

MEETING

GENERAL FUNCTIONS COMMITTEE

DATE AND TIME

WEDNESDAY 7 NOVEMBER, 2012

AT 8.00 PM

or at conclusion of the Cabinet meeting, whichever is later

VENUE

HENDON TOWN HALL, THE BURROUGHS, NW4 4BG

TO: MEMBERS OF GENERAL FUNCTIONS COMMITTEE (Quorum 3)

Chairman: Councillor Joan Scannell (Chairman),
Vice Chairman: Councillor Wendy Prentice (Vice-Chairman)

Councillors

Anne Hutton	Robert Rams	Daniel Thomas
Susette Palmer	Barry Rawlings	

Substitute Members

Jack Cohen	Claire Farrier	Lord Palmer
Richard Cornelius	David Longstaff	Agnes Slocombe

You are requested to attend the above meeting for which an agenda is attached.

Aysen Giritli – Head of Governance

Governance Services contact: Maria Lugangira 020 8359 2761

Media Relations contact: Sue Cocker 020 8359 7039

CORPORATE GOVERNANCE DIRECTORATE

ORDER OF BUSINESS

Item No	Title of Report	Pages
1.	Minutes	
2.	Absence of Members	
3.	Declaration of Members' Personal and Prejudicial Interests	
4.	Public Question Time (if any)	
5.	Members' Items (if any)	
6.	People Implications of the Budget Headlines for 2013/14	1 - 102
7.	Re-organisation of the Senior Officer and Council Structures	103 - 116
8.	Children's In-House Service Review: TUPE Transfer of Music Service staff to Charitable trust limited by guarantee	117 - 138
9.	Any Item(s) that the Chairman decides are urgent	

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Meeting	General Functions Committee
Date	7 November 2012
Subject	People implications of the budget headlines for 2013/14
Report of	Deputy Chief Executive
Summary	This report sets out the people implications of the proposed budget headlines for the financial year 2013/14 and the associated statutory consultation process
Officer Contributors	Sarah Murphy-Brookman – Assistant Director Human Resources
Status (public or exempt)	Public
Wards Affected	Not Applicable
Reason for urgency / exemption from call-in	Not Applicable
Function of	Council
Enclosures	Appendix 1 – Staff Implications of Revenue Budget Options Appendix 2 – Collective Consultation Paper Appendix 3 – Equalities Analysis – Data Appendix 4 – Cabinet Paper- Business Planning 2013/14 – 2015/16 Appendix 5 – Timeline
Contact for Further Information:	Sarah Murphy-Brookman – Human Resources. Telephone 020 8359 7912

1. RECOMMENDATIONS

- 1.1 That the Full Time Equivalent (FTE) revenue savings for the year 2013/14 which are set out in Appendix 1 are approved together with any associated re-structures to effect those savings.
- 1.2 That the FTE savings and related restructures are implemented into the Councils establishment structure by Officers Delegated Powers Report.
- 1.3 That subject to the completion of: statutory consultation with staff and Trade Unions and compliance with the Council's 'Managing Organisational Change' policy, that the Assistant Director for HR be instructed to arrange with the respective Directors for redundancy letters to be issued to those employees who have been made redundant as result of the budget savings process.
- 1.4 That the Assistant Director for HR seeks to capitalise any costs arising from the redundancies

2. RELEVANT PREVIOUS DECISIONS

- 2.1 The detailed budget headlines have been finalised at a Cabinet meeting also held on 7th November 2012.

3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 3.1 The Corporate Plan sets the vision of Better Services with Less Money. The Council will have significantly less money from central Government in the period to 31 March 2016 and this paper deals with the people implications of the revenue savings required in 2013/14.

The current MTFS position, is as follows:

	2013/14 £m	2014/15 £m	2015/16 £m	Total £m
Budget Gap	12.8	19.1	17.8	49.8

For a service based organisation with a budget gap of this magnitude there will inevitably be headcount implications.

- 3.2 The Council is committed to working with the trade unions and consulting with them on the people implications of this budget gap.

4. RISK MANAGEMENT ISSUES

- 4.1 Failure to take action as specified in the report would have significant financial consequences for the Council.

4.2 Failure to meet the requirements of statutory consultation could lead to applications to Employment Tribunals.

5. EQUALITIES AND DIVERSITY ISSUES

5.1 Redundancy Selection Criteria and Redundancy Selection Process

The selection criteria and selection process will be based on objective and fair criteria and where the criteria impact upon protected characteristics such as disability then the criteria will be adjusted, for example sickness absence data will not include pregnancy related absence or absence related to disability as defined by the Equality Act 2010.

The criteria and process are set out in full within the collective consultation paper at Appendix 2.

5.2 Equalities Analysis

A phased Council wide employee Equalities Analysis will be undertaken and this will look at the Equality impacts at four key milestones. The Milestones will be:

1. At risk – initial identification
2. At risk - mid consultation – end December 2012
3. At risk - end of consultation – 1 February 2013
4. Dismissed as redundant after completion of the programme – May 2013

The first milestone analysis is at Appendix 3. When the Whole Council data is compared to the At Risk data there are two groups which are under or over represented by more than 5%. Females are over represented, this is a function of the fact that the nearly all of the Libraries Service has been placed at risk and this service is overwhelmingly female. The other difference is that Black and Black British employees are under represented against the Whole Council data, however no other ethnic group is significantly over represented.

The Council will continue to track the EIA data to understand and to have due regard to the impact of its proposed changes.

6. USE OF RESOURCES IMPLICATIONS

(Finance, Procurement, Performance and Value for Money, Staffing, IT, Property and Sustainability)

6.1 Financial implications of the proposed redundancies cannot be estimated at this time as not all the affected staff have been identified and redundancy calculations are based on the age, length of service and salary of each affected employee. The cost of redundancies is estimated at £1.320m. Any redundancy costs will be contained within Service Directorate budgets.

6.2 Staffing issues are covered in the consultation paper at Appendix 2. Where there is a re-structure then the new service structure and posts will be consulted on as part of the budget consultation process and new structures will be implemented by Officer Delegated Powers Report.

- 6.3 Value for Money - this year all redundancies will be challenged by an Officer Redeployment Committee, to:
- ensure that Agency workers are displaced wherever practical to 'save' an employee and
 - to scrutinize redundancy costs to ensure that the Council's limited resources are used to best effect. It is proposed that where the total cost (redundancy and pension strain) of making an employee redundant is in excess of 6 months salary (excluding on-costs) then the service will be asked to reconsider whether the saving could be achieved in another way. Members of the redeployment committee will be the Deputy Chief Executive; Assistant Director HR and the relevant Service Director.

6.4 There are no procurement, IT or property implications.

7. LEGAL ISSUES

7.1 The law places a burden on an employer to effect redundancies and organisational restructures fairly. In so doing, it requires that such proposals are subject to consultation with staff and with recognised trade unions for the requisite periods, that procedures to be applied for the selection for redundancy are objective, reasonable, fair and free of discrimination, and that employers make all reasonable effort to locate suitable alternative employment for those employees selected for redundancy. These principles are the basis upon which an employer's conduct will be adjudicated in an employment tribunal, which determines complaints about redundancies.

8 CONSTITUTIONAL POWERS

8.1 Constitution Part 3 – Section 2 – Responsibility for Council Functions – General Functions Committee – staff matters (salaries and conditions of service).

9 BACKGROUND INFORMATION

9.1 FTE Reductions

The full budget reduction options are set out in the Financial and Business Planning 2013/14-2015/16 Cabinet Paper dated 7th November 2012, attached at Appendix 4. The relevant summary people savings information from this Cabinet paper is at Appendix 1.

These FTE reductions result from identified savings and/or efficiencies. At this stage these FTE reductions can only be indicative however it is unlikely that they will fall below these proposals. Further associated redundancies may occur as a result of the restructures which are taking place to achieve these savings and efficiencies as staff may be displaced who are then unable to be redeployed.

In addition there are restructures which are consequent on the senior management review. These restructures again may displace employees who are then unable to be redeployed.

Finally to create the new Organisational Structure teams which will remain in the Council will need to be moved or 'dragged and dropped' into new Directorates or moved within Directorates. Whilst this does not form part of a statutory consultation process the Council considers it good practise to consult affected staff.

9.2 Redundancy Consultation Process

The Trade Union and Labour Relations (Consolidation) Act 1992 (section 188), requires employers, that are proposing 20 or more redundancies at one establishment within a 90 day rolling period, to consult appropriate representatives. The consultation must include consultation about ways of:

- avoiding the dismissals;
- reducing the numbers of employees to be dismissed; and
- mitigating the consequences of the dismissals.

Section 188 also provides that the following information must be disclosed in writing for the purposes of consultation:-

- The reasons for the proposed redundancies;
- The numbers and descriptions of employees whom it is proposed to dismiss as redundant;
- The proposed method of selecting the employees who may be dismissed;
- The proposed method for carrying out the dismissals, having due regard to any agreed procedure, including the period over which the dismissals are to take effect;
- The total number of employees of any such description employed by the employer at the establishment in question;
- The proposed method of calculating the amount of any contractual redundancy payments to be made to employees who may be dismissed;
- The number of agency workers working temporarily for and under the supervision and direction of the employer;
- The parts of the employer's undertaking in which those agency workers are working; and
- The type of work those agency workers are carrying out.

The maximum period of consultation required is 90 days which applies when 100 or more redundancies are proposed. Although the Council is proposing at this stage to make less than 99 employees redundant the Council has concluded that it is appropriate to commence a statutory 90 day consultation period which commenced on 30th October 2012 and will close at 1000 Friday 1st February 2013. The full consultation document covering the points above is at Appendix 2.

Where there are restructures required to deliver these savings then consultation will also take place on these changes during the 90 day period so that the restructures can be implemented by 31 March to ensure that full in year savings are achieved. It is intended that redundancy dismissals will be completed by 31 March 2013 except for those people on teaching terms who have extended notice periods.

9.3 Severance

Severance will be calculated in accordance to Managing Organisational Change Policy.

9.4 Severance Costs

The cost of redundancies is estimated at £1.320m.

9.5 Redeployment Committee

All redundancies will be challenged by an Officer Redeployment Committee, to:

- ensure that Agency workers are displaced wherever practical to 'save' an employee and
- to scrutinize redundancy costs to ensure that the Council's limited resources are used to best effect. It is proposed that where the total cost (redundancy and pension strain) of making an employee redundant is in excess of 6 months salary (excluding on-costs) then the service will be asked to reconsider whether the saving could be achieved in another way. Members of the redeployment committee will be the Deputy Chief Executive; Assistant Director HR and the relevant Service Director.

9.6 People Implications of the Budget proposals

	2013/14	2013/14
Service Area	Proposed FTE Reduction at 31 March 2012	Employees At Risk at 25 October 2012
Adults & Communities	12.67	49
Children's Services including Grant Funding changes	46.52	199
Commissioning and Assurance	6.6	4
Street Scene including Parking	0	0
Total	65.79	252

9.7 Proposed Redundancies

The Secretary of State has been notified on the form HR1 that the likely distribution of potential redundancies is as follows:-

Occupational group	Total number of employees	Number of possible redundancies
Manual	737	9
Clerical	597	117
Professional	1179	108
Managerial	235	18
Technical	0	0

Apprentices/Trainees	0	0
Under 18	0	0
Other	0	0
Totals	2748	252

9.8 *Timeline*

The proposed timeline is attached at Appendix 5.

9.9 *Period over which the dismissals are to take effect*

It is proposed that redundancy dismissals will commence after the 90 day consultation period has ended and that they will be completed by 31 March 2013. This is to ensure that the full year effect of the savings are achieved in 2012-13. If there were to be delay this would require further revenue savings in that financial year to achieve a balanced budget

The only exception to this is for staff who are employed on teachers terms and conditions where there is an extended notice period.

Where possible, displaced staff will be asked to work their notice period but, if this is impossible due to the time constraints or would not in the best interests of the individual and/or LBB, staff may be given pay in lieu of notice instead.

9.10 *Mitigating the impact of these proposals*

It is proposed that the savings will be achieved through a variety of approaches: deletion of vacant posts; displacement of agency workers; restructures; volunteers where there are pool of staff at risk of redundancy.

The Council's Redeployment committee will challenge services to ensure that Agency workers are displaced wherever practical to 'save' an employee.

Redeployment will be implemented in accordance with the Managing Organisational Change Policy, with Redeployment opened early to those employees at risk of redundancy.

Finally the Council will provide a series of Employee support workshops from mid November which will be published to employees.

10 LIST OF BACKGROUND PAPERS

None

GFC Report - Appendix 1 – Staff Implications of Revenue Budget Options

People Implications – Summary Table

	2013/14 Proposed FTE Reduction at 31 March 2012	2013/14 Employees At Risk at 25 October 2012	2014/15 FTE Reduction	2015/16 FTE Reduction
Service Area				
Adults & Communities	12.67	49	12	0
Children's Services including Grant Funding changes	46.52	199	1	0
Commissioning and Assurance	6.6	4	0	0
Street Scene including Parking	0	0	0	0
Total	65.79	252	13	0

GFC Report - Appendix 2 – Collective Consultation Paper

CONSULTATION PAPER

Proposed job reductions in the Council's directorates to meet the budget targets of 2013/14

SENIOR LEAD MANAGER:	Each affected director
SENIOR HR CONTACT:	Sarah Murphy-Brookman (supported by the HR Business Partners)
CONSULTATION COMMENCES	30th October 2012
PERIOD OF CONSULTATION	90 days in accordance with s188 of the Trade Union & Labour Relations (Consolidation) Act 1992
CONSULTATION ENDS	1000 ^{1st} February 2013

Section	Description
1	Introduction
2	Relevant Budget Period
3	Reasons for the proposal
4	Numbers and descriptions of employees whom it is proposed to dismiss as redundant and current numbers of relevant employees
5	Proposed selection criteria to be used to select those who may be dismissed as redundant
6	Proposed selection processes
7	Proposed method of calculating the amount of any redundancy payments to be made
8	Individual Consultation
9	Timescale for implementation
10	Mitigating the impact of these proposals
Annex	
1	Cabinet paper dated 7 November 2012 – refer GFC paper Appendix 4
2	Staff Implications of Revenue Budget Options – refer GFC paper Appendix 1
3	Timeline – refer GFC paper Appendix 5
4	Appeal against selection for Redundancy
5	Early Redeployment Process
6	Agency Information

1. Introduction

Under s188 of the Trade Union & Labour Relations (Consolidation) Act 1992 this document, together with the attached appendices commences formal consultation in accordance with this duty.

The purpose of this consultation paper is to provide information about the budget proposals and the consequent proposed headcount reductions so that there can be meaningful consultation about ways of

- avoiding the dismissals;
- reducing the numbers to be dismissed; and
- mitigating the consequences of the dismissals.

Comments from affected employees should be addressed to your HR Business Partner or for Trade Unions representatives to Sarah Murphy-Brookman as early as possible and at the latest by the close of formal consultation at 1000 1st February 2013. Comments should be linked to the three bullets listed above. Meetings have been set up with the Trade Unions to discuss this consultation document.

Responses will be provided throughout the consultation period.

The source document for these Redundancy proposals is the Cabinet paper dated 7th November 2012. The relevant parts of that paper are copied into this consultation document and paragraph numbers are provided so that they can be traced back to the Cabinet paper. The Cabinet paper is attached at Annex 1.

The detail of these budget proposals will be considered at the General Functions Committee and Cabinet meetings held on 7 November 2012

Where there are restructures required to deliver the savings then service specific consultation will also take place during the 90 day redundancy consultation period. Comments on these service specific consultations should be made to the relevant Service Director.

2. Relevant Budget Period

The Cabinet paper sets out the budget proposal for the period 2013-2016. This staff consultation only concerns the budget period 2013/14. A further staff consultation will take place about budget proposals for the financial years 2014/15 and 2015/16 at the relevant time.

3. Reasons for the proposals

The detailed reasons for these proposals is set out in the Cabinet paper dated 7 November 2012 from which the following information has been copied :

9.1 Executive Summary

9.1.1 In March 2012, the council set a three year budget for the period 2012/13 – 2014/15, consistent with the Local Government spending settlement set by the Government at the 2010 Spending Review. This report:

- Updates Cabinet on budget proposals for 2013/14 and 2014/15 which were agreed in March but are subject to minor amendments as a result of reviews around deliverability and priorities; and
- Brings forward new budget proposals for 2015/16 to ensure that the council continues to plan on a three year horizon. The Financial Year 2015/16 falls outside of the current Spending Review period and, as such, prudent assumption have been made that the Government may impose additional spending cuts of 10% in that year. This assumption will be kept under review pending further announcements from the Government.

9.1.2 Next year's draft strategic objectives are set out in section 9.2. These will form the basis of the 2013/14 Corporate Plan. These strategic objectives drive the allocation of resources and will continue to be refined in order to reflect the outcome of the public consultation, which will be launched in November 2012.

9.1.3 The total budget gap is £49.8m over the next 3 years (2013-16). The 3 year budget gap moves over a rolling three year period, and has been updated to reflect the assumption that a further round of spending cuts will take place over the period 2014-16.

9.1.4 Savings of £54.6m and pressures of £4.7m have been identified to enable a balanced budget to be set. The three year budget position is set out in section 9.4, with pressures and savings included in Appendix 2.

9.1.5 The budget proposals within this report are predicated on a council tax freeze for 2013/14 and a 2% increase in Council Tax for 2014/15 and 2015/16.

For a service based organisation there will inevitably be headcount implications to achieve financial savings of this magnitude. These headcount implications and the detailed proposals are set out in the next section.

Where as part of the budget saving there are changes to terms and conditions these will be set out in the service specific consultation information and will be consulted upon in parallel during the 90 redundancy consultation period.

4. Numbers and descriptions of employees whom it is proposed to dismiss as redundant and current numbers of relevant employees

Within the cabinet paper the budget proposals and associated proposed redundancies are detailed by service area and then analysed by individual detailed savings proposals.

For each budget line which has a people impact detail has been collected about the related projected **FTE saving**. The table at Annex 2 also sets out the number of **employees at risk**. It should be noted that the at risk numbers for a particular budget line may be substantially higher than the projected FTE savings figures, this will occur where

re-structures involve a wide team, albeit that only a limited FTE saving is required. However until the restructure consultation is complete there cannot be complete clarity about where any proposed headcount reductions might occur and hence a larger number of employees need to be placed at risk.

In addition there are budget lines and associated restructures which are consequent on the Council's senior management review. These restructures may displace employees.

Finally to create the new Organisational Structure teams which will remain in the Council will need to be 'dragged and dropped' into new Directorates or moved within Directorates. Whilst this does not form part of a statutory consultation process the Council considers it good practise to consult affected staff.

In accordance with statutory requirements the Secretary of State has been notified on the form HR1 that the likely distribution of potential redundancies is as follows:-

Occupational group	Total number of employees	Number of possible redundancies
Manual	737	9
Clerical	597	117
Professional	1179	108
Managerial	235	18
Technical	0	0
Apprentices/Trainees	0	0
Under 18	0	0
Other	0	0
Totals	2748	252

5. Proposed selection criteria to be used to select those who may be dismissed as redundant

All proposed redundancies

The Council as part of its governance process will establish a redeployment committee which will scrutinize redundancy costs to ensure that the Council's limited resources are used to best effect. It is proposed that all redundancies will be required to be presented to this committee for agreement. In addition where the total cost (redundancy plus pension strain) of making an employee redundant is in excess of 6 months salary (excluding on-costs) then the service will be asked to reconsider whether the saving could be achieved in another way. Members of the redeployment committee will be the Deputy Chief Executive, Assistant Director HR and the relevant Service Director.

Proposed redundancies where there is a selection pool

It is proposed that the cost of redundancy criteria is mandatory.

Cost of redundancy	Based on the total cost of redundancy as per estimates of benefit prepared as part of the redundancy process. Part time staff will have their total years service treated in the same way as full time staff but to mitigate against an imbalance in respect of relative cost of redundancy payments and pension, the actual cost should be rounded up to a full time equivalent.	High Cost 20 = in excess of 6 months salary excluding on costs Average cost 5 = 4-6 months salary exc on costs Low Cost 0 = less than 4 months salary
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Operation of the Cost of Redundancy Selection Criteria and tie breaks

It is proposed that where the selection criteria are used and where employees are equal on points after including the cost criteria, then cost criteria will be reapplied again as the tie break. The lowest scoring person on the cost criteria will then be selected for redundancy.

Where employees are then tied on points for the cost criteria it is proposed that the second tie break would be that the absolute lowest cost person would be selected for redundancy.

Other selection criteria

For selection pools it is proposed that in addition to the mandatory cost criteria that the criteria set out below may be used and it is proposed that the lowest scoring person will then be selected for redundancy. All selection criteria must be cost plus a further relevant selection criteria.

Criteria	Description	Points
Knowledge, skills and experience	Based on the person specification for the job role and business case for future service needs.	Full Match 20 points Part match 10 points No match 0 points
Qualifications	Based on essential and desirable qualifications or equivalent listed in the person specification for the new role. Less weight should be given to desirable qualifications. If no qualification is specified on the person specification maximum points should be given.	Full Match 20 points Part match 10 points No match 0 points
Absence	Based on the employee's recorded absence for each of the previous 2 years to date. Sickness absence does not include pregnancy related absence, disability related as defined by the Equality Act and Industrial injuries accepted by the Council's insurance section. Where an employee has less than 2 years service then actual sickness absence will be grossed up for occasions and days to as if they had 2 years service however the minimum number of points will be 4.	10 = no absence 7 = absence below trigger level 5 = meeting trigger point but informal action 1-4 = formal caution/warning 0 = final caution
Capability	Be based on procedures informal/formal that have commenced and been discussed fully with the employee in the past 2 years to date	10 = no action 7 = informal action 5 = first written warning 0 = final warning short of dismissal
Disciplinary record	Based on unexpired warnings	10 = highest (no disciplinary record) 7 = informal action 5 = first written warning 0 = final warning short of dismissal

It is further proposed that Directors and ADs in conjunction with HR Business Partners will decide for each budget cut where there is a pool:

- which of these other selection criteria should be used,
- any ordering or grouping of those criteria,

6. Proposed selection process

The budget proposals have been carefully designed to ensure that the Council retains the necessary skills and capabilities to deliver its services and as a consequence there will be no general voluntary redundancy process. The Managing Organisational Change policy is however focussed on maximising redeployment opportunities so that skills and capabilities are redeployed within the Council as far as possible.

The proposed savings described in Annex 1 will be broadly achieved either by stopping activities or by re-structuring services. Restructuring will include a mix of stopping activities, reorganisation of activities and identification of efficiencies.

To reduce the numbers being dismissed there will be a variety of approaches including: deletion of vacant posts, displacement of agency workers and restructures. After this volunteers will be sought where there are a pool of staff at risk of redundancy. It is however envisaged that there will be a need for some compulsory redundancies,

Stopping activities to deliver savings

Where the savings proposal is concerned with stopping an activity then the employees who are substantively in the roles which are at risk of redundancy will be notified that this is the case.

Where the savings proposal is concerned with stopping activities then there will be no opportunity for local re-deployment and the employee at risk will then be able to participate in the Council wide Redeployment Procedure (Managing Organisational Change para 2.1.5-2.1.6) and early redeployment process at Annex 5.

If the employee at risk is unable to be redeployed then they will be made redundant.

It is proposed that these employees will be subject to the mandatory cost selection criteria: where the total cost of making an employee redundant is in excess of 6 months salary (excluding on-costs) then the service will be asked by the redeployment committee to reconsider whether the saving could be achieved in another way. The affected employee will be told the outcome of the redeployment committee's decision.

Re-structures to deliver savings

Where the savings proposal is concerned with delivering savings through a mixture of stopping activities; re-organisation and efficiency savings then all relevant substantive employees will initially be at risk of redundancy however the Local Restructures - redeployment procedure will be applicable, as set out in Managing Organisational Change para 2.1.1 - 2.1.4

The detail of re-structures and the proposed 'to be' structures will be shared with relevant employees as part of the consultation process and subject to any views which are put forward it is proposed to implement any restructures prior to 31 March 2013.

Should at risk employees not be successful in gaining a role within the local restructure they will be able to participate in the Council wide Redeployment Procedure and early redeployment process at Annex 5.

If the employee at risk is unable to be redeployed across the Council then they will be made redundant.

It is proposed that these employees will be subject to the mandatory cost selection criteria: where the total cost of making an employee redundant is in excess of 6 months salary (excluding on-costs) then the service will be asked by the redeployment committee to reconsider whether the saving could be achieved in another way. The affected employee will be told the outcome of the redeployment committee's decision.

Selection Pool

A selection pool situation will arise where as part of local restructures for particular job/s there are more people at risk and who have claim on the role by virtue of the job being a Grade and 55% job match than there are available roles.

This situation is described in Managing Organisational Change para 2.1.2 - 2.1.3. In this situation volunteers will be sought and they will be assessed using the redundancy selection criteria. If necessary remaining employees will be selected for redundancy using the relevant redundancy selection criteria.

Should at risk employees not be successful in gaining a role within the local restructure they will be able to participate in the Council wide Redeployment Procedure and early redeployment process at Annex 5.

If the employee at risk is unable to be redeployed across the Council then they will be made redundant.

It is proposed that these employees will be subject to the mandatory cost selection criteria: where the total cost of making an employee redundant is in excess of 6 months salary (excluding on-costs) then the service will be asked by the redeployment committee to reconsider whether the saving could be achieved in another way. The affected employee will be told the outcome of the redeployment committee's decision.

Consolidation and cross Council Activities

Where the budget line is concerned with consolidating like activities which are currently spread across the Council then it is proposed that the assimilation process described in Managing Organisational Change para 2.1, should apply across Directorates. The purpose of this proposal is to ensure that the maximum number of staff impacted by consolidation or cross Council activities are redeployed through assimilation.

Redeployment

An early redeployment process is available to employees who are at risk of redundancy, the process is set out at Annex 5.

If substantive employees who are not at risk wish to apply for roles they will need to wait until the redeployment process is complete. Casual and interim workers are not able to apply for roles until they are advertised externally.

Redeployment is only available until the end of the employee's notice period. Where employees are paid all or part of their notice, they will be eligible to remain on the redeployment register until such time that their notice would have expired had they worked their notice. Where they are redeployed to a role during the period for which they receive pay in lieu of notice then their redundancy payment will be withdrawn and if the payment has already been made they will have to repay their redundancy payment within 7 days of recommencing work at Barnet. Their service will continue as if there were no break in service.

Role of the Council's Redeployment Committee

The Council as part of its governance process will establish a redeployment committee which will scrutinize all proposed redundancies to ensure that the Council's limited resources are used to best effect. Where the proposed redundancy has an associated total cost (redundancy and pension strain) is in excess of 6 months salary (excluding on-costs) then the service will be asked to reconsider whether the saving could be achieved in another way. Members of the redeployment committee will be the Deputy Chief Executive, Assistant Director HR and the relevant Service Director.

Where the redundancy Committee 'saves' an employee from redundancy who was selected from a pool then the scores from the selection process scoring must be revisited and the next lowest scoring person selected, using the proposed tie breaks as necessary. This ensures that the selection process continues to be applied consistently.

The Council's Redeployment committee will also challenge services to ensure that Agency workers are displaced wherever practical to 'save' an employee.

Right of appeal

Employees selected for redundancy will have the right to appeal if they feel that they have been unfairly selected. The appeal process is attached at Annex 4. Employees who wish to appeal should do so in writing to their Director within 5 working days of receipt of their redundancy decision letter, stating the grounds on which their appeal is based.

7. Proposed method of calculating the amount of any redundancy payments to be made

Compensation for redundancy will be calculated using the table at Annex A of Managing Organisational Change . This table provides the number of weeks pay that the employee will be entitled to on being made redundant

Having established the number of weeks compensation to be paid, perform the following calculation:-

Current substantive annual salary divided by 52.14, multiplied by number of weeks compensation = redundancy compensation

8. Individual Consultation

All affected staff will have one-to-one meetings with their manager, HR will not normally be in attendance.

It is good practise to allow employees to have a work colleague or Trade Union representative to accompany them however this is not a statutory right and meetings should not be unnecessarily delayed because colleagues or TU reps are not available. The companion's role is to support. The companion does not: have the right to answer questions on the employee's behalf; address the meeting if the employee does not wish it or prevent the manager from explaining the proposals.

These meetings will be minuted so that there is a record of matters discussed.

At the meeting the manager will share with the employee the reason why they are at risk of redundancy and if they do not already have it any detailed service specific restructure information including structure charts, role profiles and relevant grades.

9. Timescale for implementation

The proposed timeline is attached at Appendix 5.

Period over which the dismissals are to take effect

It is proposed that redundancy dismissals will commence immediately after the 90 day consultation period has ended and that they will be completed by 31 March 2013. This is to ensure that the full year effect of the savings are achieved before the start of the financial year 2013-14. If there were to be delay this would require further revenue savings in that financial year to achieve a balanced budget

The only exception to this is for staff who are employed on teachers terms and conditions where there is an extended notice period.

Where possible, displaced staff will be asked to work their notice period but, if this is impossible due to the time constraints or would not be in the best interests of the individual and/or LBB, staff may be given pay in lieu of notice instead.

10. Mitigating the impact of these proposals

It is proposed that the savings will be achieved through a variety of approaches: deletion of vacant posts; displacement of agency workers; restructures; volunteers where there are pool of staff at risk of redundancy.

The Council's Redeployment committee will challenge services to ensure that Agency workers are displaced wherever practical to 'save' an employee.

Redeployment will be implemented in accordance with the Managing Organisational Change Policy, with Redeployment opened early to those employees at risk of redundancy. This early redeployment process is set out at Annex 6.

Finally the Council will provide a series of Employee support workshops from mid November 2012.

Annex 1 - Cabinet paper dated 3 November 2011

Refer Appendix 4 of GFC paper

Annex 2 - Staff Implications of Revenue Budget Options

Refer Appendix 1 of GFC paper

Annex 3 – Timeline

Refer Appendix 5 of GFC paper

Annex 4 – Appeal against selection for Redundancy

Appeal Against Selection for Redundancy

1. Employees dismissed by reason of redundancy must be given the opportunity to appeal their selection for redundancy.

2. Appeals against selection for redundancy

The following will apply in all cases:

2.1. If an employee wishes to appeal against selection for redundancy, a written notice of appeal must be received by the relevant service Director within five working days of the date of the employee being notified that he or she has been selected for dismissal on the grounds of redundancy.

2.2. Employees cannot appeal against:-

- the rationale for the business decision which led to the redundancy
- the method of selection
- the selection criteria

2.3. Employees can appeal against:-

- whether the selection process was applied fairly to them ;
- the way the selection criteria were applied to them

2.4. Within ten working days of the date of the employee being notified that he or she has been selected for dismissal on the grounds of redundancy the employee will submit to their Director, copied to HR, their grounds for appeal which must relate to the points in para 2.3. Late submissions will not be accepted unless an extension of time has been agreed before the expiry of this time limit.

2.5. The redundancy selection will continue unless and until it is rejected on appeal.

2.6. Appeals against selection for redundancy will be heard by a senior manager, different to and at least the same grade as that of the manager who made the decision to dismiss, and will be nominated by the Director of the employee's service with support from HR. Where a Director has made the decision to dismiss an employee, the Deputy Chief Executive or the Chief Executive will normally hear the appeal.

3. Procedure

3.1. The employee will be given reasonable written notice of the time and venue of the appeal meeting. The employee may be accompanied by a Trade Union Representative or LBB work colleague .

The companion's role is to support the employee. The companion should be allowed to address the hearing to put and sum up the employee's case, respond on behalf of the employee to any views expressed at the meeting and confer with the employee during the hearing. The companion does not, however, have the right to answer questions on the employee's behalf, address the hearing if the employee does not wish it or prevent the employer from explaining their case.

3.2. The Council's representative (normally the manager who made the redundancy selection decision) will give the rationale for the selection of the individual for redundancy, this will be either in person or in writing. Where it is in writing the hearing manager will read the rationale out.

3.3. The employee will have the opportunity to ask questions of the evidence given by the Council's representative.

3.4. The employee will state his or her case either in person or in writing. Where it is in writing the hearing manager will read the rationale out.

3.5. The Council's representative will have the opportunity to ask questions of the employee.

3.6. The manager holding the appeal meeting will have the opportunity to ask questions of the Council's representative and the employee.

3.7. The Council's representative and the employee will have an opportunity to summarise their case if they so wish.

3.8. The manager holding the appeal meeting will announce the decision verbally where possible and the decision will be confirmed, in writing within five working days.

Following the appeal meeting, one of the following decisions may be taken:

- i) Appeal rejected - redundancy upheld
- ii) Appeal upheld - redundancy notification withdrawn

This decision cannot be the subject of a further appeal meeting.

3.9. The appeal papers will be retained on the employee's personal file.

Annex 5 – Early Redeployment

1. Introduction

In an effort to maximise redeployment opportunities and to ensure the most efficient use of the Council's financial resources it has been decided to put in place an immediate redeployment process which gives preference to at risk employees to find suitable alternative work.

2. What is suitable alternative work for redeployment purposes?

This is defined as a job as 2 scp higher than the top of an employee's current grade and 4 scp lower than the bottom of their current grade. This is termed a 'grade match'.

Therefore an employee with a role graded 22-25, suitable alternative work would be a job in the range 18-27.

3. Process

This will apply to all vacancies in agreed structures:

1. **Assimilation** – the available post will be assessed to determine whether anyone at risk in the team is available for assimilation. The BP will work with ADs and HoS to make this assessment. Where the post is still vacant after this stage then:
2. **Redeployment within the team** – the post will be offered to at risk people first within the team. Eligible employees will be those where the grade match is a suitable alternative role – see above. Where the post is still vacant after this stage then:
3. **Redeployment across the Council** - at risk and redeployees will be given preference for roles where there is a grade match – see above. Practically this means that the role will be advertised to all employees but that any at applicants who are 'at risk' or who are redeployees must be considered first by recruiting managers. This will be managed by HR with applicants who are not at risk or who are not redeployees having their applications held back by HR until the recruiting manager has reviewed and where appropriate interviewed at risk/ redeployees first. Where the post is still vacant after this stage then:
4. **Roles available for all Council employees (including Agency workers)** - this means that the recruiting manager will then be able to review those applications held back by HR – as set out in stage 3 above. At risk employees and redeployees who are applying as a promotion will also be considered at this stage Where the post is still vacant after this stage then:
5. **Advertise externally.**

4. Timescales

- All internal adverts will be for 7 days.
- Successful candidates must confirm within 7 days whether they wish to accept a job offer
- Where the redeployment is into a post that may come to an end after 31 March 2013 then the employee if not redeployed at that time would be made redundant with all of their continuous service but on the severance terms in place at that future date.

5. Trial Periods

All redeployees will be subject to a four week trial period. Should the redeployee's substantive post be confirmed as being deleted then the redeployee will receive a redundancy notice confirming that their substantive post has been deleted. This means that the redeployee will not be disadvantaged with regard to severance terms should, the trial period be unsuccessful.

Annex 6 – Agency Information

This information will be provided in three ways:

1. An Agency summary which shows Agency workers utilised across the Council
2. Number and list of Agency roles registered to Council through its MSP per Directorate.
3. Number and a list of Agency roles sourced through other routes to the MSP per Directorate

In order to assist those employees who find themselves either at risk or as a redeployee the Council will permanently advertise those roles which are established and filled by Agency workers and which are not in scope for deletion or which have an expected duration of greater than three months.

GFC Report - Appendix 3 – Equalities Analysis - Data

** data withheld as the grouping is 10 or less

		Whole Authority		At Risk Group	
Date		25.10.12		25.10.12	
		No	% of the population	No	% of the population
Number of employees	Permanent & temporary staff LBB	2748		252	
Gender	Female	1759	64.01%	197	78.17%
	Male	989	35.99%	55	21.83%
	Total	2748	100.00%	252	100.00%
Date of Birth	1985-1996	159	5.79%	**	**
	1975-1984	576	20.96%	48	19.05%
	1965-1974	752	27.37%	67	26.59%
	1951-1964	1109	40.36%	116	46.03%
	1941-1950	151	5.49%	12	4.76%
	<1940	**	**	0	0.00%
	Not known	0	0.00%	0	0.00%
	Total	2748	100.00%	252	100.00%
Ethnic Group	British	1428	51.97%	133	52.78%
	Irish	86	3.13%	**	**
	Turkish Cypriot	17	0.62%	**	**
	Greek Cypriot	33	1.20%	**	**
	Other White	172	6.26%	25	9.92%
	White Subtotal	1736	63.17%	170	67.46%
	White and Black Caribbean	0	0.00%	0	0.00%
	White and Black African	0	0.00%	0	0.00%
	White and Asian	15	0.55%	**	**
	Other Mixed	52	1.89%	**	**
	Mixed Subtotal	67	2.44%	4	1.59%
	Indian	194	7.06%	23	9.13%
	Pakistani	32	1.16%	**	**
	Bangladeshi	25	0.91%	**	**
	Other Asian	46	1.67%	**	**
	Asian and Asian British Subtotal	297	10.81%	35	13.89%
	Caribbean	157	5.71%	**	**
	African	205	7.46%	11	4.37%
	Other Black	25	0.91%	**	**
	Black or Black British Subtotal	387	14.08%	18	7.14%
Chinese	16	0.58%	**	**	
Other Ethnic Group	48	1.75%	**	**	
Chinese or Other Ethnic Group Subtotal	64	2.33%	**	**	
Not declared/Blank/Not assigned	197	7.17%	17	6.75%	
	Total	2748	100.00%	252	100.00%

Disability	Physical co-ordination (such as manual dexterity, muscular control, cerebral palsy)		0.00%	0	0.00%
	Hearing (such as: deaf, partially deaf or hard of hearing)	**	**	**	**
	Vision (such as blind or fractional/partial sight. Does not include people whose visual problems can be corrected by glasses/contact lenses)	**	**	0	0.00%
	Reduced physical capacity (such as inability to lift, carry or otherwise move everyday objects, debilitating pain and lack of strength, breath, energy or stamina, asthma, angina or diabetes)	**	**	0	0.00%
	Learning difficulties (such as dyslexia)	**	**		0.00%
	Mental illness (substantial and lasting more than a year)	**	**	**	**
	Mobility (such as wheelchair user, artificial lower limb(s), walking aids, rheumatism or arthritis)	**	**	**	**
	Other disability	38	1.38%	**	**
	No disability	2672	97.23%	245	97.22%
	Not stated	0	0.00%	0	0.00%
	Total	2748	100.00%	252	100.00%
Gender Identity	Transsexual/Transgender (people whose gender identity is different from the gender they were assigned at birth)	0	0.00%	0	0.00%
	Not stated	0	0.00%	0	0.00%
Pregnancy and Maternity	Pregnant but not yet on maternity leave (MatB1)	0	0.00%	0	0.00%
	Maternity Leave (current) (SMP&OMP)	0	0.00%	0	0.00%
	Returned from Maternity Leave (in last 12 months)	0	0.00%	0	0.00%
Religion or Belief	Christian	1303	47.42%	109	43.25%
	Buddhist	13	0.47%	**	**
	Hindu	168	6.11%	21	8.33%
	Jain	10	0.36%	**	**
	Jewish	87	3.17%	**	**
	Muslim	117	4.26%	12	4.76%
	Sikh	12	0.44%	**	**
	Other faith religions	97	3.53%	**	**
	No religion	458	16.67%	48	19.05%
	No response on faith	217	7.90%	18	7.14%
	No form returned	31	1.13%	**	**
	Atheist	39	1.42%	**	**
	Agnostic	33	1.20%	**	**
	Humanist	**	**	**	**
	Not assigned	157	5.71%	14	5.56%
Total	2748	100.00%	252	100.00%	
Sexual Orientation	Heterosexual	1915	69.69%	174	69.05%
	Bisexual	11	0.40%	**	**
	Lesbian or Gay	37	1.35%	**	**
	Prefer not to say	539	19.61%	48	19.05%
	Not assigned	246	8.95%	23	9.13%
	Total	2748	100.00%	252	100.00%

Marriage and civil partnership

Married	889	32.35%	91	36.11%
Single	652	23.73%	75	29.76%
Widowed	16	0.58%	**	**
Divorced	77	2.80%	**	**
In Civil partnership	**	**	0	0.00%
Cohabiting	40	1.46%	**	**
Separated	**	**	0	0.00%
Unknown	1031	37.52%	68	26.98%
Not assigned	28	1.02%	**	**
Total	2748	100.00%	252	100.00%

Appendix 4 - Cabinet Paper- Business Planning 2013/14 – 2015/16

Meeting	Cabinet
Date	7 November 2012
Subject	Business Planning 2013/14 – 2015/16
Report of	Leader of the Council Cabinet Member for Resources and Performance
Summary	<p>This report sets out draft proposals for refining the council's strategic objectives, alongside budget headlines for 2013/14 - 2015/16.</p> <p>In March 2012, the council set a three year budget for the period 2012/13 – 2014/15. This report updates the budget position in 2013/14 and 2014/15 and brings forward new proposals for 2015/16 to ensure that the council continues to plan on a three year horizon.</p>

Officer Contributors	Andrew Travers, Deputy Chief Executive Julie Taylor, Assistant Chief Executive John Hooton, Assistant Director Strategic Finance Stephen Evans, Assistant Director Strategy
Status (public or exempt)	Public
Wards affected	All
Enclosures	Appendix 1 – Medium Term Financial Strategy Appendix 2 – Savings and Pressures Appendix 3 – Growth Strategy for Barnet Appendix 4 – Children's Service Fees and Charges Appendix 5 – School Places Appendix 6 – Public Health
For decision by	Cabinet
Function of	Executive
Reason for urgency/ exemption from call-in	N/A
Contact for further information:	Andrew Travers, Deputy Chief Executive, 020 8359 7850

1. RECOMMENDATIONS

- 1.1 That Cabinet agrees the Council's draft strategic objectives for consultation, as set out in section 9.3;**
- 1.2 That Cabinet notes the updated Medium Term Financial Strategy as set out in Appendix 1;**
- 1.3 That Cabinet notes impact on performance, staff and equalities as set out in section 9.7 of this report;**
- 1.4 That Cabinet notes the process for agreement of the Housing Revenue Account budget as set out in section 9.8;**
- 1.5 That Cabinet notes the process for the development of the Capital Programme as set out in section 9.9 and agree that school places contained in Appendix 5 is prioritised;**
- 1.6 That Cabinet agrees the savings and pressures included in Appendix 2 as 'budget headlines' for consultation;**
- 1.7 That Cabinet agrees the Children's Service childcare fees that are over and above inflation included in Appendix 4 for consultation; and**
- 1.8 That Cabinet notes the Public Health commissioning intentions included in Appendix 6.**

2 RELEVANT PREVIOUS DECISIONS

- 2.1 Cabinet on 17 July 2012 agreed a business planning process covering the period 2013/14 - 2015/16.**

3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

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

4. RISK MANAGEMENT ISSUES

- 4.1 Severe resource constraint represents the most significant risk to the council achieving its strategic objectives. The One Barnet programme potentially mitigates this risk but needs to be taken forward in a timely fashion and integrated into the business planning process.**

- 4.2 The council has taken steps to improve its risk management processes, in particular integrating the management of financial and other risks. Risk management information is reported quarterly to Cabinet Resources Committee and will be reflected as appropriate in business planning.
- 4.3 The threat of future Government-imposed spending cuts over and above the current Spending Review settlement, which runs until 1 April 2015, remains the single most important financial risk facing the council. Our reserves and contingency positions remain prudent on the basis that there is a risk that the Government may reopen the current Spending Review settlement to create the headroom for more cuts, particularly in 2014-15. The Financial Year 2015-16 falls outside of the current SR period and, as such, the Government has not yet set the Local Government settlement envelope for that year. It will need to do so before the end of the 2014 calendar year but, until further announcements are made from the centre, we are planning for a prudent assumption that the Government may make an additional 10% cut to the Local Government spending settlement in that year, based on existing announcements from the Chancellor on spending expectations in 2015-17. These assumptions will be revised if further indications on future spending plans are made at the Treasury's "Autumn" Statement in December.
- 4.4 The challenges set out in this report require fundamental change in the way council services are delivered, which will impact on the human resources of the organisation and related policies and practices. The staffing impact of this report and related considerations are set out in section 9.7.

5. EQUALITIES AND DIVERSITY ISSUES

- 5.1 The projected increase in the borough's population, and changes in the demographic profile, will be key factors that need to be considered when determining the council's strategic objectives and service responses.
- 5.2 Equality and diversity issues are a mandatory consideration in decision making in the council pursuant to the Equality Act 2010. This means the council and all other organisations acting on its behalf must have due regard to the equality duties 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 requiring equality considerations to be reflected into the design of policies and the delivery of services and for these to be kept under review. All proposals emerging from the business planning process will need to be properly considered to ensure that due regard has been given to the public sector equality duty (described in 7.9 – 7.12 below) using the council's agreed approach as set out in the current Corporate Plan. The equality considerations of the proposals have been recorded on the council's equality impact analysis
- 5.3 Children's Services, Adult Social Care and the Environment, Planning and Regeneration directorates undertook externally facing EIAs. Mitigation was required in the following budget decisions.

- 5.4 The Government has recently announced its intention to bring forward a review of the public sector equality duty which it says will be completed by April 2013. Until there is any change in the law, the public sector equality duty remains a basis for legal challenge to decisions by any public authority. The council recognises that the time and cost of dealing with litigation and the risk of decisions being quashed is not something that can be treated lightly.
- 5.5 Elected Members have been briefed on the public sector equality duty and how equality considerations must be integrated into day to day business when formulating policies and decision-making. Members are mindful of the need to consider what impact if any a particular proposal will have on one or more protected groups, whether there will be any cumulative impact and what mitigating steps must be put in train. The council believes the duty has been exercised in substance with rigour and with an open mind.

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

- 6.1 This report covers the council's Medium-Term Financial Strategy and business planning process. In March 2012, the council set a three year budget which puts the organisation in a strong position to manage the challenges of funding reductions resulting from the Spending Review. This report updates Cabinet on the details of the budget for both 2013/14 and 2014/15. It also brings forward new proposals for balancing the budget in 2015/16 to ensure that the council continues to plan on a three year horizon. At this stage, it is necessary to make assumptions about the likely Local Government spending settlement for the 2015-16 Financial Year and remain flexible ahead of a formal announcement from Government on the next Spending Review. The government has, however, already set out an expectation of further cuts in the years 2015-17, so these assumptions are underpinned by the most up to date information available.
- 6.2 There has been significant global economic uncertainty. The outlook for UK growth over longer-term remains weak and future cuts to public spending are considered likely by most commentators. Given this context, the council's financial strategy remains cautious. Added to this, the government is consulting on a new system of local government finance and while some detail has emerged to enable projections to be developed, there is still significant uncertainty over 2013/14 funding allocations.
- 6.3 Demographic change poses a particular challenge. Barnet is facing significant budget reductions at the same time as the population is increasing, particularly in the young and very old. Given that 55% of the council's budget is spent on Adult Social Care and Children's Services, this poses a particular challenge as these services are predominantly 'demand led'. There will also be costs related to infrastructure development.

7 LEGAL ISSUES

- 7.1 This report sets out the complex challenges faced by the council as a consequence of the spending review, current and foreseeable economic climate and the particular demographic changes in Barnet. Members will of course be aware of the legal responsibility to set a balanced budget against this difficult backdrop. This necessitates making difficult decisions with regard to council policies and delivery of services. Some residents and or service users may not be agreeable to the council's proposals and a challenge by way of Judicial Review could be mounted by any person, group of persons or body or group of bodies that may be adversely affected by a particular proposal. Such a challenge could be brought at any stage of the decision making process on the grounds of illegality, irrationality and or impropriety, however, such challenges must be brought within three months of the council decision. In order to successfully defend such a challenge, it is critical that proper decision making processes are followed, that, where appropriate, there is proper consultation and at all times the council has due regard to its public law equality duties. These are both set out in further detail below.
- 7.2 All proposals emerging from the business planning process are being carefully considered in terms of legal implications for the council and where appropriate, mechanisms are in place to mitigate the legal risk of challenge as far as possible.
- 7.3 With regard to staff and redundancy consultation, Members will be aware that there is a statutory requirement to give 90 days notice where there are potentially more than 99 redundancies. This report states at paragraph 9.7.7 that as at the date of this report, the total number of staff at risk could rise beyond 99 and therefore the 90 day consultation is required.

CONSULTATION

- 7.4 As a matter of public law the duty to consult with regards to proposals to vary, reduce or withdraw services will arise in 3 circumstances:
- Where there is a statutory requirement in the relevant legislative framework;
 - Where the practice has been to consult or where a policy document states the council will consult then the council must comply with its own practice or policy; and
 - Exceptionally, where the matter is so important that the council ought to consult whether or not there is a statutory duty to consult.
- 7.5 Consultation must be carried out fairly. In general, a consultation can only be considered as proper consultation if:
- Comments are genuinely invited at the formative stage;
 - The consultation documents include sufficient reasons for the proposal to allow those being consulted to be properly informed and to give an informed response;

- There is adequate time given to the consultees to consider the proposals; and
- There is a mechanism for feeding back the comments and those comments are conscientiously taken into account by the decision maker / decision making body when making a final decision.

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

7.7 The council must take account of all relevant considerations; including importantly the duty to give due regard to the public law equalities duties and in particular any potential differential and/or adverse impact. The council must also have regard to and weigh up all countervailing factors, including financial resources, which in the context of the function being exercised, it is proper and reasonable for the council to consider.

7.8 Finally there will be staff consultation about these proposals in compliance with s188 of the Trade Union & Labour Relations (Consolidation) Act 1992. This collective and individual staff consultation will take place during the period 26 October 2012 to 30 January 2013.

PUBLIC SECTOR EQUALITY DUTY

7.9 The core provisions of the Equality Act 2010 came into effect in October 2010. The Act provides a new cross-cutting legislative framework to update, simplify and strengthen the previous discrimination legislation. In short, the council must have due regard to the equality duties whenever it exercises a public function. The broad purpose of this duty is to integrate considerations of equality and good relations into day to day business requiring equality considerations to be reflected into the design of policies and the delivery of services and for these to be kept under review. The general duty on public bodies is set out in section 149 of the Act.

- (1) A public authority must, in the exercise of its functions, have due regard to *the need to*:
 - (a) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
 - (b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
 - (c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- (2) Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- (a) Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
 - (b) Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it; and
 - (c) Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- (3) The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.
- (4) Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, the need to:
- (a) Tackle prejudice, and
 - (b) Promote understanding.
- (5) Compliance with the duties in this section may involve treating some persons more favourably than others but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act.
- (6) The relevant protected characteristics are:
- Age;
 - Disability;
 - Gender reassignment;
 - Pregnancy and maternity;
 - Race;
 - Religion or belief;
 - Sex;
 - Sexual orientation.

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

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

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

when formulating policies and decision making and should only depart from it with good reason.

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

- Have an adequate evidence base (i.e. up to date and reliable information about the different groups) when undertaking the analysis and making decisions and to consider what engagement needs to be undertaken with people who have an interest in tackling discrimination, advancing equality and fostering good relations; and
- Analyse the potential impact that a policy, procedure or practice might have on different equality groups.

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

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

7.14 The council is satisfied that these requirements have been adhered to in formulating the proposals referred to in this report.

8. CONSTITUTIONAL POWERS

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

9. BACKGROUND INFORMATION

9.1 Executive Summary

9.1.1 In March 2012, the council set a three year budget for the period 2012/13 – 2014/15, consistent with the Local Government spending settlement set by the Government at the 2010 Spending Review. This report:

- Updates Cabinet on budget proposals for 2013/14 and 2014/15 **which were agreed in March** but are subject to minor amendments as a result of reviews around deliverability and priorities; and
- Brings forward new budget proposals for 2015/16 to ensure that the council continues to plan on a **three year horizon**. The Financial Year 2015/16 falls outside of the current Spending Review period and, as such, prudent assumption have been made that the Government may impose additional spending cuts of 10% in that year. This assumption will be kept under review pending further announcements from the Government.

9.1.2 Next year's draft strategic objectives are set out in **section 9.2**. These will form the basis of the 2013/14 Corporate Plan. These strategic objectives drive the allocation of resources and will continue to be refined in order to reflect the outcome of the public consultation, which will be launched in November 2012.

9.1.3 The total budget gap is £49.8m over the next 3 years (2013-16). The 3 year budget gap moves over a rolling three year period, and has been updated to reflect the assumption that a further round of spending cuts will take place over the period 2014-16.

9.1.4 **Savings of £54.5m and pressures of £4.7m** have been identified to enable a balanced budget to be set. The three year budget position is set out in section 9.4, with pressures and savings included in **Appendix 2**.

9.1.5 The budget proposals within this report are predicated on a council tax freeze for 2013/14 and a **2% increase in Council Tax** for 2014/15 and 2015/16.

9.2 The council's strategic objectives and Corporate Plan

9.2.1 The Corporate Plan is the main overarching strategic document for the council, which sets out its future strategic direction. Next year's Corporate Plan will be revised to reflect the new freedoms and opportunities offered by reforms to local government funding – which place a greater degree of control with local authorities - the Localism Act, and the transition to a commissioning model of operation.

9.2.2 Continuing the trend of this year's document, the 2013/14 Corporate Plan will be more focused, with a reduced number of objectives, refined performance targets, and clear lines of accountability. The Corporate Plan will sit above published Service Delivery Plans for each directorate, thus providing a clear link between the council's strategic objectives and the actions each service

will take to deliver them. The council's strategic objectives will reflect the concerns and priorities of residents, taking account of a consultation exercise to understand the views of residents in relation to service priorities which is currently underway and of this year's Residents Perception Survey. The Corporate Plan consultation will close at the end of November and the final Plan will be brought to Cabinet once responses have been considered.

- 9.2.3 Achieving the council's strategic objectives will require close collaboration between the council and its public sector partners across the borough. For example, an objective to keep Barnet safe will set out how the council will work with the police and others to achieve this.

Emerging priorities

- 9.2.4 Barnet is facing a significant period of change as it deals with the consequences of significant demographic change alongside a 26% reduction to funding from central Government over the current Spending Review period, with the prospect of continued austerity for a further decade.

- 9.2.5 Despite these immense challenges, there are opportunities. Alongside the cuts, authorities have been delegated more powers and financial control through funding reforms – particularly the localisation of business rates and the New Homes Bonus – the Localism Act and changes to planning powers. These reforms create an incentive for councils to focus on growth and development as a means of helping to mitigate the financial and social challenges they face. Barnet will embrace these opportunities.

- 9.2.6 The borough has a number of the 'building blocks' in place to support this approach. Barnet is a successful London suburb where people want to move to - 86% of residents are satisfied with their local area as a place to live. Barnet's population is more skilled than the London average, whilst both household incomes and employment rates are higher.

- 9.2.7 The local economy is vibrant – Barnet has the third highest business stock and start-up rate in London and collects over £100m annually through business rates. The Council Tax base continues to grow, with nearly 7,000 new homes built over the past 8 years and significant areas of regeneration under way and in development.

- 9.2.8 The council has done much over the past few months to help create the right environment for growth in the local economy – by investing £3.5m of additional resources in roads and pavements and £1m to support local businesses and young people into employment. The impact of the council's growth strategy are beginning to bear fruit, with participation rates for the number of 16-17 year olds in education, employment and training amongst the highest in London at 95% - up 3.4% from 2011. Barnet has also seen a record-breaking number of new company formations during the second quarter of this year, with 285 new companies formed between May and August 2012 – higher than any other second quarter on record for the area¹.

¹ Companies House data

The council will build on this approach by focusing on creating the right environment for growth across the borough. Economic growth, managed in a responsible way, is essential for ensuring that Barnet remains a place where people want to live and where opportunities exist for all. It is therefore essential that a focus on growth provides the cornerstone of the council's strategy. The Barnet Growth Strategy is set out in Appendix 3.

9.2.9 Alongside this, there will be a continuing need for the council and its partners to support families and individuals that need it. It is essential that this is reflected in the council's revised Corporate Plan, as is the continuing priority that residents are satisfied with their local environment.

9.2.10 The council's new strategic direction will be based around three top level strategic objectives, supported by half a dozen priority outcomes which cover the full breadth of the council's local responsibilities. This revised, more focused framework will be underpinned by a matrix of performance indicators against which success will be measured.

9.2.11 It is proposed that next year's Corporate Plan is focused on the following strategic objectives and priority outcomes:

Strategic Objectives

Barnet Council will work with local partners to:

1: Create the right environment to 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.

Priority 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.

The council is seeking the views of residents on the future strategic direction of the council, as set out above.

Approach to business planning

9.2.12 The Government's plan to cut public spending by £81 billion by 2015 is having a big impact on councils across the country. Tough choices are required.

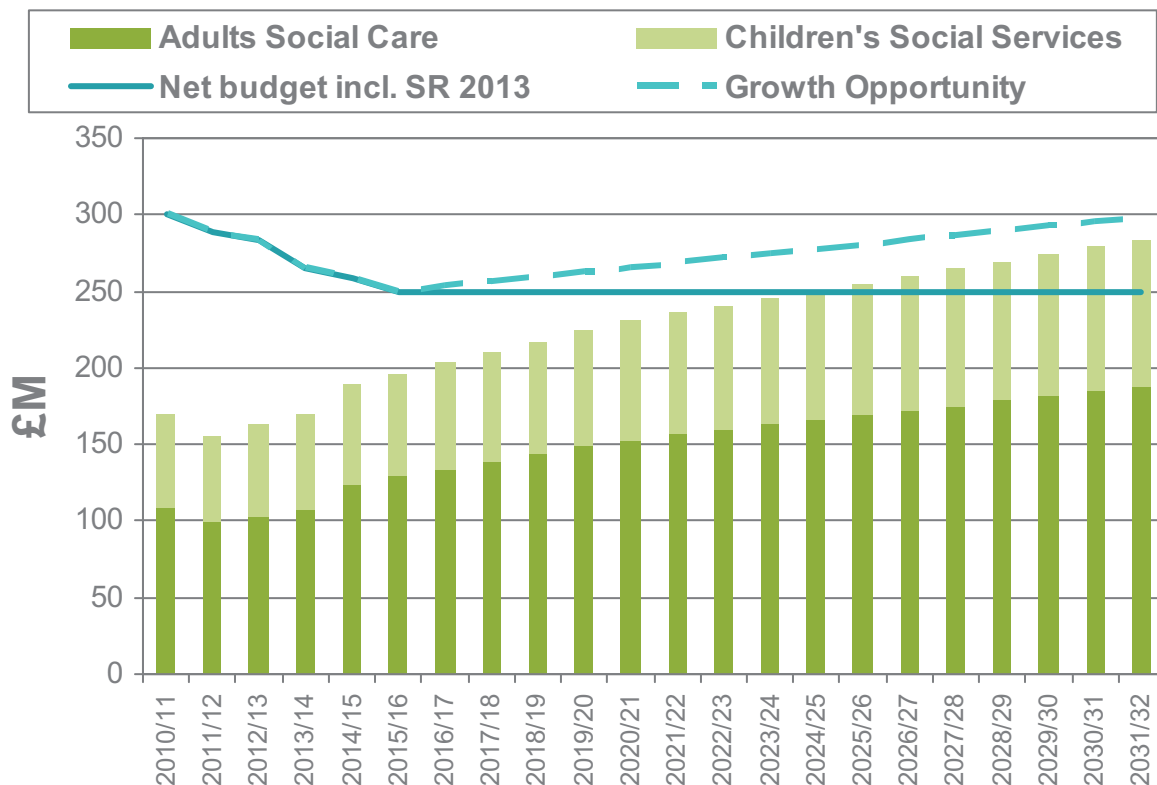
9.2.13 The council's approach to business planning has been to focus on mitigating the impact of funding reductions on front line services as far as possible through back office efficiencies and developing alternative ways to deliver services. Of the total of savings identified, 90% are from efficiencies, 9% comes from service reductions and 1% are related to increases in income.

9.2.14 Publishing budget headlines as early as possible gives the council more time to consult widely and implement savings in full. It also allows more time for the council to determine its strategic priorities, allows services time to develop Service Delivery Plans and allows our local public sector partners to plan ahead with certainty.

Longer term financial planning and demand management

9.2.15 Modelling has been undertaken to understand the impact of growing demand on the council's budget resulting from demographic change, taking into account a range of factors including population increase, inflation and likely legislative changes.

9.2.16 Previous iterations of the graph below have been included in previous budget reports. It has shown that, if funding to local government remains flat, the council's entire budget will potentially be spent on Adults Social Care and Children's Services within 17 years. The graph has now been updated to demonstrate the potential opportunity that exists around growth. Changes to the way that local government is financed come into force from April 2013. Councils in the future will see the benefit of growth in the tax base and will also see a limited benefit from growth in business rates. This "growth opportunity" will have a positive impact on Council funding. The graph below is illustrative, as follows:



9.2.17 This picture is relevant to our planning process in a number of ways. Firstly, it is used to inform the level of additional investment needed in services to fund demographic changes. Some additional funding in respect of Adults and Children’s Services has been added to future budgets as set out in **Appendix 2**. Secondly, it also provides an evidence base to lobby the government about sustainable funding for local government in the future.

9.2.18 The council is finalising its Infrastructure Delivery Plan (IDP) which responds to demographic change in Barnet up to 2026. The IDP sets out the infrastructure required to support this growth and identifies the funding sources to enable its delivery. The final capital programme will link to the IDP.

9.3 Consultation

9.3.1 Development of strategic objectives, business plans and savings options will be informed by consultation and engagement with residents. The council will use three phases of consultation to gain insight into residents’ priorities, views of budget options and responses to service changes or reductions proposed in 2013/14.

9.3.2 Phase One (September 2012 – October 2012): Residents’ Perception Survey.

The Residents’ Perception Survey (RPS) will provide borough-wide understanding of residents’ priorities, perception of public services and how the views of residents have changed over time. This information will inform

priorities for the emerging Corporate Plan, service plans, commissions and future budget options. Interim findings will be available in mid-November.

9.3.3 Phase Two (November 2012 – December 2012): Corporate Plan Consultation.

This element of consultation will test key principles, objectives and priorities for a new Corporate Plan for 2013/14 and use feedback from residents to shape the strategic direction for future years.

9.3.4 Phase Three: Budget Consultations (October 2012 – February 2013):

- **Service Consultation:** The council must as a matter of public law consult with service users in three circumstances: (1) where there is statutory duty to consult, (2) where the practice has been to consult on changes or where a policy to consult is in place, (3) where the service reduction or change is so important, that the council ought to consult whether or not there is a statutory duty to do so. Informal and formal consultation with service users will be conducted by services where these criteria are met. Where formal consultation is required, it will commence following Cabinet (7 November) and will continue until 31 January 2013.

Council budget consultation (November 2012 – February 2013): The council set a three year budget in March 2012 and has bought forward new proposals for 2015/16. The council's proposed budget for 2013/14 will be published in November 2012. Residents will be invited to give their views on the 2013/14 budget via an online survey with hard copies available on request. The council will use a wide range of methods to promote the consultation and invite residents to share their views. As part of the council's statutory duty to consult with National Non Domestic Rate Payers (NNDRPs), letters will be sent out to all NNDRPs inviting them to take part in the consultation.

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 three-year planning period, including assumptions around inflation, changes to levies, pressures, savings and grant funding. It is the model which underpins the council's financial strategy.

2012/13 – 2014/15

9.4.2 When the three-year budget covering the period 2012/13 to 2014/15 was set in March 2012, the MTFS reflected a budget gap of £34m over the three years, together with savings proposals to reach a balanced position.

	2012/13 £m	2013/14 £m	2014/15 £m	Total £m
Budget gap	12.3	10.4	11.3	34.0
Pressures agreed in March	0.8	0.8	-	1.6
Revised budget gap	13.1	11.2	11.3	35.6
Savings proposals	(13.3)	(14.4)	(15.4)	(43.1)
	(0.2)	(3.2)	(4.1)	(7.5)
Pressures	1.7	0.8	1.9	4.4
Changes in contingency	(1.5)	2.4	2.2	3.1
Gap / (surplus)	0	0	0	0

Funding from central Government

9.4.3 The 2012/13 budget has been set and savings proposals have been implemented. This report sets out budget proposals for the period 2013/14 to 2015/16. However, significant changes will be implemented to the system of local government funding in April 2013, and details of how this will affect Barnet in practice will not be announced until December. It is already clear that the changes will create a further budget gap of £2m in 2013/14, over and above the current spending review position. Following that, it is considered that there is a real risk that the Government will make further cuts in support for 2014/15 and 2015/16. The budget gap has therefore been updated to reflect the council's current assumptions of a 10% cut in each of these two years. This position will be kept under review to reflect further announcements from the Government around future spending cuts. The budget position has also been updated to reflect the recent announcement of a further Council Tax freeze grant for 2013/14. The grant has been set at a level equivalent to a 1% increase only, with funding provided for two years. Members will be aware that such time-limited funding will create a budget 'cliff-edge' in future years if taken up. The government has also announced that Council Tax increases of 2% or above for 2013/14 will require a referendum.

9.4.4 The current MTFs position, as a result of the gloomy outlook set out in 9.4.3, is as follows:

	2013/14 £m	2014/15 £m	2015/16 £m	Total £m
Budget Gap	12.8	19.1	17.8	49.8

This year's financial position

9.4.5 The latest position on budget monitoring for 2012/13 was reported to Cabinet Resources Committee in October 2012. The report shows a projected £2.9m overspend, with £1.8m of this coming from Environment, Planning and Regeneration (EPR). Action plans have been developed since quarter 1 to reduce this overspend, which is now showing a lower overspend figure of under £500,000. This will be kept under review throughout the year. When set against the council's level of general reserves of £15.8m, this outturn position suggests a risk that general reserves will fall below the MTFs target of general reserves being at least £15m.

9.4.6 While the current year position is suggesting a risk to delivering a balanced budget, historic performance in implementing savings has been good. Savings of nearly £30m were implemented in 2011/12, and the outturn position for that year was on balance. This gives confidence that future plans are realistic and can be delivered.

Risks over the next three years

9.4.7 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.

- **Business rate localisation** – the government will introduce a new system of local government finance involving the retention of an element of business rates in 2013/14. This creates both a risk and an opportunity, as income from business rates can go up as well as down. The MTFS has been updated to reflect the current position set out in the consultation document. The baseline position is currently estimated to be £2m worse as a result of the changes for 2013/14. This position is still subject to significant uncertainty. Even when the settlement is announced in December, we will still not know all of the detail of surpluses and adjustments and will have to set the budget in February based on some estimates. This poses a risk to the Council's finances that will need to be reflected in contingency and reserves.
- **Council Tax Support** – the government will localise Council Tax benefit in 2013/14, and reduce funding for this by 10% in the process. This represents a c£4m shortfall in funding, which will need to be managed. The Council has been consulting on the development of a local scheme of Council Tax support, but an element of funding has been held in contingency to deal with the risks of the new scheme.
- **Concessionary fares** – the council funds the cost of concessionary fares in Barnet. Given the increases in costs of travel and volume of users across London, this will have an impact on the council's budget for 2013/14. This has been reflected in the MTFS.
- **North London Waste Authority levy (NLWA)** – the latest financial plan suggests a significant increase in the 2013/14 levy, along with further rises in 2014/15 and 2015/16. These latest projections have been added to the MTFS.
- **Social Care White Paper** – The White Paper and draft Care and Support Bill set out a number of additional requirements for councils and has provided a high level impact assessment as to the resource required to meet them. However, it is currently unclear how the additional requirements will be funded at a national level and it is anticipated that more information will be issued by the Department of Health in the future. The Council currently supports carers with a budget of £1m, implementing the White Paper requirements therefore could necessitate spending levels to be increased to £1.86m per annum. In modelling these estimates it has

- **Changes to schools funding** – significant changes to the way that schools funding operates will come into effect from 2013/14. More funding is likely to be delegated directly to schools, placing a risk on services funded from “centrally retained” budgets within the Children’s Service.
- **Inflation** – the level of inflation is currently running over the Bank of England’s 2% target. Rising inflation will increase the cost of providing services. The current MTFS assumes a 1% increase in staffing budgets to reflect the government’s announcements from the autumn of 2011, and 2.5% for non-staff costs.

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

9.4.9 This report assumes that Members will wish to accept the government’s latest freeze grant offer and further that Members will wish to avoid planning for Council Tax increases for future years which require a referendum. In taking this approach, Members will be aware that Council Tax freeze grant comes from within totals available for local government, and accepting freeze grant has the effect of permanently reducing the Council’s base levels of income. In practice, this will mean that greater levels of budget reduction will be required in future years in the context of an already extremely challenging public expenditure context. The impact of these changes is mitigated in this report via the use of reserves and contingency reflecting the evolving risk position.

9.5 Draft budget proposals for consultation

Savings

9.5.1 Savings proposals for 2013/14 and 2014/15 have been reviewed across the council to ensure they remain deliverable and are in line with the direction of policy. Following internal reorganisation the delivery units set out here have changed from when the budget was set in March, and reflect the changes to the Council’s structure that will come into effect in 2013. Adults, Children’s and Streetscene are similar to the current directorates Adults, Children’s and EPR, with Libraries moving to Children’s and Leisure moving to Adults. The New Support and Customer Service Organisation and Development and Regulatory Services contracts will be live post April 2013, with a consolidated corporate function consisting of Assurance and Commissioning.

9.5.2 Savings proposals have also been developed for 2015/16. Each savings proposal is included in **Appendix 2** to this document, and are summarised as follows:

SERVICE	2013/14	2014/15	2015/16	Total Savings
	£'000	£'000	£'000	£'000
Adult Social Services	3,981	8,877	8,424	21,282
Children's Service	5,338	5,775	5,474	16,587
Street Scene (incl. Parking)	1,526	1,292	1,851	4,669
New Support & Customer Services Organisation	1,908	2,393	2,000	6,301
Development & Regulatory Services	1,530	1,355	300	3,185
Legal	80	150	200	430
Barnet Group	61	55	300	416
Strategic Commissioning Group	68	740	800	1,608
TOTAL	14,492	20,637	19,349	54,478

Pressures

9.5.3 Budget proposals also include pressures. These are included in **Appendix 2** and are summarised as follows:

SERVICE	2013/14	2014/15	2015/16	Total pressures
	£000	£000	£000	£000
Adult Social Services	800	800	800	2,400
Children's Service	850	750	720	2,320
TOTAL	1,650	1,550	1,520	4,720

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

	2013/14 £m	2014/15 £m	2015/16 £m	Total £m
Budget gap	12.8	19.1	17.8	49.8
Savings proposals	(14.5)	(20.6)	(19.3)	(54.5)
	(1.7)	(1.5)	(1.5)	(4.7)
Pressures	1.7	1.5	1.5	4.7
Gap / (surplus)	0	0	0	0

9.6 One Barnet programme

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

- Quick wins identified and delivered in 2010/11 - £1.4m base budget saving;
- Further savings delivered in 2011/12 bringing base budget savings to £5.7m;
- Local Authority Trading Company (Your Choice Barnet) has gone live;
- Housing Needs and Resources service has transferred to Barnet Homes;
- Legal shared service with Harrow Council has gone live;
- Parking contract with NSL has gone live;
- Two major procurements (Development and Regulatory Services, New Support and Customer Services Organisation) at final tender stage; and
- Total base budget savings of £17m and cumulative savings to 2019 of £111m expected to be delivered.

Additional projects

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

- **Streetscene** – the budget proposals for streetscene include savings predicated on new arrangements following the end of the May Gurney contract in 2013;
- **Health Integration and demand management** – savings totalling £4.2m from demand management and social care integration with the NHS are included within these budget proposals;
- **Early intervention** – investment is being made in early intervention and prevention;
- **Community Safety**; and
- **Sports and Physical Activity**.

9.7 Impact of budget proposals

Performance impact

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

Equality impact

- 9.7.2 The equality impact of budget proposals has been included in the detailed templates in **Appendix 2**.

Staffing implications

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

Service Area *	Proposed FTE Reduction at 31 March 2013	Employees At Risk at 7 Nov 2012 **	FTE Reduction	FTE Reduction
Adults & Communities	12.67	49	12	0
Children's Service	46.52	199	1	0
Street Scene incl. Parking	0	0	0	0
Commissioning and Assurance	6.6	4	0	0
Total	65.79	252	13	0

- 9.7.5 The above information is provided to enable the Cabinet to understand the full service delivery and financial implications of the budget proposals. All staffing related decisions are the sole responsibility of the General Functions Committee.
- 9.7.6 General Functions Committee will consider the staffing implications and will be asked to agree that subject to the completion of statutory consultation with staff and Trade Unions that the Interim Acting Director for HR be instructed to arrange with the respective Directors for redundancy letters to be issued to those employees who are to be made redundant as result of this process.

Redundancy Consultation Process

- 9.7.7 The total FTE reduction is currently estimated at 65.79 and 252 people at risk and statutory consultation will commence on 30 October 2012 and will close on 1 February 2013. The full consultation document can be found on the council's intranet. The consultation process will consist of collective consultation with the Trade Unions and individual consultation with staff at risk of redundancy.
- 9.7.8 Where there are restructures required to deliver these savings then consultation will also take place on these changes during the 90 day period so that the restructures can be implemented by 31 March to ensure that full savings are achieved.
- 9.7.9 A council-wide staff EIA will be undertaken to analyse the equality impacts at key milestones. The milestones will be identification of those at risk: at the start of consultation; mid consultation; end of consultation and after completion of the process.

9.8 Housing Revenue Account

9.8.1 The Housing Revenue Account budget is under preparation and consultation on the budget with tenants. Rent levels for 2013/14 will be approved by Cabinet in February. The final report will propose that HRA headroom will be used to fund schemes which will assist in reducing costs to Adult Social Services. This is in line with the policy position agreed in setting the current year's budget.

9.9 Capital Programme and Invest to Save

9.9.1 The MTFS allows provision for additional borrowing on an annual basis to fund high priority capital projects. Revenue provision allows for additional project of approximately £10m per annum, however this funding is already earmarked for future schemes. The most significant pressure on the capital programme is the need for additional primary and secondary school places. It is recommended that this funding is prioritised when finalising the programme in February 2013. Further details are set out in Appendix 5 which will be considered further when finalising the budget

9.9.2 It is proposed that all current schemes and new proposals are reviewed along the following themes:

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

The Investment Appraisals Board (IAB) will carry out this review and the outcome will be fed back through Cabinet for final agreement in the February budget report.

9.9.3 Within the budget proposals there are invest to save proposals requiring investment of £255,000, these will be reviewed by IAB to ensure the viability of the projects. These proposals will be fed back through Cabinet for final agreement in the February report. The funding for these projects will be via revenue reserves and payback from services agreed in the final report

9.10 Next Steps

9.10.1 The business planning process will continue as planned. The next steps will be to consider the final Corporate Plan and budget, including the Housing Revenue Account and the capital programme, at Cabinet in February 2013 and Council in March 2013.

10. LIST OF BACKGROUND PAPERS

10.1 None
Legal –HP
Finance –MC/JH

Medium Term Financial Strategy	2013/14	2013/14	2014/15	2015/16
	£000	£000	£000	£000
	ORIGINAL - JULY	REVISED		
Budget brought forward	291,998	291,998	310,353	308,650
Gap B/F			(12,842)	(19,087)
Statutory/cost drivers				
Inflation (pay)	1,198	1,198	1,210	1,210
Inflation (non-pay)	3,057	3,057	3,057	3,057
NLWA levy	2,229	2,229	1,504	500
Capital financing costs	2,250	2,250	1,500	1,500
Statutory/cost drivers sub-total	8,734	8,734	7,271	6,267
Central Expenses				
Removal of empty property discount	1,000			
Contingency	652	1,293	378	(1,110)
CT Benefit Reduction	3,100	3,100	600	600
Concessionary Fares	1,000	1,000	1,000	1,000
Full year effect of 2010/11 savings	(17)	(17)		
Rate Relief Budget (no longer required)		(430)		
Two year funding (now included in DSG)		(1,230)		
Public Health Grant		11,236		
Central Expenses sub-total	5,735	14,952	1,978	490
Balances to/(from) reserves				
Specific reserves contribution 2011/12				
Specific reserves contribution 2012/13	(11,141)	(11,141)		
Specific reserves contribution 2013/14	8,821	5,810	(5,810)	
Specific reserves contribution 2014/15			7,700	(7,700)
Specific reserves contribution 2015/16				8,990
Reserves sub-total	(2,320)	(5,331)	1,890	1,290
Total expenditure	304,147	310,353	308,650	297,610
New Formula grant funding				
Business Rates	89,291	35,367	36,180	37,121
Top up		18,985	19,422	19,927
RSG		78,625	63,204	48,575
Transfers & Adjustments				
LACSEG grant				
New Homes Bonus returned				
Council Tax Freeze Grant				
CT Support				
Early Intervention grant	12,540			
Homeless Prevention	625			
Lead Local Flood Authorities				
Learning disability	9,543			
Safety net & capitalisation returned				
New Formula grant sub-total	111,999	132,977	118,806	105,623
Council Tax				
Council tax	164,684	140,326	143,423	147,435
Collection Fund			1,500	1,500
CT freeze grant 11-12	3,886			
CT freeze grant 12-13				
CT freeze grant 13-14		1,594	1,594	
Core grants				
PFI credit	2,235	2,235	2,235	2,235
New Homes Bonus	5,810	5,810	7,700	8,990
HB and CT Admin	2,643	2,643	2,379	2,141
Public Health		11,236	11,236	11,236
Disadvantaged Two year old funding		690	690	621
Other misc grants				
Other funding sub-total	179,258	164,534	170,757	174,158
Total Income from grant and Council Tax	291,257	297,511	289,563	279,781
Budget Gap before savings	12,890	12,842	19,087	17,829
Proposed Savings - November	(14,440)	(14,492)	(20,637)	(19,349)
Proposed Pressures - November	1,550	1,650	1,550	1,520
Budget Gap after savings	0	0	0	0

Adults & Communities Savings

Old Line ref	Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal)	Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	Savings per annum			
									2013/14 £000	FTE	2014/15 £000	FTE
E4	E1	Social Work	Development of a 'New Social Work Model', which: - increases use of case management capacity outside of the Council; - promotes people's own management of their own care arrangements through direct payments; - promotes development of shared packages of care for people living in close proximity to one another.	Efficiency	General HR Consultation and local consultation (with staff)	This is high risk and achievability could be impacted by the White Paper development of the model will take account of this. The model will focus on freeing up social work time and focus it on safeguarding and complex case management. However, the service has been experiencing increasing safeguarding referrals and this proposal could compromise our ability to safeguard vulnerable residents as our overall capacity to assess, manage and review people's support was decreased. New model will also focus on development of approach in relation to NSCSO carers and self-funders. This proposal impacts on the achievability of Performance Indicators NI 130	High - Could impact negatively on customer satisfaction. Aim of new model will be to increase customer satisfaction, choice and control. High - This change affects both staff and residents. Care Services Delivery workforce analysis has demonstrated that it is mainly female and over the age of 40 years. Any staff changes will need to access disproportionately across the service. The organisational management of change policy will need to be followed. Customer impact - As services are re-configured access account will need to be taken of different groups support needs to access prevention and early intervention services including information and advice, the use of technology to self assess and use of a range of different support planning and monitoring services.	(450)	10.17	(250)	5	(400)
E5	E2	Commissioning & Transformation	Integrating similar functions across health and social care commissioning to reduce management costs and support joined up services.	Efficiency	General Consultation	The current arrangements will change over time as a result of the Health and Social Care bill. Close working with Clinical Commissioning Group is ongoing and will remain essential to mitigate risks arising from this.	Low - This change has a low level impact and may improve customer satisfaction as customers should experience a more joined up approach.	(40)				
E6	E3	Integration across Council	Integrating similar functions across health and social care teams and provision to reduce management costs and deliver joined up services.	Efficiency	General Consultation	This proposal impacts on the achievability of Performance Indicators NI 130 & Performance Indicators NI 125.	High - Could impact negatively on customer satisfaction across health and social care. Customer expectations across health and social care continue to increase.	Medium - This impact will not effect frontline services. This change should see an improvement in the management of services and better value for money, whilst maintaining adequate management oversight.	(300)			
E7	E4	Social Work - Long Term Conditions	Closer working with the NHS on long term conditions.	Efficiency	General Consultation	Limited impact, as this proposal should promote greater coordination and integrated assessment across health and social care for people with long term conditions. This proposal impacts on the achievability of Performance Indicators NI 130 & Performance Indicators NI 125.	Medium - Any change needs to ensure capacity and means of strengthening achievability of performance.	Medium - This impact will not effect frontline services. This change should see an improvement in co-ordination of care and better value for money, whilst maintaining specific adult social care needs are responded to and safeguarding adults is prioritised. This has specific regard to older people, physical disabilities, learning disabilities, complex care.	(40)	(100)		

Old Line ref	Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal)	Impact on Service Delivery	Impact Assessment		Savings per annum				
							Impact on Customer Satisfaction	Equalities Impact	2013/14 £000	FTE	2014/15 £000	FTE	2015/16 £000
E9	E5	Younger Adults - All Groups	Greater community and family involvement in supporting disabled people to lead ordinary lives.	Efficiency	General Consultation	This is a challenging target set up to reduce the current cost of care packages through working with families and communities to identify ways in which volunteers and family members can support people have fulfilling lives and valuable roles in the community. Service provision will focus on supporting people with their core activities of daily living provision. The aim is to introduce more equitable care provision across service user groups.	High - Likely to be perceived as service reductions therefore will require careful management. However, this is an important move in policy towards helping the community to reduce dependency and do more for themselves. This involves reviewing care packages and rebasing personal budgets provided to take account of family and community contributions. This could impact positively on Performance Indicator NI 130 in terms of service users having more flexibility in the way their independence is achieved if they are able to access community and family resources.	Medium - Continued use of a resource allocation system to give estimated personal budgets supports fair and equitable allocation of funds. Ongoing monitoring would be required to ensure there is not a disproportional impact on some groups of the community who already provide a high level of support and those carers who are less likely to access support. The needs of people with learning disabilities are already protected as the currently RAS reflects higher market costs.	(465)				
E10	E6	Learning & Development	Greater efficiencies in commissioning and provision of training and development opportunities for Adult Social Care.	Efficiency	General Consultation	Risk of under-investment in core skills and subsequent decrease in quality of service. This is being managed through careful prioritisation of remaining budget.	Low - Managed through implementation of Workforce Plan to ensure workforce across Barnet with the right skills.	Low - None of the proposals targeted services which support people from specific ethnic, religious, sex or gender groups. Consequently, no differential impact has been identified in relation to those dimensions of equality. The proposals could have a greater impact on people, who use, or whose relatives use, social care services. However, no differential impact has been identified as a result of the changes made. Efforts were made during the implementation of these proposals to ensure that decreases in back office staff did not directly lead to a decrease in service provisions and the organisational management of change policy has been used for changes impacting on the workforce. The staff changes and budget reductions detailed in the 5 sub-groups have now been completed. These changes have focused on back office rather than service provision and organisational management of change policy was used for changes impacting on the workforce.	(30)				
E11 +E12 +E13	E7	Across Services	Reductions in back office transactional functions through new ways of working and exploring new models.	Efficiency	General Consultation	In 13/14 based on reduction in staff within Supply Management, Financial Assessments and wider Business Support, team reducing capacity to carry out current responsibilities. Working more closely with corporate procurement should enable more efficient commissioning, whilst protecting standards. Reduction in staff within Financial Assessments team following implementation of Fairer Contributions policy, reducing capacity to carry out financial assessments and setting up invoicing arrangements of service users. In 15/16 is focused on exploring new models of delivering back office savings.	Medium - changes need to be clearly mapped and considered from customer perspective to manage possible negative impacts and ensure clear communication strategy in place.	Low - None of the proposals targeted services which support people from specific ethnic, religious, sex or gender groups. Consequently, no differential impact has been identified in relation to those dimensions of equality. The proposals could have a greater impact on people, who use, or whose relatives use, social care services. However, no differential impact has been identified as a result of the changes made. Efforts were made during the implementation of these proposals to ensure that decreases in back office staff did not directly lead to a decrease in service provisions and the organisational management of change policy has been used for changes impacting on the workforce.	(189)	0.50		(300)	

Old Line ref	Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal)	Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	Savings per annum			
									2013/14 £000	FTE	2014/15 £000	FTE
E14	E8	Across Services	Reduction of Strategic Commissioning capacity as service users directly commission services through direct payments.	Efficiency	For 14/15	Risk to delivery if mature market is not in place to generate the required savings. Impact of white paper need to be thought through and considered in relation to commissioning and does relationship with health and Commissioning Group.	High - if mature market not in place with a focus on quality and safeguarding.	Low - None of the proposals targeted services which support people from specific ethnic, religious, sex or gender groups. Consequently, no differential impact has been identified in relation to those dimensions of equality. The proposals could have a greater impact on people, who use, or whose relatives use, social care services. However, no differential impact has been identified as a result of the changes made. Efforts were made during the implementation of these proposals to ensure that decreases in back office staff did not directly lead to a decrease in service provisions and the organisational management of change policy has been used for changes impacting on the workforce.	(318)	7		
E15	E9	All Services	Sharing services with other Local Authorities and therefore reducing management costs.	Efficiency	General Consultation	This is being developed through work within the West London Alliance and discussions with other local authorities. This dependent upon potential partners for achievement.	High - Could impact negatively on customer satisfaction and perception in relation to service delivery.	Low - None of the proposals targeted services which support people from specific ethnic, religious, sex or gender groups. Consequently, no differential impact has been identified in relation to those dimensions of equality. The proposals could have a greater impact on people, who use, or whose relatives use, social care services. However, no differential impact has been identified as a result of the changes made. Efforts were made during the implementation of these proposals to ensure that decreases in back office staff did not directly lead to a decrease in service provisions and the organisational management of change policy has been used for changes impacting on the workforce.	(300)			
E21	E10	Younger Adults - Learning/Disabilities	Implementation of a national costing model for all Supported Living placements.	Efficiency	General Consultation	This is an ambitious target from an under-developed marketplace requiring a whole-systems approach and commercial negotiation capability and capacity. Close partnership working with housing is essential to help identify suitable wheelchair adapted properties as an alternative to residential care. This could impact positively on Performance Indicator NI 130 in terms of service users having more flexibility in the way their care is delivered which will be part of the negotiation underpinned by a support plan.	Medium - changes being planned to improve customer satisfaction, choice and control.	Medium - Since April 2011, the plans to reduce the amount of spend on residential and high cost supported living packages. A dedicated team has been established which has ensured that there is a consistency of approach with a specific focus on personalisation and delivering outcomes as well as ensuring value for money. There have been a number of negotiations with providers to reduce the cost of support for individuals resulting in a delivery of savings. This has meant that there has been a specific focus on individual support and the best way of supporting individuals to meet identified needs and identified outcomes. This has meant a better focus by providers on individualised support as well as delivering value for money and decreasing the level of 'chargeable' service.	(100)			

Old Line ref	Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal)	Impact on Service Delivery	Impact Assessment		Savings per annum				
							Impact on Customer Satisfaction	Equalities Impact	2013/14 £000	FTE	2014/15 £000	FTE	2015/16 £000
E22	E11	Cross-Cutting Savings	Implementation of a national costing model for all younger adults residential care placements.	Efficiency	General Consultation	This is an ambitious target from a challenging marketplace requiring a whole systems approach and commercial negotiation capability and capacity. Close partnership working with providers is essential to help ameliorate risks and reduce supply chain and management overheads.	Medium - changes being planned to improve customer satisfaction, choice and control.	It is anticipated that there may be an increase in complaints if value for money constraints are applied in some cases where providers are requesting significant increases in costs. To date there has been no evidence of increased complaints. There is on-going work in partnership with Commissioning and Supply Management to work proactively with providers to support them in delivering value for money whilst delivering positive outcomes for service users and managing the expectations of users and carers; two senior procurement officers are supporting the work of the Move On Team from 1st September 2012. With the increasing number of people who have a personal budget this is providing greater transparency and opportunities for increased choice and control over the support they receive which may mean that residential provision is not required.	(168)				
E24	E12	Cross-Cutting Savings	Working with providers to contain inflationary pressures.	Efficiency	General Consultation	Risk of inability to reach agreement on containing costs set by providers for current provisions, given inflation levels are running above government target. This could impact positively on Performance Indicator NI 130 in terms of service users having more flexibility in the way their care is delivered which will be part of the negotiation underpinned by a support plan.	Low - possible impact if this restricts customer choice.	We are being proactive in ensuring that no single client group benefits disproportionately in the context of limited resources and with the application of Fair Access to Care and the Personal Budget Questionnaire this ensures that access to support is equitable.	(600)	(600)			(600)
E25	E13	Older Adults - Residential & Nursing Provision	Reduction of 30 block residential beds to reflect falling admission rates into residential care and better use of the contract.	Efficiency	Consultation completed	The Council has less need for long term residential care beds. The saving can only be achieved as a result of negotiation and variation to contract or through the beds being purchased by other authorities and self-funders.	Low	Low - Residents will have more choice because there will be fewer block bed and alternatives to residential care have been increased. The clients effected are mostly older people with dementia.	(700)				
E26	E14	Younger Adults: Physical Disabilities	Ensuring that Direct Payments promote independence.	Efficiency	General Consultation	This will be managed through regular re-assessments of need, re-ablement and financial monitoring of direct payments to ensure that the direct payment levels are correlated to assessed level of need. This proposal could negatively impact on the implementation of Performance Indicator NI130 - People receiving self directed support.	Low	Low - Self directed support gives people more control and choice. The introduction of pre-paid cards is designed to simplify the process and making it easier for all groups to access their personal budget through a direct payment.	(20)				
E27	E15	Younger Adults: Mental health	Enabling people to move from residential care into a home of their own with support.	Efficiency	General Consultation	All service users to have a re-assessment of needs to ascertain that they are able to move-on from residential care. This could impact positively on Performance Indicator NI 130 in terms of service users having more flexibility in the way their care is delivered.	Medium - There is a risk of potential challenge and resistance to move by some service users who have been living in residential care for a considerable period.	Medium - The proposal does not targeted people from specific ethnic, religious, sex or gender groups. Consequently, no differential impact has been identified in relation to those dimensions of equality. However, it is recognised that change for people with mental health problems may have an adverse effect. Individual support plans will address specific needs of individuals to enable them to move to more independent living.	(150)				

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						Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	2013/14		2014/15		2015/16	
									£000	FTE	£000	FTE	£000	FTE
E29	E16	Younger Adults: Learning Disabilities	A widespread revision of our Learning Disabilities service, including: - integration with health teams; - integration of with health computer systems; - minimising the number of people placed outside of the borough; - use of the care funding calculator to achieve better VM; - providing greater choice and independence to people transitioning from the Children's Services; - implementing proportionate reviewing.	Efficiency	For 14/15	This is an ambitious long term savings target, dependent on the success of a number of inter-related interventions. Many of these interventions require strong partner working with health trusts during a period of change within the NHS and also with Children's Services in relation to people in transition. Potential increase in use of personal budgets (NI130). Potential increase in services to carers (NI135). Potential increase in use of telecare and assistive technology (local target).	Medium - There is a risk of potential challenge and resistance to changes by some service users and carers which will require careful management. Medium - There will be a number of negotiations with providers to reduce the cost of support for individuals resulting in a delivery of savings. This has meant that there has been a specific focus on individual support and the best way of supporting individuals to meet identified needs and identified outcomes. This has meant a better focus by providers on individualised support as well as delivering value for money and decreasing the level of 'chargeable' service.	(1,900)						
E30	E17	Older Adults and Younger Adults (all groups)	Increased use of Telecare, Aids and Equipment to: - support the enablement process; - in the place of homecare; - supporting people to move from residential care back into the community.	Efficiency	For 14/15	This is an ambitious long term savings target and will need some investment to enable growth of service to meet new demand. This has been modelled into costings. Potential increase in use of telecare and assistive technology (local target).	The positive impact is that we are working with a number of people who are currently in residential provision out of borough to enable them to move back to the borough, closer to family, into supported living resources which gives them a secure tenancy.	(939)						
E31	E18	Younger Adults: Physical and Sensory Impairments	Cease all spot purchasing of residential and nursing placements for people with physical or sensory impairments.	Efficiency	For 14/15	This will be dependent on availability of appropriate placements. Medium - proposals will offer more opportunities to stay in the Borough, however could be concern from carers and users about proposed changes if not handled sensitively	Low - This proposal may reduce the amount of choice that people who have high levels of disability and complex needs from specific communities.	(200)						
E32	E19	Older Adults	Development of a fracture service follow up, reducing home care placements resulting from hip and spine fractures.	Efficiency	For 14/15	Potential increase in take up of personal budgets (NI130). Potential increase in use of telecare and assistive technology (local target). Potential improvement in customer satisfaction. This is dependent on appropriate private sector housing stock.	Low - Development should reduce use of personal budgets by enabling people to stay independent in their own home for longer with less support.	(171)						
E33	E20	Older Adults	Reduce short term use of residential placements while people are having their home adapted, or are being rehoused, following release from hospital.	Efficiency	For 14/15	Potential increase in take up of personal budgets (NI130). Potential increase in use of telecare and assistive technology (local target). Potential improvement in customer satisfaction. Low	Low - the increase use of telecare and assistive technology will ensure that more people are enabled to live at home for longer. However, there is a dependency on influencing regeneration and new builds to ensure that developments are suitable for people with disabilities and that sufficient accommodation exists in the borough to ensure people with a disability can live in the borough. The increase in enablement service will also contribute to the reduction of short term residential care use.	(139)						
E34	E21	Older Adults and Younger Adults (all groups)	Revision of our provision of equipment, in line with new retail model, following end of current contract.	Efficiency	For 14/15	This will require an appropriate equipment service to be in place following end of current contract in March 2013. There are a number of alternative models which are currently being explored.	Low - The change is intended to recommission equipment services and increases flexibility and choice for service users.	(120)						

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									2013/14 £000	FTE	2014/15 £000	FTE	2015/16 £000
E35	E22	Older Adults and Younger Adults (all groups)	Innovative use of housing options to reduce levels of social care need, taking advantage of changes to the HRA.	Efficiency	For 14/15	Requires development of new working culture in partnership with housing. Potential increased take up of personal budgets (NI130). Potential increased take up of telecare and assistive technology (local target). Potential increase in customer satisfaction.	Low - increase availability of housing for people with a disability	Low - the HRA strategy needs to prioritise accommodation for people with a disability. The increase use of telecare and assistive technology will ensure that more people are enabled to live at home for longer. However, there is a dependency on influencing regeneration and new builds to ensure that developments are suitable for people with disabilities and that sufficient accommodation exists in the borough to ensure people with a disability can live in the borough. The increase in enablement service will also contribute to the reduction of short term residential care use.	(200)				
E36	E23	Younger Adults: Mental Health	Achievement of lower unit costs from specialist Mental Health providers.	Efficiency	For 14/15	Risk if appropriate placements cannot be found within resources available and is dependent on ability to agree lower unit costs within a specialist market.	Low	Medium - There will be number of negotiations with providers to reduce the cost of support for individuals resulting in a delivery of savings. This has meant that there has been a specific focus on individual support and the best way of supporting individuals to meet identified needs and identified outcomes. This has meant a better focus by providers on individualised support as well as delivering value for money and decreasing the level of 'chargeable' service. The positive impact is that we are working with a number of people who are currently in residential provision out of borough to enable them to move back to the borough, closer to family, into supported living resources which gives them a secure tenancy. It is anticipated that there may be an increase in complaints if value for money constraints are applied in some cases where providers are requesting significant increases in costs. To date there has been no evidence of increased complaints. There is on-going work in partnership with Commissioning and Supply Management to work proactively with providers to support them in delivering value for money whilst delivering positive outcomes for service users and managing the expectations of users and carers; two senior procurement officers are supporting the work of the Move On Team from 1st September 2012. With the increasing number of people who have a personal budget this is providing greater transparency and opportunities for increased choice and control over the support they receive which may mean that residential provision is not required.	(250)				
E37	E24	Older Adults and Younger Adults (all groups)	Smarter procurement, delivered through better use of data, improved contracts, lean approach to care sourcing and improved scrutiny of areas of high spend.	Efficiency	For 14/15	Risk if appropriate placements cannot be found within resources available.	Low	We are being proactive in ensuring that no single client group benefits disproportionately in the context of limited resources and with the application of Fair Access to Care and the Personal Budget Questionnaire this ensures that access to support is equitable.	(300)				

Old Line ref	Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal)	Impact Assessment		Savings per annum						
						Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	2013/14		2014/15		2015/16	
									£000	FTE	£000	FTE	£000	FTE
E38	E25	Older Adults and Younger Adults (all groups)	Introduction of 'adult placement' and 'shared lives' schemes into the borough, decreasing need for residential care.	Efficiency	For 14/15	Potential increased take up of personal budgets (N130). Potential increase in provision of services to carers (N135). Potential increase in take up of telecare and assistive technology (local target). Potential increase in customer satisfaction.	Low	Low - This proposal will have a positive impact on service users as they will have more choice and independence living in the community. There may be difficulty recruiting family who are able to offer a placement in smaller community groups.	(330)					
E39	E26	Older Adults and Younger Adults (all groups)	Concessionary Travel savings through centralised assessment and implementation of transport policy.	Efficiency	Specific Consultation on Transport completed	Risk that some individuals become socially excluded, if they do not take up or fund alternative transport arrangements.	Medium	Medium - None of the proposals targeted services which support people from specific ethnic, religious, sex or gender groups. Consequently, no differential impact has been identified in relation to those dimensions of equality. All of these proposals could have a greater impact on people, who use, or whose relatives use, social care services. Further assessment will be needed to ascertain its impact.	(241)					
E40	E27	Younger Adults: Mental Health	Rebalancing the Section 75 agreement with Barnet, Enfield and Haringey Mental Health Trust to ensure that we are receiving value for money for our contribution of staffing resources.	Efficiency	For 14/15	This saving assumes that new models of mental health services being introduced will result in less people requiring ongoing support to manage their care and support needs and therefore facilitate a reduction in social work capacity. Potential increase in numbers of Personal Budgets (N130).	Medium - Potential decrease in customer satisfaction	Medium - There maybe a disproportionate impact on people who use mental health services, particularly those from BME communities. Further assessment will be needed to undertaken to fully analysis the impact.	(180)			(500)		
E41	E28	Older Adults	A review of cases to ensure that we are no longer providing services to meet outcomes which have been achieved or needs which have been resolved.	Efficiency	For 14/15	Likelihood of process being unpopular with service users affected by any changes if not carefully managed and communicated. Potential decrease in customer satisfaction and increase in complaints. Potential increase in personal budgets (N130). Potential increase in take up of telecare and assistive technology (local target).	Medium - Potential decrease in customer satisfaction and increase in complaints	Medium - We will be proactive in ensuring that no single client group benefits disproportionately in the context of limited resources and with the application of Fair Access to Care and the Personal Budget Questionnaire this ensures that access to support is equitable. Reductions to packages for older people and those with disabilities have largely been around the area of domestic and practical assistance in relation to shopping through use of alternative provision (internet shopping, family support, private purchase of domestic input) and individuals changing needs. In some cases use of enablement service for existing service users has reduced size of ongoing packages. Transfer to personal budgets in some cases has achieved better value for money despite decrease in spend. Some savings have also been achieved by working in partnership with Health colleagues to share funding for meeting high level needs and finding ways of meeting needs which provide better value for money and more independence, for example, greater use of rehabilitation placements for substance abusers and moving people on from care homes to supportive living.	(20)					

Old Line ref	Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal)	Impact on Service Delivery	Impact Assessment		Savings per annum					
							Impact on Customer Satisfaction	Equalities Impact	2013/14		2014/15		2015/16	
									£000	FTE	£000	FTE	£000	FTE
E42	E29	Older Adults and Younger Adults (all groups)	Conversion of people from homocare packages to direct payments, which are (on average) cheaper per hour of support provided.	Efficiency	For 14/15	Potential increase in personal budgets (NI130). Potential increase in take up of telecare and assistive technology (local target).	High - Likelihood of process being unpopular with service users affected by any changes if not carefully managed, supported and communicated. Potential decrease in customer satisfaction and increase in complaints.	The 'My support, my choice' project is re-invigorating the personalisation agenda. Dedicated champions are supporting staff to think creatively about support planning. This has been implemented in the review process where the process has facilitated more effective support packages by harnessing family, voluntary sector and neighbourhood resources whilst reducing overall costs in individual cases. In some instances this resulted in better meeting the needs of people from ethnic minority groups	(54)					
E43	E30	Older Adults and Younger Adults (all groups)	Reviewing people's homes for potential adaptation to avoid admission into residential care.	Efficiency	For 14/15	The Disabled Facilities Grant budget will need to be adjusted to reflect higher levels of demand. This requires development of new working culture in partnership with housing. Potential increase in number of personal budgets (NI130) due to more people continuing to live in community. Potential increased take up of telecare and assistive technology (local target). Potential improved customer experience. This is an ambitious longer term savings target and links with E29.	Medium - Likelihood of delays for existing service users assessed for adaptations	Medium - the increase use of telecare and assistive technology will ensure that more people are enabled to live at home for longer. However, there is a dependency on influencing regeneration and new builds to ensure that developments are suitable for people with disabilities and that sufficient accommodation exists in the borough to ensure people with a disability can live in the borough.	(206)		(394)			
E44	E31	Younger Adults; Learning Disabilities	Introduction of 'key ring' schemes to the borough to reduce housing related support spend for people with a learning disability.	Efficiency	For 14/15	Potential increase in take up of personal budgets (NI130). Potential increase in use of telecare and assistive technology (local target).	Medium - Potential decrease in customer satisfaction and increase in complaints.	Low - This proposal will have a positive impact on service users as they will have more choice and independence living in the community.	(125)					
E5	E32	Community Protection Group	Savings from shared service including de-layering of management responsibilities.	Efficiency	General consultation	The project aims to remove duplication of functions across partner agencies and allow for a co-ordinated and co-located team aligned to focus on agreed priorities.	Low - Improved customer satisfaction.	Low - would have limited differential impact on service users as back office function.		1				
E12	E33	Leisure	Savings following Leisure Services Review.	Efficiency	Key part of the review	This will be carried out as part of the Sport and Physical Activity Review.	Low - Improved customer satisfaction	Equality Impact Assessment would be carried out as part of the review	(967)					
New	E34	Across Services	Efficiencies through joint procurement with the NHS for Continuing Health Care.	Efficiency	General Consultation	Low - protecting front line posts - relates to back office functions.	Low - Improved customer satisfaction	Low - no differential impact as back office function.	(200)					
New	E35	Across Services	Project to design integrated day-care and leisure services and decommission and reprovide day-care services.	Efficiency	General Consultation	Further analysis required once the model is designed.	Low - Improved customer satisfaction	Low - this proposal will have a positive impact on service users as they will have more choice.	(660)					
New	E36	Across Services	Reduction of total of new residential care home placements by delaying admission by average of 3 months	Efficiency	General Consultation	This is dependent on appropriate and accessible housing stock and a. Potential increase in take up of personal budgets (NI130). Potential increase in use of telecare and assistive technology (local target). Potential improvement in customer satisfaction. This is able dependent on enablement and intermediate care developments.	Low - Services users are enabled to stay at home for longer	Low - the increase use of telecare and assistive technology will ensure that more people are enabled to live at home for longer. However, there is a dependency on influencing regeneration and new builds to ensure that developments are suitable for people with disabilities and that sufficient accommodation exists in the borough to ensure people with a disability can live in the borough. the increase in enablement service will also contribute to the reduction of short term residential care use.	(310)					

Old Line ref	Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal)	Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	Savings per annum				
									2013/14	2014/15	2015/16	FTE	
									£000	£000	£000	FTE	
New	E37	Across Services	Savings to be identified through working with NSCSO provider to improve efficiency and self service.	Efficiency	General Consultation	Low - The Customer Services Transformation programme will develop Customer Services that provide a more efficient customer experience, deliver more customer contact through those channels which are most cost effective, ensuring good service to customers, act as an advocate to ensure customers receive services that respond effectively to their needs and provide the information and insight needed to work with service providers inside and outside of the council to enable them to reposition services around the customer and through life events. For adult social care and health an improved single front door, improved information and advice and improvements in a web based self service, are aimed at managing demand more effectively but are also about making sure that service users, their carers and the wider residents of Barnet are able to have as much choice and independence for as long as possible.	Low - Improved customer satisfaction	Medium - Customer impact - As services are re-configured access account will need to be taken of different groups support needs to access prevention and early intervention services including information and advice, the use of technology to self assess and use of a range of different support planning and monitoring services. The development of these services is in line with personalisation but will require different levels of support to manage this change. We recognise that select groups within the community (for example older people, learning disabilities, people with high level needs, people whose first language isn't English) will rely on additional support. When commissioning new services, the council will need to work with providers to ensure they meet their equality duties in particular regarding access to services, outreach and marketing of services and monitoring of use.	(1,000)		(2,000)		
New	E38	Across Services	Increase carer funding, targeted support for young carers, carers enablement service, accelerate existing investment to deliver reduction in res care, reduced care packages, and alternative to res care	Efficiency	General Consultation	Low - Increase support to carers will enable them to continue to care and remain independent. For young carers they will be supported to access education and employment along side their caring duties.	Low - Improved customer satisfaction	Low - this proposal will improve services to a protective group.			(550)		
New	E39	Older Adults	Utilise HRA to develop Retirement Village concept 100 blocks.	Efficiency	General Consultation	Medium - This proposal should widen the opportunities to people with disability to live in the community. It is heavily dependent on securing HRA investment.	Low - Improved customer satisfaction	Medium - this proposal will have a positive impact on one of the protective characteristic groups			(520)		
New	E40	Older Adults	Utilise HRA to develop dementia mixed model of housing units 50 units based on Housing Strategy needs analysis.	Efficiency	General Consultation	Medium - This proposal should widen the opportunities to people with disability to live in the community. It is heavily dependent on securing HRA investment.	Low - Improved customer satisfaction	Medium - this proposal will have a positive impact on one of the protective characteristic groups			(690)		
New	E41	Younger Adults	Utilise HRA to develop wheelchair accessible independent accommodation	Efficiency	General Consultation	Medium - This proposal should widen the opportunities to people with disability to live in the community. It is heavily dependent on securing HRA investment.	Low - Improved customer satisfaction	Medium - this proposal will have a positive impact on one of the protective characteristic groups			(1,500)		
	E42	Across Service	Re-organisation consequent on the Senior Management re-structure	Efficiency	N/A	Improved service offer.	Area based service which will improve customer and traders relationship.	Service to be offered equally to all residents	1				
	Total								12.67	(8,850)	12	(8,424)	0
Service reductions													
R1	R1	Supporting People	Annual savings levied on supporting people contracts.	Service Reduction	General Consultation	Although de-commissioning of services itself is relatively straight forward, it could lead to cost shifting onto mainstream Adult Social Care and Health budgets that would offset the impact of savings generated.	Medium - Likelihood of process being unpopular with service users affected by any changes if not carefully managed, supported and communicated. Potential decrease in customer satisfaction and increase in complaints.	Medium - this proposal however, may have a positive impact on protective characteristic groups	(210)				
R2	R2	Supporting People	Reduction of the contract value for Generic Floating Support (flexible support to allow people to live independently in their own accommodation)	Service Reduction	General Consultation	This represents the maximum annual reduction allowable under the contract. Floating support has been evidenced as a cost effective preventative measure and the reduction of this service could result in increased cost in base budgets. The reduced access to floating support could have a negative impact on the delivery of Performance Indicator NI 130.	Medium - Likelihood of process being unpopular with service users affected by any changes if not carefully managed, supported and communicated. Potential decrease in customer satisfaction and increase in complaints.	Low - These new commissioned services respond to the personalisation agenda and have a focus on supporting more people in the community. This will benefit older and disabled people.	(132)				

Old Line ref	Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal)	Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	Savings per annum						
									2013/14	2014/15	2015/16	£000	FTE	£000	FTE
R5	R3	Drugs & Alcohol Service	Greater use of non residential rehab placements for people with substance misuse.	Service Reduction	General Consultation	Fine tuning the budget to reflect service activity and anticipated demand.	Medium - Likelihood of process being unpopular with service users affected by any changes if not carefully managed, supported and communicated. Potential decrease in customer satisfaction and increase in complaints.	Low - These new commissioned services respond to the personalisation agenda and have a focus on supporting more people in the community.	(10)						
									(352)	0	0	0	0	0	0
Income															
I1	I1	Revenue Income Optimisation	Make all community services chargeable through implementation of a new 'fairer contributions' policy based on ability to pay.	Income / charging	Specific consultation on fairer charging policy completed	As per budget decisions taken last year, appropriate systems are in place to monitor impact of policy and provide re-assessments and information and advice if individuals wish to change their care arrangements.			(40)						
I2	I2	Transport	Charge higher rate Disability Living Allowance (mobility element) recipients for transport we provide them.	Income / charging	Specific consultation on Transport completed	Low.					(27)				
									(40)	0	(27)	0	0	0	0
									(3,981)	12.67	(8,877)	12	(8,424)	0	0
Overall Savings															

Old Line ref	Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal)	Impact on Service Delivery	Impact Assessment			Savings per annum		
							Impact on Customer Satisfaction	Equalities Impact	£000	FTE	£000	FTE
Efficiency												
E3	E1	Early Intervention & Prevention	Saving on the use of high end, high cost acute services as a result of investment in early intervention and prevention services and by making best use of the Troubled Families Grant. Ensuring no increase in use of high cost services in the context of significant demographic growth.	Efficiency	General Consultation	This is predicated on the outcome of preventative services successfully targeting those families that would otherwise end up using high end high cost services. Tracking problems earlier should improve outcomes for vulnerable families and children.	Family Focus work aims to empower families, resulting in higher satisfaction from the families. Managing demand at a time of demographic growth is likely to increase resident satisfaction.	(1,257)	(1,050)			
E4	E2	Communications, performance, workforce development, commissioning and administration	Restructure and reduce communications, performance, workforce development, commissioning and administration support functions. Re-organisation consequent on the senior management restructure.	Efficiency	General Consultation	Reconfiguring and reducing back office functions could have a detrimental impact on service delivery in terms of compliance with statutory returns, and ability to effectively support commissioning and service improvement. Functions would be reconfigured to minimise the impact on service delivery.	Fewer resources to monitor performance could potentially result in equalities impacts not being identified and addressed, which could have a negative equalities impact. Otherwise a neutral impact is anticipated.	(100)	(100)	1		
E5	E3	High cost services	Mitigating inflation associated with costs of supporting high cost, high need services	Efficiency	General Consultation	This would be achieved through smarter commissioning and is unlikely to result in a significant change in the service delivered	This proposal is unlikely to have a significant equalities impact.	(500)	(500)			(500)
E7	E4	Children's Social Care	Reduce social care learning and development budget for staff, ceasing trainee scheme.	Efficiency	General Consultation	In the current market, the proposed reduction is not likely to significantly impact on our ability to recruit high quality social workers.	There is unlikely to be a significant change in our ability to recruit high quality social workers and as such a minimal impact on children in care and leaving care is anticipated. This will be closely monitored.		(526)			
E5	E5	Training	Reduction in training budget.	Efficiency	General consultation	A reduction in training budget will impact on the extent of training available, and remaining budget would be targeted towards the most essential training to help meet the needs of what is likely to be a smaller workforce.	A significant equalities impact is not anticipated, and equalities implications will be considered when prioritising training.					(90)
E9	E6	Transport savings	Achieve efficiencies within transport costs for children in care and children with Special Educational Need through improved contracting and demand management	Efficiency	General consultation	The remodelling and re-commissioning of transport is not likely to result in a significant change in the service delivered, and as such it is not likely to have a significant impact on service users. There is potential for changes to impact on some children and young people.	Changes to the way in which the service is delivered could make some parents and children less satisfied and others more satisfied. The implementation of any change would seek to minimise disruption for individual children.	(1,000)	(500)			
E10	E7	Complex needs (including special educational needs)	Achieve efficiencies through delegating funding to families via personalised budgets.	Efficiency	For 14/15	The proposed redesign will enable families to purchase and commission services that best meet their needs.	Families with children and young people with complex needs will be impacted by this proposal. A positive equalities impact is anticipated, although sufficient support will be required by some families.		(80)			
E11	E8	Complex needs	Reshape complex needs services.	Efficiency	General consultation	Reshaping complex needs services will provide more efficient and effective business processes.	The new business processes will be designed to provide a more satisfactory customer experience.	(280)		4.42		

Old Line ref	Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal)	Impact Assessment			Savings per annum					
						Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	2013/14		2014/15		2015/16	
									£000	FTE	£000	FTE	£000	FTE
E12	E9	Service Management	Achieve efficiencies through jointly procuring, commissioning and/or delivering services with other public sector providers or other organisations.	Efficiency	For 14/15	This is dependent on successful collaboration with partner organisations. It could impact on the way in which services are delivered (e.g. via arms length providers), but no significant reduction in services is planned.	This proposal could have an impact on customer satisfaction, depending on how services are delivered. By collaborating it may prove possible to deliver in a way that increases satisfaction. This would need to be closely monitored.	The equalities impacts will need to be assessed dependent on the specifics of collaboration. By collaborating it may prove possible to deliver more or protect against service reductions, which could have a positive equalities impact.	(300)					
E5	E10	Libraries	Implementation of RFID self-service in all sites (for book loans and issues).	Efficiency	Consultation via strategic library review September 2010 - June 2011	Improved ability to respond to detailed enquiries by freeing up staff time currently spent on issuing and discharging items	Potential for decline in customer satisfaction during roll-out of new RFID system but we expect this to improve over time: self service is well used in libraries where it is already installed, and many customers value being able to borrow books without staff intervention.	No potential impacts identified. Staff will remain available to assist any members of the public unable to use self service.	(110)	4				
E8	E11	Libraries	Shared services partnership phase two - review options to share services between local authorities.	Efficiency	Consultation via strategic library review September 2010 - June 2011	Savings require detailed analysis of options. Implementation plans will ensure minimal impact on service delivery standards	Potential for decline in customer satisfaction during transition to new service models, and changes to how the services operate.	Detailed implementation plans will ensure no significant negative impact on groups with protected characteristics	(50)					
E10	E12	Libraries	Delivery of library strategy - creation of Grahame Park library as a link library.	Efficiency	Consultation via strategic library review September 2010 - June 2011.	Development of a link library is dependent on identification of local partners to work with to create a shared facility, which could offer more services and reduced costs. Detailed plans currently in development as part of plans for regeneration of Grahame Park	Potential for decline in customer satisfaction during transition to new service models, and changes to how the services operate. Provision of good quality new service in new premises and shared access to other services should mitigate this impact	Detailed implementation plans will ensure no significant negative impact on groups with protected characteristics	(44)					
E11	E13	Libraries	Delivery of library strategy - creation of Child's Hill library as a link library.	Efficiency	Consultation via strategic library review September 2010 - June 2011.	Development of a link library is dependent on identification of local partners to work with to create a shared facility, which could offer more services and reduced costs. Options appraisal is underway	Potential for decline in customer satisfaction during transition to new service models, and changes to how the services operate. Provision of good quality new service in new premises and shared access to other services should mitigate this impact	Detailed implementation plans will ensure no significant negative impact on groups with protected characteristics	(60)					
E12	E14	Libraries	Creation of new landmark library	Efficiency	Consultation via strategic library review September 2010 - June 2011.	Achievement of this saving is dependent on reaching agreement to transfer library services, ceasing LBB provision in Friern Barnet by April 2012.	Potential for decline in customer satisfaction during transition to new service models, and changes to how the services operate. Provision of good quality new service in new premises and shared access to other services should mitigate this impact	Detailed implementation plans will ensure no significant negative impact on groups with protected characteristics. The new premises will offer enhanced accessibility in comparison with existing premises	(25)					TBC
	E15	Libraries	Library service restructure	Efficiency	Staff consultation in line with Managing Organisational Change policy	Restructure of service designed to achieve efficiencies without affecting the ability of the service to deliver the Libraries Strategy.	Potential for decline in customer satisfaction during transition to new service models, and changes to how the services operate.	Limited resources will be focused to ensure continued provision of activities to groups with protected characteristics	(492)	15				
	E16	Integration with adults	Integration of back office functions	Efficiency	General consultation	Integrating back office functions is unlikely to impact on front line delivery. Improved integration will increase efficiencies, but could have a detrimental impact on service delivery as a result of reduced ability to effectively support commissioning and service improvement to meet the needs of the distinct client groups and to meet distinct statutory responsibilities.	We would seek to minimise the impact on functions that could result in lower customer satisfaction, including complaints.	Greater integration could improve identification of support needs across children's and adults, especially for the most vulnerable. However a reduced function would reduce capacity. As such a neutral equalities impact is anticipated.	(125)					(125)

Old Line ref	Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal)	Impact Assessment			Savings per annum					
						Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	2013/14		2014/15		2015/16	
									£000	FTE	£000	FTE	£000	FTE
	E17	Integration with adults	Integration of safeguarding boards and function	Efficiency	General consultation	Integration could help to improve service delivery through pooled resources and learning from best practice. Conversely, it could result in reduced focus on the specific needs of client groups.	We would seek to ensure that a specific focus on the needs of children and of adults remains to help mitigate any reduction in customer satisfaction.	Children, young people and adults at risk of harm could potentially be negatively impacted by this proposal. This will be closely monitored.	(25)		(10)			
	E18	Reduce CS management costs	Reduction of management costs	Efficiency	General consultation	Reduction in management capacity may impact on service delivery. It will be managed in line with reduced operational delivery functions to minimise any impact on service delivery.	This proposal is unlikely to have a significant impact on customer satisfaction.	This proposal is unlikely to have a significant equalities impact.			(80)		(125)	
	E19	Social care	Review Children's Homes	Efficiency	For 15/16	Any changes to Children's Homes would have an impact on the way in which services are delivered.	Looked after children may feel more or less satisfied depending on the changes implemented. Their input will be sought when developing options.	Looked after children (who tend to be in the older age groups) will be impacted by this proposal. It is not yet known whether the impact will be positive or negative.					(100)	
	E20	Safeguarding	Efficiencies from new model for case conferences	Efficiency	General consultation	One effect of introducing the "Strengthening Families" model is reducing the costs associated with child protection case conferences.	This aims to increase customer satisfaction as families involved in the new model will be enabled to support themselves.	A positive equalities impact is anticipated for vulnerable families.	(60)					
	E21	Children's service	Introduce managed vacancy factor	Efficiency	General consultation	Reduced overall capacity could result in reduced ability to achieve the other savings.	This proposal is unlikely to have a significant impact on customer satisfaction.	This proposal is unlikely to have a significant equalities impact.			(500)		(500)	
	E22	Youth Offending Service	Achieve efficiencies through working with other LAs	Efficiency	For 14/15 and 15/16	This is dependent on successful collaboration with partner organisations. It is likely to impact on the way in which services are delivered.	This proposal could have an impact on customer satisfaction, depending on how services are delivered. By collaborating it may prove possible to deliver in a way that increases satisfaction. This would need to be closely monitored.	By collaborating it may prove possible to deliver more or protect against service reductions, which could have a positive equalities impact on young offenders.			(50)		(50)	
	E23	Children's Social Care	Review fostering and achieve efficiencies through working with other LAs, including through WLA and NLSA.	Efficiency	For 15/16	This is dependent on successful collaboration with partner organisations. It is likely to impact on the way in which services are delivered.	This proposal could have an impact on customer satisfaction, depending on how services are delivered. By collaborating it may prove possible to deliver in a way that increases satisfaction. This would need to be closely monitored.	By collaborating it may prove possible to deliver more or protect against service reductions, which could have a positive equalities impact on children in care and on foster parents.					(660)	
	E24	Children's Social Care	Further review placement costs and achieve efficiencies through working with other LAs and demand management through early intervention	Efficiency	For 15/16	This is dependent on successful collaboration with partner organisations. It may impact on the way in which services are delivered.	This proposal could have an impact on customer satisfaction, depending on how services are delivered. By collaborating it may prove possible to deliver in a way that increases satisfaction. This would need to be closely monitored.	By collaborating it may prove possible to deliver more or protect against service reductions, which could have a positive equalities impact on children in placements.					(160)	
	E25	Libraries	Efficiencies in maintenance costs as a result of capital investment						(90)					
	E26	Across Services	Savings to be identified through working with NSCSO provider to improve efficiency and self service	Efficiency	General Consultation	NSCSO aims to transform customer service; improving the customer experience and delivering more customer contact through channels which are most cost effective. The impact on service delivery for the Children's Service will depend on how savings are achieved and apply to the Children's Service.	Improved customer service and more efficient systems should result in higher levels of customer satisfaction	The provision of information and access to more services online could impact negatively on those without access to the internet or who require additional support to access this. We would work with providers and service users to help mitigate this.					(1,500)	
	E27	Across services	Regrading of posts in line with corporate proposal.	Efficiency	General consultation	Regrading posts would help to ensure continuity of service delivery with a reduced budget.	This proposal is unlikely to have a significant impact on customer satisfaction.	When further developing these proposals the equalities impact will be considered.					(400)	

Old Line ref	Line ref	Service area a	Description of saving	Savings type	Consultation (How are we consulting on this proposal)	Impact Assessment			Savings per annum						
						Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	2013/14 £000	2014/15 £000	2015/16 £000	FTE	FTE	FTE	
	E28	Across services	Transformation of services through use of alternative delivery vehicles	Efficiency	Consultation for 2015/16	Achieving efficiencies in the way that services are delivered would help to ensure continuity of service delivery with a reduced budget.	Alternative delivery vehicles have the potential to increase customer satisfaction. The impact on customers would need to be developed in consultation and clearly communicated.	There is the potential for both positive and negative impacts depending on how services are delivered.							
R4	E29	Children's Social Care (c)	Reconfigure services to deliver improvements, efficiencies and savings in children's social care	Service Reduction and efficiencies	For 13/14	This involves a combination of efficiencies aimed at improving processes and reducing costs. The FAST (Family Assessment Team) which carries out parenting assessments would cease, with the service provided in alternative ways.	The majority of the measures are unlikely to impact significantly on customer satisfaction. Parenting assessments would be carried out independently, which might increase customer satisfaction.	There is unlikely to be a significant equalities impact. However, this would be closely monitored.	(449)	5	(20)				
	E30	High needs	Invest in aids, adaptations and telecare for children with high needs and their families to reduce the need for higher level support.	Efficiency	Consultation for 2015/16	Adaptations and telecare are likely to impact on the way services are delivered.	It is anticipated that adaptations and telecare would enable service users to be more independent, which could increase their satisfaction. Appropriate support/training would be needed.	This proposal has potential to have a positive equalities impact on children and young people with high needs.			(100)				
	E31	Across Service	Re-organisation consequent on the Senior Management re-structure	Efficiency	N/A	Improved service offer.	Area based service which will improve customer and traders relationship.	Service to be offered equally to all residents	(4,538)	2.5	(3,906)	1	(4,774)	0	
Service reductions															
R2	R1	Youth Offer (b)	Refocus youth offer to guarantee provision of statutory duties in line with recently published guidance making requirements on LAs clearer.	Service Reduction	For 13/14	This may have an impact on services received by young people. It will be challenging to maintain the Borough's current high performance against a range of performance indicators including the number of young people not in education, employment and training, young offenders, teenage pregnancies etc.	Refocusing provision could result in a reduction in satisfaction among customers and stakeholders. We would seek to work more closely with partners to reduce the impact on young people. The responsibility and funding for careers information, advice and guidance has now passed from the LA to schools, and so a reduction in LA support in line with this is not anticipated to have a significant impact.	This proposal could have a negative impact on young people including homeless young people. We will seek to mitigate this by continuing to work closely with partners to make the best use of core resources.	(500)	6.6					
R5	R2	Sports development	Reduce sports development and continue to promote sports development without additional investment	Service Reduction	For 13/14	This will reduce the local authority provision of sports development in the Borough. This could be mitigated by greater maximisation of leisure facilities across Barnet by partners as part of the leisure review.	Customers are likely to be less satisfied as development activities would decrease. We would seek to work closely with partners and to maximise venues that sports can be delivered out of.	This proposal could impact negatively on young people and specifically those less likely to engage in sports.	(90)						
R6	R3	Substance misuse	Reduce commissioned services for supporting and preventing substance misuse.	Service Reduction	For 13/14	This service is jointly commissioned with NHS Barnet. The family support workers within our early intervention and prevention service will support families where young people have substance misuse issues, which should help to partially mitigate the impact of the proposal.	Customers are likely to be less satisfied as provision will decrease. We would seek to mitigate this impact through our family focus team.	This proposal is likely to impact negatively on young people, especially those at risk of substance misuse. We would seek to mitigate this impact through our family focus team.	(84)						
R10	R5	Early years	Further reconfigure early years services.	Service Reduction	For 14/15	The impact of this will depend on how services are reconfigured. We will analyse data and consult with stakeholders in order to provide a service that is as comprehensive and cost-effective as possible within resource constraints.	Customers may be less satisfied due to changes in the way services are delivered and potential reductions.	When further developing our early intervention and prevention services, we will take into account the needs of vulnerable groups, including those on low incomes, children with disabilities, lone parents, and other groups of service users to help minimise the potential impacts.	(500)		(700)				
R11	R6	Commissioned services for vulnerable children and families	Recommission contracts for short breaks and respite care, domestic violence services, early intervention and prevention services and youth homelessness	Service Reduction	For 14/15	These commissioning budgets fund a range of voluntary sector and other providers to offer a range of services for vulnerable children, young people and families. A reduction could reduce the range of provision available in Barnet. We will seek to recommission contracts to help ensure the best possible value for money.	There is the potential for customers to be less satisfied, depending on how services are reconfigured.	We would seek to target resources towards those with the greatest need to minimise the equalities impact.	(1,000)						

Old Line ref	Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal)	Impact Assessment			Savings per annum					
						Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	2013/14		2014/15		2015/16	
									£000	FTE	£000	FTE	£000	FTE
R12	R7	Schools and Learning (2)	Reduce school challenge and support service, including educational welfare for primary	Service Reduction	For 14/15	Responsibility for school improvement now lies with schools. The Council will need to maintain a core monitoring and challenge function, and would seek to encourage school to school support to help ensure high standards. Education welfare services targeted at vulnerable young people are increasingly being delegated to Academies and schools.	With greater autonomy for schools, the role of LAs is changing and school to school support is taking a more prominent role in helping to keep standards high. This should help to maintain resident satisfaction.	There could be a negative equalities impact due to our reduced ability to support and challenge schools to narrow the gap for children at risk of not achieving their potential. We will seek to encourage school-to-school support to help mitigate this.	(674)	6.60	(1,833)	0	(700)	0
Total														
Income														
11	11	Increase fees and charges	Increase fees and charges, with a focus on making BPSI fully funded	Income / Charging	General Consultation	Increasing the fee charged to BPSI would make this service fully funded. This could result in a more realistic cost of services to schools.	Schools may be less satisfied if charges increase, although they are delegated funding for school improvement.	This proposal is unlikely to have a significant equalities impact. Schools have delegated funding to meet specific needs for example the pupil premium.	(70)		(36)			
14	12	Libraries	Increasing use of community rooms and partners sharing library buildings.	Income / Charging	Consultation via strategic library review September 2010 - June 2011	None			(25)					
15	13	Libraries	Increasing fees and charges, using vending machines, selling merchandise.	Income / Charging	Consultation to look place as part of the 2012/2013 budget round	Risk that customer satisfaction declines owing to increased fines and charges.			(31)					
Total														
Overall Savings														
									(5,338)	46.52	(5,775)	1	(5,474)	0

Street Scene Savings

Old Line ref	Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal)	Impact Assessment		Savings per annum					
						Impact on Service Delivery	Impact on Customer Satisfaction	2013/14	2014/15	2015/16	FTE	£000	FTE
Efficiency													
E9	E1	Streetscene	Savings resulting from alternative service provision.	Efficiency	Service consultation in 2013/14	Will be delivered through the change of waste offer, through detailed comms plan	Demand management model will consider impacts on all protected characteristics and communications delivered to accommodate all.	(525)	(912)	(1,051)			
	E2	Streetscene	Savings from Streetscene project	Efficiency	Service consultation in 2013/14	Will be delivered through the change of waste offer, through detailed comms plan	Demand management model will consider impacts on all protected characteristics and communications delivered to accommodate all.			(467)			
	E3	Streetscene	Changes in Terms and Conditions around annual leave allowances	Efficiency	N/A	Could be an initial fall in customer satisfaction	EIA to be done to ensure equitability of service changes		(20)				
	E4	Streetscene	Trade waste commercial approach	Efficiency	Service consultation in 2013/14	Improved customer service offer	Service to be offered equally to all traders		(50)				
	E5	Streetscene	Re-organisation consequent on the Senior Management re-structure And restructure of streetscene and greenspaces	Efficiency	N/A	Area based service which will improve customer and traders relationship.	Service to be offered equally to all residents						
	E6	Alternative Parking delivery	Alternative Service Provision From April 2012 the entire parking service has been provided by an external contractor with consequential savings, including creation of client side from existing pool of staff (4 posts).	Efficiency	General consultation was undertaken in 2011/12	The service is being provided by an expert supplier.		(356)	108				
Total								(881)	(874)	(1,518)	0	0	0
Service reductions													
R2	R1	Highways	Reprofiling the new column installation programme for street lighting and investing the saving in new technology to include energy measures which will reduce energy consumption.	Service Reduction	General consultation undertaken in 2011/12	The programme of street lighting column replacements will be halted and the capital funding saved re-invested in new technology which will allow lights to be dimmed and switched at different times and thus deriving savings in the energy charges of operating the street lighting.	Residents perception of feeling safe may be adversely impacted. But this should be limited as it is intended to stay within the recommendations of the Lighting Code of Practice.	(200)					
R3	R2	Streetscene	Others savings to be identified through DRS, NSCSO and streetscene.	Service Reduction	N/A	Posts and savings not yet identified.	Plans need to include how to convey this difficult message positively including reassuring residents	(225)					
Total								(425)	0	0	0	0	0
Income													
I3	I1	Streetscene	Roll-out of private events	Income	Service consultation undertaken in 2011/12	Review needs to be managed alongside communications message	EIA to be done to ensure equitability of service changes		(20)				
	I2	Streetscene	Textile bring bank consortium contract	Income	N/A	Change in service provider from mix of charity/commercial to likely 100% commercial	Plans need to include how to convey potentially negative message - could include donation to local charity	(28)					
	I3	Streetscene	Potential income from Central Government relating to maintaining weekly refuse collection	Income	Key part of subsequent review				(333)				
	I4	Parking (Off-street)	Alternative Service Provision From April 2012 the entire parking service will be provided by an external contractor with consequential savings.	Income / charging	N/A	This service will be provided by an expert supplier.		(62)	(65)				
	I5	Traffic Management	Moving Traffic Violations The Council could take up available powers to enforce against contraventions such as banned turns and the obstruction of yellow box junctions.	Income / charging	Statutory consultation	If this was adopted the service could easily be provided by the new supplier who will be in place in April 2012. The necessary downstream activities could be easily incorporated in existing work streams.		(130)					
Total								(220)	(418)	(333)	0	0	0
Overall								(1,526)	(1,292)	(1,851)	0	0	0

Legal Savings

Old Line ref	Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal)	Impact Assessment			Savings per annum									
						Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	2013/14 £000	FTE	2014/15 £000	FTE	2015/16 £000	FTE				
Efficiency																		
E3	E1	Legal Services/ Governance	Reduction in expenditure.	Efficiency	N/A	Low			(30)		(100)			(200)				
									(30)	0	(100)	0	(200)	0				
Service reductions																		
R2	R1	Legal Services	Rationalisation.	Service Reduction	Staff consultation	Potential impact on performance			(50)		(50)							
									(50)	0	(50)	0	0	0	0			
Income																		
									0	0	0	0	0	0	0			
Overall Savings													(80)	0	(150)	0	(200)	0

Commissioning and Assurance Savings

Old Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal)	Impact Assessment		Savings per annum					
					Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	2013/14	2014/15	2015/16		
							£000	FTE	£000	FTE	£000	FTE
Efficiency												
E19	Third sector commissioning	Recharge from London Levy reduction to support reprofile of library strategy implementation following consultation and to make time for community bids to be fully considered. To be reimbursed in 2013/14.	Efficiency	N/A	A saving has been made on the levy that London Councils makes on an annual basis for London wide grants to voluntary organisations. This is additional funding that is being released for voluntary organisations in Barnet, so should have a positive impact on service delivery and customers.	A saving has been made on the levy that London Councils makes on an annual basis for London wide grants to voluntary organisations. This is additional funding that is being released for voluntary organisations in Barnet, so should have a positive impact on service delivery and customers.	200					
E20	Across Service	Senior Management Restructure.	Efficiency	Consultation with staff and trade unions	The design of the new senior management structure is designed to enhance the Council's ability to provide customer driven services for residents of Barnet	An equality impact assessment has been carried out as part of the senior management review	(150)		(270)			
E20	Across Service	Restructure and re-organisation consequent on the Senior Management re-structure	Efficiency	Consultation with staff and trade unions					(340)			(800)
E2	Crime and Anti Fraud Team (CAFT)		Efficiency	N/A	The CAFT re-organisation takes into account a number of factors in addition to the budget saving proposals such as the anticipated reduction in the DWP subsidy funding which also funds the CAFT.		(9)	1				
E4	Cross-directorate	Expenditure reduction.	Efficiency	N/A	No impact	No impact	(10)					
E5	Cross-directorate	Rationalisation.	Efficiency	N/A	No impact	No impact	(40)					
E6	Governance	Savings to Member Training.	Efficiency	N/A	The reduction will limit the availability of high quality specialist training obtained from external sources and may restrict the development opportunities available to Members	No impact			(20)			
E7	CAFT	Reduction of supplies and services.	Efficiency	N/A	No impact	No impact			(20)			
E9	Strategy	Savings in data and technology budget	Efficiency	N/A	Low	Low	(50)		(10)			
E10	Across Service	Re-organisation consequent on the Senior Management re-structure	Efficiency	N/A	Improved service offer.	Area based service which will improve customer and traders relationship.		4.6				
Total							(59)	5.6	(660)	0	(800)	0
Service reductions												
R2	Third sector commissioning	Reduction in funding for the Arts preventative programme.	Service Reduction	Consultation completed in 2011/2012 budget round	Programme available to fewer residents.	May have an impact for those who would have used this service, also possibly a reputational effect.	(8)					
R3	Third sector commissioning	Reduce Community Barnet core funding.	Service Reduction	Consultation completed in 2011/2012 budget round	Overall provision will be reduced but also re-commissioned to better meet modern requirements.		(10)					
R4	Third sector commissioning	Refocus community advice services to greater target need.	Service Reduction	Consultation completed in 2011/2012 budget round	Programme available to fewer residents, but re-targeted on areas of highest need.		(57)					

Old Line ref	Line ref	Service area	Description of saving	Savings type	Consultation (How are we consulting on this proposal)	Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	Savings per annum						
									2013/14	2014/15	2015/16	£000	FTE	£000	FTE
R1	R4	Governance	Reorganisation.	Service Reduction	Staff consultation	If the number of meetings (and committees in future years) remain unchanged, there will be an impact on the performance and delivery of the service. A synchronisation in the number of posts/demand on the service/service delivery must take place to mitigate risk.		(50)	1						
R2	R5	Human Resources	Trade Union	Reduction	Informal and formal statutory consultation	Integration of trade union activity into core work					(80)				
Total									(125)	1	(80)	0	0	0	0

Childrens Pressures

Line ref	Service area	Description of investment	Consultation (How are we consulting on this proposal)	Contribution to strategic objectives	Investment per annum		
					2013/14	2014/15	2015/16
Core performance improvement							
P1	Libraries	The current libraries service staffing structure is underfunded: this investment, together with a £490k staffing restructure will ensure the service is able to deliver required savings and the libraries strategy commitments.		An efficient council, with services designed to meet the changing needs of residents.	100	0	0
Demography/growth							
P2	Demand led statutory and targeted services (e.g. children in care, child protection, disabled children, youth offending, family support)	Placement costs for individual children, commissioned services to providing targeted services for vulnerable children.			750	750	720
Total					750	750	720
Overall Pressures					850	750	720

A Growth Strategy for Barnet

**Supporting residents through the downturn,
creating the environment for growth**

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A GROWTH STRATEGY FOR BARNET: SUPPORTING RESIDENTS THROUGH THE DOWNTURN, CREATING THE ENVIRONMENT FOR GROWTH

Introduction from the Leader of the Council

There is no denying that the past few years have been immensely challenging, triggered by the financial crisis which spread across the banking sector from 2007 to 2009 and eventually led to a global economic downturn. The economic crisis has had huge ramifications for the global economy, the public finances and people's standards of living.

When the current Government came to power in 2010, Britain's deficit was the largest in its peacetime history. Annual debt interest stood at £43 billion. At the time, the Government was spending more each year on servicing its national debt than it was on schools in England. Immediate action was needed to prevent Britain sliding into the kind of economic paralysis now being felt in Greece, Spain and elsewhere across Europe.

The Government set out a pathway for tackling the country's huge deficit at the Spending Review in 2010. The Spending Review set out plans for cutting public spending by £81 billion over the four year period from 2011 – 2015, in order to bring the country's debt down to manageable levels. Since then, it has become clear that the UK faces a prolonged period of austerity as forecasts for economic growth across Europe, and at home, have remained disappointing.

Inevitably, the impact of the economic crisis has been felt locally. Over the 2011 – 2015 period, the level of funding that Barnet receives from central Government will reduce by 26%, equivalent to £72.5 million. Such a reduction to the council's income simply cannot be managed through a process of 'business as usual' or by salami slicing existing budgets. Key services would topple over under such an approach. A different strategy is required.

In 2008, at a time when the country was in the teeth of the initial banking crisis, Barnet Council embarked on a forward looking strategy for dealing with the impending economic turmoil. The 'Future Shape' review, which predicted the significant reductions in council funding which have since become a reality, developed into what the council has termed the 'One Barnet' programme. Leaving aside the jargon, it is important to be clear about the point of the programme and, more importantly, what it will achieve.

It quickly became clear that the council could only live within its means and continue to deliver the quality of services that residents expect by providing services in a different way, through new service delivery partnerships and shared service arrangements. By going out to market to deliver a range of 'back office' services, such as estates management and HR, and customer facing services, such as planning and building control, we are able to create an assured, stable future for these functions whilst at the same time guaranteeing significant savings through more efficient delivery. The One Barnet programme will deliver guaranteed savings of £111 million by the end of the decade, which would otherwise need to be found from children and adult social care budgets.

Alongside a forward-looking strategy for determining the shape of local services in a world of rapidly declining budgets, it is essential that the council continues to keep a secure grip

on its finances. This is especially important as the continuing pressure on the council's budget will be exacerbated by local demographic change.

Barnet's population is predicted to grow by 5.5% by 2016, which will further impact local services – particularly children and adult social care services. The council's Medium Term Financial Strategy sets out a plan for tackling the issue of rising demand for services, through investing in early intervention and prevention measures. Whilst we will do all we can to manage these pressures locally, it will require decisive action from the Government to tackle the issue of rapidly rising adult social care costs.

Poor financial management leads to short-term decision making and reactive, in-year cuts to services. This disastrous 'slash and burn' approach is something we have avoided in Barnet by remaining in control of our finances. This is not to suggest that we haven't had to make tough choices – clearly, we have. But we have actively sought to limit the impact of cuts on the front line by squeezing the 'back office', generating efficiencies and cutting bureaucracy. The council will achieve 77% of savings by 2015 through cuts to the 'back office' and senior management costs. This means that the vast majority of savings will be made with minimal impact on the services that residents receive at the front line.

At a time when local authorities across the country are being forced to borrow more or rely on ever dwindling reserves simply to keep the lights on, Barnet continues to meet its objective of retaining reserves of £15 million each year. This makes us well placed to absorb future economic shocks without the need to make punitive in year cuts to services.

Therefore, as the council faces up to further austerity, we do so from a strong position. Indeed, the way we have dealt with the financial crisis has meant that, not only have we been able to live within our means, we have been able to take decisive action and invest additional resources to support residents at a time when they most need it. That is why, to help residents through these challenging times, we have frozen Council Tax for the past 3 years and why we will freeze it again in 2013-14. That is why we are front loading our support to families that need it most through our 'Family Focus' programme, investing £2 million over the next 2 years to support 900 families across the borough. And it is why we will invest £55 million to provide for additional primary and secondary school places in the borough and ensure that Barnet's schools remain amongst the best in the country.

We are taking action now to tackle the immediate and difficult problems facing the borough and its residents. This year, we are investing £1 million to support local businesses to take on apprentices and to help the young unemployed into work. We are also investing an additional £3.5 million in the borough's road and pavements network. Not only are both of these issues a high priority for residents, they are crucial for creating the right environment for growth. Without strong financial management, we simply would not have this money to invest now, when residents need it the most.

Although austerity is here to stay for the time being, the council is determined to look to the future and focus on what we can do to create the environment for growth in the local economy. We will grasp the opportunities available to us through reforms to local government funding – particularly the New Homes Bonus and localisation of business rates – which creates an incentive for authorities to focus on growth in order to mitigate continuing financial pressures.

This means delivering the major regeneration schemes we have planned in areas such as Grahame Park, Stonegrove and Dollis Valley - schemes which will not only create new homes and local jobs but will also secure Barnet's future as a place where people continue to want to live and work. Alongside this, we will build on our programme of support to the young unemployed and will embark on a renewed process of engagement with businesses, which are the lifeblood of the local economy.

Recognising that growth, managed in a responsible way, is the key to the future prosperity of the borough; today the council is signalling a major shift in its future strategy – one that places a clear emphasis on creating the right environment for economic growth across the borough. We will continue to build on the action we have taken over the past year by making growth the council's top priority, reflected in next year's Corporate Plan. We are committed to doing more to promote the key drivers for growth and prosperity: Skills and employment; transport and infrastructure; housing; business and enterprise.

Despite the challenges, we have reason to be optimistic. There are signs that the council's emerging growth strategy is beginning to bear fruit, with recent Government data showing that participation rates for the number of 16-17 year olds in education, employment and training amongst the highest in London at 95% - up 3.4% from 2011¹. Barnet has also seen a record-breaking number of new company formations during the second quarter of this year, with 285 new companies formed between May and August 2012 – higher than any other second quarter on record for the area². Many of the crucial building blocks are there and we are determined to build on them.

Alongside a focus on growth, we are clear about the continuing need for the council to support families and individuals that need it, whilst doing more to promote independence. This document sets out the range of support the council is providing to residents to help them through these challenging times and sets out our approach to help foster growth in the economy, which will secure our future.

Councillor Richard Cornelius
Leader of Barnet Council

¹ Department for Education participation data, September 2012

² Companies House data, September 2012

EXECUTIVE SUMMARY

- The effects of the **global downturn** have inevitably had an impact at the local level. Council income will reduce by **26%** by 2016. Through strong **financial management**, savings to the **‘back office’** and more efficient methods of **service delivery**, the council will be able to live within its means whilst maintaining the ability to absorb in year **‘shocks’**.
- The way the council has managed its finances means that, not only have we avoided a disastrous ‘slash and burn’ approach, but we have been able to take **decisive action** and invest **additional resources** to support residents through these challenging times:
 - The council has frozen Council Tax for the past 3 years and will freeze it again in 2013-14;
 - In June 2012, the council published a **Skills and Enterprise Action Plan** to tackle unemployment in the borough;
 - An additional **£1 million** will be invested in 2012-13 to support **16-24 year olds not in education, employment or training (NEETs)**. This investment will provide over 300 workplace and training opportunities for young people in the borough;
 - More than **£3 million** has been invested in Barnet’s **Town Centres** to support them through the downturn;
 - An additional **£2.6 million** was made available to repair **pot holes** across the borough following the severe winters in 2009 and 2010;
 - An additional **£3.5 million** will be invested in 2012-13 to maintain the borough’s **roads and pavements network** – a top priority for residents – and targeted at significant transport hubs and high streets;
 - The council will invest **£55 million** to provide additional primary and secondary **school places** across the borough;
 - **£2 million** will be invested through the council’s **Family Focus programme** over the next two year to support **900 families facing multiple problems**, with funding front-loaded to provide support when it is most needed;
 - The council has reformed its **housing allocations policy** to ensure that social housing is targeted at residents facing the greatest need;
 - The council has made significant progress in achieving its vision for **personalised Adult Social Care services** which are tailored to the needs of individuals, with nearly 70% of service users in receipt of a **personal care budget**; and
 - **£200,000** has been set aside to support disabled and older residents to live more independent lives through the **Supporting Independence Fund** and **£600,000** has been allocated to support the development of resident-led, local solutions to local problems through the **Big Society Innovation Bank**.
- As we look to the future, the council is committed to mitigating the impact of continued austerity by **creating the environment for growth in the local economy**. This significant shift in the council’s strategic objectives will see the implementation of a local **Growth Strategy** based upon:
 - The delivery of 7 major **regeneration schemes** across the borough, which will create more than **20,000 new homes** and up to **30,000 new jobs** over the next 20 years;
 - More effective **engagement** with, and **support** to, local **businesses**;
 - Investment in **skills** and **employment**, with **£1 million** invested already; and
 - Investment in Barnet’s **transport infrastructure** and **community facilities**.
- The council’s **Growth Strategy** is an ambitious but credible **blueprint** for ensuring the **future prosperity** of the borough and maintaining Barnet as a **successful London suburb** – a place where people want to **live, work** and **study**.

CHAPTER 1: INVESTING IN REGENERATION AND SUPPORTING BUSINESS AND ENTERPRISE

Responsible regeneration for a prosperous future

1.1 Investment in **regeneration** and **development** is an essential driver for growth. Regeneration creates jobs, reinvigorates communities and improves living standards. Regeneration is also crucial in maintaining Barnet as a successful and prosperous London borough, where people want to live, work and study.

1.2 Barnet will go through a significant period of regeneration over the next decade and beyond, with **seven major schemes** being planned and implemented in areas such as Colindale, Dollis Valley and Stonegrove. In total, these planned regeneration schemes will create more than **20,000 new homes** and up to **30,000 new jobs** in the borough. They will also bring significant investment in **infrastructure** – in transport, schools and community facilities. The council will continue a close dialogue with the GLA and central government to ensure that its vision for the future regeneration of the borough is realised.

1.3 Whilst the council is committed to embracing regeneration as one of the major drivers for growth, it is essential that the borough's regeneration schemes are developed and delivered by the council and its partners in a **responsible** and **sustainable** way.

1.4 The council will ensure that the Barnet's green and open spaces are **protected** and enhanced so that the borough remains an attractive place where people want to live now and in the future.

The benefits of Barnet's major regeneration schemes: New homes, local jobs, modern infrastructure and revitalised communities

Colindale and Grahame Park

- The regeneration of **Colindale**, in the west of the borough, is Barnet's largest regeneration scheme.
- By 2025, the regeneration of Colindale will create in excess of **10,000 new homes** at key development sites including Beaufort Park (c3,000 new homes), the Grahame Park Estate (3,000 homes), Colindale Hospital (c700 homes) and the National Police training centre, more commonly known as the Peel Centre (c4,000 homes).
- The planned regeneration of Colindale will create around **1,000 new jobs** by 2016.
- A total of **£700 million** will be invested in the complete regeneration of **Grahame Park**, Barnet's largest housing estate, over the next 13 years, transforming the lives of residents.
- The Grahame Park Estate was built in the 1970s by the GLC. Today, the design of the site serves only to isolate it from the surrounding areas. The planned regeneration will **reconnect** Grahame Park with surrounding amenities and transport links. Of the **3,000 new homes** created, **1,000** will be **affordable**.
- Alongside the regeneration of the Estate's housing stock, which will involve the demolition of 1,314 existing dwellings and the retention of 25% of existing homes,

existing **community facilities** will be redeveloped. This includes the public library, community centre, children's centre, health centre and adult day centre.

- The regeneration scheme also includes investment in **major infrastructure improvements** and **transport links**, including road and public transport capacity.
- Progress in delivering the scheme has been good. Construction at Beaufort Park and Colindale Hospital are well under way, with hundreds of units already in occupation.
- The regeneration of Grahame Park is being implemented on a phase by phase basis, dependent on satisfactory re-housing of existing residents before homes are demolished.
- The first phase of the Grahame Park regeneration scheme has been delivered, with the creation **319 new homes**. Planning permission for the next phase, which includes the replacement library, community centre and commercial premises, was approved in June 2011. Work is due to begin in late 2012.

Brent Cross/Cricklewood

- Planning consent for the **£4.5 billion**, privately funded regeneration scheme at Brent Cross in Cricklewood was issued in October 2010.
- The planned scheme, which includes the refurbishment and extension of the Brent Cross shopping centre, will create **7,500 new homes, 4,000,000 sq ft of commercial space** and up to **27,000 new jobs**. Construction is planned to commence in 2014 and will take around 20 years to complete.
- The aim of the scheme is to create a new sustainable town centre, uniting the areas to the North and South of the A406.
- The development will include significant investment in **major infrastructure and transport works** including new roads, junctions and bridges, a new Thames Link railway station and replacement bus station at Brent Cross, as well as new **schools** and **community facilities**.

Stonegrove and Spur Road

- The **£230m** regeneration of the Stonegrove and Spur Road Estates in Edgware, to the north of the borough, will create a revitalised, attractive and vibrant new neighbourhood.
- The current mix of low and medium rise blocks, constructed in the 1960s and 70s, will be replaced with nearly 1,000 new homes. The development will provide for a series of linked, mixed tenure areas with a range of household sizes to appeal to single occupiers, couples and families.
- Of the new homes to be constructed, just under a third will be for rent, just over a half for private sale, and the remainder will be for low-cost home ownership.
- Alongside the regeneration of housing, there will be new **road improvements** to important junctions between Spur Road and Green Lane and investment in **community facilities** with a new community hall, church and church buildings.

West Hendon

- The **£500m** regeneration scheme at West Hendon, to the west of the borough, will create a mixed tenure of **c2,000 new homes** that will cater for single occupants, couples and families.

- Alongside the creation of modern housing, the scheme will include the replacement of the existing **community centre** with a new, modern facility and the reconfiguration of the **road network** to improve access and traffic flow.
- The development team are reviewing the Masterplan, with a view to submitting a planning application in 2013. The Masterplan will deliver the scheme over a proposed period of 15 years and includes a commercial hub linking station road to the estate.
- Good progress has been made to date, with the initial phase of development – comprising 194 new homes – due for completion in March 2013.

Dollis Valley

- The Dollis Valley Estate lies to the north of the borough, on the outskirts of Chipping Barnet. The estate was built in the late 1960s and early 1970s and comprises two and three storey houses and five storey blocks of flats and maisonettes.
- The **£129m** privately funded regeneration of the Estate will see the creation of a new sustainable neighbourhood with mixed tenure housing and improved transport links.
- The scheme will see the existing 436 flats and maisonettes replaced with a mixed tenure high quality development of up to **616 new homes**. The development will consist of **affordable homes** for social rent, shared equity and homes for sale on the open market.
- The proposals will transform Dollis Valley into a vibrant neighbourhood with a distinctive character, whilst respecting the suburban location of the site. The regeneration will also reconnect the site with local amenities.
- Within the **community space** to be created, there will be a number of social enterprises co-located together, as well as **training facilities** to provide skills and **job opportunities** for local people. There will also be a nursery providing childcare for local workers and additional **employment opportunities**.

Mill Hill

- The planned **£200m** regeneration of Mill Hill, located in the centre of the borough, aims to create a revitalised neighbourhood on the existing 83 acre site.
- The planned regeneration scheme will create **2,174 new homes**, together with **primary school**, modern **community facilities**, and employment and retail opportunities with up to **500 permanent direct jobs** and **40 indirect jobs**.
- Outline planning permission for the scheme was granted in September 2011 and a detailed planning application for the first phase of the scheme is in development.

Granville Road

- The Granville Road Estate is situated at the southern end of the borough within the Childs Hill Ward. This 1960s social housing estate is typical of its type and time resulting from clearance of traditional terraced streets within an area. Today, the Estate consists of three tall and three low rise tower blocks.
- The planned **£40 million** privately funded regeneration scheme includes the construction of around **145 new homes**. The majority of existing properties have been retained and the improvements to these homes have recently completed.
- In addition to new housing, there will be improvements to the public realm transforming the area into a desirable residential location for all tenures.

Supporting local business and enterprise

1.5 Barnet's business sector is large, diverse and has a high level of churn. In 2010, **2,440 new businesses** were created in the borough, which suggests that Barnet benefits from a high degree of **enterprise** and **entrepreneurialism**. However, over the same period, there were 3,405 business closures. This clearly demonstrates that the recession has had an impact³.

1.6 The largest business sectors in Barnet, in terms of proportion of business units, are **professional, scientific and technical services** (17.6%), **construction** (10.5%), **retail** (10%) and **information and communications** (9.6%). Barnet also has a significantly high number of small and **micro businesses**, with 82% of local businesses employing four people or fewer - the highest proportion in London⁴.

1.7 Although the downturn has inevitably led to a decline in Barnet's businesses, the sector has displayed a greater level of **resilience** than the rest of the London. Barnet's business population declined by 1.3% between 2009-11, compared with a 1.8% decline for Greater London over the same period.

1.8 Indeed, there are a number of instances where businesses in Barnet have **bucked the wider trend** seen across London and nationally. Employment in the **construction industry**, for example, increased in Barnet by 2.9% between 2008-10, compared to a London-wide decline of 11.3% and national decline of 13.1%.

1.9 A successful local business sector is perhaps the single biggest contributing factor to growth. The council understands this and is determined to do more to **engage** with local businesses – small, medium and large – to ensure that the decisions it takes support the future growth of the sector.

1.10 The council is developing a forward-looking **business engagement strategy** and is taking action to improve our understanding of, and engagement with, local businesses. Initiatives include:

- Working jointly with Middlesex University, the council has appointed a **Business Connections Officer** to engage with businesses across the borough and spearhead the development of a business-friendly, pro-growth borough;
- commissioning Middlesex University to **analyse Barnet's business sector** – its composition and areas of growth and decline - to help it make informed choices in relation to decisions which impact local businesses;
- **business engagement events**, led by the Leader of the Council, to share information and understand the views of business on specific issues; and
- considering how the council can create opportunities for Barnet's businesses through its **local supply chain**. The council has signed up to the London Councils 'Procurement Pledge' to look at opportunities for creating local employment through procurement and will produce guidance for local businesses on how to engage with, and secure contracts, from the council.

³ Business Demography 2010 annual data

⁴ IDBR annual data 2011

1.11 Delivering the council's priority of creating the environment for growth requires us to understand the local business landscape – its size, shape and emerging sectors – and make decisions based on **evidence**. For instance, this means understanding what support Barnet's significant number of micro businesses need to be successful and what this means for the future size and shape of the borough's business premises.

1.12 Through the steps outlined above, and further initiatives in development, the council is determined to do more to support businesses through these challenging times and ensure they are well placed to take advantage of the upturn.

Investing in skills and employment

1.13 Whilst the economic downturn has undoubtedly had an impact on **employment** in Barnet, the borough has displayed a greater level of **resilience** than many other London boroughs.

1.14 Barnet benefits from having a **highly qualified working age population**, with more than half (50.9%) achieving at least NVQ level 4 standard, compared to a Greater London average of 45.9%⁵. A highly skilled workforce is an essential building block for growth and the council is determined to build on this as part of its growth strategy.

1.15 This means working closely with **schools, Barnet and Southgate College, Middlesex University** and other **training providers**, as well as with **Job Centre Plus**, to ensure that the provision of skills and training in the borough is consistent with the demands of the local labour market.

1.16 Whilst Barnet tends to have lower unemployment rates than the rest of London – Barnet's unemployment rate for economically active residents in the first quarter of 2012 was 8.8%, compared with a Greater London average of 9.3%⁶ - this is still too high and the council, working with local partners and the business sector, is determined to take action.

1.17 This document has set out the significant role that regeneration will play in the future prosperity of the borough. Alongside this, the council is committed to maximising employment opportunities through regeneration. Section 106 agreements oblige our development partners to agree to **local labour targets** (which the council sets) and deliver apprenticeships in construction and other related fields.

1.18 But we want to go further. That is why, in June 2012, the Cabinet approved the [Barnet Skills and Enterprise Action Plan](#). The Plan sets out the actions the council will take, in partnership with the local public sector and community groups, to help tackle unemployment in the borough.

1.19 The council has been careful to ensure that the Plan complements and coordinates with the many initiatives that are already being delivered across the borough, whilst responding to gaps in delivery. It has been developed in consultation with partners such as Middlesex University, Barnet and Southgate College, Jobcentre Plus and CommUNITY Barnet,

⁵ Annual Population Survey annual data

⁶ Annual Population Survey quarterly data

as well as in discussion with central government and local businesses, to ensure that it is reflective of the needs in the borough.

1.20 The council is working with its partners to deliver the priorities set out in the Plan but there are some initiatives that the council is leading on directly, including:

Supporting unemployed residents

- A **£1 million package** to support **unemployed 16-24** year olds into employment (details below).
- The **£410,000 Workfinder Project** in the regeneration areas of Colindale and Stonegrove/Spur Road, with a target of supporting **400 unemployed residents** with employment focused support and **200 unemployed residents** back into employment.

Supporting economic prosperity, resilience and supporting our high streets

- Supporting **local town centre businesses** through the development and/or support of: The North Finchley Business Forum, Cricklewood Improvement Programme, Chipping Barnet Town Team and Edgware Business Forum.
- The successful bid of **£416,000** from the **Mayor of London's Outer London Fund** delivered public realm improvements, visual merchandising training and events and marketing in Chipping Barnet in 2011-12.
- The Council supported the Edgware Town Team in its successful bid to become a Town Team Partner and receive a grant of **£10,000** as part of the Mary Portas Review to invest in the future prosperity of **Edgware Town Centre**.
- Barnet received **£3 million** from **Mayor of London's Outer London Fund** for funding improvements to Cricklewood and North Finchley. This will deliver improvements to the appearance of the area as well as broader initiatives such as business support, marketing and shop front improvements.

Supporting young people into work: £1 million 'Platforms' Programme

1.21 The council is taking action to **support young people** who are struggling to find work in the current economic climate. In the context of delivering £13 million of savings in 2012-13, the council set aside **£1 million** to invest in a targeted package of support for **unemployed 16-24 year olds classified as 'NEET'** (Not in Education, Employment or Training) which aims to provide **325 workplace and training opportunities** for young people in the borough.

1.22 The NEETs '**Platforms' Programme** not only aims to support young people into work but also **local businesses**. The programme, which is being delivered by the council in partnership with local skills providers including Middlesex University, Barnet and Southgate College and Community Barnet, provides funding and support for local businesses to take on apprentices and interns, as well as targeted support to graduates and young entrepreneurs to help them fulfil their potential.

1.23 The overall aim of the programme, which has seen high levels of demand, is to diversify the routes available to young people as they enter the world of work – for example,

through **apprenticeships** – but also to allow young people to gain experience in the working environment, through **internships** and paid placements in the **voluntary sector**, as a stepping stone to longer-term employment.

A platform upon which to build

1.24 With a highly skilled workforce, excellent local training and educational institutions and a diverse and innovative business sector, there is a clear platform upon which to build future growth.

1.25 There are signs that the council's growth strategy is beginning to bear fruit, with participation rates for the number of 16-17 year olds in education, employment and training amongst the highest in London at 95% - up 3.4% from 2011.

1.26 Barnet has also seen a record-breaking number of new company formations during the second quarter of this year, with 285 new companies formed between May and August 2012 – higher than any other second quarter on record for the area⁷.

1.27 The council is determined to maintain momentum and build on these emerging signs of growth and opportunity.

⁷ Companies House data

CHAPTER 2: MAINTAINING BARNET'S INFRASTRUCTURE AND BUILT ENVIRONMENT AND PROTECTING THE BOROUGH'S GREEN SPACES

2.1 Economic growth is dependent on effective local **infrastructure** to allow people and resources to move quickly and efficiently across the borough.

2.2 Alongside substantial investment in new, affordable homes, the future growth of the borough will require investment in the Barnet's **transport networks** - roads, rail and tube – to ensure they continue to meet the changing needs of the borough. Maintaining the borough's transport network is not only a responsibility for the council but also for the Highways Agency, Network Rail and Transport for London.

2.3 At the same time, it is essential that the borough's **green and open spaces**, which remain a significant factor in making Barnet such a desirable place to live and work, are **protected and maintained**. Maintaining Barnet's parks and open spaces requires not only action by the council but also by the residents that use them.

Investing in Barnet's transport infrastructure

Road network

2.4 Improving the conditions of the borough's road network, and its pedestrian walkways, is a top priority for the council and for residents⁸. Not only is investment in Barnet's road network essential in keep the borough moving, it is also a driver for growth.

2.5 The council responded to poor weather conditions during the winters of 2009-10 and 2010-11 by investing an additional **£2.6 million** to repair potholes across the borough. This year, an addition **£1 million** has been added to the existing **£2 million** in the capital programme for planned maintenance of the highways network. In addition, a further **£3.5 million** has been made available for carriageway resurfacing and footway works in the borough this year. This represents real, **additional investment** in the borough's infrastructure at a time when it is most needed and a decisive response by the council to the priorities of residents.

2.6 To maximise the benefit of this investment, and to support growth, funding has been targeted at roads with high pedestrian usage linking town centres, major transport hubs and other areas of public interest, as well as the most defective residential streets.

2.7 As the council adjusts to the 26% cut to its budget, we are looking at new, innovative and more efficient ways of maintaining the borough's road network. The council is diversifying the range of treatments it uses to maintain the network, modelling the costs and lifespan of each in order to deliver the **best value solution**.

2.8 In conjunction with maintenance of the borough's road network, the council will continue to take measures to improve **traffic flow**, reduce **congestion** and maximise the **performance** of the borough's road network.

⁸ Barnet Residents' Perception Survey, 2011

2.9 In relation to **utility works**, there has been an increase in the level of monitoring and enforcement of the works carried out by utility company sub-contractors. This will have positive benefits, as the works carried out will be better managed, co-ordinated and completed to a higher standard.

Public transport

2.10 Barnet benefits from an extensive public transport network, including **overground train lines**, the **London underground** (two branches of the Northern Line) and the **London bus network**.

2.11 Investment in the borough's public transport infrastructure is important not only for growth but also to support the council's ambitious regeneration programme. This includes redevelopment of the **Northern Line station at Colindale**, in order to cope with increased demand, and the development of a new **ThamesLink station at Brent Cross**. The council will continue discussions with Transport for London and Network Rail, with the aim of securing this investment.

Maintaining Barnet's parks and open spaces: A new relationship with citizens

2.12 The council has a critical role to play in maintaining the borough's **green and open spaces** and we will ensure that the regeneration schemes we are committed to delivering will not be to the detriment of what makes Barnet such an attractive borough. Indeed, the programme of regeneration across the borough will serve to maintain the future attractiveness of Barnet.

2.13 But the council is determined to do more than just maintain Barnet's open spaces as attractive places to visit. The more effective use of parks – for physical activity and exercise - will help to tackle some of the **public health challenges** facing the borough.

2.14 Securing the future of Barnet's parks and open spaces for future generations to enjoy is a responsibility not only for the council but also on the **residents** that use them. New opportunities have arisen out of these challenging times by creating a new relationship between the council and residents. Resident groups, working in partnership with the council, are working to deliver improvements to their local play spaces by developing proposals for new equipment and accessing external funding to deliver improvements.

2.15 In total, 7 play areas across the borough have benefited from investment of nearly **£700,000**, of which **£185,000** comes from the council. Resident groups such as the Friends of Mill Hill Park and Lyttelton Playing Fields Redevelopment Committee raised over **£245,000** which has seen the complete re-development of these two sites. Other play areas that have been improved include Friary Park, Riverside Walk, Windsor Open Space, Princes Park and Edgwarebury Park.

2.16 Resident involvement in the management of parks and open spaces is crucial in adding those extra touches which improve visitor's experiences and encourage them to return.

CHAPTER 3: SUPPORTING ADULTS, CHILDREN AND FAMILIES THROUGH CHALLENGING TIMES

3.1 Alongside the council's focus on growth as a means of mitigating the financial pressures facing the borough and securing a prosperous future for residents and businesses, we are clear of the continuing need to **support adults, children and families that need it**.

3.2 The council has taken, and will continue to take, action to support residents through these challenging times. Over the period 2012-15, at a time when our income is being cut by 26%, the council will allocate an additional **£5.6 million** to support Barnet's most vulnerable residents.

3.3 The state of the public finances requires difficult choices to be made. In making these choices, the council has based its decisions on the **principles** of ensuring that **resources are distributed fairly** and are **targeted at residents who are most in need**.

3.4 The council has adhered to these principles in the development of a fairer **housing allocations policy** which targets those facing the greatest housing need; by front-loading our support to those families facing **multiple challenges**; by increasing our recruitment of **local foster carers** to ensure that children retain connections to their school and community; and through a fairer distribution of resources for **Children's Centres** across the borough.

3.5 As we meet the challenges of living within our means in the short-term, it is essential that we take action now to the longer-term challenges of an increasing local population and **rising demand for services**. In response, the council is investing in **early intervention and prevention** measures to manage demand and reduce dependency on the state.

Education and learning

3.6 Barnet has some of the highest performing **schools** in the country; a network of **Children's Centres** providing essential early years support; and modern and expanding **post-16 educational institutions** at Middlesex University and Barnet and Southgate College.

3.7 Barnet Council is committed to working in partnership with educational and learning institutions across the borough to deliver an exceptional **educational 'offer' for all ages**.

A fairer distribution of resources for Children's Centres

3.8 In 2010, the council undertook a review of **Children's Centres** and related Commissioned Services. The aim of the review was to refocus Children's Centres to meet the needs of the most vulnerable communities whilst maintaining a universal offer at a time of diminishing resources.

3.9 Following the review, in April 2011, the council established a network of **13 full Children's Centres** and **eight linked outreach venues**, providing borough-wide coverage. As

part of this network, the council provided integrated education and childcare in seven Children's Centre.

3.10 In order to make the network sustainable, it is essential that the available resources are distributed fairly and focused on those **most in need**. As a consequence, the council has reconfigured the funding formula for Children's Centres so that it is targeted more effectively and better serves vulnerable communities, with a period of transitional funding to enable Centres with childcare to develop models for cost neutral childcare by 2014-15.

Maintaining Barnet's excellent schools

3.11 One of the most effective ways of improving the life chances of Barnet's young people, and thus securing the future prosperity of the borough, is to continue to invest in **schools** and **educational attainment**.

3.12 Barnet's schools are amongst the most successful in the country, with **91%** of schools inspected by Ofsted in 2010-11 rated as **good** or **outstanding**. The council is determined for this to continue and will invest **£55 million** across 13 school sites over the next few years to provide **additional permanent primary and secondary school places**.

3.13 Expanding successful schools to meet parental preference is essential, as is meeting localised demand arising from new housing development. The provision of new schools and state of the art school buildings is at the heart of the council's plans for new communities such as those in Colindale, where a new four form entry school building is underway, and Mill Hill East, with the commissioning of a new three form primary school.

3.14 As the borough grows, further investment in school places will be required up to 2020. **Free Schools** have a part to play and Barnet is proving a popular destination with two already open and a further two looking to open in September 2013. These new providers of education, along with the increasingly diverse range of governance arrangements as schools convert to **Academies**, are shaping the future provision of education in Barnet.

Post-16 learning

3.15 Barnet benefits from some exceptional post-16 learning institutions, which will play a crucial role in achieving the shared aim of a growing local economy, where the provision of skills is consistent with the needs of the labour market.

3.16 **Barnet and Southgate College** is a highly successful Further Education college with over 21,000 students. The College is one of the largest colleges in North London and delivers approximately 1,500 courses, in over 20 subjects, across four campuses at Wood Street (High Barnet), Southgate, Grahame Park (Colindale), and Edmonton (Edmonton Green).

3.17 **Middlesex University** is a modern, expanding University with its main London campus based in Hendon. Middlesex has a reputation the highest quality teaching and

research and an innovative approach to working with businesses to develop staff potential and provide solutions to business issues.

3.18 Both Barnet and Southgate College and Middlesex University are key strategic partners to the council in the delivery of a borough-wide growth strategy.

Supporting families

Barnet's Family Focus programme

3.19 **Families** are the bedrock of our communities. In normal circumstances, families provide support, safety and encouragement to children and provide a springboard for creating their place within society. However, in some cases, the family structure disintegrates and is not able to provide the foundation required for children to flourish.

3.20 Some families experience **multiple problems**, which are often long-standing and can lead to their children repeating the cycle of disadvantage, and the families needing significant amounts of support, sometimes over long periods.

3.21 Barnet has been at the forefront of developing new approaches to working with troubled families through new approaches to working with troubled families since 2010, when it set up the Family Intervention Project working with families of young offenders. In 2011, Barnet was selected as one of 16 national pilots to develop the idea of using pooled 'Community Budgets' to develop its Intensive Family Focus work with troubled families.

3.22 The new approach provides for **better outcomes** for the families concerned and reduces the number of **multi-agency interventions** received by the families.

3.23 Barnet has established a Trouble Families Division, which integrates the **Intensive Family Focus (IFF)** and the **Family Focus (FF)** teams and provides a range of services to meet varying levels of need for Barnet's troubled families.

3.24 Since January 2012, **305** families have entered the programme. The programme offers a continuum of support, ranging from accredited parenting groups to address school attendance and family relationships, to 10 hours a week of face to face support in the home.

3.25 A range of positive outcomes have been achieved, including **children returning to school**, removing a number of names from the **Child Protection Register**, reduced **criminal and anti-social behaviour**, and a significant number of families with at least one adult returning to **work, training or volunteering**.

3.26 The programme is also delivering **savings to the public purse** through a more **joined up** and **efficient service**. Work carried out to assess the impact on the initial 18 families to go through the programme indicates a total cost avoidance figure of **£1.4 million** for Barnet public services. Calculations are based on the costs for services such as police call-out, truancy and housing in the three months prior to the intervention, compared with post-intervention costs.

Increasing the provision of foster care

3.27 Fostering has benefits for children and carers. Placing a child with a foster carer provides a safe and caring home to a child who may have experienced a difficult and sometimes abusive past and in doing so give them the chance to heal and enjoy their childhood.

3.28 In 2011-12, Barnet recruited **17 new foster carers**, an increase of **12** on the year before. These foster carers are mostly local, thus enabling children and young people to retain connections to their school and local community. This promotes placement **stability** and better **outcomes** for children and young people.

3.29 'In house' foster carers cost the local authority less than those in the private sector and Barnet is on line to achieve its target for recruiting additional foster carers for 2012/13, with **15** carers recruited by the end of the year.

Meeting the borough's demand for social housing

3.30 The earlier section on regeneration sets out the council's future vision for ensuring that residents benefit from modern housing. However, alongside delivering this vision, it is essential that the council takes action to meet the housing needs of residents now, at a time when the local population is rising.

3.31 This means taking action to tackle homeless and support residents in the **greatest need** through changes to housing policy. The council has been proactive in progressing housing policy changes, and has put in place a **new housing allocations scheme** which targets access to social housing to those in the greatest need. This has reduced the number of households on the housing register and waiting for housing from over **18,000** to **1,430**.

3.32 The council also gives additional priority to applicants in high housing need who are working or making other **community contributions** such as training, volunteering or having previously served in the Armed Forces. Since April 2011, 152 working people have been housed in social housing.

3.33 The council has also started issuing **fixed-term tenancies**, with fixed 2 year tenancies agreements commencing in July. By issuing tenancies of 2 and 5 years, the council can make the best use of limited resources and ensure that council housing is available for residents in **high housing need**. Support services are being developed to assist tenants in accessing training and work, which will enable them to secure private rented sector or shared ownership homes when their council tenancy comes to an end.

3.34 Further action is required to increase supply at a time of rising demand and the council is working in partnership with Barnet Homes to develop a range of incentives to secure **longer term private sector lettings** for housing clients and implementing a rigorous programme of occupancy checks to ensure that those placed in short term temporary accommodation are actually in residence.

Adult Social Care

3.35 Working in close partnership with the health service and the voluntary sector, Barnet's adult social care services aim to promote the **independence** of adults who need support, enabling them to live safely in their own homes where possible, and to encourage their **participation** in the community.

Personalisation of care

3.36 Barnet Council's vision is for users of adult social care services to be in control of their own care, accessing services that meet their needs, with a positive experience of care and support. The council is at the leading edge of the **care personalisation** agenda, being one of only 7 local authorities to be recognised as a Right to Control 'trailblazer', which provides disabled people with the legal right to take control of their care and support.

3.37 The council has made significant progresses in the achieving its vision of a more personalised, tailored service. The number of people in receipt of a **personal budget** is now 3,613 (68.4%) and the number of people in receipt of a **direct payment** is 998 (20%). A network of Peer Support Brokers is also available to provide advice and guidance to individuals with support planning.

Day opportunities for older people

3.38 The council recently held a consultation about how **day opportunities** for older people should be provided in the future. This includes a range of activities and support commissioned for older people by the council through day centres and associated services such as lunch clubs, provided by voluntary organisations in Barnet.

3.39 There are compelling reasons to change the existing model: Projected growth in numbers of older people in Barnet; the need to reach greater numbers of older people across the borough; and changing expectations of older people.

3.40 Working with voluntary sector providers - the Older Adults Partnership Board and the Barnet Older People's Assembly - a model for a neighbourhood scheme has been proposed, based on good practice elsewhere and the desire of older people to see a more localised approach to the delivery of preventative services for older people.

3.41 The **neighbourhood model** shifts the balance of day opportunities provided by the voluntary sector from ongoing centre based services to neighbourhood services, aimed at promoting independence and self help across the whole of Barnet.

3.42 The model aims to re-build or re-connect individuals with community support networks that may have been disrupted or have disappeared through a variety of circumstances. The service will identify those support services that are most valuable to local communities and provide these on a neighbourhood basis.

3.43 Day opportunities for older people links closely with Barnet's Ageing Well programme, which looks at how we can support older people in Barnet to lead full, active and independent lives. The Ageing Well programme is being led by the Director for Public Health and is in line with the forthcoming Public Health responsibilities of the council.

Supporting Independence Fund

3.44 The council has set aside **£200,000** in 2012-13 for a '**Supporting Independence Fund**', providing funding to kick-start projects that will support disabled and older Barnet residents to live more independent and fulfilling lives.

3.45 Funding is allocated to innovative and sustainable proposals which provide new ways to 'fill the gaps' in support for older and disabled people and create long-term benefits.

Supporting communities

Big Society Innovation Bank

3.46 The council recognises that, in many cases, local people are best placed to understand and provide solutions to the challenges they face within their communities. In response to this, the council has set aside **£600,000** over the three year period from 2011-14 to provide seed-corn funding to allow residents to develop these ideas and put them into practice through the **Big Society Innovation Bank (BSIB)**.

3.47 In 2011, the BSIB allocated **£200,000** to 6 projects on a range issues including **supporting young people to find jobs**, support to **older people** and reducing **energy consumption**. The next round of BSIB funding will be allocated in the spring of 2013.

Mayor's Benevolent Fund

3.48 In addition to the BSIB, the council will allocate £15,000 this year through the **Mayor's Benevolent Fund**. The fund provides small, one-off grants to residents in financial need to help with the costs of school uniforms, essential household appliances and support for families with newborn babies.

Advice and guidance

3.49 It is especially important, during these challenging times, that residents are able to access reliable, independent and confidential **advice and guidance** on a number issues such as health, benefit entitlements, employment and money management.

3.50 In February this year, the council signed a **three year contract with the Barnet Citizens Advice Bureau** to provide an information service to residents across the borough, with face to face advice available at CAB centres in Finchley, Hendon and New Barnet.

Children's Centre Fees 2013/14

Background

Barnet Council reviews childcare fees in children's centres on an annual basis.

In Barnet we have 7 Children's Centres that have childcare, of which Wingfield and Newstead CCs are managed by the Local Authority. The rest are managed by the schools governing body.

Proposed fees 2013/14

The fees proposed would apply to Wingfield and Newstead CC, however we would recommend other CCs with childcare to follow in line with the proposed fees.

£ (per hour)	Current		Proposed		Market Average	
	Aged 2-3	Aged 3-5	Aged 2-3	Aged 3-5	Aged 2-3	Aged 3-5
Newstead CC	6.00	5.75	6.25	6.00	8.25	7.56
Wingfield CC	5.75	5.50	5.85	5.60	6.02	5.92

The proposed fees have been discussed and agreed with Newstead and Wingfield CC.

The retail price index for August is 2.9%. This would be the maximum increase we could apply without seeking Councillor clearance.

However the proposed increases, in particular Newstead CC are 4% plus. The proposed increases are below the market average and Children's Centres are required to become cost neutral from the financial year 2014/14.

Currently families accessing all day provision and tea-time provision at Newstead CC receive a discount of up to £11.75 (full day) or £0.30 (tea-time) to encourage take-up. We are proposing this discount remains the same. Wingfield CC no longer offers discounted sessions.

Previously when we have submitted childcare fees for approval we have included a detailed breakdown of the sessions including lunch costs. This time round, we are not clear what the lunch cost will be as these have not been fully costed. Once the lunch costs are confirmed, the costs will be added to the relevant sessions.

SCHOOL PLACES

Meeting the demand for pupil places

The unprecedented demand for primary school places has been well documented. Additional permanent places have been provided at Colindale, Parkfield, St Catherine's, Broadfields, Beit Schvidler, Etz Chaim and Rimon. Further permanent expansions have been commissioned at Orion, Blessed Dominic, St Mary's and St John's, Menorah Foundation, Brunswick Park, Martin and Moss Hall schools and the proposed new school at Mill Hill East to provide an additional 12 forms of entry (360 Reception places each year). Meanwhile, temporary bulge classes are enabling the council to meet its duty to provide a school place. However, even with these planned primary expansions coming on stream in the next few years, a significant deficit remains.

The pressure currently being felt at primary level will feed through into demand for additional secondary school places. Taking account school organisation changes at The London Academy and St Mary's, together with the expansions commissioned at The Compton, Cophall, Christ's College, there is a projected shortfall of Year 7 places from 2014/15. Based on current pupil projections, the following further capacity at primary and secondary level will be required to meet demand (Table 1).

Table 1: Forms of entry required: After current planned permanent expansions		
Academic year	Primary	Secondary
2012/13	16.6	
2013/14	9.7	
2014/15	8.4	1
2015/16	11.4	3
2016/17	15.3	9
2017/18	17.6	14
2018/19	18.6	20
2019/20	18.5	25
2020/21	18.0	25
2021/22	17.5	28

Much of the demand in later years is generated through the development of new housing, in the main as part of the council's regeneration plans. Inevitably, the timing of large scale regeneration projects are provisional and subject to many variables. New school provision required as a result of housing development will attract a financial contribution through the planning system in line with Barnet Supplementary Planning Documents. It is anticipated that a significant proportion of the additional resources required for primary and secondary school places as a result of housing growth will be met through developer contributions.

We have modelled a programme to meet this demand (Tables 2 and 3) based on current anticipated housing development programmes and timing. However, a programme has to be responsive and flexible. Free Schools are potentially a significant source of new provision, particularly at secondary level. However, each free school proposal is subject to the approval of the Secretary of State and in London, proposals are being hampered by the shortage of land and/or premises. Two free schools have been granted permission to open in Barnet in September 2013 subject to premises; a 5FE secondary free school, (the Archer Academy) and a 2FE primary school offering Jewish provision. There are at least two other secondary free school proposers seeking to establish in this part of North London which may impact on our demand. Therefore, the commissioning of each expansion or new provision funded by the council will be subject to a review of the latest available data on birth rates, pupil projections, free school provision and regeneration activity. At the secondary level, further resources will be required after 2018/19 and in the meantime, as with the primary sector, temporary provision is likely to be required.

Table 2: Programme of expansions/new provision required to meet demand				
	Primary		Secondary	
Year		Comment		Comment
2013/14	1FE			
2014/15	5FE			
2015/16	3FE		3FE	additions to existing schools
2016/17	2FE	Colindale regeneration	6FE	potential new build
2017/18	3FE	2FE related to West Hendon regeneration	4FE	potential new build
2018/19	1FE	Brent Cross regeneration	6FE	potential new build
2019/20	2FE	Colindale regeneration		
Total	17FE		19FE	

Each permanent expansion will be progressed in line with the availability of capital resources. In line with the prioritisation criteria set out in the Cabinet Report on 3 November 2011, we are continuing to prioritise further schools for expansion and identify land and property opportunities. The next three immediate permanent primary expansions to be commissioned are proposed at Holly Park, Deansbrook Infant and Junior schools and Beis Yaakov, subject to statutory consultation and planning permission

Proposals to meet the increasing demand for special schools and other types of provision for those with Special Educational Needs both in the primary and secondary sectors are being developed as part of a new Special Educational Needs Strategy. Meanwhile, additional places are being provided at Oakleigh and Northway Special Schools, and the permanent expansion of Broadfields has increased provision for children with Autistic Spectrum Condition by 7 places. Capital funding is identified in the MTFs to expand and improve facilities at Oak Lodge Special school. The expansion of The Orion will also provide a new provision for children with Autistic Spectrum Condition.

Barnet Public Health commissioning Intentions for 2013-14

1. A number of Public Health functions and responsibilities are transferring to Local Authorities on 1st April 2013; some functions are mandatory duties that LBB is obliged to provide.
2. LBB has decided to develop a joint public health service with Harrow Council. LBB will host the public health service; however, at least in the interim, LBB will manage most of its own contractual arrangements.
3. A guiding principle for the development of the shared service and underpinning the development of commissioning intentions for public health is the drive to release efficiency savings; with an initial ring-fenced public health budget, efficiency savings will deliver greater investment in public health programmes.
4. There are a number of areas, including mandatory services such as 'NHS Health Checks', where historically Barnet has under-invested and the intention is to release efficiencies that will allow LBB to meet all its public health mandatory responsibilities.
5. However, in the busy transition period and because of the long-lead times required to negotiate NHS contracts, LBB will need to assess how achievable changing contracts will be for 2013/14. It may be necessary to minimise risks to public health delivery to allow public health contracts to extend past the 1st April transfer date whilst options are analysed and commissioning decisions made.
6. Assessing the commissioning possibilities will be made on a contract-by-contract basis; LBB does not intend to develop a single transfer order for all contracts as this increases the financial risk to LBB.
7. Pending receipt of detailed contract and budget information from North Central London NHS Trust this paper sets out the probable Department of Health allocation for the Council and outlines the current Public Health services that will become a Local Authority responsibility from April 2013.
8. The Department of Health (DH) estimate for Barnet council for financial year 2013-14 is £11,236k. The Secretary of State has indicated that it will not be less than this figure at current prices. The DH grant will be deployed to cover Public Health staff costs and commissioned services. It is not yet clear whether it will be sufficient to cover all contractual obligations
9. Additional responsibilities for 2013-14
The Council may, if it wishes, take on additional responsibilities. It is likely that all councils in London will make a contribution for pan London working. The current proposal is for this to be at half of one per cent of the Department of Health estimate which would equal £56,180 for Barnet. Additionally some of the budget will need to be deployed to cover the cost of procurement and contract management activities by the West London Alliance and the Commissioning Support Unit (for example, to manage the GUM and family planning contract). This cost is likely to be in the region of £30k to £35k.

10. Next steps

The following activities will be undertaken to develop detailed proposals for Public Health commissioning intentions for 2013-14:

- Confirm contract register: values, specifications
- Categorise contracts by type and risk: identifying big block contracts that may require disaggregation, LES', contracts requiring S76 agreements
- Obtain new contractual values if any contracts require dis-aggregation
- Reconcile with 2010/11 Return and planned expenditure for 2012/13 (this will be dependent on commissioning intentions); Identification of service budgets and out turn positions on budgets for 2011-12 and anticipated out turn for 2012-13
- Identify historic performance, trends
- Identify where savings can be made
- Provide recommendations for commissioning (e.g. novate, transfer, decommission, vary, tender)
- If required identify with DPH/Barnet prioritisation / decommissioning strategy
- Identification of any additional responsibilities to be included within the 2013-14 budget
- Identification of actual staff costs and recharges by Harrow Council (this will give the net budget figure remaining for deployment on commissioned services).

If, from the above work, it appears there will be pressure on the overall budget then priorities for service delivery and for efficiency savings will be identified.

It is intended that the work above will be completed by the time the Department of Health announce the actual Public Health ring fence grant which is currently scheduled for early December 2012.

11. The following Public Health services were delivered in 2012-13 in Barnet:

- Sexual Health, Family Planning & Genito-Urinary Medicine (GUM)
- Drug and Alcohol services
- School Nursing and the National Child Measurement Programme
- NHS Health Checks
- Smoking cessation
- A number of Health improvement initiatives
- Long Term Conditions – a number of services commissioned from the voluntary sector.
- Physical Activity and obesity – assessment with view to service delivery in 2013-14

These services support the local Joint Strategic Needs Assessment and the Barnet Health and Wellbeing Strategy.

GFC Report - Appendix 5 – Timeline

2013-14 Budget Cuts and Headcount implication timeline

Activity	Date	Responsibility
HR1 for DWP	Monday 29th October	HR
Collective Consultation opened with TUs, including s188 letter plus Consultation document	Tuesday 30th October	HR
Directorate consultation opened	Tuesday 30th October	SLT
Presentation to staff		
Respond to comments/ suggestions as they arise		
At risk letters issued from		
Committees: Cabinet and GFC	Wednesday 7th November	HR
Monthly collective consultation meetings with TUs	Nov, Dec, Jan	HR
Directorate – TU consultation: Area JNCCs	Nov, Dec, Jan	SLT
Individual Consultation	7 Nov onwards	SLT
consultation on selection criteria, selection process		
Respond to comments/ suggestions as they arise		
1-1s:		
Script inc template		
Companions		
Structures: As Is – To Be		
Role profiles		
Evaluated Grades		
HR will not normally be present		
To Be structures: implemented during consultation period on a 'subject to' basis		
Close consultation	1000 Friday 1st February 2013.	
Directorate DPRs completed to implement changes	31 March 2013	SLT

Glossary

HR	Human Resources
SLT	Directorate Senior Leadership Team

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Meeting	General Functions Committee
Date	7 November 2012
Subject	Re-organisation of the Senior Officer and Council Structures
Report of	Chief Executive and Head of Paid Service
Summary	This report seeks provides the committee with an update on the re-organisation of the senior management structure

Officer Contributors	Chief Executive and Head of Paid Service Human Resources
Status (public or exempt)	Public
Wards Affected	Not Applicable
Key Decision	Not Applicable
Reason for urgency / exemption from call-in	Not Applicable
Function of	Council
Enclosures	Appendix 1 - EIP
Contact for Further Information:	Jacquie McGeachie 020 8359 7952

1. RECOMMENDATIONS

- 1.1 **That the Committee note the report.**

2. RELEVANT PREVIOUS DECISIONS

- 2.1 General Functions Committee met on the 23 April 2012 to discuss the Re-organisation of the Senior Officer and Council Structures and agreed the recommendations as set out in that report. Decision No. 6
- 2.2 Remuneration Committee met on the 28 June 2012 to discuss the reward structure for the senior roles in the re-organised structure and agreed the recommendations as set out in that report. Decision No. 7
- 2.3 General Functions Committee met on the 28 June 2012 to agreed the new contracts and terms and conditions of employment for senior post that form part of the senior management review, and for consultation with the trade unions to commence. Decision No. 8

3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 3.1 The Corporate Plan sets the vision of Better Services with Less Money and outlines a more efficient organisation that makes best use of people and resources.
 - 3.2 At the meeting of General Functions on the 23 April 2012 the Head of Paid Service set out his ambition for the Council to:
 - 3.2.1 Become a customer centric organisation by placing the customer at the centre of the council's business and for the Council's structures to be formed around this principle, and in addition to facilitate the use of customer insight more effectively.
 - 3.2.2 Make further financial savings - the ongoing reductions in public expenditure necessitates further reductions in the management overhead of the organisation.
 - 3.2.3 Shift the skills requirements for senior staff - there needs to be greater emphasis on the effective client and commercial management of providers.
 - 3.2.4 The public sector situation remains fluid with shifting priorities and funding uncertainties. A more flexible organisation able to shift capacity and better manage resources is needed in this climate.
- 3.3 The report also provided a platform for the council to effectively respond to this challenging environment. It did this by proposing a managed transition to a greater focus on the commissioning of services. This in turn would create a 'core' of the structure, (Delivery Units, The Commissioning Group, and Assurance) that would be adjustable over time as priorities and resources change.

4. RISK MANAGEMENT ISSUES

- 4.1 Ensuring a degree of stability is still a key factor as the reorganisation of the senior management team runs in parallel to two major change programmes, and is itself a response to these in terms of senior management arrangements implementation of these projects. The transition to the new senior management team has been carried out over a six month period to ensure that individuals involved were given the maximum opportunities to engage and be involved, alongside commitments to deliver the change agenda.
- 4.2 A project board was established to manage the review, chaired by the Chief Executive. This board meets on a weekly basis to shape the process, work through issues and make decisions. The objectives of the project board are to manage the implementation, review strategic risk and issues, and provide resolution where appropriate.
- 4.3 A transition work-stream board was established in September with the purpose of taking ownership of the transition plan and to ensure the process of moving to the new senior management arrangements is effectively managed.
- 4.4 Where new posts are not filled as part of the internal or external selection process, interim arrangements will be put in place to ensure continuity of services. This will be necessary to ensure capacity to continue to lead the organisation whilst in a transitional period.
- 4.5 A communication plan is in place to ensure employees are well informed, particularly now as the transition process may involve whole teams or departments moving to new functions.

5. EQUALITIES AND DIVERSITY ISSUES

- 5.1 An employee Equalities Analysis that has been undertaken monitors the population who decided to participate in the internal selection process at four milestones, and is detailed in Appendix 1. The General Functions Committee report on 23 April 2012 noted two areas to monitor going forward; the female to male ratio and the percentage of White British within the senior management team.
- 5.2 At the beginning of the process 50.79% of the applicants were female and 49.21% male. Throughout the process females have performed slightly better than their male counterparts. After the officer panel interview 56% female and 46% male applicants were successful.
- 5.3 The percentage of White British applicants at the start of the process was 71.43% of the population who applied. This percentage has risen slightly to 76%. The selection process was consistent throughout with all applicants being offered the same support and guidance about the roles and preparation for assessment and interview.

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

- 6.1 The strategy of the council is to deliver efficiencies and Value for Money through a mix of service channels. The review of the Pay and Reward strategy has been aligned to this project. On the 28 June 2012 the Remuneration Committee agreed new pay ranges for proposed new posts and these were published on the intranet.
- 6.2 The expected savings of £1,115 million reported in the April report are on track to be achieved.

7. LEGAL ISSUES

- 7.1 The legal issues surrounding changing contracts were outlined in the report to the General Functions Committee in June 2012.
- 7.2 Compulsory redundancies (if any) could give rise to unfair dismissal claims. There could also be a claim from an employee under the Equality Act 2010 if they believed they had been treated unfairly during the process because of one of the protected characteristics under the Act.

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

- 8.1 Constitution Part 3 -Responsibility for Functions – 2 – Responsibility for Council Functions - General Functions Committee discharges council functions not reserved to council including staff matters.

9. BACKGROUND INFORMATION

9.1 Principles

- 9.1.1 In the General Functions Committee report in April 2012 it stated that the review of the new senior management structure was informed by design principles developed through consultation with senior managers and experiences of other local authorities

The starting position was that the council's organisational design should follow its strategy and future direction. The aim was to align people, systems, and processes within the local context to deliver the council's vision, so 'form follows function'.

Any new structure was required to:

- Enhance accountability
- Reduce costs
- Respond to a changing policy environment.

The proposals in that report sought to do this by:

- Clarifying roles and responsibilities in the organisation giving clearer accountability for policy, strategy and resource allocation, for delivery of outcomes and for the governance of these arrangements.
- Reduce costs by minimising duplication of roles across the authority and centralising a number of functions in the Commissioning Group.
- Introducing a structure better able to flex to reflect changing priorities or reduced resources.

9.2 Overview of the process

One of the key considerations in undertaking the senior management review was to ensure a degree of stability at a time when major change projects were already taking place. The process was designed to give the maximum flexibility to individuals to consider the career opportunities proposed new senior management structure and minimum risk to the organisation.

Support was given throughout the process to help individuals make the right career decisions, discuss opportunities and prepare for their next role. Comprehensive feedback has been given to those that have participated this was designed to support their career advancement.

The internal selection started in May and concluded at the end of August, and the table below shows the number of applications and applicants that have completed the process. There were a number of applicants that made a decision to apply for more than one post with some applying up to four posts. Applications were also received from individuals operating below head of service who saw this as an opportunity to gain promotion into the senior management team.

The table below summarises the internal applicant activity.

Internal applicant activity	Numbers
Total applications made	102
Number of applicants	63
Number of individuals assessed	56
Number of individuals invited to Officer Panel Interview	39
Number of individuals offered roles, subject to consultation, following Officer Panel Interview	21
Number of internal candidates invited to Member Panel Interview	5
Number of internal candidates successful at the Remuneration Committee interview panel (At the time of writing this report the outcomes from the Remuneration Committee on the 24 October were not available)	2

The process has remained on track with all key milestones met, despite the challenges of summer annual leave and the Olympic Games.

The table below summaries the key milestones of the project

Date	Activity
April – December 2012	Communication and engagement to the organisation on the senior management review
May 2012	Career support
June – August 2012	Internal selection process
September - December 2012	External selection process
September – December 2012	Consultation to delete the existing senior management structure
September 2012	Internal candidates offered roles subject to consultation
October – March 2013	Transition period
January 2013	Go live with new organisational structure and senior officer roles

9.3 Internal selection process

A robust selection process was put in place and is detailed below.

9.3.1 Overview of Assessment and Selection Process:

When considering the assessment and selection process for internal candidates, the organisation wanted to provide a learning experience that would support individuals regardless of whether they stayed at Barnet or moved to another role. It also wanted to ensure that candidates had as much information as possible about the selection process so that they could prepare well at each stage. Our intention was also driven by the knowledge that in providing this level of detail, candidates would be better prepared and so likely to perform better. In addition, this provided everyone with a level playing field which evened out any differences in performance between different groups of staff.

The selection process was divided into three phases:

Pre-assessment

Selection process

Post-assessment

9.3.2 Pre-assessment

Self-Selection Questionnaire (SSQ)

A Self-Selection Questionnaire (SSQ) was produced to offer individuals the opportunity to interact with scenarios that they might face in the new structure. Their responses were automatically scored and they were provided with

immediate feedback as to how close they were to the new model in terms of style and fit. The outputs of the questionnaire were solely for candidate use and no record of the scores were kept. The intention of this tool was to provide participants with a realistic job preview of what a leadership role in the new structure might be like so that individuals could make their own decisions about whether they would be a good candidate.

Pre-application workshops

As the application window opened, we ran seven workshops for all Barnet staff who were interested in applying for one of the new roles. Nearly 90 staff attended the 90 minute workshops which covered topics such as; preparing an application, preparing for an interview and overview of assessment centres. It also provided an opportunity to introduce the new leadership framework and how these behaviours might come to life in the new structure.

In addition to the workshops, information from the session was also posted on the intranet. We also provided a career support to individuals should they have specific queries or if they wanted to discuss their own career aspirations.

9.3.3 Selection and Assessment Process

Application

It was decided that, as all the candidates were internal, we should not place unnecessary barriers to entry. When considering the design of the application process therefore, we sought to keep the data required to the minimum and provided just two questions to be answered:

- Please describe your work experience and track record from the past three years that is relevant for the role for which you are applying
- Please describe what your motivations are to work in a leadership role in this organisation

A supplementary question checked that applicants had the appropriate professional qualifications where these were an essential requirement for a role.

At the application sifting stage, once again, we did not want there to be unnecessary obstacles for internal candidates. We designed a sifting template that used the absolute minimum criteria as the threshold for applications to progress.

Assessment Events

Regardless of level, each assessment event followed the same pattern – a meeting exercise, a written exercise, personality profiling and a technical interview. Each exercise was specific to the level of the role and had its own assessor and scoring guides to ensure standardised and consistent application of ratings.

Candidate performance at the technical interview was scored and reviewed separately to the behavioural part of the assessment centre. The rationale for doing this was that technical or behavioural competence on their own would not be enough in the new proposed structure. Rather performance in both aspects had to be balanced in order to provide a rounded candidate.

A criterion was developed based on the organisations current annual performance review ratings which internal candidates would be familiar with.

Red Did not meet the standard

Amber Would need development to meet the required standard

Green Meets the required standard

Gold Exceeds the required standard

The scores from the technical interview and assessment centre were used to define next steps.

Candidates who were **Red** in their technical assessment (regardless of their assessment performance) did not proceed.

Candidates who were **Red** in their assessment centre (regardless of their technical assessment) did not proceed.

Candidates who were **Amber** in their assessment centre and **Amber** in their technical assessment were offered the opportunity to be interviewed by officers alongside external candidates if the roles were advertised externally.

Candidates who were any combination of Amber/Green/Gold in their technical assessment and assessment centre were invited to an Officer Panel Interview.

Officer Panel Interviews

Candidates successful after the assessment events were invited to attend a final panel interview chaired by the Chief Executive and supported by the Deputy Chief Executive, technical assessor, a Penna recruitment consultant, and an independent assessor and in some cases head-teachers. The panel structure was the same for all candidates. A presentation from the candidates and questions from the panel that assessed their motivation for the role, performance, leadership qualities, technical probes arising from their technical interview and behavioural probes arising from the assessment event.

Before the conclusion of the panel, candidates were asked to step outside the interview room for a brief period whilst the panel ensured that any lingering issues had been probed and addressed.

The outcomes of the panel interviews were reviewed at a 'wash-up' meeting involving the Chief Executive. The principles underpinning the decision making process was as follows:

Score 3.0 and above - Appoint

Score 2.5 to 2.9 - Appoint with development

Score 2.0 to 2.4 - Candidates to be considered alongside external candidates to benchmark performance

Score 1.9 and lower - Decline

Using this rubric, candidates were allocated to the proposed new roles, some with development. Others have been declined and others informed that they can be automatically considered alongside external candidates should these be marketed externally. At this stage, formal offers cannot be made until the outcome of the consultation process is known.

9.4 External selection process

In line with the council's recruitment policy the external selection process did not commence until all opportunities for internal candidates had been exhausted. The selection process for external candidates is the same as the

internal process with the exception that the candidates must pass the technical assessment before proceeding to the assessment that focused on leadership qualities. At the end of the internal assessment events there were eight roles that were advertised externally and further seven roles are now being advertised. It is expected that the selection process for all external roles will be concluded prior to Christmas.

The table below shows details the external recruitment campaign

Phase 1 Roles advertised and interviews taking place	Phase 2 Roles currently being advertised with a closing date of 9 November	Phase 3 Roles to be advertised in the next two weeks
Chief Operating Officer (Strategic Commissioning Board)	Adults Social Care Assistant Director (Adults and Communities)	Education Assistant Director (Children's Services)
Enterprise and Regeneration Lead Commissioner (Commissioning Group)	Head of Prevention and Wellbeing (Adults and Communities)	Head of Education Partnership and Commercial Services (Children's Services)
Older People Lead Commissioner (Commissioning Group)	Head of Integrated Care, Older People and Disabilities (Adults and Communities)	Head of Business Improvement (Street Scenes)
Schools, Skills and Learning Lead Commissioner (Commissioning Group)	Head of Youth and Community (Children's Services)	Head of Internal Audit, Anti Fraud and Risk (Assurance Group)
Head of Information Management (Commissioning Group)	Commissioning Strategy Assistant Director (Commissioning Group)	
Head of Internal Audit (Assurance Group)	Head of Finance (Commissioning Group)	
Early Intervention and Prevention Assistant Director (Children's Services)	Head of Contract Management (Street Scenes)	
Head of Safeguarding (Children's Service)		

9.5 Changes to senior managers terms and conditions

At the meeting of the General Functions Committee on the 28 June 2012 it agreed to the proposed new and modern personal contracts for senior posts.

A ninety day consultation was concluded on the 6th October and during this period Human Resources met with the trade unions on three occasions to provide opportunity to discuss any concerns and shared feedback from their members. Human Resources also shared the details of the proposed contracts with current senior managers and published this on the intranet

inviting comments and feedback. Overall comments received from current senior posts holders were that this was considered as a reasonable set of changes and in line with other organisations.

The proposed changes were:

- There will be no automatic link to national pay negotiations, nor will collective pay bargaining apply. The Council whilst it embeds its new structure may choose to follow National pay negotiations however this will be a matter of discretion of the Head of Paid Service as advised by the Remuneration Committee.
- There will be no link to Green Book or JNC terms for Chief Officers except to the extent that these are a statutory requirement
- The relevant policies as listed in the Employee Handbook will apply to these roles, except as specifically varied in the Contract.
- The annual leave allowance will be a maximum of 30 days plus customary and bank holidays.
- Sick pay will be limited to a maximum of six months at full pay and 3 months at half pay.
- Any previous protection for pay or annual leave will not be maintained.
- The contracts will be permanent and pensionable; accrued continuous service will continue to be maintained; individual Trade Union membership will continue to be recognised.

9.6 Consultation to delete the existing senior management structure

Consultation to delete the current senior management team structure started on the 18 September 2012 and will be conclude after ninety days, ending on the 17 December 2012. The headlines of this consultation are:-

- 9.6.1 A proposed reduction in the senior management team to 47 new posts which will mean the deletion of 81 posts across the organisations senior management structures.
- 9.6.2 To transition to a new senior management team structure that has been shaped and shared in consultation with the current senior managers.
- 9.6.3 A talent management approach is being used to give senior managers the opportunity to consider their career options, and support them throughout the process.
- 9.6.4 As at the 7 August 2012, it is expected that 30 of the 81 posts will be transferred to new providers as part of the New Service Customer Support Organisation and Development Regulatory Services.
- 9.6.5 To make savings over three years of £1,115 million.

9.7 Children's Services

In the April report to General Functions Committee it set out only minimal changes to children's services structure and asked the director of Children's Services to bring forward proposals for consideration. These proposals were

to focus on the authority's leadership of educational standards, structures to deliver the families/troubled families agenda and work with the director for people to develop effective strategies for the delivery of outcomes for families.

During the summer the current Director of Children's Services was offered, and accepted, a secondment to the DCLG troubled families programme and interim arrangement have been put in place. Kate Kennally is the acting as the Interim Director of Children's Services and this will continue until the new senior management structure is implemented, following the conclusion of consultation in January 2013.

The Children's Services function within the new senior management arrangements will transition to a 'delivery unit' and as part of this change the current post of director of children's services will be reviewed. a report will need to come back to this committee and where necessary Cabinet describing a series of recommendations.

9.8 Transition arrangements

A Transition works-stream board has been established to take ownership of the transition plan and ensure the process of moving to the new structure is effectively managed. To allocate ownership for work required to implement the new structure and review deliverables created from this work. The key streams of work focus on how; structures below the senior management team will transition, new governance arrangements, establishing new relationship and ways of working, changes to processes and information management, and organisation development. The objectives of the board are to:-

- Bring together various viewpoints from the organisation to add ideas, scrutiny and challenge to the transition to the new structure;
- Bring together various viewpoints on organisation development to build capability;
- Provide assurance to the project board and where necessary make suggestions to mitigate risk.

9.9 Communication

From the outset it was important to establish a number of communication streams so the employees could engage in the process of change and at the same time be kept informed of progress.

Corporate Management Group received regular briefings including sessions on career management, how the process will work and were encouraged to input into the shaping and developing of the new senior management structure.

An area was created on the intranet for placing documentation that had been published so, they could be referred to and shared. During the process individuals and teams raised questions and queries, these were responded to and also formed the basis of a series 'frequently asked questions' which were published on the intranet. A dedicated email address existed which provided

another route by which feedback from individuals could be considered and responses made.

Cleared by Finance (Officer's initials)	MC/JH
Cleared by Legal (Officer's initials)	CE

* = Data withheld to prevent identification , as less than 10

	individuals who completed an application form (one or more) in proposed	%	Applications successful in moving to Assessment Centre	%	Applications unsuccessful in moving to Assessment Centre	%	Applications successful in moving to Interview	%	Applications unsuccessful in moving to Interview	%	Applications successful at Panel Interview	%	Applications unsuccessful at Panel Interview	%	Applicants Successful against initial population that entered the process	%
Total	63		56	58.95	*	*	39.00	70.91	17.00	30.91	25.00	65.79	12.00	31.58	25	40.98
Female	32	50.79	*	*	*	*	22.00	56.41	*	*	14.00	56.00	*	*	14.00	22.95
Male	31	49.21	*	*	*	*	17.00	43.59	*	*	11.00	44.00	*	*	11.00	18.03
1992 - 1986	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
1985 - 1976	17	26.98	*	*	*	*	11.00	28.21	*	*	*	*	*	*	*	*
1975 - 1966	16	25.40	*	*	*	*	11.00	28.21	*	*	*	*	*	*	*	*
1965 - 1951	30	47.62	*	*	*	*	17.00	43.59	11.00	64.71	*	*	*	*	*	*
1950 - 1941	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
1940 and earlier	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Not known	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Not known	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
White British	45	71.43	*	*	*	*	29.00	74.36	12.00	70.59	19.00	76.00	*	*	19.00	31.15
Other White	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Black Caribbean	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Black African	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Mixed Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Asian Indian	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Asian Chinese	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Other ethnic group	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
No Information	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
No	62	98.41	*	*	*	*	38.00	97.44	17.00	100.00	24.00	96.00	12.00	92.31	24.00	39.34
Disabled	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Christian	27	42.86	*	*	*	*	20.00	51.28	*	*	11.00	44.00	*	*	11.00	18.03
Jewish	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Hindu	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Not Stated	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Other	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
No Religion	15	23.81	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Athiest	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Agnostic	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
No Information	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Hetrosexual	51	80.95	*	*	*	*	33.00	84.62	14.00	82.35	21.00	84.00	11.00	84.62	21.00	34.43
Bi Sexual	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Gay / Lesbian	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Prefer not to say	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
married	33	52.38	*	*	*	*	19.00	48.72	*	*	11.00	44.00	*	*	11.00	18.03
Single	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Widowed	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Divorced	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Civil Partnership	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Not known	15	23.81	#VALUE!	*	*	*	11.00	28.21	*	*	*	*	*	*	*	*
Cohab	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*

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Meeting	General Functions Committee
Date	7 November 2012
Subject	Children's In-House Service Review: TUPE Transfer of Music Service staff to Charitable trust limited by guarantee
Report of	Director of Adult Social Care and Interim Director of Children's Services
Summary	This report relates to the transfer of the staff employed within Children's in-house Music Service to a charitable trust limited by guarantee. Staff will be transferred in accordance with the Transfer of Undertakings (Protection of Employment) Regulations 2006 ("TUPE"), and the Council's TUPE Transfer Commitments.

Officer Contributors	Lynn Holman-Fox – Head of Music Service Rena Abraham – HR Business Partner Ruth Murphy – Project Manager
Status (public or exempt)	Public
Wards Affected	Not applicable
Key Decision	No
Reason for urgency / exemption from call-in	Not applicable
Function of	Council
Enclosures	Appendix A – List of posts in scope for transfer to Charitable Trust Appendix B – Staff Equalities Impact Assessment
Contact for Further Information:	Lynn Holman-Fox, Head of Music Service on ext 6337

1. RECOMMENDATIONS

- 1.1 That the Director of Adult Social Care and Interim Director of Children's Services be instructed to take the necessary action to transfer the in-house staff employed within the Council's Music Service to the Charitable Trust in accordance with the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) and the Council's TUPE Transfer Commitments with effect from 01 February 2013.**
- 1.2 That the posts in scope for transfer be deleted from the Council's establishment with effect from 02 February 2013.**

2. RELEVANT PREVIOUS DECISIONS

Cabinet Resources Committee, 18 October 2012 agreed the following:

- 2.1 To authorise the Director of Adult Social Care and Interim Director of Children's Service to commence activities to create a new corporate entity that is able to register as a charitable organisation and deliver Music Service activities as Barnet's Music Hub.
- 2.2 To authorise the Director of Adult Social Care and Interim Director of Children's Service to commence activities to transfer the provision of the Council's Music Service to the new corporate entity in 2.1
- 2.3 That subject to final approval of the Chief Finance Officer of the terms of such guarantee, that the Council guarantees the liabilities of the new corporate entity to the Teacher's Pension Scheme and (if so required by the administering authority of the Fund) to the Local Government Pension Scheme, initially for a three year period and then subject to review.
- 2.4 That the Chief Finance Officer be authorised to approve the terms of the guarantee referred to in 2.3 above.
- 2.5 That the Director of Children's Service or his/ her nominee will be the nominated Council member on the Board of Trustees for the new corporate entity.

3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 3.1 To meet the Council's corporate priority of "Better services with less money" there is a strategic goal to keep prices affordable for all families and to utilise the Music Education Grant to ensure that all children are given the opportunity of initial free access to instrumental tuition.
- 3.2 A Successful London Suburb - The Music Service will continue to support Every School a Good School through a high quality offer of instrumental tuition, Continuing Professional Development (CPD), ensemble activity and extension activities.

- 3.3 Sharing Opportunities, Sharing Responsibilities - The new Music Service will seek to access charitable funds on behalf of the youth service to help support work with vulnerable groups of young people.
- 3.4 The TUPE transfer of the staff as part of the outsourcing of the Music Service to an independent charity will provide the service with an opportunity to sustain successful delivery through continued access to existing funding sources and through access to additional funding sources that are unavailable under the current arrangement. The access to additional funds and elimination of its responsibility to fund other services will increase the service's potential to develop further and provide more for the community.

4. RISK MANAGEMENT ISSUES

- 4.1 **Risk:** There is a risk of a reduction in staff morale leading to increased staff turnover, sickness levels and/or disruption to service delivery in the lead up to the transfer.
- 4.2 **Planned Mitigation:** Maximise staff engagement through frequent consultation meetings, group briefings, 1:1 meetings and regular communications. Ensure that any issues or questions that arise are dealt with in a timely manner. Monitor key HR performance indicators and listen to any staff concerns so that any issues arising can be addressed at the earliest opportunity.
- 4.3 **Risk:** There is a risk that LBB could be challenged over its handling of TUPE process.
- 4.4 **Mitigation:** Ensure that the statutory TUPE information and consultation process and the data transfer comply with the TUPE Regulations and best practice. Staff data will be verified for accuracy prior to transfer and will be transferred to the new organisation in a secure manner and will be managed in accordance with the Data Protection Act and ICO guidelines. An employee Equalities Impact Assessment has also been carried out at key milestones and, as it is a dynamic document, it is updated regularly to reflect how the council is addressing key issues.

5. EQUALITIES AND DIVERSITY ISSUES

- 5.1 Under the Equality Act 2010, the council and all other organisations exercising public functions on its behalf must have due regards to the need to: a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; b) advance equality of opportunity between those with a protected characteristic and those without; c) promote good relations between those with a protected characteristic and those without. The 'protected characteristics' referred to are: age; disability; gender reassignment; pregnancy; maternity; race; religion or belief; sex; and sexual orientation. The duty to eliminate discrimination also extends to marriage and civil partnership.

5.2 As the transfer will have an impact upon staff, an Equality Impact Assessment has been undertaken and is attached as Appendix B. At milestone 1 (Outset) the indication is neutral impact. The profile of staff in scope broadly reflects the profile of the service as a whole. The profile of the staff within scope broadly reflect the profile for Directorate as a whole. All staff within scope will transfer to the new organisation. Therefore, it is not anticipated that any group of staff who share one or more of the protected characteristics will be adversely affected by the proposals. It is also unlikely that the profile will change in any significant way in the lead up to the transfer date. The Equality Impact Assessment data will be reviewed at Milestone 2 (Confirmation of in scope to transfer) and Milestone 3 (Post Transfer Review).

5.3 The Music Service relocated to Dollis Junior school on 23rd August 2012 which is within a 5 mile radius of North London Business Park. There have been no reported difficulties in staff locating to this site. It is not anticipated that there will be any further material changes in location of staff so this would not result in any equality impact.

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

6.1 Staffing: There are currently 58 posts (27.76 FTEs) within scope. There are currently no vacancies.

6.2 A summary of the staffing breakdown is set out below:

Service Area	
Music Service	58 posts

6.3 There are 58 staff on a mix of permanent, temporary and seasonal contracts identified as being within scope. All staff have transfer rights to the new organisation under the TUPE Regulations. Staff have been engaged and informed from the start of the project and this will continue up to and beyond the point of transfer. Examples include TUPE workshops; staff presentations; monthly Staff Group meetings; weekly newsletters, and monthly employee surgeries. This activity will continue throughout the mobilisation period to ensure the new music company has the best possible foundations to enable success. Employees transferred will become employees of the transferee (the new Music Company) by virtue of the statutory novation of their employment contracts under the TUPE regulations.

6.4 A shadow board of the new proposed company will be formed on 26 November and will decide on the measures that they wish to implement post transfer. Following this, in addition to staff engagement, formal TUPE consultation will commence with Trade Unions and staff representatives on the new company's proposed measures if any.

6.5 Under the TUPE Regulations, existing contractual terms and conditions are protected on transfer and under the TUPE Transfer Commitments the Council implemented in the summer of 2011, all terms and conditions are protected for

at least a year including pension provision. Understandably, Pensions has been a key consideration and concern for staff and unions during the consultation process. A report will be considered by the Pensions Committee on 4th December 2012. The Committee would be requested to determine that new organisation (i.e. the charitable trust) will become Admitted Body to the Local Government Pensions Scheme, with respect to non-teaching staff, *under* a Community Admissions Agreement. The exact nature of the membership will depend upon legal and actuarial advice in the context of the Local Government Pension Scheme (Administration) Regulations, and legislation. From the staffing point of view, this will afford relevant staff the continued membership of the Local Government Pensions Scheme.

- 6.6 There are 83 members of the Teacher's Pension Scheme (TPS) within the Music Service – this includes casual workers who have elected to join TPS. The Teachers Pensions Regulations 2010 state provision of a bond or guarantee as an absolute condition which must be met for a company to be accepted as a function provider and therefore eligible to participate in TPS. The Department for Education have confirmed that the Council will be an acceptable guarantor. The alternative is for the new corporate entity to secure a commercial bond, but without any trading history it is expected that the costs would be prohibitive, if, indeed, it is possible for the new corporate entity to obtain cover at all under such circumstances (current market experience indicates that this may not be possible). CRC approved on 18th October that the Council would bear the financial risk as a guarantor for an initial three year period (and then subject to review) which will be essential to enable the Music Service to continue to provide to high quality music services locally.
- 6.7 The existing in-house service is supported by a flexible pool of 99 casual workers, who are engaged on an as when basis or via agency provision, driven by service need. This group of workers do not have formal transfer rights under the TUPE Regulations as they are not deemed to be employed under an employment contract. It is hoped that the casual workers would wish to work for new organisation. With their agreement, their details will be passed to new organisation, who will be able to make direct contract.
- 6.8 In the lead up to the transfer - in addition to meeting the consultation and information requirements of TUPE – the Council must provide the new organisation with the relevant 'employee liability information'. This information must be given at least fourteen days before the transfer or, if special circumstances make this not reasonably practicable, as soon as is reasonably practicable after the transfer. It is proposed that there will be full transfer of relevant data at the point of transfer to ensure that there is a seamless transition with minimal disruption to staff and service delivery.
- 6.9 Trade Unions and staff have been informed and engaged throughout the progress of this project. Their comments and views have helped shape the proposals. The Trade Union's full response (dated 16th July 2012), in which they expressed their concerns to the proposals and the Business Case, was considered by the Council Director's Group in August 2012 and the below are responses made to their five key points:

1. *Within the risk assessment there is no mitigation if the service fails financially despite having the budget scrutinised. The unions are concerned this risk along with potential loss of continuous service rights could put staff off applying for the service. If*

the London Borough of Barnet does outsource the Music Service the unions believe to overcome these risks and to maintain the quality of staff it should keep the staff employed by the London Borough of Barnet and second them to the Music Service.

Response

It is acknowledged that as a separate entity, the proposed service will not have the same support as that of a service that sits within the Council.

HR has advised Unions that this is a service transfer, therefore TUPE applies. As a result secondments would not be appropriate.

2. *Although this is business case by the London Borough of Barnet it has only looked at the impact on the Music Service. The report says that the Music Service funds other (unstated) services. The business case has not considered the impact on these services from the loss of income.*

Response

The £40,000 per annum pressure has been identified and incorporated into the Business case and CRC Report. The costs will be contained within the Children's Service.

3. *The relocation is not part of this business case as it will have taken place whether the service remains with the London Borough of Barnet or not and definitely before any outsourcing of the service.*

Response

The relocation has been removed as a deliverable for this project and is now referenced as background information.

4. *There is concern that the projected savings rely on saving on accommodation costs but there is no statement of how this will be achieved. The savings also rely on using other providers and there is experience that the quality of the support will drop.*

Response

The financial models are based on like for like provision of support services through the Council's Traded Services. While the Council's Traded Services may not be used, basing the models on this provision provides a degree of both cost and quality certainty.

5. *Some of the reasons quoted relate to poor processes in the council e.g. web marketing and parking. Outsourcing is not the way to deal with these and they need to be addressed for all services.*

Response

The business case for outsourcing the Music Service does not revolve around a release from the constraints of operating within a local authority. However, there are clearly reasons that this would be of added benefit to the Music Service.

- 6.10 The success of the transfer will be significantly dependent upon the engagement of the transferring Council staff and the corporate culture of the new organisation. Twice monthly staff briefings have been scheduled over the transition period. This activity will continue throughout the transition period to ensure that new organisation has the best possible foundations to enable its success.
- 6.11 The Council will continue to meet all of its statutory and contractual obligations with regard to change and its impact upon the Council's staff. All internal

restructures will be managed in compliance with the Council's Managing Organisational Change Procedure and where the change results in a staff transfer (as in this case) the council will meet all of its statutory obligations under TUPE and in accordance with its TUPE Transfer Commitments.

Finance

6.12 New arrangements for the funding of Music Services came into place from August 2012. Grant money that has to date been provided direct to the Music Service will now be provided to the Music Hub. The Arts Council has accepted the Music Service's bid with the expectation that the delivery model will change. If the Music Service does not implement a change in its delivery model, the service will ultimately lose its direct funding.

6.13 Transformational/ Implementation Costs

In total, the project is expected to cost **£39,500** to deliver. This has been established through investigations and lessons learned during phase 2 of the Assessment Stage and will cover Legal, HR, Project Management, Investigations and Set Up costs. The £39,500 will be contained within the funding envelope below.

Funding Source	Amount
Contained Within Existing Music Services Budget 2012/13	£15,000
Contained Within Overall Schools and Learning Division Budget 2012/13	£24,500
Total	£39,500

6.14 Ongoing Finances

The provision of the Music Service by a new, separate entity to the Council will result in a reduced annual income for the Council of £40,551 from 2013/14 onwards. This reduction in income will be funded from the Children's Service. For 2012/13 the expectation is that the Music Service will achieve its income target (pro-rata amount from April 2012 to the date of the transfer amounts to £30,410)

By delivering the Music Service as a separate entity, the service in its new form is expected to operate at a net surplus. This is detailed in the table below.

	MUSIC NEWCO 13/14 BASELINE	MUSIC NEWCO 14/15 BASELINE	MUSIC NEWCO 15/16 BASELINE
	Year 1 (15 months) - Annual Costs	Year 2 - Annual Costs	Year 3 - Annual Costs
INCOME			
Grants	-£537,988	-£458,652	-£488,652
Customer/Client Receipts	-£1,382,616	-£1,086,341	-£987,582
INCOME TOTAL	-£1,920,604	-£1,544,993	-£1,476,234
EXPENDITURE			
Employees	£1,649,843	£1,304,739	£1,229,066
Transport	£4,336	£3,469	£3,469
Premises	£76,250	£61,000	£61,000
Sales Related	£30,625	£24,500	£24,500
Supplies & Services	£128,718	£100,845	£99,845
EXPENDITURE TOTAL	£1,889,772	£1,494,553	£1,417,879
Net EXP / (INC) TOTAL	-£30,832	-£50,440	-£58,355

The provision of the Music Service as part of a charitable organisation will enable access to additional sources of funding that are currently unavailable under the current arrangement.

The provision of the Music Service by a new, separate entity will eliminate the Music Service's responsibility for the generation of income to support other areas of the Council. This potentially releases £40,551 per annum which can be spent on front line Music Service Provision.

Following transfer, the Music Service will become directly responsible for procurement and payment for its own support services that currently appear as "below the line" costs. The costs for these elements have been identified and incorporated into the financial models.

Pursuant to the decision of CRC on 18 October 2012, the Council will act as guarantor for the liabilities of the new corporate entity to the Teacher's Pensions Fund and the London Borough of Barnet Local Government Pension Scheme for a period of 3 years. This covers the eventuality whereby the new Music Service is unable to pay pension contributions in the event of financial distress. The maximum exposure under this arrangement is estimated to be £131,000 (£100,000 for Teacher's Pensions and £31,000 for LGPS). This will be contained within the Children's Service budgets.

Property/IT

6.15 There are no property issues to report

Procurement

6.16 There are no procurement issues to report

7. LEGAL ISSUES

7.1 Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE)

TUPE is an example of European Union (EU) law, which by virtue of membership of the EU obliges each Member State to introduce its own domestic legislation which implements the broad principles set out in the EU legislation (generally known as Directives). TUPE applies to a transfer of an undertaking, business or part of an undertaking or business situated immediately before the transfer in the United Kingdom to another person where there is a transfer of an economic entity which retains its identity.

7.2 In circumstances where TUPE applies, the employees transferred will become employees of the transferee (the new charitable trust in this case) by virtue of the statutory novation of their employment contracts under TUPE. This means that, in most respects, employees are entitled to the same terms and conditions of employment after the transfer as they had before it.

7.3 Pensions

One of the principal provisions of TUPE is that the pre-transfer liabilities relating to the relevant employees are transferred to the new employer; this includes any contractual obligation to contribute to an employee's individual or group personal pension plan (as opposed to an *occupational* pension scheme).

7.4 Under Regulation 10 of TUPE, provision of an occupational pension scheme is excluded from the transfer. This means the new employer has no obligation to provide the same or equivalent occupational pension rights for employees. However, the Pensions Act 2004 provides certain employees with a minimum level of protection in the event of a TUPE transfer. This is effected by means of the Transfer of Employment (Pensions Protection) Regulations 2005.

7.5 Employees eligible for protection

Employees involved in a TUPE transfer will be eligible for protection where:

- the employee is (or is eligible to be or would have been eligible to be) an active member of an occupational pension scheme in relation to which the transferor (i.e. the Council in this case) is the employer; and
- where the scheme provides money purchase benefits, the transferor is required or is not required but has made one or more contributions or, would be required had the employee been an active member to make contributions to the scheme in respect of the employee.

7.6 Staff in the Public Sector

The Cabinet Office Statement of Practice on Staff Transfers in the Public Sector 2000 applies directly to transfers involving central and local government departments and the NHS. It provides that TUPE is guaranteed to apply to these transfers. Annexed to the Statement of Practice is "A Fair Deal for Staff Pensions". This provides that the transferee (i.e. new employer) must provide transferring employees with "broadly comparable" pension benefits.

7.7 **The Duty to Inform and Consult**

Where employees are transferred from one employer to another under TUPE, both the old and the new employer have duties to inform and potentially consult with appropriate representatives in relation to any of their employees who may be affected by the transfer or by measures taken in relation to it. If the employer recognises a trade union, they must consult with that union; if not, employee representatives must be elected if they do not already exist.

7.8 **Duty to Inform**

Employees who might be “affected” by the transfer may include:

- Individuals transferred from the transferor (the Council in this case) to the transferee (the new charitable trust in this case).
- Individuals who don’t transfer but whose job might be affected by the transfer.
- The transferee’s employees whose jobs might be affected by the transfer (not relevant in this case).

The new and old employers are obliged to inform the representatives of their respective affected employees in writing of:

- The fact of the transfer, the date, and the reasons for it.
- The legal economic and social implications of the transfer for the affected employees.
- Whether the employer envisages taking any action (e.g. reorganisation) which will affect the employees and if so what action is envisaged.

Where the out-going employer is required to give the information he or she must disclose whether the prospective new employer envisages carrying out any measures which will affect the employees and if so what. The new employer must give the out-going employer the necessary information so that the out-going employer is able to meet this requirement.

“Measures” means, for example, changes to terms and conditions, grading or other structures or the declaration of redundancies. It will include any action, step or arrangement in connection with the transfer. Usually it requires the new employer to have formulated some definite plan or proposal

7.9 **Duty to consult**

Unlike the obligation to inform, the obligation to consult will not arise on every relevant transfer. The out going employer and the new employer will only have a duty to consult the representatives if either anticipates that it will take “measures” in relation to any of its affected employees which are connected with the transfer.

The consultation must be with a view to seeking the agreement of the employee representatives to the measures to be taken. There is no requirement actually to reach an agreement. At the least, the employer must give the representatives the opportunity to make representations about the measures being taken; consider and respond to any representations made and if any of these are rejected state the reasons for this.

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

- 8.1 Constitution Part 3 Section 2 – Responsibility for Council Functions General Functions Committee discharges Council's functions not reserved to Council including staff matters. Restructures which have major implications including changes to contracts of employment and proposals involving major changes in working practices and location of employees must be submitted to General Functions Committee for approval.

9. BACKGROUND INFORMATION

Background

- 9.1 The Music Service is a traded service of the Local Authority which brings in approximately £1.6 million per annum from grants, instrument hire and lesson fees from parents & schools. £40,551 of the income is used to fund other Council Services and the remaining income is used to fund delivery of the music service.
- 9.2 Children are currently offered an initial period of free instruction which is paid for from the music grant. After the initial period of free instruction, parents will normally book lessons for a fee. The Music Service has planned for an approximate 25% reduction in income over the next three years, partly due to reducing household income resulting in fewer children continuing lessons after the initial free period of instruction. A £128,000 reduction in parents paying for lessons has already been identified during 2011/2012.
- 9.3 In order to cater for children from families who will be unable to afford tuition, the Music Service would like to be in a position to raise charitable funds and apply for grants from other sources (including gift aiding membership fees). This is not an option under the current arrangement.
- 9.4 The government has published the National Music Plan and arrangements for the funding of Music Services. The government expects the main provider of music education services in any locality to become a music hub, responsible for brokering all grants and music education in a local area.
- 9.5 The Music Service has recently been successful in a bidding process for applications to receive "Hub Status". The acceptance by the Arts Council, means the Music Service will be eligible to receive the funding. The Arts Council expect new and creative models to be implemented for the delivery of the hubs and have accepted the bid on the basis that the service will implement a new company vehicle which allows greater access to funds and an increase in percentage income spent on front line delivery.
- 9.6 This project is now required to gain approval for a change in direction away from the current service model and implement a new model so that the Arts Council will continue to fund the service and to position the Music Service so that it is eligible to receive funding from other sources.

9.7 Members are asked to instruct the Director of Adult Social Services and the Interim Director of Children's to transfer the staff, who are in scope at the go-live date, from the Council to the new organisation and to delete their posts from the Council's establishment structure following the transfer date. The full list of posts is set out in Appendix A of this report.

10. LIST OF BACKGROUND PAPERS
None

Cleared by Finance (Officer's initials)	MC/JH
Cleared by Legal (Officer's initials)	PJ

Appendix A – List of posts in scope for transfer to new organisation

Position	Post No	Reason for deletion
Music Teacher	50008683	Transfer
Teacher	50007184	Transfer
Music Teacher	50008671	Transfer
Deputy Head of Music Service	50008640	Transfer
Teacher	50054310	Transfer
Teacher	50007261	Transfer
Teacher	50054311	Transfer
Music Teacher	50008657	Transfer
Administrative & Database Assistant	50028223	Transfer
Music Teacher	50008668	Transfer
Music Teacher	50008681	Transfer
Supply Music Teacher	50101563	Transfer
Teacher	50007267	Transfer
Music Teacher	50076072	Transfer
Supply Music Teacher	50076074	Transfer
Music Teacher	50076239	Transfer
Supply Teacher	50003204	Transfer
Music Teacher	50008590	Transfer
Music Teacher	50080974	Transfer
Instrumental Teacher	50109788	Transfer
Instrumental Teacher	50099821	Transfer
Teacher	50001573	Transfer
Teacher	50007175	Transfer
Head of Music	50007177	Transfer
Teacher	50007178	Transfer
Music Teacher	50008641	Transfer
Music Teacher	50008626	Transfer
Teacher	50007230	Transfer
Music Teacher	50008659	Transfer
Teacher	50007188	Transfer
Admin Assistant	50028224	Transfer
Peripatetic Instrumental Teacher	50007191	Transfer
Head of Music Curriculum	50007196	Transfer
Music Teacher	50008661	Transfer
Music Teacher	50008596	Transfer
Teacher	50001120	Transfer
Deputy Head of Music Service	50007206	Transfer
Deputy Head of Music Service	50007208	Transfer
Music Teacher	50008576	Transfer
Music Teacher	50008654	Transfer
Teacher	50007215	Transfer
Teacher	50007256	Transfer
Music Teacher	50008647	Transfer
Music Teacher	50008644	Transfer
Music Teacher	50008607	Transfer
Music Teacher	50008605	Transfer
Teacher	50007250	Transfer
Music Teacher	50008619	Transfer
Music Teacher	50008623	Transfer
Music Teacher	50008666	Transfer

Teacher	50007260	Transfer
Teacher	50054312	Transfer
Teacher	50007269	Transfer
Teacher	50007270	Transfer
Teacher	50007280	Transfer
Teacher	50007281	Transfer
Music Teacher	50016885	Transfer
Teacher	50006272	Transfer

Appendix B - Equality Impact Assessment

The Music Service – Employee Equality Impact Assessment

Future Provision of Music Service

[This document remains live with information being added at each critical milestone]

Project Sponsor:	Mick Quigley
EIA Owner:	Lynn Holman-Fox
Date process started:	9 December 2011
Date process ended:	

This EIA is being undertaken because it is:	<input checked="" type="checkbox"/> outlined within the equality scheme relevance assessment table <input checked="" type="checkbox"/> part of a project proposal submission to the programme management board <input type="checkbox"/> a result of organisation change <input type="checkbox"/> other – please specify:
--	---

EIA Contents

- 1 Introduction
- 2 Any Anticipated Equalities Issues at each milestone and identified mitigation
- 3 Monitoring Summary
- 4 Project Milestone Outcomes, Analysis and Actions

1. Introduction

1.1 Aims and objectives of the transformation programme

The Music Service project is part of a larger transformation programme for the London Borough of Barnet.

At the heart of this strategic transformation programme is one clear aim – to become a council focussed on the needs of citizens ensuring that our residents can lead successful and independent lives. It is also the council's response to address several drivers for change that have been identified:

- The financial pressures resulting from the global recession has brought the era of consistently increasing public sector budgets to an end. Within the council there is a funding gap of £53m over the three years 2011/12 to 2013/14, and our public sector partners face challenges of a similar scale.
- Despite consistent improvements in service delivery, satisfaction with Barnet Council, as with other local authorities, has been on a consistently downward trend.
- Digital technology continues to change and develop, as do the ways that people use it to change and grow. Residents will continue to expect us to deliver against those standards of instant information and access to services.
- Our identification of the need to develop a new partnership with our residents to deliver services in future is echoed by the Coalition Government's focus on a Big Society.
- The Government's focus on localism and devolution sets a national context for our aim to provide local leadership and join up services across the public sector.

The council believes that the transformation programme is best delivered through the adoption of the three key principles:

- **A new relationship with citizens** - Enabling residents to access information and support and to do more for themselves
- **A one public sector approach** - Working together in a more joined up way with our public sector partners to deliver better services
- **A relentless drive for efficiency** - Delivering more choice for better value

1.2 Future Provision of Music Service

The aim of this project is:-

- to enable the Music Service to continue delivering a high quality music offer to all young people on behalf of the London Borough of Barnet (with and agreed SLA).
- To improve community cohesion through targeted work with hard to engage groups of young people. This will include working closely with schools and the youth service to identify such groups and their needs.
- To allow the Music Service to reach out to a more diverse range of Barnet residents through initiatives such as the gifted and talented fund. This would allow gifted children on free school meals to receive a free individual lesson therefore providing fairer progression routes.
- To maintain a highly regarded Music Service for Barnet that Members, Residents and Officers can be proud of.
- To enable access to charitable grant giving bodies (such as John Lyons and Jack Petchey who will not fund local authority services directly), this will allow bids to access funds for extension activities including work with the youth service (which is facing cuts in funding)

1.3 Scope of the project

The whole of the Music Service is included within the scope of this process. This is primarily the provision of music tuition.

The Music Service is a traded service of the Local Authority which brings in approximately £1.6 million per annum from grants, instrument hire and lesson fees from parents & schools. £40,551 of the income is used to fund other Council Services and the remaining income is used to fund delivery of the music service. It currently employs 58 employees and around 99 casuals.

1.4 Description of the critical milestones

- Initial EIA on staff likely to be in scope carried out – the business case and the financial model identifies those in scope and out of scope.
- Confirmation of in scope to transfer
- Post-transfer review

1.5 Key Stakeholders

The key stakeholders of this EIA process are the employees and the managers within the project's scope.

2. Any Anticipated Equalities Issues at each milestone and identified mitigation

2.1 Milestone 1 – Outset

To start early discussions – in advance of the measures consultation – about the individual implications of a change in location.

In addition actions look at the impact of the project on the following amongst other potential factors:-

- Flexible working arrangements and impacts on service users
- The impact of staff changes to their working culture
The impact on staff of a new service delivery model

2.2 Milestone 2 – Confirmation of in scope to transfer

To do

2.3 Milestone 3 - Post Transfer Review

To do

3. Monitoring Summary

Table 1- Employee EIA Profile of the Future Shape Project (this profile is in accordance with the requirements of the Equality Act 2010 and the Council will collect this information so far as we hold it)

		Critical Milestones							
		Council Comparator data		Project Outset		Confirmation of in scope		Post Transfer	
		No.	% change	No.	% change	No.	% change	No.	% change
Number of employees		2818		58					
Gender	Female	1817	64.48%	33	56.90%				
	Male	1001	35.52%	25	43.10%				
Date of Birth (age)	1985-1996	159	5.64%	**	**				
	1975-1984	606	21.50%	13	22.41%				
	1965-1974	770	27.32%	15	25.86%				
	1951-1964	1128	40.03%	23	39.66%				
	1941-1950	154	5.46%	**	**				
	<1940	1	0.04%	0	0.00%				
Ethnic Group	White								
	British	1444	51.24%	38	65.52%				
	Irish	91	3.23%	0	0.00%				
	Turkish Cypriot	18	0.64%	0	0.00%				
	Greek Cypriot	33	1.17%	**	**				
	Other White	184	6.53%	**	**				
	Mixed								
	White and Black Caribbean	0	0.00%	0	0.00%				
	White and Black African	0	0.00%	0	0.00%				
	White and Asian	15	0.53%	**	**				
	Other Mixed	50	1.77%	0	0.00%				
	Asian and Asian British								
	Indian	206	7.31%	0	0.00%				
Pakistani	32	1.14%	0	0.00%					
Bangladeshi	26	0.92%	0	0.00%					
Other Asian	47	1.67%	0	0.00%					
Black or Black British									
Caribbean	160	5.68%	**	**					
African	212	7.52%	0	0.00%					
Other Black	25	0.89%	0	0.00%					
Chinese or Other Ethnic Group									
Chinese	17	0.60%	0	0.00%					
Other Ethnic Group	48	1.70%	0	0.00%					
Disability	Physical co-ordination (such as manual dexterity, muscular control, cerebral palsy)	0	0.00%	0	0.00%				
	Hearing (such as: deaf, partially deaf or hard of hearing)	6	0.21%	0	0.00%				
	Vision (such as blind or fractional/partial sight. Does not								

	include people whose visual problems can be corrected by glasses/contact lenses)	2	0.07%	0	0.00%				
	Reduced physical capacity (such as inability to lift, carry or otherwise move everyday objects, debilitating pain and lack of strength, breath, energy or stamina, asthma, angina or diabetes)	10	0.35%	0	0.00%				
	Learning difficulties (such as dyslexia)	7	0.25%	**	**				
	Mental illness (substantial and lasting more than a year)	6	0.21%	0	0.00%				
	Mobility (such as wheelchair user, artificial lower limb(s), walking aids, rheumatism or arthritis)	7	0.25%	0	0.00%				
	Other disability	39	1.38%	0	0.00%				
	No disability	0	0.00%	57	98.28%				
	Not stated	2741	97.27%	0	0.00%				
	Transsexual/Transgender (people whose gender identity is different from the gender they were assigned at birth)	0	0.00%	0	0.00%				
	Not stated	0		0	0.00%				
Pregnancy and Maternity	Pregnant but not yet on maternity leave (MatB1)	0	0.00%	0	0.00%				
	Maternity Leave (current) (SMP & OMP)	0	0.00%	0	0.00%				
	Returned from Maternity Leave (in last 12 months)	0	0.00%	0	0.00%				
Religion or Belief	Christian	1335	47.37%	28	48.28%				
	Buddhist	13	0.46%	**	**				
	Hindu	177	6.28%	0	0.00%				
	Jain	11	0.39%	0	0.00%				
	Jewish	87	3.09%	**	**				
	Muslim	117	6.28%	0	0.00%				
	Sikh	13	0.46%	0	0.00%				
	Other faith religions	101	3.58%	**	**				
	No religion	461	16.36%	**	**				
	No response on faith	223	7.91%	**	**				
	No form returned	32	1.14%	0	0.00%				
	Atheist	42	1.49%	0	0.00%				
	Agnostic	33	1.17%	**	**				
	Humanist	5	0.18%	**	**				
Not assigned	168	5.96%	13	22.41%					
Sexual Orientation	Heterosexual	1956	69.41%	25	43.10%				
	Bisexual	9	0.32%	**	**				
	Lesbian or Gay	37	1.31%	0	0.00%				
	Prefer not to say	553	19.62%	16	27.59%				
	Not assigned	263	9.33%	16	27.59%				

Marriage and civil partnership	Married	911	32.33%	18	31.03%				
	Single	675	23.95%	17	29.31%				
	Widowed	16	0.57%	0	0.00%				
	Divorced	77	2.73%	**	**				
	In Civil partnership	8	0.28%	0	0.00%				
	Cohabiting	39	1.38%	0	0.00%				
	Separated	11	0.39%	0	0.00%				
	Unknown	1076	38.18%	20	34.48%				
	Not assigned	5	0.18%	0	0.00%				
Relevant and related grievances									
	Formal								
	Upheld								
	Dismissed								

4. Project Milestone Outcomes, Analysis and Actions

4.1 Outset data

The proposed transfer of the Music Service will place 27.76 FTE members of staff in scope to TUPE transfer to the new Music company. This transfer will be a TUPE transfer pursuant to the TUPE Regulations 2006. In addition to the employment protections provided by the TUPE Regulations, the Council's TUPE agreement will apply to this transfer and will form part of the contract between LBB and the new Music Company. The main protections are:

- Terms and Conditions may not be changed in the first year after transfer
- In scope employees to remain within LGPS or Teachers Pensions
- Continuation of current Trade Union Representation
- A central Trade Union facility pot

The analysis of the data at Section 3 when compared against the profile of the Council shows that there are material differences (> 5%) for the following characteristics:

Females, Males, Ethnic Groups: White British; Asian and Asian British: Indian; Black or Black British: African; Religion or Belief: Sikh; Sexual Orientation: Heterosexual (although there were a significant number who preferred not to say or did not declare); Marriage and Civil Partnership: Single. The majority of staff in the Music Service have declared themselves to have no disability.

The reason for this is because of the profile of those in scope – it is not about how the 'in scope' list has been drawn as all staff within the Music Service have been identified as in scope at the outset.

The service has recently moved location to Dollis Junior School which is within 6 miles from North London Business Park. There have been no reported equalities issues identified as a result of this move.

4.2 Actions proposed

There are none anticipated at present

5. Briefing, Sharing and Learning

The below table summarises the key milestones and briefing activities.

Milestone	Document	Audience	Date
Approval of Full Business Case.	Embargoed Full Business Case	Trade Union representatives	10/07/12
	Full Business Case & CRC report	Council Directors Group	14/08/12
		Trade Unions	10/10/12
		Cabinet Resources Committee	10/10/12
Approval for staff transfer at General Functions Committee	GFC report and Equalities Impact Assessment	General Functions Committee	07/11/12
Informal Staff Consultation meetings		Music Service Staff	10/10/12 25/10/12 08/11/12 13/11/12
Business Transfer Agreement	Draft BTA	New Co. Shadow Board	26/11/12
Measures agreed	Draft Measures Letter	New Co. Shadow Board	26/11/12
Formal Consultation and Tripartite meeting	Measures Letter	Music Service Staff Union representatives	Tbc
Transfer Date		Council and New Co.	01/02/2013