling needs or require specialist equipment.

**4. 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	No	According to GLA population data, 37% of Barnet's 0 to 18 population are from Black and Minority Ethnic groups, whilst 63% are white. The breakdown is as follows:  White 51,474 – 56.9%	Short Breaks services are available to eligible

		<p>Black Caribbean 995 -1.1%  Black African 8142- 9.0%  Black other 3,799 – 4.2%  Indian 7,148 – 8.2%  Pakistani 2,171 – 2.4%  Bangladeshi 814 – 0.9%  Chinese 1,990 – 2.2%  Other Asian 4,342 – 4.8%  Other 9,227 – 10.2%</p> <p>This breakdown is reflected in those currently accessing short breaks services. There is some under-representation from Indian, Pakistani and Bangladeshi ethnicities but this may be just a case of description as when the percentages for the Indian, Pakistani, Bangladeshi and Other Asian statistics are added together for short breaks users they are more comparable to the Indian, Pakistani, Bangladeshi and other Asian figures for the borough as a whole.</p> <p>Ethnicity breakdown for short break service users:  White – 390 – 61%  Black Caribbean – 26 – 4.0%  Black African – 68 – 10.5%  Black Other – 18 – 2.8%  Indian1 – 0.1%  Pakistani 5- 0,7%  Bangladeshi 6 – 0.9%  Chinese15 – 2.3%  Other Asian76 – 11.8%  Other37- 5.7% Total 642</p>	<p>children and young people of all ethnicities. Monitoring of ethnicity is included in contract monitoring arrangements</p>
Gender	No	<p>More males (651) - 61% than females (256) 39% used short breaks services during 2011-13. This is comparable to the gender split and prevalence of disability amongst males and females recorded in the data for children with a statement of special educational need within Barnet's young people profile - males 60% and females 40%</p> <p>The recent short break consultation did not highlight a lack of satisfaction amongst females and no barriers to females using any of the services have been identified.</p>	<p>We will continue to monitor the gender split to monitor any potential inequalities.</p>
Disability	Yes	<p>Short breaks service users are disabled children and young people and so any changes to the service would impact disproportionately on them. The proposed budget reductions and efficiencies would not specifically target resources or towards a certain type of disability, instead aiming to continue providing services to meet a spectrum of needs. Services would continue to be accessed in line with the eligibility criteria (as set out in section 3 of this EIA).</p> <p>In the past a lack of robust eligibility criteria for access to services may have led to inequality of access, with lower need children getting as much (or possibly more) access to short break services as high need children. The current eligibility criteria prioritises those with the highest needs.</p>	<p>We will continue to monitor the contracts and requests for services to identify any detrimental impact on children and young people with disabilities. The needs</p>

			of disabled children and young people will fully inform the re-commissioning of services during 2014/15.
Age	Yes	<p>Any changes to short breaks services will have a proportionally larger impact on children and young people as these are the service users. The consultation process highlighted a demand for services for 0-5 year olds, and commissioners are working to ensure that services will not be reduced in this area from April 2014. With the exception of 0 to 5, the majority of those currently accessing short breaks are generally in line with Barnet's children and young people population.</p> <p>The breakdown for the age groups of the children and young people in Barnet, as stated in the young people profile are as follows:  0-5s – 26,239 (29.0%)  5 to 9 – 22,352 (24.7%)  10 to 14 – 21,293 (23.5%)  15 to 19 – 20,580 (22.7%)</p> <p>Age group for current short breaks services is 0-19 and is broken down as follows:  0-3 – 71 – 7.9%  4-5 – 96 – 10.7%  6-7 – 127 – 14.2%  8-9 – 123 – 13.7%  10-11- 110 – 12.3%  12-13 – 98 – 10.9%  14-15 – 98 – 10.9%  16+ - 171 – 19.1%</p> <p>This proposal could also have a disproportionate impact on parents of disabled children and young people. Although data is only collected on service users, the majority of parents responding to a recent survey were in the 35 to 54 age range.</p>	Commissioners will focus on the needs of 0-5 year olds age group, with the re-commissioning process in 2014.
Sexual orientation or gender reassignment	No	Short breaks for disabled children are a range of services designed for young people. No data is currently collected on sexual orientation or gender reassignment and services are not differentiated based on this. It is not anticipated that the proposed changes in short breaks services would impact on these groups.	N/A
Religion or belief	No	In a consultation on short breaks in autumn 2013, there was some commentary from the Jewish community that some short break provision is not culturally or religiously	We will ensure through the contract

		<p>compatible e.g. on Saturdays. However, there are two commissioned providers who specifically cater for the Jewish population, one of whom cater for the Hasidic community and a number of providers delivering services at times other than Saturdays. Services will be monitored, and communities will be consulted regarding the provision of appropriate cultural/religious services.</p> <p>In Barnet:  Christian 146,866 41.21%  No religion 57,297 16.08%  Jewish 54,084 15.18%  Muslim 36,744 10.31%  Religion not stated 29,917 8.39%  Hindu 21,924 6.15%  Buddhist 4,521 1.27%  Other religion 3,764 1.06%  Sikh 1,269 0.36%</p> <p>Amongst Short Breaks users:  No religion 87 – 11.86%  Buddhist - 15 – 2.04%  Christian– 324 - 44.20%  Hindu – 28  Jewish 156 – 21.28%  Muslim – 107 – 14.59%  Sikh – 2 – 0.27%  Other 14 – 1.90%</p>	<p>monitoring and commissioning process that the needs of all service users, including those of different faiths, are taken into account. This will include considering whether services are needed for culturally specific services</p>
Pregnancy/maternity (including teenage parents)	No	<p>As with the sexual orientation category, the data for this is not collected within the short break service. Pregnancy is not a barrier to any short break service. Parents of disabled children and young people benefit from short services and so would be disproportionately impacted by any changes.</p> <p>Parents have been consulted around the types of short breaks they feel are most beneficial. In particular, they felt that enabling hours and residential stays were important.</p>	<p>In developing proposals parents views have been taken into account.</p>
Marital status	No	<p>There are no barriers to any services based on marital status and there is no anticipated adverse impact for this group.</p>	<p>N/A</p>

<p><b>5. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents</b></p>
<p>In the September 2013 survey on short breaks 74% of residents using short breaks rated them as either good or very good.</p> <p>To help reduce the impact of proposals on satisfaction ratings, the council has been meeting with current contracted providers to explore the options for achieving savings. Where possible, the Council will seek to achieve savings through efficiencies, thereby reducing the impact to young people. In addition, more robust contract monitoring of information and outcomes reports will be used to determine the utilisation and effectiveness of services. In order to ensure that the Council is getting best value for money and best using limited financial resources, funding will be targeted towards services which are most utilised, most effective and which support young people most in need. There is however the potential for residents to be less satisfied if they feel that services are being reduced.</p>
<p><b>6. How does the proposal enhance Barnet's reputation as a good place to work and live?</b></p>
<p>There is no evidence to suggest that the proposals will enhance or diminish Barnet's reputation as a good place to work and live. Due to reductions in the budget, the council is faced with making difficult decisions in terms savings and how to target resources efficiently to best meet the needs of Barnet residents. Compared to other boroughs Barnet has always been at the high end in terms of the scale of short break provision. The proposals involve continuing to target resources for vulnerable young people, whilst providing better value for money and reducing commissioned services.</p>
<p><b>7. How will members of Barnet's diverse communities feel more confident about the council and the manner in which it conducts its business?</b></p>
<p>There has been a clear communication to all of Barnet's residents in the form of a public consultation on the future of short breaks services in the autumn of 2013. The questions within the consultation were designed to take account of Barnet's diverse communities. Similarly, the current consultation on budget reductions is taking into account the views of these groups. Diverse communities can be assured that their views are being sought and that they will be listened to before any final decisions are made in regard to the future financing of short breaks for disabled children.</p> <p>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.</p>
<p><b>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? <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></b></p>
<p>Providers are required to submit quarterly monitoring information on outputs and outcomes, including evidencing that they have a documented procedure for dealing with discrimination, harassment, victimisation and any other conduct prohibited by the Equality Act 2010. Contract monitoring will closely monitor the impact of reductions on the equality and diversity.</p> <p>London Borough of Barnet will re-commission short breaks services during 2014/15 and will take into account the differing needs of service users when developing the new service.</p>
<p><b>9. How will the new proposals enable the council to promote good relations between different communities? <i>Include whether proposals bring different groups of people</i></b></p>

*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.*

The council will engage with all residents and stakeholders in the consultation. Any changes will be communicated to help ensure that different parts of the community understand the proposals and the decisions made in relation to short breaks for disabled children services. It is not anticipated that the proposal will help the council to actively promote relations between different communities.

**10. 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.**

The proposed changes have been subject to public consultation. A borough wide consultation with all residents and stakeholders ran from 8 November 2013 until 31 January 2014. Previous to this a separate Short Breaks Consultation and Survey was undertaken in autumn 2013. Residents were able to submit their views on the proposed changes through a number of different channels. They could complete an online questionnaire or submit their views by post or email. The consultation was available online on Barnet's Engage website. In addition, Barnet's Youth Board and the UK Youth Parliament created a young person friendly version of the Children's Service Budget Proposals consultation which included an online survey to collect their views.

The providers of the commissioned services in scope have been consulted with on an individual basis. Initial meetings were held between the local authority and providers to inform them of the consultation and the context of savings. Commissioners and service providers have worked together to minimise risk and a number of discussions were held to discuss the savings options which would minimise the risk to service users and would enable reduced funds to be directed towards services delivering best value for money and successfully meeting the needs of our most high risk young people and families. Providers have been able to feedback through the main consultation and as part of the individual consultation.

During consultation concerns were expressed that the proposal could have a negative impact on those with lower level needs. This will be monitored through the short breaks team and contract monitoring meetings. Statutory duties will continue to be met. Feedback from parents was that they most valued enabling hours, and so funding for these has been protected. Services for children under 5 have also been prioritised as the services available to this group are comparatively small and this could have a detrimental equalities impact.

**11. Decision:**

No Impact <input type="checkbox"/>	Positive Impact <input type="checkbox"/>	Neutral Impact <input type="checkbox"/>	Negative Impact or Impact Not Known <sup>1</sup> <input checked="" type="checkbox"/>
---------------------------------------	---	--	---

**12. Comment on decision**

<sup>1</sup> '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.

Children and young people with disabilities (mainly age and disabilities equalities strands) will be most impacted by this budget proposal as they are the service users. Their parents/carers could also be impacted. It is not proposed to reduce service provision for 0 to 5s as the services available to this group are comparatively small and this could have a detrimental equalities impact. Among short breaks service users males are overrepresented, and so may be disproportionately impacted.

It is proposed to make the majority of savings through efficiencies. However, some underutilised services would be reduced or ceased which could have a negative impact, primarily on those with lower levels of support.



### 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
Delivering short breaks services to disabled young people who meet the eligibility criteria.	Continue to provide short break services that cater for all communities in Barnet	To provide quality services that target all diverse communities identified and gaps or anomalies through robust contract monitoring and commissioning.	Short Breaks Manager.	Ongoing
Identify and manage any negative equalities impacts from the proposals.	Identify any equalities impact through robust contract monitoring and work with providers to put in place any action required.	Quarterly monitoring meetings to be held to help ensure any negative equalities impacts are identified in a timely fashion and action plans are put in place with providers where required.	Children's Service Commissioner and Short Breaks Manager.	Quarterly
Consulting with residents.	Clearly communicate the views received from residents and the decision made by the council.	Ensure that Barnet's diverse communities feel confident about the council and the manner in which it conducts its business.	Head of Service Commissioning and Business Improvement	April 2014
Commission equitable services in 2014 and create a commissioning framework that supports equality	Ensure that equalities impact identified in autumn short breaks consultation and budget consultation inform the services commissioned in 2014/15.	New short breaks services in place that meet the needs of the most vulnerable children in the borough, promote their independence and enhance their lives.	Children's Service Commissioner	September 2014 (subject to confirmation)

**1<sup>st</sup> Authorised signature (Lead Officer)**

**2<sup>nd</sup> Authorised Signature (Member of SLT)**

**Date:**

**Date:**

## Children's Service Equality Impact Assessment (EIA) Questionnaire

<b>1. Details of function, policy, procedure or service:</b>	
Title of what is being assessed: Domestic Violence Services	
Is it a function, policy, procedure or service?: Service	
Department and Section: Family Services: Safeguarding and Family Support and Early Intervention	
Date assessment completed:	
<b>2. Names and roles of officers completing this assessment:</b>	
Lead officer	Lindsey Hyde,
Stakeholder groups	Internal Children's Service staff, provider organisations, service users and residents
Representative from internal stakeholders	Manju Lukhman (contract manager)
CS Equalities Network rep	Elaine Tuck
HR rep (for employment related issues)	Not applicable
<b>3. Full description of function, policy, procedure or service:</b>	
<p><b>Context</b></p> <p>The Government's spending review has reduced the amount of money available for the council to spend over the coming years. Over the past three years the Children's Service has reduced budgets by over £12m (around 20% of the budget) across a range of areas.</p> <p>For 2014/15 the Children's Service needs to find further savings of £4.44m (around 8% of the current budget). Of this, it is proposed that £1.3m of savings is found in commissioned services. In order to meet this financial target, whilst ensuring that we can continue to deliver high quality services for children, young people and families, it is proposed that these savings will be achieved by:</p> <ul style="list-style-type: none"> <li>• Mapping service delivery to minimise duplication and enhance efficiencies across service delivery</li> <li>• Re-commission, where appropriate, to achieve better value for money</li> <li>• Work with contracted providers to identify efficiency savings</li> <li>• Target limited resources to improve outcomes for the borough's most vulnerable children and young people.</li> </ul> <p>Domestic Violence services is an area under consideration for achieving savings from Children's Services commissioned services.</p> <p>There are 3 proposals relating to commissioned services savings for children. The services outlined in this Equalities Impact Assessments (EIA) relate to Proposal 1c:</p> <p>Review how the services we buy are used and how similar services could be joined up. This is likely to result in a combination of efficiencies and reductions. Some of the key areas this would impact on are: youth homelessness, peer support and mentoring for young people, activities for young people, domestic violence services, support to young carers, parenting programmes, support to organisations</p>	

around quality of childcare, careers support for young people with Learning Difficulties and Disabilities, information system holding information on young people, social care out of hours service, community coaching (peer-to-peer support for families).

Proposed saving: £600k

**Please describe the aims and objectives of the function, policy, procedure or service. Please include - why is it needed, what are the outcomes to be achieved, who is it aimed at? Who is likely to benefit?**

There are three contracts providing support for Domestic Violence in Barnet, that are considered as part of these proposals:

(1) Advocacy and Support

- The Advocacy and Support service is operated in a consortium. There is a hub at Colindale Police Station and three outreach venues across the borough.

(2) Refuge Services

- The main provider organisation provides a 10 bed refuge. The consortium partner operates an 8 bed refuge.

(3) Perpetrator and partner service

- The main provider organisation has subcontracted a partner organisation to deliver the perpetrator programmes whilst the main provider delivers the partner support service. The perpetrator programmes are being delivered at two venues. The YUVA (young person 11-18yrs) programme is hosted at Canada Villa one day a week for referral and delivered on a one-to-one basis through outreach.

The aims and objectives of the services are to:

- Provide written, accessible and well published public contact systems for clients and young people seeking assistance with domestic violence (DV)
- Provide an independent DV advisory service that involves the provision of professional independent advice, information and support to survivors of intimate partner violence and violence from family members
- Provide general assistance to victims of DV, and to address issues of multiple discrimination where this is found in a DV incident e.g. individual's disability, age, race or sexual orientation
- Offer integrated provision of emergency accommodation, advocacy and support for women who are fleeing violence and provide a safe environment for women to access help and support for themselves and their children
- Reduce relationship conflict and violence and increase perpetrator self awareness of relationship with partner and children
- Increase safety, confidence, well being, physical, mental and emotional health for partners and ex-partners in particular

Efficiencies were made in 2013/14 and the provider cannot absorb any further reductions without an impact on services provided. Having considered the negative impact of a reduction in these services, including the potential equalities impact of a reduction as set out in this EIA, it is not proposed to reduce the commissioned services above. Instead it is proposed to make small reductions through an efficiency in an existing budget, through a reduction of spend on information packs and a reduction in spend on reviews.

**How have needs based on race, gender, disability, age, religion/belief, sexual orientation or carers been taken account of? How can people find out about and benefit from the proposals?**

The Children's Service Budget Proposal Consultation 2014/15 has been carried out via a number of methods, enabling stakeholders, including service users, parents and carers, to give feedback and consider the proposals in context against their needs. Stakeholders were encouraged to respond via a dedicated email address, post, online questionnaire, and at consultation events.

In addition, Barnet's Youth Board and the UK Youth Parliament created a young person friendly version of the Children's Service Budget Proposals consultation which included an online survey to collect their views.

The providers of commissioned services in scope have been consulted with on an individual basis. The council sent letters, and meetings have been held with each provider throughout the process to inform them of the consultation and the proposed savings across Children's Services.

Data on usage of domestic violence services has been collated to determine if any particular equalities groups might be being disproportionately affected. Providers have shared information about young people that have accessed the services. In addition, demographic data about Barnet's population has been collated to provide base line data. A range of data sources have been used, including:

- Greater London Authority (GLA) population projections – the data for 2013 has been used for the purposes of this EIA
- Census 2011
- Profile of Children and Young People in Barnet report, December 2012
- Family Resources Survey 2011/12 carried out by the Department for Work and Pensions

***Consider any processes they need to go through or criteria that we apply to determine eligibility.***

This Equalities Impact Assessment (EIA) is being completed before a final decision is made in relation to the amount of savings to be made against each commissioned services contract. The final decision will be subject to the outcome of the consultation. The EIA will help to inform planning and decision making by assessing the potential impact of changes to the delivery of services.

Eligibility for domestic violence services is assessed at the point of referral. Any proposal to change the eligibility criteria for these services would require analysis and assessment as part of this EIA.

**How can people find out about the proposals?**

A 12 week borough wide public consultation has been carried out to enable all residents and stakeholders, including providers and service users, to give feedback on the Children's Service 2014/15 budget proposals. The consultation opened on 8 November 2013 and closed on 31 January 2013.

Residents were able to submit their views on the proposed changes through a number of different channels. They could complete an online questionnaire or submit their views by post or email. The consultation was available online on Barnet's Engage website, which provides clear and transparent information about the proposals. In addition, Barnet's Youth Board and the UK Youth Parliament created a young person friendly version of the Children's Service Budget Proposals consultation which included an online survey to collect their views.

A total of 84 people responded to the children's service budget consultation survey. Of those who gave their personal details via the online questionnaire, the breakdown was as follows (excludes those who did not answer the question):

- 65.9% (29) were female, 20.5% (9) were male, 13.6% (6) preferred not to say
- 4.5% (2) were aged 25-34, 20.5% (9) aged 35-44, 36.4% (16) aged 45-54, 18.2% (8) aged 55-64, 4.5% (2) aged 65-74, 2.3 % (1) aged 75+, 13.6% (6) preferred not to say
- 56.8% (25) were white British and 9.1% (4) White Other, 4.5% (2) Asian or Asian British - Indian, 4.5% (2) Black or Black British – African, 4.5% (2) White Turkish/Turkish Cypriot, 2.3% (1) Asian or Asian British – Bangladeshi, 2.3% (1) White Greek/ Greek Cypriot, 2.3% (1) White Irish, and 13.6% (6) preferred not to say
- 50% (21) were Christian, 11.9% (5) no religion, 7.1% (3) Jewish, 4.8% (2) agnostic, 7.1% (3) Muslim, 2.4% (1) atheist, 2.4% (1) Buddhist, 2.4% (1) Hindu, and 12.5% (7) preferred not to say
- 81% (34) were heterosexual, 2.4% (1) gay, 7.1% (3) bisexual, and 9.5% (4) preferred not to say
- 5 people (out of 42) stated they had a disability under the DDA

For the young people's survey, few respondents chose to give information about themselves, however as with the overall survey, there was a general trend of more females than males responding.

4. 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 x / No <input type="checkbox"/>	<p>Please note that for refuge provision (18 units) women and children come from other boroughs to use this service so this element of data will not be reflective to Barnet's general population. However, the vast majority of adults service users' data comes from the advocacy service. Having compared the data, with and without the refuge aspects, it is clear that the inclusion of the refuge data has had no significant impact on the equalities data presented below.</p> <p>Ethnicity data of service users has been compared to Barnet's general population ethnic breakdown for adult services users and 0-19 ethnic breakdown for children and young people service users.</p> <p><i>Adult service users (figures based on information provided by 403 service users)</i></p> <p>The vast majority of ethnic groups are proportionally represented in users of these services. However, four groups in particular are over represented in the services compared to the general population:                      3.7% of services users are Black Caribbean compared to 1.3% of the population;                      7% of service users are Black African compared to 4.5% of the population;                      4.7% of service users are Black Other compared to 1.9% of the population;                      12.9% of service users are of Other ethnicity, compared to 5.5% of the population.</p> <p>Therefore, Black ethnicities and 'Other' ethnicities may be disproportionately impacted by any service change or reduction.</p> <p><i>Children and young people service users (figures based on information provided by 42 service</i></p>	<p>Insert any relevant information from service area</p>

		<p><i>users)</i></p> <p>There are ethnic groups overrepresented in use of these services compared to the 0-19 population:            7.1% (3) of service users are Black Caribbean compared to 1.1% of the population;            11.9% (5) of service users are Black African compared to 8.9% of the 0-19 population;            14.3% (6) of service users are Black Other compared to 6.2% of the 0-19 population; 11.9% of service users are Pakistani (5) compared to 2.2% of the population.</p> <p>Therefore, Black ethnicities, 'Other' ethnicities and Pakistani ethnicities may be disproportionately impacted by any service change or reduction.</p> <p>Please note that the numbers of children and young people service users is small (42 in total) and so the actual numbers are given in parentheses.</p>	
Gender	Yes x / No <input type="checkbox"/>	<p><i>Adult service users (figures based on information provided by 570 service users)</i></p> <p>Females are the majority of users of domestic violence services (91.7% of services users in Barnet).            Males are the main users of the perpetrator service.</p> <p><i>Children and young people service users (figures based on information provided by 57 service users)</i></p> <p>68.4% of children and young people service users are male, compared 51.5% of the 0-19 population and are therefore over represented users of the children and young people services.</p>	<p>No changes are proposed to these services and therefore there should not be a significant impact. Work is ongoing through service reviews to ensure that both men and women receive appropriate support in relation to domestic violence.</p>
Disability	Yes x / No <input type="checkbox"/>	<p><i>Adult service users (figures based on information provided by 476 service users)</i></p> <p>3.4% of adult service users state</p>	<p>This data suggests that disabled adults are under represented users of these services. This will be</p>

		<p>that they have a disability compared to 16% of the working age general population. Although non-disabled service users are over-represented, consideration is needed to assess the reasons why the disabled population are under-represented.</p> <p><i>Children and young people service users (figures based on information provided by 55 service users)</i></p> <p>7.3% of children and young people service users state that they have a disability compared to 6% of the 0-19 population, according to the family resource survey undertaken by Department of Work and Pensions.</p>	<p>reviewed as part of service delivery and appropriate action undertaken where required.</p>
Age	Yes x / No <input type="checkbox"/>	<p><i>Adult service users (figures based on information provided by 411 service users)</i></p> <p>Service users between the ages of 19 and 50 make up 88.56% of total service users within the adult provision. This is 25.8% higher than the proportion of adults within this age group in the general population.</p> <p>The 26-30 and 31-40 age groups are particularly over represented as set out below:          18.7% of service users are aged 26-30 compared to 11.3% of the population          30.7% of service users are aged 31-40 compared to 21.2% of the population.</p> <p>The 26-30 and 31-40 age groups will be particularly impacted by any service change or reduction.</p> <p>It could perhaps also be the case that the 51+ age group are less likely to access these services, and therefore any change or reduction may also make access to support more difficult for these groups.</p>	<p>This data suggests that particular age groups are over represented users of these services. This will be reviewed as part of service delivery and appropriate action undertaken where required.</p>

		<p><i>Children and young people service users (figures based on information provided by 58 service users)</i></p> <p>79.3% of children and young people service users are aged 15 or younger compared to 85% of the general children population. Children and young people aged 16-18 years are particularly over represented in services.</p>	
Sexual orientation or gender reassignment	<p>Yes <input type="checkbox"/> / No <input type="checkbox"/></p> <p>Unknown</p>	<p><i>Adult service users (figures based on information provided by 544 service users)</i></p> <p>Data collected demonstrates that there are no users of these services that have identified themselves as transgender. Approximately 99% of service users who identified their sexuality identified as heterosexual. A very small proportion identify as lesbian and bisexual. The services offer particular support around LGBT issues and service development work has been ongoing in this respect.</p> <p><i>Children and young people service users</i></p> <p>Data collected demonstrates that there are no users of these services that have identified themselves as transgender. Sexuality was not identified for a high proportion of children and young people.</p>	<p>There has been service development work undertaken in adult Domestic Violence services relating to LGBT needs. There is an opportunity for any learning to be shared with children and young people services to offer additional support to these services.</p>
Religion or belief	<p>Yes x / No <input type="checkbox"/></p>	<p>This data is of those service users who have stated their religion. General population data has been used as a comparator for both adults and children.</p> <p><i>Adult service users (figures based on information provided by 239 service users)</i></p> <p>Two religious groups are over represented in these services: 18% of service users are Muslim, compared to 11.3% of the population. 19.3% of service users are Jewish</p>	<p>This data suggests that particular religious groups are over represented users of these services. This will be reviewed as part of service delivery and appropriate action undertaken where required.</p>



		<p>compared to 16.6% of the population.</p> <p>Therefore, Muslim and Jewish service users may be disproportionately impacted by any service change or reduction.</p> <p><i>Children and young people service users (figures based on information provided by 38 service users)</i></p> <p>The same two groups are also over represented in children and young people service users. However, as above, please note that the numbers of children and young people service users is small, particularly given that not all people stated their religion and so the actual numbers are given in parentheses.</p> <p>39.5% (15) of service users are Muslim compared to 11.3% of the population. 13.2% (5) of service users are Jewish compared to 16.6% of the population.</p> <p>Therefore, Muslim and Jewish service users may be disproportionately impacted by any service change or reduction.</p>	
Pregnancy/ maternity (including teenage parents)	Yes x / No <input type="checkbox"/>	<p><i>Adult service users and Children and young people service users</i></p> <p>There is no easily accessible data on the pregnancy or maternity of service users in Barnet but national research tells us that pregnancy can increase the risk to of domestic violence incidents. As such any change or reduction in service may impact on pregnant women.</p>	This will be reviewed as part of service delivery and appropriate action undertaken where required.
Marital status	Yes <input type="checkbox"/> / No <input type="checkbox"/> Unknown	<p><i>Adult service users and Children and young people service users</i></p> <p>There is no easily accessible data on the marital status of service users, and this is not applicable to the younger age group of children and young people service users (although we must be aware of broader issues in relation to forced</p>	

		<p>marriage).</p> <p>However, Domestic Violence services are tailored to support service users in light of their needs relating to their relationship with a partner or ex-partner. It is important to note that a Domestic Violence perpetrator is often a family member, uncle, aunt etc not just partner.</p> <p>Services are accessible regardless of whether a service user is still with their partner or is married or divorced. This is integral to the support offered and any change to this may impact on the quality of the service delivered.</p>	
<p>Those on low incomes</p>	<p>Yes <input type="checkbox"/> / No x</p>	<p><i>Adult service users and children and young people service users</i></p> <p>As the services are accessible to all who meet eligibility criteria, free at the point of accessing the service, there should not be a particular disproportionate impact on those on low incomes.</p>	

<p><b>5. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents</b></p>
<p>Reducing these services could potentially mean that services are not available to as many people in the 2014/15 year and beyond. There is a risk that this process may impact negatively on resident satisfaction, as support for those experiencing or those who have experienced domestic violence, and programmes for those who have perpetrated domestic violence are key services dealing with often high levels of risk. As such, having assessed the overall impact and equalities impact it is not proposed to reduce the commissioned services.</p>
<p><b>6. How does the proposal enhance Barnet's reputation as a good place to work and live?</b></p>
<p>Although reducing domestic violence services is unlikely to enhance Barnet's reputation as a good place to work and live, reviewing how the services we buy are used may enhance Barnet's reputation as the provision of services are being thoroughly reviewed and consulted upon to ensure that resources are being used in the best way possible. As a result of this review it is not proposed to make a significant reduction in budgets for domestic violence services.</p>
<p><b>7. How will members of Barnet's diverse communities feel more confident about the council and the manner in which it conducts its business?</b></p>
<p>Clear communication, consultation and engagement is taking place through the online survey and consultation events 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.</p>
<p><b>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?</b></p>
<p><b><i>Include information about the groups of people affected by this proposal</i></b></p> <p>There are a number of equalities groups who may be disproportionately impacted by any change or reduction to Domestic Violence services:</p> <p><i>Ethnicity</i></p> <ul style="list-style-type: none"> <li>• Adults: Black Caribbean, Black African, Black Other and 'Other' ethnicity groups.</li> <li>• Children and young people service users: Black Caribbean, Black African, Black Other and 'Other' ethnicity groups in addition to service users who are Pakistani</li> </ul> <p><i>Gender</i></p> <ul style="list-style-type: none"> <li>• Adults: Females are over represented in services</li> <li>• Children: males are over represented in services for children</li> </ul> <p><i>Disability</i></p> <ul style="list-style-type: none"> <li>• Adults: People with a disability are over represented in services for adults</li> <li>• Children: People with a disability are under represented in services for children</li> </ul> <p><i>Age</i></p> <ul style="list-style-type: none"> <li>• Adults: 19-50 age group is over represented in services for adults, particularly 26-30 and 31-40</li> <li>• Children: the majority of children service users are aged under 15</li> </ul> <p><i>Religion</i></p> <ul style="list-style-type: none"> <li>• Adults and children: Muslim and Jewish service users are over represented in both services for</li> </ul>

adults and for children

*Pregnancy and maternity*

- There is a risk of disproportionate impact on women who are pregnant

***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)***

The monitoring of commissioned contracts currently takes place on a quarterly basis and this data has been used to inform this EIA, such monitoring arrangements will be ongoing for the future delivery of commissioned services. Residents and other stakeholders, including provider organisations and children and young people, will be made aware of the outcomes of the consultation through a variety of methods, including Engage space, practitioners' forums, and contract meetings with providers. The implementation of any changes will be undertaken at the end of the consultation process, once all information, feedback and data has been analysed to inform decision making. The impact of this proposal on the groups identified above will be monitored, and where possible mitigated, through the Equality Improvement Plan.

**9. 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.***

It is not anticipated that the proposal will help the council to actively promote relations between different communities. Any changes will be communicated to help ensure that different parts of the community understand the reduction in resources.

**10. 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.***

The Children's Service Budget Proposal Consultation 2014/15 was carried out via a number of methods, enabling stakeholders, including service users, parents and carers, to give feedback and consider the proposals in context against their needs. Stakeholders were encouraged to respond via a dedicated email address, post, online questionnaire, and at consultation events. In addition, Barnet's Youth Board and the UK Youth Parliament created a young person friendly version of the Children's Service Budget Proposals consultation which includes an online survey to collect their views.

The providers of commissioned services in scope have been consulted with on an individual basis. The council sent letters, and meetings were held with each provider throughout the process to inform them of the consultation and the proposed savings across Children's Services.

Data on usage of domestic violence services has been collated to determine if any particular equalities groups are being disproportionately affected. Providers have shared information about adults and young people that have accessed the services and demographic data about Barnet's population has been collated as a comparator.

The details of service users of domestic violence services are set out in detail in section 4 above alongside comments on any actions already taken to mitigate any disproportionate impact. Below in section 13 the Equality Improvement Plan sets out actions that are required as a result of the analysis contained in this equalities impact assessment.

11. Decision:			
No Impact  <input type="checkbox"/>	Positive Impact  <input type="checkbox"/>	Neutral Impact  <input type="checkbox"/>	Negative Impact or Impact Not Known <sup>1</sup>  x

12. Comment on decision
<p>This EIA outlines that any change to domestic violence services is likely to have a disproportionate impact on some groups with protected characteristics. Section 4 above sets this out in detail but this includes the following protected characteristics; ethnicity, gender, disability, age, religion and pregnancy. Domestic violence services deal with, often, high levels of risk and any change or reduction to the service must be viewed in line with the potential impacts outlined in this EIA.</p> <p>These services deal with high levels of risk and play a key role in trying to reduce risk and potential homicides. Any service reduction will have a negative impact as already some women and men are currently unable to access the services due to service capacity. Having considered the wider and equalities impact of a proposed reduction in domestic violence services, it is not now proposed to reduce these commissioned services.</p> <p>Below in section 13 the Equality Improvement Plan sets out actions that are required as a result of the analysis contained in this equalities impact assessment.</p>

<sup>1</sup> '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.

### 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 that groups who are under represented as users of domestic violence services are able to access services if they require them.	Review demographic breakdown of service users and take any appropriate actions to address under representation in 2014/15.	A target cannot be set relating to an increase in representation of particular groups as this is dependent on who requires services. The target is to complete any actions arising from the review of the demographic breakdown above.	Manju Lukhman	September 2014

<b>1<sup>st</sup> Authorised signature (Lead Officer)</b>	<b>2<sup>nd</sup> Authorised Signature (Member of SLT)</b>
---	--

<b>Date:</b>	<b>Date:</b>
--------------	--------------

## Children's Service Equality Impact Assessment (EIA) Questionnaire

<b>1. Details of function, policy, procedure or service:</b>	
Title of what is being assessed: Community Coaching and Parenting Programmes	
Is it a function, policy, procedure or service?: Service	
Department and Section: Children's Service	
Date assessment completed: February 2014	
<b>2. Names and roles of officers completing this assessment:</b>	
Lead officer	Suzy Whatmough
Stakeholder groups	Internal Children's Service staff, contract providers, service users and residents
Representative from internal stakeholders	Karin Ridout (Contract Manager for Community Coaches) and Daphne Pratt (Contract Manager for Parenting Programmes)
CS Equalities Network rep	Elaine Tuck
HR rep (for employment related issues)	N/A
<b>3. Full description of function, policy, procedure or service:</b>	
Please describe the aims and objectives of the function, policy, procedure or service	
<p><b>Why is it needed and what are the outcomes to be achieved?</b></p> <p>The Government's spending review has reduced the amount of money available for the council to spend over the coming years. Over the past three years the Children's Service has reduced budgets by over £12m (around 20% of the budget) across a range of areas.</p> <p>Alongside the budget reductions, Barnet has also seen an increase in the population which has put pressure on services. Since 2003, there has been a 28% increase in births. This has increased demand for service and continues to increase the cost of high level services such as placements for children with Special Educational Needs and children in care. Barnet Council is committed to supporting children and young people to achieve the best possible outcomes, especially the most vulnerable children, enabling them to become successful adults. This is challenging as the money the council has to spend continues to reduce.</p> <p>For 2014/15 the Children's Service needs to find further savings of £4.44m (around 8% of the current budget). Of this, it is proposed that £1.3m of savings is found in commissioned services. There are three proposals relating to commissioned services savings for children. The services outlined in this Equalities Impact Assessments (EIA) relate to Proposal 1c:</p> <p>Review how the services we buy are used and how similar services could be joined up. This is likely to result in a combination of efficiencies and reductions. Some of the key areas this would impact on are: youth homelessness, peer support and mentoring for young people, activities for young people, domestic violence services, support to young carers, parenting programmes, support to organisations around quality of childcare, careers support for young people with Learning Difficulties and Disabilities, information system holding information on young people, social care out of hours service, community coaching (peer-to-peer support for families).</p>	



Proposed saving: £600k

Community coaching and parenting programmes are two of the areas in scope for achieving these savings from Children's Services commissioned services. In order to meet the financial target, whilst ensuring that we can continue to deliver high quality services for children, young people and families, the following proposals are being explored:

- Mapping service delivery to minimise duplication and enhance efficiencies across service delivery
- Re-commissioning, where appropriate, to achieve better value for money
- Working with contracted providers to identify efficiency savings
- Targeting limited resources to improve outcomes for the borough's most vulnerable children and young people.

The community coaching and parenting programmes contracts are summarised below.

Service	Service description
Community Coaching	<p>Training local volunteers to provide targeted emotional and practical support to disadvantaged individuals/families. The aim is to minimise their dependency on public services by creating a cost-effective, self-supporting community. Each beneficiary receives up to 12 sessions, each lasting up to 3 hours. The community coaches work with the beneficiary to identify and prioritise their needs, support them to solve problems and tackle the root cause and giving them strategies for fundamental behaviour change. Community coaching is designed to contribute to the following outcomes:</p> <ul style="list-style-type: none"> <li>• Reduction in the number of evictions</li> <li>• Reduction in anti-social behaviour</li> <li>• Improved school attendance</li> <li>• Reduction in the achievement gap</li> <li>• Reduction in the number of NEETs</li> <li>• Reduction in offending</li> <li>• Increased of families/individuals all accessing an increased number of local community services.</li> <li>• Reduction of the number of children escalating to Child Protection Plans</li> <li>• Increase in service users accessing appropriate local health services thus reduction in need of emergency services</li> </ul>
Parenting Programmes	<p>The delivery of the evidence based Strengthening Families, Strengthening Communities (SFSC) Parenting Programme. This is a 13 week parenting course for parents of children aged 3-18. The course helps parents to:</p> <ul style="list-style-type: none"> <li>• Explore the way they communicate and the influence the wider culture and community can have on their child</li> <li>• Promote positive relationships with their children</li> <li>• Use effective discipline methods</li> <li>• Build confidence in their parenting skills.</li> </ul> <p>The intended outcomes of the SFSC programme include:</p> <ul style="list-style-type: none"> <li>• increased use of positive discipline and communication strategies.</li> <li>• increased parent confidence and competence.</li> <li>• increased level of community involvement.</li> </ul>

These services support the following priorities outlined in the Children and Young People's Plan 2013-16:

- Take a whole family approach to improving outcomes for children and young people
- Strengthen early identification and intervene early to improve life chances for those living in the most difficult situations
- Reduce the involvement of children and young people in crime and anti-social behaviour
- Ensure that the families of children and young people at risk of underachievement, support their learning at home.

In addition, both services support the following priorities of Barnet's Corporate Plan 2013-16:

- To create better life chances for children and young people across the borough
- To promote family and community well-being and encourage engaged, cohesive and safe communities.

#### **Who is it aimed at and who is likely to benefit?**

Community coaching is available to people under the age of 25 or families with children under 25 living in Barnet with a Resolving Chaos Index (RCI)<sup>1</sup> score below 35. Vulnerable children, young people and families are targeted, particularly those who are not identified by statutory services and are not on anyone's radar because of isolation and other barriers that prevent them from accessing services. Target service users include; youth offending, risk of eviction, domestic violence, child protection issues, teenage parents, truancy, mental health issues, post-natal depression, bereavement, debt management, other housing issues, drug and alcohol misuse, disability, immigration and parenting issues. An analysis of presenting needs of service users since 1 July 2013 identified debt, mental health and housing vulnerability as major underlying causes leading to depression and chaos.

Parenting Programmes targeted towards hard to reach parents / carers and those facing barriers to accessing services, particularly those with language barriers. The provider works with partners including schools and children's centres to identify particular target groups within the borough.

It is proposed that savings will be made to community coaching and parenting programmes through efficiencies and service reductions, ensuring that the limited financial resources are targeted to meet the needs of the most vulnerable families.

#### **Who is likely to be affected and how have needs based on race, gender, disability, age, religion/belief, sexual orientation or carers been taken account of?**

Between 1 July 2013 and 30 November 2013, a total of 37 people were receiving community coaching and 47 parents / carers attended SFSC parenting programmes. Families accessing these services represent a small but significant proportion of Barnet's population of 362,060<sup>2</sup>.

In order to determine if any particular equalities groups are being disproportionality affected, providers have shared information about young people that have accessed the services since 1 July 2013.

In addition, demographic data about Barnet's population has been collated to provide base line data. A range of data sources have been used, including:

- Greater London Authority (GLA) population projections – the data for 2013 has been used for the purposes of this EIA
- Census 2011
- Profile of Children and Young People in Barnet report, December 2012
- Family Resources Survey 2011/12 carried out by the Department for Work and Pensions
- Conception Statistics, England and Wales, 2011, Office for National Statistics.
- Children in Low-Income Families Local Measure, HMRC

The data is recorded in the section 4 below.

<sup>1</sup> The RCI was developed by the Department of Health to identify families with complex multiple needs who would benefit from early intervention.

<sup>2</sup> GLA population projection data, 2013

**How can people find out about the proposals?**

A 12 week borough wide public consultation was carried out to enable all residents and stakeholders, including providers and service users, to give feedback on the Children's Service 2014/15 budget proposals. The consultation opened on 8 November 2013 and closed on 31 January 2013.

Residents were able to submit their views on the proposed changes through a number of different channels. They could complete an online questionnaire or submit their views by post or email. The consultation was available on Barnet's Engage website, which provides clear and transparent information about what the proposals. In addition, Barnet's Youth Board and the UK Youth Parliament created a young person friendly version of the Children's Service Budget Proposals consultation which included an online survey to collect their views<sup>3</sup>.

A total of 84 people responded to the children's service budget consultation survey. Of those who gave their personal details via the online questionnaire, the breakdown was as follows (excludes those who did not answer the question):

- 65.9% (29) were female, 20.5% (9) were male, 13.6% (6) preferred not to say
- 4.5% (2) were aged 25-34, 20.5% (9) aged 35-44, 36.4% (16) aged 45-54, 18.2% (8) aged 55-64, 4.5% (2) aged 65-74, 2.3 % (1) aged 75+, 13.6% (6) preferred not to say
- 56.8% (25) were white British and 9.1% (4) White Other, 4.5% (2) Asian or Asian British - Indian, 4.5% (2) Black or Black British – African, 4.5% (2) White Turkish/Turkish Cypriot, 2.3% (1) Asian or Asian British – Bangladeshi, 2.3% (1) White Greek/ Greek Cypriot, 2.3% (1) White Irish, and 13.6% (6) preferred not to say
- 50% (21) were Christian, 11.9% (5) no religion, 7.1% (3) Jewish, 4.8% (2) agnostic, 7.1% (3) Muslim, 2.4% (1) atheist, 2.4% (1) Buddhist, 2.4% (1) Hindu, and 12.5% (7) preferred not to say
- 81% (34) were heterosexual, 2.4% (1) gay, 7.1% (3) bisexual, and 9.5% (4) preferred not to say
- 5 people (out of 42) stated they had a disability under the DDA

For the young people's survey, few respondents chose to give information about themselves, however as with the overall survey, there was a general trend of more females than males responding.

The providers of the commissioned services in scope have been consulted with on an individual basis. The council sent letters and meetings were held with each provider at an early stage in the process to inform them of the consultation and the proposed savings across Children's Services.

**4. How are the equality strands affected? Please detail the effects on each equality strand, and any mitigating action you have taken so far**

Percentages of the total number of service users since 1 July 2013 are given in the table below.

- For Community Coaching, the total number of service users is 37.
- For Parenting Programmes, the total number of service users is 47.

Equality Strand	Affected?	Explain how affected	What action has been taken already to mitigate this?
Race	Yes	Ethnicity data of service users has been compared to the ethnicity of Barnet's population, extracted from the GLA population data 2013.  <b>Community Coaching</b>	These services are open to parents and individuals of all ethnicities. The breakdown of service users by ethnicity will be addressed as part of regular contract monitoring.

<sup>3</sup> The survey is available at: [www.surveymonkey.com/s/csyounpeople](http://www.surveymonkey.com/s/csyounpeople)

		<p>Of those receiving community coaching:</p> <ul style="list-style-type: none"> <li>• 41% are from BME groups, compared to 37% of the population.</li> <li>• 51% are White, compared to 63% of the population</li> <li>• ethnicity is not known for 8% of service users.</li> </ul> <p>There is some evidence to suggest that those from BME may be disproportionately affected.</p> <p><b>Parenting Programmes</b> 89% of service users are from BME groups. This means that BME groups are likely to be disproportionately affected.</p>	
Gender	Yes	<p>According to the GLA population data, 49% of Barnet's population in 2013 is male, whilst 51% are female.</p> <p><b>Community Coaching</b> 95% of service users are female; therefore this group will be disproportionately affected by proposals.</p> <p><b>Parenting Programmes</b> Females will be disproportionately affected. Most of the service users are female (87%) and a small proportion are male (13%).</p>	<p>Both males and females are able to access these services. It is recognised that females are more likely to access these services. The under-representation of males will be addressed with service providers as part of regular contract monitoring.</p>
Disability	<p><b>Community Coaching</b> Yes</p> <p><b>Parenting Programmes</b> Unknown</p>	<p>Disability data of service users has been compared to the findings from the Family Resources Survey 2011/12 carried out by the Department for Work and Pensions. This report includes the percentage of disabled people by age band across the UK<sup>4</sup>.</p> <p>The percentage of those with a disability is higher in</p>	<p>The impact of changes to disabled service users will be reviewed in regular contract monitoring with service providers, ensuring that the services continue to be accessible to parents and individuals with disabilities.</p>

<sup>4</sup> The estimates for disabled people cover the number of people with a long-standing illness, disability or impairment which causes substantial difficulty with day-to-day activities.

		<p>the older age bands. Therefore data has been extracted from the Family Resource Survey for the relevant age bands only.</p> <p><b>Community Coaching</b> Of those receiving community coaching, 38% of beneficiaries have an identified disability. By comparison, 13% of 15-54 year olds in the UK have a disability. Therefore disabled people are likely to be disproportionately affected by the proposals.</p> <p><b>Parenting Programmes</b> This data is not recorded, therefore it cannot be said if disabled people will be disproportionately affected.</p>	
Age	Yes	<p>Data on the age of service users has been compared to the ages of Barnet's population, extracted from the GLA population data 2013.</p> <p><b>Community Coaching</b> The age of those receiving community coaching ranges from 18 to 54. 27% are aged 18-24, compared to 8% of the population in Barnet. 38% are aged 25-34, compared to 17% of the population in Barnet. 19% are aged 35-44, compared to 15% of the population in Barnet. 8% are aged 45-54, compared to 13% of the population in Barnet. For 8% of service users their age is unknown. The 18-24 and 25-34 age bands are most likely to be disproportionately affected by the proposals.</p> <p><b>Parenting Programmes</b> 4% are aged 16-29, compared to 19% of the population in Barnet.</p>	<p>The council will work with providers, internal and external partners to ensure that the risk of proposals to vulnerable target service users is mitigated. The breakdown of service users by age will be addressed as part of regular contract monitoring.</p>

		<p>53% are aged 30-39, compared to 16% of the population in Barnet.                  23% are aged 40-49, compared to 14% of the population in Barnet.                  9% are aged 50-59, compared to 11% of the population in Barnet.                  For 11% of service users, their age is not known.</p> <p>This means that those aged between 30 and 49 are likely to be disproportionately affected by the proposals.</p>	
Sexual orientation or gender reassignment	Unknown	<p>There is no available baseline data for this equalities strand.                  In addition, the contracted providers do not collect this information.                  There is no available data to determine if any particular group will be disproportionately affected within this equalities strand.</p>	<p>These services are open to parents and individuals regardless of sexual orientation or gender re-assignment. Regular contract monitoring will be used to highlight and mitigate accessibility concerns for any particular group.</p>
Religion or belief	Unknown	<p><b>Community Coaching</b>                  86% of service users preferred not to state their religion / belief. Of the 14% that did, all were Muslim. In comparison, 10% of the population in Barnet identified themselves as Muslim in the Census 2011. It is worth to note that the actual number of those stating religion is low, so it is difficult to determine if this particular group will be disproportionately affected.</p> <p><b>Parenting Programmes</b>                  There is no available data to determine if any particular group will be disproportionately affected within this equalities strand.</p>	<p>These services are open to parents and individuals regardless of their religion or belief. Regular contract monitoring will be used to highlight and mitigate accessibility concerns for any particular group.</p>
Pregnancy/maternity (including teenage parents)	No	<p><b>Community Coaching</b>                  It is worth to note that the actual number of service users that are pregnant is low. The data is too limited to determine if this group will be disproportionately affected, although we know</p>	<p>The number of service users that are pregnant / on maternity leave will be tracked as part of regular contract monitoring arrangements.</p>

		<p>that 5% of community coaching beneficiaries are pregnant.</p> <p><b>Parenting Programmes</b> Data is collected on service users in terms of pregnancy. Since July 2013, there are been no service users that are pregnant.</p>	
Marital status	<p><b>Community Coaching</b> Yes</p> <p><b>Parenting Programmes</b> Unknown</p>	<p>There is no easily comparable data on the marital status of service users. However, the Census 2011 does provide data about household types, which can be used as an approximate comparator for some service user data.</p> <p><b>Community Coaching</b> 57% of service users have never married, 19% are married, 16% are living with a partner, 5% are divorced (3% not known). In addition, it is worth to note that 57% of community coaching beneficiaries are lone parents. In comparison, 14% of households in Barnet in 2011 were lone parent households. Therefore this group is likely to be disproportionately affected by the proposals.</p> <p><b>Parenting Programmes</b> There is no available data to determine if any particular group will be disproportionately affected within this equalities strand.</p>	<p>The council will work with providers, internal and external partners to ensure that the risk of proposals to vulnerable target service users is mitigated. The breakdown of service users by marital status will be addressed as part of regular contract monitoring.</p>
Those on low incomes	Yes	<p><b>Community Coaching</b> All the beneficiaries of community coaching are on low incomes, therefore there will be a disproportionate impact to this group.</p> <p><b>Parenting Programmes</b> 26% of service users are on low incomes. By comparison, HMRC data finds that 20.1% of children in Barnet under 16 were estimated to be in</p>	<p>The council will work with providers, internal and external partners to ensure that a suitable range of parenting programmes are available to meet the needs of parents and individuals in the borough. Regular contract monitoring will ensure that services are being accessed by the most vulnerable individuals, including those on low</p>

		Poverty in 2011. Although this data is not directly comparable, it does suggest that those on low incomes may be disproportionately impacted by the proposals.	incomes.
English as an additional language	Yes	<p><b>Community Coaching</b> 14% of service users have required additional support as language is a barrier. By comparison, data from the Census 2011 finds that 4% of the population could not speak English well or at all. Therefore this group is likely to be disproportionately affected by the proposals.</p> <p><b>Parenting Programmes</b> Data has not been provided. However, the SFSC parenting programmes targets diverse communities and delivers the programme in a variety of languages. In a study undertaken by Research Plus about the SFSC programme in 2011/12, it was found that most of the participants (88%) had a first language other than English. This group is therefore likely to be disproportionately affected by the proposals.</p>	The council will work with providers, internal and external partners to ensure that a suitable range of parenting programmes are available to meet the needs of vulnerable families in the borough. It is acknowledged that there are few delivery alternatives for non-English speaking parenting programmes. Parents will continue to be encouraged to improve their English and signposted to appropriate courses. This will enable more families to attend English speaking parenting programmes, including those delivered by the council.



**5. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents**

In the Residents' Perception Survey 2013, 86% of residents surveyed were satisfied with their local area. However, 30% of residents were personally concerned about crime and 17% noted "not enough being done for young people" as a concern. Community coaching and parenting programmes contribute towards those two priority areas in addition to a number of other outcomes. For example reducing the achievement gap, reducing the number of young people not in education, employment and training, improved health outcomes and increased community involvement. Therefore there is a risk that overall satisfaction ratings would fall if there were reductions to the delivery of community coaching and parenting programmes.

To help reduce the impact of proposals on satisfaction ratings, the council are meeting with current contracted providers of parenting programmes and community coaching to explore the options for achieving savings. Where possible, the Council will seek to achieve savings through efficiencies, thereby reducing the impact to families. In addition, monitoring information will be used to determine the utilisation and effectiveness of services. In order to ensure that the Council is getting best value for money and best using limited financial resources, funding will be targeted towards services which are most utilised, most effective and which support families most in need. However, it is not anticipated that the reduction will impact positively on the satisfaction of residents.

Future Residents Perception Surveys will enable the Council to gauge how satisfied residents are with services delivered by or on behalf of the Council and will form part of the on-going monitoring of the impact of these proposals.

**6. How does the proposal enhance Barnet's reputation as a good place to work and live?**

Due to reductions in the budget, the council is faced with making difficult decisions in terms savings and how to target resources efficiently to best meet the needs of Barnet residents. The proposal is to review the services we provide ensuring that limited financial resources are targeted towards high quality, effective provisions which represent best value for money and meet the needs of the most vulnerable families. It is likely that the final decision will include a combination of efficiencies and reductions. This may enhance Barnet's reputation as a good place to work and live because services are being thoroughly reviewed and consulted upon to ensure that resources are being best utilised to support outcomes for children and young people in the borough.

It is acknowledged that the community coaching and parenting programmes are early intervention and prevention services which are likely to play an important role in reducing the need for more complex and costly interventions at a later stage. Therefore they may contribute to reducing budget pressures in other areas such as health, social care and police, as well as enhancing Barnet's reputation as a good place to work and live. The decision on savings will take into account these wider considerations.

**7. How will members of Barnet's diverse communities feel more confident about the council and the manner in which it conducts its business?**

The proposed changes are subject to public consultation. Residents are able to submit their views on the proposed changes through a number of different channels. They can complete an online questionnaire or submits their views by post or email. The consultation is available on Barnet's Engage website, which provides clear and transparent information about what the proposals. There is also a young person friendly version of the consultation available online.

In addition, the providers of the commissioned services in scope have been consulted with on an individual basis. Providers are able to feedback through the main consultation and as part of the individual consultation.

The decision reports and EIA will be publicly available on London Borough of Barnet's website to ensure that Barnet's communities are confident that the decision has been made as part of a fair and transparent process. Councillors will fully consider and give due regard to the responses to consultation, and to this Equalities Impact Assessment, as part of a clear decision-making process to try and ensure that all citizens feel confident about the manner in which the council is conducting its business.

**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?** *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)*

Table 4 shows the types of people most likely to be affected by the proposals.

For community coaching, those most likely to be impacted include:

- Black and Minority Ethnic groups
- Females
- Those with disabilities
- Those aged 18-34
- Those on low incomes
- Those requiring support with English

There is also some evidence to suggest that those not in education, employment or training and those that are pregnant may be more likely to be affected.

For the parenting programmes, those most likely to be impacted include:

- Black and Minority Ethnic groups
- Females
- Those aged 30-49
- Those on low incomes
- Those with English as an additional language

All contracted providers are required to submit quarterly monitoring information and attend regular contract monitoring meetings with the council. The monitoring information collected includes data on service users, outputs (what has been delivered) and outcomes (what has been achieved). This enables any gaps and underperformance to be addressed and supports the continuous improvement of service delivery to ensure that we are best meeting the needs of young people and families. The council will continue to monitor and identify any impacts of the proposal through this regular contract monitoring.

**9. 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.*

The council will engage with all residents and stakeholders in the consultation. Any changes will be communicated to help ensure that different parts of the community understand the proposals and the decisions made in relation to community coaching and parenting programmes. It is not anticipated that the proposal will help the council to actively promote relations between different communities, nor does it have the potential to lead to resentment between different groups of people.

**10. 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 borough wide public consultation opened on 8 November 2013 and closed on 31 January 2014. This enabled all residents to submit their views about the proposed budget. The consultation was advertised on the Barnet Engage website, which includes full details about the proposals. There is a child and young people friendly version of the consultation online. In addition, Children's Service has been working closely with contracted providers and partners to explore all options for savings.

Councillors will fully consider and give due regard to all of the views and feedback from the consultation when they make their final decision, as part of a clear and transparent decision-making process.

11. Decision:			
No Impact  <input type="checkbox"/>	Positive Impact  <input type="checkbox"/>	Neutral Impact  <input type="checkbox"/>	Negative Impact or Impact Not Known <sup>5</sup>  ✓

12. Comment on decision
<p>For the community coaching contract, the types of people most likely to be affected include:</p> <ul style="list-style-type: none"> <li>• Black and Minority Ethnic groups</li> <li>• Females</li> <li>• Those with disabilities</li> <li>• Those aged 18-34</li> <li>• Those on low incomes</li> <li>• Those requiring support with English</li> </ul> <p>There is also some evidence to suggest that those not in education, employment or training and those that are pregnant may be more likely to be affected. In order to minimise any negative impact, the Council is proposing to make savings through efficiencies and to target limited financial resources to the most utilised and effective services which can best meet the needs of these families.</p> <p>For the parenting programme contract, those most likely to be disproportionately affected includes:</p> <ul style="list-style-type: none"> <li>• Black and Minority Ethnic groups</li> <li>• Females</li> <li>• Those aged 30-49</li> <li>• Those on low incomes</li> <li>• Those with English as an additional language</li> </ul> <p>A review of all parenting provision is taking place as part of the Early Years Review and parenting programmes targeted to support those with language barriers are likely to be a funding priority where clear outcomes can be evidenced.</p>

<sup>5</sup> '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.

### 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
Delivering services to vulnerable families.	Work with service providers and internal partners to develop proposals for budget savings which reduce the risk of service reductions to families in need of support.	The most vulnerable families in Barnet are appropriately supported through parenting programmes and community coaching.	Contract Manager and Commissioner	On-going
Managing negative equalities impacts from the proposals	Continue to monitor contract performance to track the delivery and effectiveness of services to vulnerable families and to take appropriate actions. This will include working with the providers, internal and external partners to mitigate the impact to groups most likely to be affected by proposals.	Identify any negative impacts and take appropriate action to address these. For example, by developing appropriate action plans with providers and the Family Support and Early Intervention team.	Contract Manager and Commissioner	Quarterly
Consulting with residents.	Clearly communicate the views received from residents and the decision made by the council.	Ensure that Barnet's diverse communities feel confident about the council and the manner in which it conducts its business.	Head of Service Commissioning and Business Improvement	April 2014

**1<sup>st</sup> Authorised signature (Lead Officer)**

**2<sup>nd</sup> Authorised Signature (Member of SLT)**

**Date:**

**Date:**

## 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.

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

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.

### Corporate Risk Register – Quarter 3

The following risk register represents those risks in place at the time of reporting at quarter 3, the mitigation strategies in place for each risk and the proposed treatment of each risk.

IMPACT	SCORE	PROBABILITY				
		1 Rare	2 Unlikely	3 Possible	4 Likely	5 Almost Certain
5 Catastrophic		0	0	0	0	0
4 Major		0	0	6	1	1
3 Moderate		0	0	1	0	0
2 Minor		0	0	0	0	0
1 Negligible		0	0	0	0	0

This quarter there are no new risks proposed for inclusion on the SCB risk register. Changes for quarter 3 risks include the re-evaluation of the Welfare and Benefit reform risk which has now moved from the SCB risk register to the Commissioning Group level risk register to be managed. The Waste Management and Sustainability risk rating has been revised from 16 (high) to its target risk assessment of 12 (medium-high) and the resident engagement risk has been updated to reflect legal challenge as a consequence of failing to engage properly with residents and to include controls on the new consultation policy and 3rd sector strategy/resilience. The remaining risks on the risk register; homelessness, demographic changes and population growth, financial position, information management, Barnet's position as a prosperous suburb have been reviewed and remain a relevant and an accurate reflection of the current risks facing the achievement of the strategic objectives of the council.

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
<p><b>Homelessness:</b> There is a risk that homelessness and the subsequent provision of short term temporary accommodation will continue to rise.</p> <p><b>Cause:</b> The Council has an obligation to house people that are homeless and support families who are intentionally homeless. Unemployment, economic downturn exacerbated by welfare and benefit reform and high market rents are the primary causes of homelessness, increasing gap between temporary accommodation subsidy rates and cost of the accommodation. Increasing the demand for housing</p>	<p>Major 4</p> <p>Almost Certain 5</p> <p>High 20</p>	<p><b>Preventative:</b> Developing plans around three areas:</p> <ol style="list-style-type: none"> <li>1. increasing prevention activities, joint working with job centre plus</li> <li>2. increase opportunities of affordable housing supply</li> <li>3. Develop options of affordable supply in more affordable locations</li> </ol> <p><b>Detective:</b> Welfare and Benefit Programme (including partners) in place to determine impact, performance</p>	Treat	Quarterly	<p>Major 4</p> <p>Likely 4</p> <p>High 16</p>

APPENDIX J

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
<p>and putting pressure on the supply of affordable housing.</p> <p><b>Consequence:</b> Substantial increase in homelessness including intentional homelessness where children are involved and the subsequent provision of affordable housing at a significant and increasing cost to the Council.</p>		<p>indicators in place to monitor impact. A mitigation plan is being developed by Barnet Homes to be approved by Strategic Commissioning Board and the Delivery Board. The Delivery Board will then monitor monthly. Barnet Homes has established a project board including the lead Commissioner and Contract Manager to oversee the delivery of a range of interventions to boost supply and reduce demand.</p>			
<p><b>Demographic Changes and Population Growth:</b> There is a risk that the organisation will not be prepared or able to respond to the impacts of demographic changes (e.g. gender, age, ethnicity, disability, education, employment) and/or population growth rate (birth, death, immigration, emigration) with insufficient social infrastructure (schools, older people homes), physical and green spaces, services and affordable housing to meet demand</p> <p><b>Cause:</b> Uncertainty of demographic changes and population growth, insufficient planning, monitoring and management of demand internally and externally where reliant on partner organisations.</p> <p><b>Consequence:</b> Increased demand for public services generally, changing demand for types of</p>	<p>Major 4</p> <p>Likely 4</p> <p>High 16</p>	<p><b>Preventative:</b> Test demographic change and population growth hypothesis against insight on customer profile, deeper interrogation of specific data sets (in/out migration) and identify potential gaps in data sets (availability of data, deficiency of existing data)</p> <p>Understand approach and dependencies with resident engagement, equalities and health and wellbeing impact assessments.</p> <p>Growth Strategy, Housing Strategy, Regeneration Strategy and respective governance structures.</p> <p><b>Detective:</b> The Commissioning Group supports the setting of strategic outcomes and development of commissioning strategies with a particular focus on cross cutting themes and risks. The</p>	Treat	Quarterly	<p>Possible 3</p> <p>Major 4</p> <p>Medium-High 12</p>



APPENDIX J

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
services, costs spiral, reactive decision making, cuts to front line services or service failure.		Commissioning Board will review underpinning risk analysis at regular intervals to consider data, revisit assumptions, outcomes and controls.			
<b>Waste Management and Sustainability:</b> without consideration of alternative ways of improving recycling and changing behaviours around sustainability, costs will escalate in the future. Procuring value for money waste disposal and managing waste collection services both need to be considered in order to ensure quality services at an affordable price delivering optimum customer satisfaction.	Major 4  Possible 3  Medium-High 12	<b>Preventative:</b> In-house delivery with stretch model underway for delivery October 2013. NLWA partnership  <b>Detective:</b> Performance Indicators for recycling and customer satisfaction. Waste Project Board for oversight of delivery of plan. One Barnet Programme Management until Business as Usual phase	Treat	Quarterly	Possible 3  Major 4  Medium-High 12
<b>Cause:</b> Failure to mitigate rising costs of waste disposal. <b>Consequence:</b> Increasing costs to Council exacerbating budget pressures.					
<b>People:</b> There is a risk that the organisation's people (competence, skills, knowledge) and culture are not aligned with its medium and long term strategic direction and will not be able to deliver the improvements in service delivery and on-going change and innovation required to achieve its long term goals. <b>Cause:</b> The context in which the organisation operates is rapidly changing and demands continual service improvements. This requires	Major 4  Possible 3  Medium-High 12	<b>Preventative:</b> To understand the current and required corporate capabilities and develop corporate and delivery unit plans to respond to gaps, recognising the need to create an internal environment that facilitates the generation of new ideas and entrepreneurship. To support change through leadership and people engagement (including through partners), to provide results for the organisation, its people and customers.  <b>Detective:</b>	Treat	Quarterly	Possible 3  Moderate 3  Medium-High 9

APPENDIX J

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
<p>the right organisational and developmental interventions to ensure the competence, knowledge and skills necessary to deliver the strategic objectives. Failure to ensure the right learning, knowledge sharing, career development, training and commitment to generating new ideas will cause the risk to escalate and negatively impact service delivery.</p> <p><b>Consequence:</b> The consequence of failure in this respect and the escalation of risk will be a skills/knowledge/competence gap in the organisation that will result in poorer service performance in the medium term and/or longer term strategic failure.</p>		<p>Through the risk management framework and robust and continuous risk analysis and monitoring of delivery unit risk profiles and action plans it will be possible to identify and ensure the right interventions and to identify 'early warning systems' where failure in this respect is impacting negatively on service delivery and strategic change.</p>			
<p><b>Financial Position:</b> Given the overall economic position, it is clear that cuts to government funding will continue until at least 2018 and more likely to the end of the decade. Alongside this the Council now bears additional risks as a result of business rate reforms, whereby a contraction in economic activity in Barnet will see a reduction in Council funding. The economic position also impacts on the costs of Council services, for example in terms of pressure on temporary accommodation and increases in benefit caseloads. Demographic changes mean that the Council faces a growing population, an ageing population and increasing numbers of young people, which adds further to the pressure and demand on</p>	<p>Major 4</p> <p>Possible 3</p> <p>Medium High 12</p>	<p><b>Preventative:</b> The Council's financial planning cycle mitigates the risks associated with reductions in funding and increases in demand for services. Planning ahead enables the Council to mitigate the impact of increases in demand and ensure that the Councils overall financial position on reserves and contingency is sufficient. A piece of work is being undertaken to understand the extent of financial challenges up to 2020, and the options for meeting those challenges (as set out in the July 2013 Cabinet report).</p> <p><b>Defective:</b> Budget monitoring (revenue and capital) and financial management standards being adhered to.</p>	Tolerate	Quarterly	<p>Moderate 3</p> <p>Possible 3</p> <p>Medium High 9</p>

APPENDIX J

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
<p>services.</p> <p><b>Cause:</b> Further government cuts, uncertainty over the local economic position for business rates and demographic changes.</p> <p><b>Consequence:</b> Additional pressure and by implication cost in the delivery of services. Reduction in income. Together these provide a challenge for the Council's economic position.</p> <p><b>Information Management:</b></p> <p>There is a risk we will not be able to get appropriate data and information through insight, self service to support the customer access strategy</p> <p><b>Cause:</b> Variable accessibility and quality of data means we don't know what information we hold, its value or sensitivity.</p> <p><b>Consequence:</b> Data is not good enough to drive self service, single view of customer to deliver customer access vision</p>	<p>Medium High 12</p>	<p>Recovery plans and alternative options reviewed in areas with overspend. Review capital programme profiling. Value for money indicators in use across the business. Monitoring delivery of Medium Term Financial Strategy.</p>	Treat	Quarterly	<p>Major 4</p> <p>Unlikely 2</p> <p>Medium High 8</p>

APPENDIX J

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
<p><b>Barnet's position as a prosperous suburb</b> is under threat from wider threats to London as a world city and infrastructure improvements connecting more and new places to London.</p> <p><b>Cause:</b> Existing infrastructure near capacity, other places benefiting from new infrastructure digital technology making physical proximity less important wider threats to London as a world city</p> <p><b>Consequence:</b> Barnet becomes less desirable as a place to live and work</p>	Major 4	<p><b>Preventative:</b> Develop 21<sup>st</sup> century suburb vision joining up the relevant strategies/initiatives</p> <p>West London Alliance: Working with five other West London Boroughs through community budget programme to develop growth, skills, and jobs. Through this process, will also be in a position to take a broader view of the transport infrastructure on an orbital basis.</p> <p><b>Detective:</b> Regular meetings with place based services already exist to discuss strategies (housing, street scene). The overarching document will enable more effective monitoring and on-going identification of risks, opportunities and dependencies to be managed.</p>	Treat	Quarterly	Major 4
	Possible 3		Medium High 12	Unlikely 2	Unlikely 2
<p>Failure to engage properly with residents</p> <p><b>Cause:</b> The lack of an engagement policy, comprehensive plan and coordinated approach to consulting with residents</p> <p><b>Consequence:</b> Legal Challenge, lack of public buy in, do not deliver the services resident want, Consultations not contributing to service design, lack of transparency on outcomes, customer satisfaction declines</p>	Moderate 3	<p><b>Preventative:</b> Finance and Business Planning – feeding consultations into service design. Ensuring equalities is embedded within the Commissioning Group.</p> <p>A policy on consultation is under development</p> <p>3rd sector strategy/ community resilience</p> <p>Social media – alternative methods of engaging with residents to be explored through future updates to the website</p> <p><b>Detective:</b> Common understanding of</p>	Treat	Quarterly	Moderate 3
	Possible 3		Medium High 9	Unlikely 2	Unlikely 2

APPENDIX J

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
	<div style="background-color: #f4a460; width: 100%; height: 100%;"></div>	<p>the citizen engagement within the Council through review of complaints data analysis and prior consultations. Performance indicators for customer satisfaction and customer care.</p>			<div style="background-color: #ffff00; width: 100%; height: 100%;"></div>

This page is intentionally left blank