

**MEETING**

**POLICY AND RESOURCES COMMITTEE**

**DATE AND TIME**

**TUESDAY 17TH FEBRUARY, 2015**

**AT 7.00 PM**

**VENUE**

**HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4AX**

**TO: MEMBERS OF POLICY AND RESOURCES COMMITTEE (Quorum 3)**

Chairman: Councillor Richard Cornelius  
Vice Chairman: Councillor Daniel Thomas

**Councillors**

Daniel Thomas	Anthony Finn	Alon Or-Bach
Dean Cohen	Ross Houston	Sachin Rajput
Tom Davey	David Longstaff	Barry Rawlings
Paul Edwards	Alison Moore	

**Substitute Members**

Melvin Cohen	Arjun Mittra	Mark Shooter
Geof Cooke	Alan Schneiderman	Arjun Mittra

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

**Andrew Charlwood – Head of Governance**

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Media Relations contact: Sue Cocker 020 8359 7039

**ASSURANCE GROUP**

## ORDER OF BUSINESS

Item No	Title of Report	Pages
1.	Minutes of last meeting	1 - 4
2.	Absence of Members	
3.	Declaration of Members' Disclosable Pecuniary interests and Non Pecuniary interests (If any)	
4.	Report of the Monitoring Officer (if any)	
5.	Public Questions and Comments (if any)	
6.	Members' Items (if any)	
7.	Business Planning 2015/16 - 2019/20	5 - 422
8.	Barnet's Local Plan - Draft Statement of Community Involvement	423 - 464
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10.	Developing a new vision for Copthall	663 - 670
11.	Authorisation to procure off site document management services	671 - 676
12.	Barnet's membership of the Local Government Association	677 - 684
13.	Referral from Hendon Area Committee - Mill Hill free parking	685 - 700
14.	Governance Arrangements - Barnet/ Harrow Inter-Authority Agreement	To Follow
15.	Committee Forward Work Programme	701 - 710
16.	Any other item(s) the Chairman decides are urgent	
17.	Motion to Exclude the Press and Public	
18.	Any other exempt item(s) the Chairman decides are urgent	

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## Decisions of the Policy and Resources Committee

13 January 2015

Members Present:-

AGENDA ITEM 1

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

Councillor Dean Cohen	Councillor David Longstaff
Councillor Tom Davey	Councillor Alison Moore
Councillor Paul Edwards	Councillor Alon Or-Bach
Councillor Anthony Finn	Councillor Sachin Rajput
Councillor Ross Houston	Councillor Barry Rawlings

Also in attendance

Apologies for Absence

### 1. MINUTES OF LAST MEETING

**RESOLVED** that the minutes of the meeting held on 2 December 2014 be approved as a correct record.

### 2. ABSENCE OF MEMBERS

None.

### 3. DECLARATION OF MEMBERS' DISCLOSABLE PECUNIARY INTERESTS AND NON PECUNIARY INTERESTS (IF ANY)

Councillor Barry Rawlings declared a non-pecuniary interest in agenda item 8 (Initial Consultation Strategy: Graham Park Estate Development Framework SPD) as he is a member of Genesis.

Councillor Ross Houston declared a non-pecuniary interest in agenda item 8 (Initial Consultation Strategy: Graham Park Estate Development Framework SPD) as he is a member of Genesis and a Council appointed representative on the Board of The Barnet Group Ltd.

Councillor Dean Cohen declared a personal non-prejudicial interest in agenda item 8 (Initial Consultation Strategy: Graham Park Estate Development Framework SPD) as he is involved with Genesis at a business level outside the borough.

**4. REPORT OF THE MONITORING OFFICER (IF ANY)**

None.

**5. PUBLIC QUESTIONS AND COMMENTS (IF ANY)**

Mr Marc Francis made public comments on agenda item 7 (Council tax support: options for a revised scheme (post consultation)).

Details of the questions asked and the published answers were provided with the agenda papers for the meeting. Verbal responses were given to the supplementary questions at the meeting.

**6. MEMBERS' ITEMS (IF ANY)**

None.

**7. COUNCIL TAX SUPPORT: OPTIONS FOR A REVISED SCHEME (POST CONSULTATION)**

The Committee considered the report.

Councillor Alison Moore, seconded by Councillor Barry Rawlings, moved that an 8.5% rate be retained. The votes were recorded as follows:

Agreed	5
Opposed	7
Abstentions	0

The motion was lost.

Councillor Richard Cornelius, seconded by Councillor Daniel Thomas, moved that a 20% rate be adopted. The votes were recorded as follows:

Agreed	7
Opposed	5
Abstentions	0

The motion was carried.

The Chairman noted that officers had advised that recommendation two in the report required amendment to clarify that Full Council is responsible for making the decision, and that Policy and Resources Committee would be making a recommendation to Council. This was noted and agreed by the Committee.

The recommendations were then put to the vote.

**RESOLVED –**

1. That the Committee make recommendation to Full Council for the adoption of the draft Barnet Council Tax Support scheme 2015 based on Option 3 (Increase the Council Tax contribution rate to 20%)

2. That the Committee make recommendation to Full Council to the uprating of the scheme in line with Department for Work and Pension changes for Housing Benefit and working age non-dependent deductions as set out in appendix 3.

**8. INITIAL CONSULTATION STRATEGY: GRAHAME PARK ESTATE DEVELOPMENT FRAMEWORK SPD**

The Committee considered the report.

**RESOLVED –**

1. That the Committee approve the initial options consultation on the Grahame Park Development Framework SPD, as described in the report.
2. That the Committee note the overall Consultation Strategy on the Grahame Park Development Framework SPD.

**9. UPDATE ON CONTRACTS RELATING TO THE COUNCIL'S FLEET**

The Committee considered the report.

**RESOLVED –** That the Committee

1. Extend the waiver of Contract Procedure Rules for a further 9 month period from 1<sup>st</sup> April 2015, to regularise and continue arrangements with existing suppliers which enables and provides business continuity whilst a procurement process is undertaken.
2. Increase the approved suppliers' spend and the overall annual value as set out in paragraph 1.2 Table 1 and Appendix 1 of the various approved suppliers for the a further 9 months, up to 31<sup>st</sup> December 2015.

**10. PROCUREMENT FORWARD PLAN 2015-16**

The Committee considered the report.

**RESOLVED –** That approval be given to officers to proceed with procurement activity as set out in the Procurement Forward Plan 2015/2016.

**11. COMMITTEE FORWARD WORK PROGRAMME**


The Committee noted the report. It was noted that Councillor Richard Cornelius and Councillor Moore would discuss meetings currently scheduled in early May, which may need re-scheduling due to the General Election.

**12. ANY OTHER ITEM(S) THE CHAIRMAN DECIDES ARE URGENT**

None.

The meeting finished at 8.21 pm



	<p><b>Policy and Resources Committee</b> <b>17 February 2015</b></p>
<p><b>Title</b></p>	<p><b>Business Planning 2015/16 - 2019/20</b></p>
<p><b>Report of</b></p>	<p>Chief Executive Interim Chief Operating Officer Strategic Director of Commissioning</p>
<p><b>Wards</b></p>	<p>All</p>
<p><b>Status</b></p>	<p>Public</p>
<p><b>Enclosures</b></p>	<p>Appendix A – Write Offs Appendix B – Interim Consultation report Appendix C – Medium Term Financial Strategy Appendix D1 – Detailed Revenue Budgets, Savings, Pressures and Council Tax Schedules Appendix D2 – Theme Committee Revenue Budgets, Savings and Pressures Appendix E1 – Theme Committee Capital programme Appendix E2 – Capital Programme by Delivery Unit Appendix F – Treasury Management Strategy Appendix G – Housing Revenue Account Appendix H – Cumulative and Individual Equality Impact Assessments Appendix I – Reserves and Balances Policy Appendix J – Corporate Risk Register Appendix K - Dedicated Schools Grant</p>
<p><b>Officer Contact Details</b></p>	<p>John Hooton, Deputy Chief Operating Officer, John.Hooton@barnet.gov.uk Stephen Evans, Director of Strategy, Stephen.Evans@barnet.gov.uk Ruth Hodson, Head of Finance, Ruth.Hodson@barnet.gov.uk</p>

## Summary

This report sets out the Corporate Plan objectives, budget, Council Tax and Medium Term Financial Strategy (MTFS) for the period 2015/16 to 2019/20.

## Recommendations

**That Policy and Resources Committee:**

- 1. Consider the issues that have emerged so far from the consultation outcomes when making their decisions. Consultation closed on 11 February. Due to the timings of compiling this report, the consultation report appended at Appendix B is presented as an interim report. A final consultation report will be reported to Full Council on 3 March, to inform final decisions on the council's budget;**
- 2. Recommend to Council for approval the MTFS attached at Appendix C and the Detailed Revenue Budgets at Appendix D1 and D2. The MTFS sets out all of the budget changes over the period from 2015/16 to 2019/20, including assumptions around inflation, changes to levies, pressures, savings and grant funding. It is the model around which the council's financial strategy is based. It should be noted that the budget has been prepared on the basis of a Council Tax freeze in 2015/16. Overall the 2015/16 budget requirement totals £250,888,653.**
- 3. Note that the Chief Finance Officer under his delegated powers in accordance with para 4.3.2 of the Financial Regulations has calculated the amount of 132,151 (band D equivalents) as the Council Tax base for the year 2015/16 [ item T in the formula in Section 31B (3) of the Local Government Finance Act 1992, as amended (the "Act")];**
- 4. Note that the Council Tax requirement for the Council's own purposes for 15/16 (excluding precepts) is £145,639,653.**
- 5. Recommend to Council for approval the following amounts be now calculated for the year 2015/16 in accordance with Sections 31(A) and (B), 34, 35 and 36 of the Act:**
  - a) £889,167,167 being the aggregate of the amounts which the council estimates for the items set out in the Section 31A(2) (a) to (f) of the Act taking into account all precepts issued to it by precepting authorities.**
  - b) £743,527,514 being the aggregate of the amounts which the council estimated for the items set out in Section 31A(3) (a) to (d) of the Act.**
  - c) £145,639,653 being the amount by which the aggregate at 5 (a) above exceeds the aggregate at 5(b) above, calculated by the council in accordance with Section 31A(4) of the Act as its Council Tax requirement for the year (Item R in the formula section 31A(4) of the Act).**
  - d) £1,102.07 being the amount at 5(c) above (item R), all divided by Item T (Item 4 above), calculated by the council, in accordance with Section 31B(1) of the Act, as the basic amount of its Council Tax for the year (excluding precepts).**
  - e) The Chief Finance Officer recommends that the council's basic amount of Council Tax for 2015/16 is not excessive in accordance with the principles approved under section 52ZB and 52ZC of the Local Government Finance Act 1992, and the Referendums Relating to Council Tax Increases (Principles) Report (England) 2015/2016. £1,102.07 being the amount at 4 above divided by the amount at 3 above, calculated by the council, as the basic amount of its Council Tax for the year 2015/16;**

**London Borough of Barnet Valuations Bands (£)**

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

Being the amounts given by multiplying the amounts at 6(d) above by the number which, in proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in valuation band D, calculated by the council, in accordance with Section 36(1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands

6. Note that for the year 2015/16 the Greater London Authority has provisionally indicated that the following amounts in precepts will be issued to the council, in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of the dwellings shown below:

**Greater London Authority Valuations Bands (£)**

A	B	C	D	E	F	G	H
196.67	229.44	262.22	<u>295.00</u>	360.56	426.11	491.67	590.00

7. That having calculated the aggregate in each case of the amounts at 6(d) and 7 above, the council, in accordance with Section 30(2) of the Local Government Finance Act 1992, hereby sets the following amounts as the amounts of Council Tax for the year 2015/16 for each of the categories dwellings shown below:

**Council Tax for Area (£)**

A	B	C	D	E	F	G	H
931.38	1,086.60	1,241.84	<u>1,397.07</u>	1,707.53	2,017.99	2,328.45	2,794.14

8. Recommend to Council that in accordance with Section 38(2) of the Act the Chief Executive be instructed to place a notice in the local press of the amounts set under recommendation 8 above within a period of 21 days following the Council's decision.
9. Recommend to Council for approval the capital programme as set out in Appendix E and addition in para 2.6.3, and that the Chief Officers be authorised to take all necessary actions for implementation. That Committee recommend to Council that the Chief Finance Officer be authorised to adjust capital project budgets in 2015/16 throughout the capital programme after the 2014/15 accounts are closed and the amounts of slippage and budget carry forward required are known.
10. Recommend to Council that the Chief Finance Officer be authorised to adjust capital project budgets in 2015/16 throughout the capital programme after the 2014/15 accounts are closed and the amounts of slippage and budget carry forward required are known.
11. Recommend to Council for approval the Treasury Management Strategy for 2015/16 as set out in Appendix F.
12. Approve the following
- The proposed rent increase of CPI plus 1% for council dwellings as set out in paragraph 2.8.6 to take effect from 1 April 2015;
  - The proposed increase to service charges for council dwelling as set out in paragraph 2.8.7 to take effect from 1 April 2015;
  - The proposed rent increase of 2% for council garages as set out in

<b>paragraph 2.8.10 to take effect from 1 April 2015,</b>
<b>13. Approve the Housing Revenue Account estimates for 2015/16 as set out in Appendix G.</b>
<b>14. Note the Equality Impact Assessment and cumulative assessment included in Appendix H. A summary is set out in section 9 of this report. The appendix provides the cumulative impact and individual Delivery Unit assessments where significant changes to service delivery are proposed.</b>
<b>15. Recommend to Council to approve the Reserves and Balances Policy as set out in Appendix I and the Chief Finance Officer's assessment of adequacy of reserves in section 2.10. This states that the minimum level of General Fund balances should be £15m after taking account of all matters set out in the Chief Finance Officer's report on reserves and balances.</b>
<b>16. Recommend to Council to note the Corporate Risk Register as set out in Appendix J.</b>
<b>17. Recommend to Council from reserves and budgetary movement as set out in paragraph 2.2.1, 2.2.2 and saving amendments in paragraph 2.2.4.</b>
<b>18. Recommend to Council to approve the write offs in Appendix A.</b>
<b>19. Note the Submission of the Authority Proforma Tool</b>

## **1 WHY THIS REPORT IS NEEDED**

### **1.1 Executive Summary**

- 1.1.1. In March 2014, the Council agreed its MTFs, which set a two year budget for the period 2014/15 – 2015/16. In December 2014, Council agreed budget proposals for 2015/16 for consultation. This report provides feedback on the consultation on budget proposals for 2015/16 and recommends budget proposals to 2015/16 – 2019/20 for approval. Consultation closed on 11 February after a period of 8 weeks. It should be noted that, due to the timings of compiling this report, the consultation report in Appendix B is presented as an interim report. A final, updated consultation report will be presented to Full Council on 3 March, where final decisions on the council's budget are taken;
- 1.1.2. The council's strategic context is set out in section 1.2. The strategic objectives form the basis of the Corporate Plans and drive the allocation of resources.
- 1.1.3. The total budget gap is £15.749m for 2015/16. The budget gap has been updated to reflect recent announcements.
- 1.1.4. Savings of £17.269m and pressures of £1.520m have been identified to enable a balanced budget to be set.

1.1.5. This report also sets out the expected budget gap of £73.5m for 2016-2020 and the budget savings agreed by each Theme Committee and Full Council. These savings total £51.6m, leaving a remaining gap of £21.9m. The remaining gap will be allocated in the new financial year to Theme Committees so they may develop further proposals which will be subject to further consultation and an Equalities Impact Assessment.

1.1.6. The budget proposals within this report are predicted on a Council Tax freeze for 2015/16 and 2016/17.

## 1.2 STRATEGIC CONTEXT

### **Barnet Council and the wider public sector continue to face significant financial challenges**

- Despite significant reductions to Government spending since 2010 and a return to economic growth, the financial environment for the council, the wider public sector, and residents continues to be challenging. The position can be summarised as follows:
  - **Further spending cuts to come:** Despite nearly £100 billion of spending cuts since 2010, the UK budget deficit still stands at around £90 billion meaning that austerity will continue.
  - **Increasing pressure on services:** Increasing demand on services is driven by a growing and changing population. Barnet's population increased by 12% from 2001 to 2011 and will increase by a further 5% over the next 5 years, with health and social services in particular facing acute challenges due to rapid growth in young and older cohorts.
  - **Wider financial pressure on households:** From energy bills, housing costs, wage restraint, and benefit reforms.
  - **Increasing public expectations:** With residents expecting better services and more prompt responses.

This means that the council must plan for the fact that spending reductions will affect all parts of the public sector to the end of the decade and that increasingly levels of demand will not be met from simply doing more of what it is currently doing.

### **The impact on the council's finances – past and future**

- In Barnet, the impact of austerity has translated to the council needing to save or generate £75.8m over the period 2011 – 2015, equivalent to 26% of the council's budget. Looking ahead, based on assumptions about future public spending and rising demand, the council is forecasting the need for further savings of £73.5 million in the latter half of the decade. In real terms, by the end of the decade, **the council's total spending power will be nearly half of what it was at the start.**

- Knowing that the council continues to face significant financial challenges in the years ahead, it has a responsibility to develop and agree a plan for meeting the challenge. The proposed MTF5 is that plan.

### **Opportunities ahead – Barnet is a successful borough as part of a successful, thriving London**

- Despite austerity, the economy is now growing, particularly in London. This creates opportunities for the council; for residents; and for business. In Barnet, the benefits are already being seen through reduced unemployment – particularly 16-18 year olds – and more people on benefits moving into work. The benefits of growth are being felt through regeneration in areas such as Colindale and Grahame Park and with the major redevelopment of Brent Cross and Cricklewood due to start soon, providing new homes, space for businesses, thousands of new jobs.
- Most people will benefit from the success of living in Barnet and use only universal services. For these residents, the council's role is to 'get the basics right' and maintain the environment for a thriving borough - disposing of waste; keeping streets clean; providing excellent customer service; allowing people to transact in more convenient ways; resolving issues promptly and ensuring the borough has the infrastructure to continue its success - good schools, education, training, jobs, housing and transport.
- The council will work to ensure that all residents of Barnet can benefit from the opportunities of growth, whether that is through increased employment levels of disabled people or through developing new neighbourhoods in which people can live and age well.
- However, some residents will need targeted support to allow them to benefit from this success. As such, the council will continue to work with other parts of the public sector to identify those residents at risk of missing out and provide the right interventions at the right time. The recent success of the joint Benefit Cap Task Force – which brings together the council, Barnet Homes and Job Centre Plus – is an example of what is possible. The Task force has engaged with over 90% of residents impacted by the Benefit Cap and has supported over a third into work and off the Benefit Cap. The council is also piloting a multi-agency Jobs Team in Burnt Oak to support people into work in an area of the borough where unemployment rates are higher. Helping people to help themselves will reduce dependence on services and on the ever diminishing resources available.

## Barnet's approach to meeting the challenge

- The majority of savings made to date have been through back office efficiencies. The council has focused on cutting bureaucracy by cutting the number of senior managers and the Chief Executive's pay; cutting Member allowances; and cutting spending on the back office – which now cost £6m less a year. This has meant that the council has avoided short-term, in year cuts seen in other areas and has created headroom to reinvest – in infrastructure, regeneration, school places. The council has also been able to keep Council Tax under control - freezing it since 2010 and cutting it this financial year. Despite the challenges, satisfaction with the council and local services remains relatively high in Barnet and, over recent years, resident satisfaction with a number of local services has increased since 2010 when austerity began to bite.
- As the council focuses on the challenges ahead, it does so from a firm position. Its commissioning approach, which focuses on the quality and value for money of services – and how they contribute to the council's priority outcomes – rather than a rigid view on how services should be delivered and by whom, provides the flexibility and capability to respond.

## Barnet Council's overarching approach - developing a Corporate Plan to 2020

- Each one of the Council's Theme Committees has developed a 5 year Commissioning Plan over the last 6 months, setting out the outcomes and priorities the Committee will focus on as it seeks to meet the challenge. These Commissioning Plans have been based on consultation to date – including recent Resident Perception Surveys and consultation in relation to the Priorities & Spending Review (PSR), which asked residents what they care about as the Council approaches the challenge and ideas about how savings could be made or services reformed. Final Commissioning Plans – which will reflect the outcomes of the 8 week budget consultation– will be signed off by individual Theme Committees in March and April 2015.
- The council's Corporate Plan sets the overall framework for each of the Committee's individual Commissioning Plans. Whether the Plans are covering services for vulnerable residents or about universal services such as the environment and waste, **there are a number of core and shared principles which underpin the commissioning outcomes**. These are set out below, based on consultation feedback received from residents through the PSR process.

## The first is a focus on fairness

- In meeting the challenge, there are no easy decisions. The council will seek to **strike the right balance** between fairness towards meeting the needs of more frequent and targeted users of services meeting the needs of the wider taxpayer and making sure all residents from our diverse communities - young, old, disabled, and unemployed - share in the opportunities of growth, whilst adhering to its statutory equalities duties.

- The council must **'get the basics right'** so people can get on with their lives – disposing of waste, keeping streets clean, allowing people to transact in more convenient ways, resolving issues promptly in the most cost effective way.
- Managing the rising demand on services requires a step change in the council's approach to **early intervention, prevention and demand management**. Across the public sector, the council and its partners will need to work with residents to prevent problems rather than treating the symptoms when they materialise.

### **The second is a focus on responsibility**

- The council has a responsibility to ensure that certain services continue to be provided but, given the scale of the financial challenge, it will do so in different ways.
- The council also has a responsibility to set out its plan for dealing with the financial challenges to the end of the decade. The MTF5 is that plan. In doing so, the council will continue to drive out **efficiencies** and seek **value for money** across the system, to achieve better outcomes with fewer resources. This includes a focus on workforce productivity; bearing down on contract and procurement costs; and using assets more effectively.
- The council will **change its relationships with residents**, by working with local people to ensure services better meet their needs and to reduce the impact of funding cuts. In certain circumstances, residents will also need to take on more personal and community responsibility for keeping Barnet a great place particularly if there is not a legal requirement for the council to provide services.
- In some cases, **users will be required to pay more for certain services** as the council prioritises the resources it has available. The council will seek to create a **stronger link between personal behaviour and cost**, with those whose chosen behaviour increases the cost burden on wider taxpayers charged more e.g. taking action against individuals and businesses who increase council costs through littering or fly-tipping.

### **The third is a focus on opportunity**

- The council will prioritise **regeneration, growth and income maximisation**. Regeneration revitalises communities and provides residents and businesses with places to live and work.
- There is a **trade-off between the amount of income the council is able to generate and the level of savings it needs to make**. Growing the local tax base and generating more income makes the council less reliant on Government funding and helps to offset the impact of service cuts.



- Income maximisation through growth and regeneration also generates resources for investment in future infrastructure - roads and transport infrastructure, housing and schools.
- The council will **redesign services** and **deliver them differently through a range of models and providers**. The commissioning council approach means that it does not have a rigid view about how services should be designed and delivered – its concern is primarily with service quality and value for money for the taxpayer. The council will continue to develop a mixed economy of providers from across the public, private and voluntary sectors through a variety of delivery models - in-house, outsourced, Joint Ventures, Social Enterprises, Mutual – that are appropriate to the service.
- This approach - based around **Fairness, Responsibility and Opportunity** – will be articulated in the council’s new **Corporate Plan to 2020**. **The final Corporate Plan will include measures and targets and will be presented to Full Council in April 2015**.
- The Council has consulted on the high-level strategic priorities which flow from the approach articulated above, and inform development of the more detailed plan. **The council’s proposed high-level strategic priorities, which have been consulted on, are set out in the table below. Preliminary views from the consultation are set out in Section 10.19 – 10.29:**

<b>Barnet Council, working with local, regional and national partners, will strive to make sure the Barnet is the place:</b>	
<b>1</b>	<b>Of opportunity, where people can further their quality of life.</b>
<b>2</b>	<b>Where responsibility is shared, fairly.</b>
<b>3</b>	<b>Where people are helped to help themselves, recognising that prevention is better than cure.</b>
<b>4</b>	<b>Where services are delivered efficiently to get value for money for the taxpayer.</b>

## **2 MEDIUM TERM FINANCIAL STRATEGY**

### **2.1 Funding from Government, Council Tax and other assumptions**

- 2.1.1 **Appendix C** sets out the indicative MTFs for Barnet Council through to 2020, taking into account the national economic context such as Government spending cuts and inflation, along with local factors such as population and demand pressures. The budget gap facing the council includes assumptions about levels of expected Government grant, future levels of business rates and changes to the Council Tax base, along with a range of other assumptions about pay and non-pay inflation, future levies and other risks.

2.1.2 The Government has already announced indicative funding levels for 2015/16 and these have been included in the MTFS. Beyond that point, it is possible to model further cuts to Government grant through to the end of the decade, based on budget announcements and Office for Budget Responsibility (OBR) reports. Within this report it is broadly assumed that Government grants will continue to reduce from 2016 to 2020 at the same level as they did between 2011 and 2015. These assumptions on Government grant, along with assumptions on growth in population, inflation and a range of other factors, are used to inform the MTFS and budget gap and will be kept under review following further announcements and changes in the macro-economic picture. In detail, these assumptions are as follows:

- **Demographic pressures** – an assumption has been made in the budget envelope for future demographic pressures specifically for Adults and Children’s Social Care costs. This is based on data provided by the Greater London Authority.
- **Inflation (pay)**: in line with the Local Government pay award for 2013/14, a 1% increase in pay is assumed for each year from 2015 to 2020;
- **Inflation (non-pay)**: figures of 1.8% from the Office for Budget Responsibility (OBR) for inflation have been used to estimate the increase in non-pay costs;
- **North London Waste Authority levy**: figures for the NWLA levy are based on the latest information from the NLWA for the period from 2015-2020;
- **Capital financing costs**: no provision has been added for 2015/16 as the current budget provision is considered to be sufficient, but a provision has been added each year beyond that point;
- **Council Tax Support**: a provision has already been set aside for risks associated with Council Tax support, and this is considered to be sufficient for future years and the scheme has been revised to a 20% contribution as per Council’s decision in January 2015;
- **Concessionary fares**: increases have been projected in line with demographic changes of 60+ in Barnet;
- **Care Act**: a staged introduction of the Care Act has caused a financial pressure for 2015/16 for the assessment of carers which is above the funding made available by Government. This additional pressure is reflected in the MTFS. The new burdens money for future years has not yet been published, so no provision has yet been included in the MTFS for Care Act implementation in 2016/17;
- Future allocations of **New Homes Bonus** are projected in line with known developments in the borough, and is reserved for infrastructure purposes;
- **Business rates**: there has been no growth assumed in business rates. An increase in yield has been estimated in line with inflation;
- **Business rates top up grant**: the business rates top up grant is assumed to increase in line with inflation;
- **Revenue Support Grant**: the assumption for the reduction in RSG is such that the reduction in the total quantum of retained business rates and RSG is approximately £10m per annum until 2018/19 when the RSG is decreased by an additional £500k. This total reduction is to prudently reflect the Autumn Statement 2014;

- **Council Tax:** The proposal subject to consultation and the Equalities Impact Assessment is that a Council Tax freeze is factored into the Medium Term Financial Strategy for 2015/16 and 2016/17, with an increase of 2% per annum beyond that point. The Council Tax baseline takes into account current developments and regenerations schemes where developers are in place. It does not take into account schemes that are proposed, but where developers are not yet in place;
- **Education Support and Council Tax & Housing benefit administration grants** have been assumed to reduce by 10% in line with previous reductions of specific grants; and
- The **PFI credit** is fixed and no change has been factored in.

## 2.2 Budgets 2014 to 2020

### 2014/15 Out-Turn Position

2.2.1 The quarter 3 forecast outturn general fund expenditure (after reserve movements) is £287.984m, which is an adverse variance of £1.572m (0.5%) against the revised budget of £286.412m.

The main headline pressures are as follows:-

- The over spends for the Barnet Group of £1.049m represents 24.7% of the delivery unit net budget (£4.254m). The variance is due to Temporary accommodation pressures that have resulted due to increasing number of clients and high inflation rates for emergency accommodation during 2014. An additional request from contingency to manage this pressure has been requested below in para 2.2.2.
- Adults and Communities services have a pressure which is due to a case law change around Deprivation of Liberties. An additional request for funding to manage this has been requested below in para 2.2.2. The overspend after this draw down from reserves will be £0.857m which is 0.9% of their budget.
- The pressures in the SPA and Temporary Accommodation will be reviewed through 2015/16 to develop mitigating actions to fund the shortfall. There will be sufficient funding in contingency to cover the risks and remaining shortfall.

### **Budget decisions**

2.2.2 This report is primarily concerned with the new Corporate Plan, Commissioning Plans and indicative MTFs the period from 1st April 2015 through to 2020 as follows. However, as part of the regular decision making process around on-going financial management, this report proposes that Policy and Resources Committee agree as follows:

- Allocate £584k (one off) from contingency to fund the revenue pressure of the Housing Needs and Resources.
- Allocate £500k for the Deprivation of Liberties service pressure in 14/15 from the risk reserve and this has been included in the MTFs as a £555k pressure for future years.

- Approve an ongoing virement for £0.338m is requested to realign Directorates budgets to meet the insurance charges for 2014/15 made to Central expenses as per the table below.

	£'s
Adults and Communities	(69,510.42)
Assurance	3,197.68
Commissioning	42,985.25
Customer Support Group	131,849.36
Education & Skills	11,715.02
Family Services	79,353.90
Parking & Infrastructure	(43,541.94)
Regional Enterprise	8,575.60
Streetscene	(498,410.65)
The Barnet Group	(4,759.96)
<b>Total</b>	<b>(338,546.17)</b>

- That Policy and Resources committee agree the write offs as set out in **Appendix A** to this report.

### **2015/16 budget proposals**

2.2.3 The proposed budget for 2015/16 reflects a budget gap of £17.269m, with savings proposals to reach a balanced position. These savings are set out in detail at **Appendix D**

	2015/16 £000
Budget Gap before savings and pressures	15,749
Identified Pressures	1,520
Proposed Savings	(17,269)
<b>Budget Gap after savings</b>	<b>0</b>

2.2.4 The 2015/16 savings by Theme Committee are as below. These are set out in detail at **Appendix D**.

Theme Committee	Total £'000
Adults & Safeguarding	(8,424)
Assets, Regeneration & Growth	(300)
Children, Education, Libraries & Safeguarding	(3,394)
Environment	(1,851)
Housing	(300)
Policy & Resources	(3,000)
<b>Total</b>	<b>(17,269)</b>

### 2016/17 – 2019/20 budget proposals – savings and pressures

2.2.5 Successfully meeting the financial challenges ahead requires careful planning. Knowing that Barnet continues to face severe budgetary constraint, the council has carried out a Priorities & Spending Review (PSR) - a detailed, 12 month process of analysis, engagement and ideas generation. The PSR commenced in summer 2013 and concluded in June 2014, with the ambition of understanding the level of financial challenge facing the council and its local strategic partners up to 2020 and developing options for Committees to consider closing the budget gap.

2.2.6 The PSR represents a considered, rational process for developing a range of options for meeting the projected budget gap of £73.5 million between 2016 and 2020. The fundamental driver of the PSR was to ensure that decisions taken by Committees about how to allocate budgets across different parts of the council – and the decisions required to live within those budgets – were taken on the basis of a bottom up process informed by engagement and consultation rather than allocating budgets and taking decisions in an arbitrary, top down way.

2.2.7 The headline figure is a budget gap of further £73.5m for 2016-20. This means that the council will need to find recurrent baseline savings of £73.5m a year by 2019/20. There are savings proposals that have been agreed of £51.6m as listed in **Appendix D**. This leaves a remaining gap of £21.9m which will still need to be identified as below.

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	Total £'000
Budget Gap before savings and pressures	18,427	14,741	13,194	12,677	59,039
Proposed Pressures	3,992	3,583	3,382	3,593	14,550
Proposed Savings	(20,603)	(12,269)	(10,677)	(8,109)	(51,658)
<b>Budget Gap after savings</b>	<b>1,816</b>	<b>6,055</b>	<b>5,899</b>	<b>8,161</b>	<b>21,931</b>

2.2.8 Indicative savings proposals have been agreed by council. The combined position for 2016 through to 2020, is set out below:

Theme Committee	2016-17 £'000	2017-18 £'000	2018-19 £'000	2019-20 £'000	Total £'000
Adults & Safeguarding	(2,656)	(3,514)	(3,199)	(3,238)	(12,607)
Assets, Regeneration & Growth	(4,635)	(3,553)	(1,417)	(472)	(10,077)
Children, Education, Libraries & Safeguarding	(3,795)	(2,195)	(1,973)	(1,912)	(9,875)
Community Leadership	(9)			(843)	(852)
Environment	(3,560)	(1,410)	(800)	(100)	(5,870)
Health and Wellbeing Board					
Policy & Resources	(5,948)	(1,596)	(3,289)	(1,544)	(12,377)
<b>Total</b>	<b>(20,603)</b>	<b>(12,268)</b>	<b>(10,678)</b>	<b>(8,109)</b>	<b>(51,658)</b>

2.2.9 In addition to the savings above, savings of £4.2m over the period of 2015-2020 have been agreed by the Housing Committee and Council in December 2014 which will reduce the costs of services within the Housing Revenue Account.

2.2.10 An allowance has been included within the budget envelope for demographic growth in line with population projections for Adults and Communities and Children's Services. A small additional pressure is included for additional Street Scene costs arising from population growth.

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

	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
Adult and Communities	0.8	1.68	2.018	2.014	2.375
Children's Services	0.72	1.952	1.565	1.368	1.218
Street Scene	0	0.36			
<b>Total</b>	<b>1.52</b>	<b>3.992</b>	<b>3.583</b>	<b>3.382</b>	<b>3.593</b>

### 2.3 Emerging risks over the next two years

2.3.1 There are a number of risks to the council's financial position as a result of changes in demographics, changes to legislation and other factors. The council holds reserves and contingency balances to address future risks and concerns. These risks will be kept under review as they materialise.

- **Welfare Reform:** The Government's Welfare Reform programme is continuing to be rolled out across the country. Universal Credit will begin to be rolled out in Barnet from 2 March. Although the initial roll out is limited to less complex single person claimants, the wider roll out of UC to families with complex needs in the future is likely to require more intensive support and potentially have an impact on housing and social care services (in Adults and Communities and Children's Services). The council is in close discussion with the Government to put in place appropriate local support arrangements and agree funding.
- **Social care funding reform and Care and Support Bill:** An introduction of a cap on contributions towards care costs will be introduced in 2016/17. This is likely to increase the pressure on the service. There will be additional funding for social care to local authorities however; at this stage it is unclear if this will meet the likely pressure;
- **Temporary Accommodation Costs:** The cost of temporary accommodation above the Local Housing Allowance has had an impact on the budgets of the council and this could continue to increase unless alternative strategies are agreed. The council allocated £1.5m into contingency in 2013 for temporary accommodation pressures. This will be kept under review in 2015/16 to see how these pressures are being managed.

- **Children's Placement Costs:** Due to recent legislation changes within Children's services means that young adults will continue with foster carers until 21 and children who are placed with families now have to receive allowances that are the same rate as foster carers. These will increase the financial pressure on services.
- **Building Costs** As the economy has improved there has been an increased demand for building contractors which in turn has led to an increase in costs and materials. Also as councils in London are building more this has meant that framework agreements at times have reached full capacity. There has been an increase in capital financing made available to cover the additional costs of construction inflation.

2.3.2 No additional budgetary provision has been made for these risk items in the MTFS at this stage. However, the council's approach to contingency will need to continue to be cautious in the event that any of these risks materialise.

## **2.4 Dedicated Schools Grant (DSG) and Schools Budget 2015/16**

2.4.1 The total draft Schools' Budget for 2015/16 is £305m, of which about £91m is recouped by the Education Funding Agency (EFA) to pay the budget shares to Academies and Free Schools based in Barnet. The Schools Budget is funded from the Dedicated Schools Grant, post-16 allocations from the EFA and any underspend carried forward from the School's Budget in previous years.

2.4.2 The vast majority of this funding is passed on to schools and early years settings through the operation of the School Funding Formula and the Early Years Single Funding Formula. Most of the remainder is used to pay for places and top-up funding for pupils with special educational needs in maintained schools and Academies, non-maintained and independent schools and colleges.

2.4.3 Details of the way in which the School's Budget has been put together are shown in Appendix K, which also includes a table showing a summary breakdown of the School's Budget.

2.4.4 The draft School's Budget is a balanced budget following various adjustments described in Appendix K. Funding per pupil and for children in early years setting has been set at the same rate as in 2014/15, apart from a minor adjustment relating to the distribution of the 2012/13 DSG underspend carried forward to 2014/15.

### **Submission of the Authority Proforma Tool**

2.4.5 The council is required to submit to the DfE annually a completed Authority Proforma Tool (the APT) which shows all the detailed assumptions underpinning the proposals for allocating budgets to schools and early years' providers in the following year.



The key factors are as follows:

- The same school and early years funding formulae and rates as 2014-15 with the exception of the £23 per pupil distribution of the 2012-13 underspend. This was included on a one-off basis in the 2014-15 AWPU as was the additional £0.02p/hour for nursery children
- The minimum funding guarantee for schools remains the same as in 2014/15 (-1.5%).
- The cap on gains for schools remains the same as in 2014/15 at +0.5%.

2.4.6 The funding rates proposed for the 2015/16 financial year are thus as follows:

	Primary Rate £	Secondary Rate £
Age Weighted Pupil Unit	3,316	4,763
Free School Meals (Ever 6)	1384	1375
Lump sum per school	122000	122000
Deprivation: IDACI 4	215	247
Deprivation: IDACI 5	717	819
Deprivation: IDACI 6	4205	2917
English as Additional Language 2	530	1378
Mobility	423	619

## 2.5 Council Tax

2.5.1 As part of the Localism Act the Government has introduced new arrangements for Council Tax setting. These include provisions for a referendum on excessive Council Tax increases. The Government has indicated that the level that it considers excessive is 2%. In effect this means that the Council Tax increases are capped at 2% for 2015/16. The council's budget is based on a Council Tax freeze for 2015/16 and 2016/17 and then a 2% increase in the following years until 2019/20.

2.5.2 The detailed Council Tax base schedule is included in Appendix D. Under delegated powers, the Chief Finance Officer has determined the 2015/16 tax base to be 132,151 (Band D Equivalents) – the calculations are set out below:

Council Taxbase	2014/2015	2015/2016	
	Band D Equivalents	Band D Equivalents	Income
Total properties (per Valuation List)	165,611	166,725	232,926,671
Exemptions	(2,622)	(2,648)	(3,699,436)
Disabled reductions	(119)	(115)	(160,663)
Discounts (10%, 25% & 50%)	(32,831)	(31,571)	(44,106,834)
Adjustments	299	1,677	2,342,639
Aggregate Relevant Amounts	130,338	134,068	187,302,377
Non-Collection (1.5% both years)	(1,956)	(1,998)	(2,791,342)
Contributions in lieu from MoD	81	81	113,163
	128,463	132,151	184,624,198

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

2.5.4 The calculation of the Council Tax for Barnet is set out below:

BUDGET	2014/2015	2014/2015	2015/2016
	Original	Current	Original
	£	£	£
<b>Total Service Expenditure</b>	<b>286,412,080</b>	<b>286,412,080</b>	<b>276,465,365</b>
Contribution to / (from) Specific Reserves	8,418,138	8,418,138	6,461,288
<b>NET EXPENDITURE</b>	<b>294,830,218</b>	<b>294,830,218</b>	<b>282,926,653</b>
Other Grants	(34,255,000)	(34,255,000)	(32,038,000)
<b>BUDGET REQUIREMENT</b>	<b>260,575,218</b>	<b>260,575,218</b>	<b>250,888,653</b>
Business Rates Retention	(34,500,000)	(34,500,000)	(35,191,000)
Business rates top-up	(17,800,000)	(17,800,000)	(18,114,000)
<b>BUSINESS RATES INCOME</b>	<b>(52,300,000)</b>	<b>(52,300,000)</b>	<b>(53,305,000)</b>
RSG	(65,200,000)	(65,200,000)	(50,444,000)
Collection Fund Adjustments	(1,500,000)	(1,500,000)	(1,500,000)
<b>BARNET'S ELEMENT OF COUNCIL TAX REQUIREMENT</b>	<b>141,575,218</b>	<b>141,575,218</b>	<b>145,639,653</b>
Council Tax Base			
<b>BASIC AMOUNT OF TAX</b>	<b>1,102.07</b>	<b>1,102.07</b>	<b>1,102.07</b>
<b>GLA TAX</b>	<b>299.00</b>	<b>299.00</b>	<b>295.00</b>
<b>TOTAL COUNCIL TAX (BAND D EQUIVALENT)</b>	<b>1,401.07</b>	<b>1,401.07</b>	<b>1,397.07</b>

2.5.5 The provisional GLA precept is £38,984,545 making the total estimated demand on the collection fund and Council Tax requirement £184,624,198.

<b>London Borough of Barnet</b>	<b>£145,639,653</b>
<b>Greater London Authority</b>	<b>£ 38,984,545</b>
<b>Total Requirement for Council Tax</b>	<b>£184,624,198</b>

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

Council Tax Band	Barnet	GLA	Aggregate
	£	£	£
A	734.71	196.67	931.38
B	857.16	229.44	1,086.60
C	979.62	262.22	1,241.84
D	1,102.07	295.00	1,397.07
E	1,346.97	360.56	1,707.53
F	1,591.88	426.11	2,017.99
G	1,836.78	491.67	2,328.45
H	2,204.14	590.00	2,794.14

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

## 2.6 Capital programme 2015-2020

2.6.1 The MTFs include provision for future capital expenditure on council priorities through to 2020. These draft budget proposals include capital investment plans through to 2020 to ensure that Barnet continues to have the infrastructure it needs to be successful. So for example, provision needs to be made to ensure that sufficient school places exist in Barnet through to 2020. Roads and pavements investment is also important; this is a key concern for residents as demonstrated by recent residents' perception surveys. The council also needs to ensure that sufficient provision is made for rolling programmes of upgrades to buildings, equipment, IT and other investment that supports the delivery of services.

2.6.2 The current programme for each theme committee is as below:

<b>Theme Committee</b>	<b>2014-15 £'000</b>	<b>2015-16 £'000</b>	<b>2016-17 £'000</b>	<b>2017-18 £'000</b>	<b>2018-19 £'000</b>	<b>2019-20 £'000</b>	<b>Total £'000</b>
Adults & Safeguarding	1,756	2,321	315				<b>4,392</b>
Assets, Regeneration & Growth	14,683	17,428	19,250	19,195	2,100	100	<b>72,756</b>
Children, Education, Libraries & Safeguarding	32,509	53,930	41,398	16,775	25,400	25,400	<b>195,411</b>
Environment	16,808	28,420	16,450	9,100	8,450	7,525	<b>86,753</b>
Community Leadership	814						<b>814</b>
Housing	2,006	7,893	3,050	2,500	2,550	2,600	<b>20,599</b>
Policy & Resources	2,210	26,468	1,805	1,000	1,000	1,000	<b>33,483</b>
<b>Total</b>	<b>70,786</b>	<b>136,459</b>	<b>82,268</b>	<b>48,570</b>	<b>39,500</b>	<b>36,625</b>	<b>414,207</b>

2.6.3 Since the programme was agreed by Council in December 2014 there have been the following additional capital requests:

- £23.2m of additional capital funding will be required for the Sports and Physical Activities Programme. This will be funded by borrowing funded by income and from the Community Infrastructure Levy over the period of 2015/16 to 2017/18;
- £1.575m of capital was requested on the 27<sup>th</sup> of January 2015 as part of the implementation of the new parking policy that was presented and agreed by the Environment Committee;
- In the October 2014 Children's Education and Learning Committee a paper was put forward for the Early Learning Review and it stated that there would be capital demands but needed confirmation of the amounts required. The project team have now confirmed that there is a capital need of £331k.

2.6.4 The capital programme is funded in a number of different ways, but is summarised as follows:

a) The Education Capital Programme is funded by a combination of council allocated resources and government grant;

b) The Housing Capital Programme is funded from available resources within the housing revenue account, brought together into the housing investment plan;

c) Infrastructure needs and requirements are funded by the council through the infrastructure reserve, which includes New Homes Bonus and Community Infrastructure Levy contributions; and

d) Other corporate, highways and environmental requirements which are funded mainly through capital receipts and borrowing.

## **2.7 Treasury Management Strategy**

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

- Maximum deposits limit for non-specified deposits, (more than one year), increased to £100 million and £50 million for more than two years.
- Further diversification of financial instruments into more secure /higher yield asset classes in consultation with the council's investment advisor.
- Decisions in respect of investments over two years will be taken in consultation with the council's investment advisor and approved by the Chief Finance Officer.
- Following a competitive tender the Royal Bank of Scotland will be managing the council bank contract and overnight investment with RBS will be permitted.
- The prudential indicators have been updated to reflect the Council's capital programme and future borrowing requirement; and
- The strategy has been updated to reflect the latest forecast for interest rates. Base rate is expected to remain at 0.5% for most of 2015/16 and therefore the assumptions in the budget strategy for interest receipts remain the same.

2.7.2 Policy and Resources Committee are asked to note the Treasury Management Strategy as set out in Appendix F which will go to Council for approval.

## **2.8 Housing Revenue Account**

- 2.8.1 The Local Government and Housing Act 1989 requires the Housing Revenue Account (HRA) to be maintained as a ring-fenced account. Any surpluses generated from the HRA can be used to support the account when it fails to break even. One budget can be set so that there is a drawing on balances, but it is not permissible for an overall HRA budget deficit to be set. It is for the Council to determine what level of balances should be maintained. The quarter 3 monitoring position indicated that at 31 March 2014 the HRA balances were £14.8m, and forecast to be £11.5m at 31 March 2015.
- 2.8.2 The in-year Housing Revenue Account (HRA) is showing a £0.068m increased surplus due to increases in collection rates. However, £3.3m of balances will be used to fund the Capital Programme. Hence, the council's Housing Revenue Account balances are forecast to be £11.553m, which will be factored into the 30-year business plan.
- 2.8.3 The principal items of expenditure within the HRA are management and maintenance costs, together with charges for capital expenditure (depreciation and interest). This is substantially met by rent and service charge income from dwellings, garages and commercial premises.

### Council dwelling rents

- 2.8.4 Although the Government recommends that local authorities continue to follow the national policy for rent setting, it has confirmed that this is only guidance and that councils are free to set rents that reflect local priorities and needs.
- 2.8.5 The economic situation and welfare changes, such as Council Tax benefit and housing benefit, mean that many lower income households in council homes are facing financial pressures. The council could increase council dwelling rents by CPI plus 1.5% at September 2014 as proposed in the draft Housing Commissioning Plan. This would provide an additional annual income of £276k. However, for council dwelling rents in 2015/16 it has been decided to follow the current government guidance for council dwelling rents which is CPI at September 2014 (1.2%) plus 1%.
- 2.8.6 The average weekly rent on a 52 week basis will be £103.27. This has increased from an existing weekly average rent of £100.93.

### Service charges and garages

- 2.8.7 Service charges have been reviewed by Barnet Homes and the following changes are recommended to take effect from 1 April 2015:

	2014/15	2015/16	Increase	% Increase
Grounds Maintenance	£1.81	£1.85	£0.04	2%
Lighting	£1.12	£1.14	£0.02	2%
Heating - Grahame Park	1 Bed- £11.73 2 Bed - £16.26 3 Bed - £17.56	1 Bed- £11.96 2 Bed - £16.59 3 Bed - £17.91	1 Bed- £0.23 2 Bed - £0.33 3 Bed - £0.35	2%
Heating – excluding Grahame Park	2%			
Digital Television	£0.80	£0.82	£0.02	2%
Weekly Caretaking	£6.35	£6.48	£0.13	2%
Caretaking Plus	£8.20	£8.36	£0.16	2%
Quarterly Caretaking	£1.28	£1.31	£0.03	2%
Enhanced Housing Management and Alarm Service (sheltered housing)	2%			
Garages	2%			

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

2.8.9 Proposed increased for Heating and Digital Television are in line with inflation.

2.8.10 It is proposed that council garages' rents are increased by 2% in line with inflation.

#### HRA Summary and Working Balance

2.8.11 Total expenditure for 2015/16 is estimated at £72m, including charges for financing HRA debt.

2.8.12 The HRA for 2015/16 shows a contribution to balances of £8m. The estimated HRA balance as at 31 March 2016 is £25m.

## **2.9 Robustness of the budget and assurance from Chief Financial Officer**

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

### Robustness of Estimates

2.9.2 The financial planning process for 2015/16 is in light of confirmation of further cuts from central Government. This has posed a significant challenge for all authorities to balance budgets with significant reductions in government support. Barnet Council has met this challenge through its Priorities and Spending Review which considered plans up to 2020 in order to develop a balanced budget.

2.9.3 The financial planning process has been managed at officer level through the Business Planning Group. These Director level groups have overseen the process for financial planning, including medium-term resource projections, the strategic context for the borough, and the quantification of new pressures on resources, and the identification of potential budget savings.

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

2.9.5 At Member level, the Theme Committees have considered the financial planning process and made recommendations to the Policy and Resource Committee. The savings were then referred to Council and agreed in December 2014.

### Robustness of the budget process

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

### Effectiveness of Risk Management

2.9.7 Risk management processes have continued to improve during 2014/15. The corporate risk register is attached at Appendix J, and service and corporate risks have been taken into account in budget-setting and in considering the adequacy of reserves.



## Effectiveness of Budget Management

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

### **2.10 Review of reserves and contingency**

2.10.1 Policy and Resources Committee in July 2014 agreed that a review of reserves and contingency which was presented back to Committee on 2 December.

2.10.2 Ultimately, it is the role of the Section 151 officer to recommend a level of reserves within the council's budget. However, it is important that members understand the level of reserves that the council holds, and ensure that the reserves policy fits in line with the organisational strategy.

2.10.3 The council holds general non ring-fenced and not earmarked annual reserves of £15m to deal with any in year and unplanned pressures. This is equivalent to 5% of annual expenditure and this amount is in line with Audit and Regulatory good practice.

2.10.4 Corporate earmarked reserves have been set aside by the council for a variety of purposes. Principally these are for unforeseen risks. The council could, should it wish, change the basis of the allocation of these reserves. Any such change would be made by council in setting the budget and would be on the advice of the Chief Finance Officer.

2.10.5 The infrastructure reserve holds New Homes Bonus, the Community Infrastructure Levy and the council's share of profits from the Inglis Consortium. The council is not legally bound to spend this money on infrastructure, but there is an expectation that it is used for this purpose, and the council has a significant infrastructure burden across the borough which it must service.

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

## **3. REASONS FOR RECOMMENDATIONS**

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

#### **4. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

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

#### **5 POST DECISION IMPLEMENTATION**

- 5.1 If this report is agreed, these budget proposals will be considered by Full Council on 3 March 2015.

#### **6. IMPLICATIONS OF DECISION**

##### **6.1 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

- 6.1.1 In addition to continued spending reductions, demographic change and the resulting pressure on services pose a significant challenge to the council. The organisation is facing significant budget reductions at the same time as the population is increasing, particularly in the young and very old population cohorts. Given that nearly two thirds of the council's budget is spent on Adult Social Care and Children's Services, this poses a particular challenge as these services are predominantly 'demand led'.

##### **6.2 Revenue**

- 6.2.1 The MTFs (**Appendix C**) sets out the £90.8m savings target for the council for 2015-16 to 2019/20 based on a number of assumptions listed above.

- 6.2.2 The revenue budget proposals plan (**Appendix D**) will enable the council to meet its £90.8m savings target as set out in the MTFs (**Appendix C**). These budgets will be formally agreed each year, after appropriate consultation and equality impact assessments, as part of council budget setting, and therefore could be subject to change.

##### **6.3 Capital**

- 6.3.1 Policy and Resources Committee on the 21st July 2014 agreed the process for Theme Committees to review the capital programme and the development of capital programme priorities for the period 2015-2020.

- 6.3.2 As part of that process, Policy and Resources Committee allocated funding for capital investment to be reviewed and prioritised by the Theme Committee including any amendments and additions.

- 6.3.3 The allocation of the additional Capital which was agreed by Committees is attached (**Appendix E**). This was then approved by Council in December 2014.

## 6.4 Staffing

6.4.1 The budget proposals in this report will have an impact on staffing across the organisation. A number of budget proposals will result in a reduction in posts in the organisation. For 2015/16, this impact is set out in **Appendix D** to the report, and is summarised as follows

	<b>FTE reduction</b>	<b>Redundancies</b>
Adults and Communities	6	
Family Services	28	28
Street Scene	29	
Commissioning Group	4	4
<b>Total</b>	<b>67</b>	<b>32</b>

6.4.2 The savings in Adults and Communities relate to a review of back office support in the Delivery Unit. The savings in Family Services relate to the cross-service restructure which is currently in progress an equality impact assessment will be available and will be considered before the final decision is made on this restructure. The savings in the Commissioning Group relate to review which is currently in progress. Savings in the Street Scene Delivery Unit relate to changes in the delivery of street cleansing, waste route optimisation and the internalisation of the fleet.

6.4.3 In addition to the above, an options appraisal for the future delivery of Education and Skills services is currently being undertaken, the preferred option which could result in staff TUPE to another provider. Future budget savings for 2016 onwards will be reviewed for the impact on staffing at the appropriate time following public consultation and committee decisions.

6.4.4 For 2015/16, consultation with staff took place in accordance with the council's HR policies and is being led by the respective delivery units. A report on the full impact of budget proposals on staff, which will trigger staff consultation on the budget package as a whole, went to General Functions Committee in December. The committee referred the matter to Full Council and this was considered in December.

6.4.5 The council will seek to mitigate redundancies through the redeployment process and a reduction in agency usage. Any substantial changes are subject to consultation as set out in the council's Managing Organisational Change Policy and will be subject to consultation with Staff and Trade Unions and equality impact assessments before implementation.

## **7 Legal and Constitutional References**

- 7.1 All proposals emerging from the business planning process must be considered in terms of the council's legal powers and obligations, including its overarching statutory duties such as the Public Sector Equality Duty.
- 7.2 Constitution Responsibilities for Functions Annex A sets out the terms of the Policy and Resources Committee.
- 7.3 Any decision made should be made after appropriate consultation and consideration of equality impacts.
- 7.4 Decision makers should have due regard to the public sector duty when making their decisions. If negative equality impacts are found then decision makers may decide to make other decisions after balancing all of the factors. The equalities duties are continuing duties they are not duties to secure a particular outcome. Consideration of the duties should precede the decision. It is important that decision makers have regard to the statutory grounds in the light of all available material this will include the result of the consultation and other comments that residents and organisations make on the proposals.

### **7.5 Consultation**

- 7.5.1 As a matter of public law the duty to consult with regards to proposals to vary, reduce or withdraw services will arise in 4 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;
  - Exceptionally, where the matter is so important that there is a legitimate expectation of consultation and
  - Where consultation is required to complete an equalities impact assessment.
- 7.5.2 Regardless of whether the council has a duty to consult, if it chooses to consult, such consultation must be carried out fairly. In general, a consultation can only be considered as proper consultation if:
- Comments are genuinely invited at the formative stage;
  - The consultation documents include sufficient reasons for the proposal to allow those being consulted to be properly informed and to give an informed response;
  - There is adequate time given to the consultees to consider the proposals;
  - There is a mechanism for feeding back the comments and those comments are conscientiously taken into account by the decision maker / decision making body when making a final decision.
  - The degree of specificity with which, in fairness, the public authority should conduct its consultation exercise may be influenced by the identity of those whom it is consulting and

- The consultation is clear on the reasons why alternatives and discarded options have been discarded.

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

## 7.6 Public Sector Equality Duty

7.6.1 The general duty on public bodies is set out in section 149 of the Act.

7.6.2 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.

7.6.3 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.

7.6.4 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.

7.6.5 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.

7.6.6 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.

7.6.7 The relevant protected characteristics are:

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

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

7.6.9 Through the process of finalising the budget and Corporate Plan, the council will need to satisfy itself that these requirements have been adhered to in formulating the proposals referred to in this report.

## **8 Risk Management**

8.1 Some savings and efficiencies for the 2015/16 budget and MTFS to 2020 will have a negative impact on some groups of residents this will be exacerbated when combined with the impact of welfare reform and increasing cost of living. The council has put in place support for people who will be affected by Welfare Reform, in particular measures to support people into work and to stay in work, and through funding support such as Discretionary Housing and Crisis Fund payments. In addition, the council has also sought to bear down on overall Council Tax since 2010. Further analysis of budget proposals will be undertaken following the budget consultation to consider the cumulative impact of changes and to draw this to the attention of decision makers

8.2 As the council continues to transform and reduce expenditure, there is a continuing risk of challenge. Any decision (for example reductions to service budgets or service redesign) is potentially open to challenge. Whilst no public body is immune from challenge the risk can be significantly reduced by adopting best business planning practice, an inclusive approach to engagement, a clear understanding of the impact of proposed changes, consideration of mitigations and monitoring of outcomes. To mitigate the risk and to provide a robust response in the event of any challenge, it is important to demonstrate that the council has complied with all relevant statutory duties in budget planning and that processes have been conducted in a consistent, rigorous and open minded way, carried out a full consultation and taken the consultation results into consideration before making the final decisions.

8.3 The Government has already announced indicative local government funding allocations for 2015/16, and it is clear that future funding reductions will continue beyond that point. Current modelling suggests that this is likely to equate to further annual reductions of between £15m and £20m to the

council's budget. For this reason, it is important that the council continues to be prudent with its use of reserves and contingency to militate against future cuts.

## **9 Equalities and Diversity**

- 9.1 The Equality Act 2010 and The Public Sector Equality Duty outlined in statute (See paragraph 7.4 of this paper on legal issues) require elected Members to satisfy themselves that equality impact considerations have been fully taken into account in all proposals emerging from the finance and business planning process, together with any mitigating factors.
- 9.2 The council's aim – particularly during these financially challenging times – is to make sure that all residents from our diverse communities benefit from the opportunities of growth and to ensure that the decisions taken do not disproportionately impact on people who may experience disadvantage. This includes groups with protected characteristics across the borough.
- 9.3 As with last year the council has considered the 9 characteristics protected by Equality Act 2010. In addition, as in previous years, the council has sought to assess the impact on carers, (including adult and young carers), people currently out of work and those on low income and particular geographic areas of disadvantage – groups who are not defined as a protected characteristic under the 2010 Equality Act but who may nevertheless experience additional barriers to equal life chances. This is in line with the council commitment to fairness as discussed at Policy and Resources Committee on 10 June 2014, when Members advised that Committees 'should be mindful of fairness and in particular, of disadvantaged communities when making their recommendations on savings proposals. These groups were also highlighted in last year's assessment of cumulative equalities impact of our proposals.
- 9.4 Barnet aims to provide equality of access and opportunity so that all our citizens can make equal choices and have fair life chances in Barnet. Our commitment to fairness is set out in our Equal Opportunities Policy and our Strategic Equalities Objective - that citizens will be treated equally, with understanding and respect; have equal opportunity with other citizens; and receive quality services provided to Best Value principles. This is reflected in our Corporate Plan, Theme Committee Commissioning Plans and Corporate Strategies.
- 9.5 The council has taken account of growing diversity in the demographic makeup of the borough's population, including growth in both young and older people, in determining both the corporate strategy and service responses in this paper so that the aspirations and contributions of current residents are reflected. The council also aims to consider the needs of all tax payers and to strike the right balance between fairness towards the more frequent users of services and fairness to the wider taxpayer, making sure that all residents from our diverse communities can access and benefit from local services and the opportunities of growth in the borough

- 9.6 Since January 2014, in response to organisation change in the council, including the set-up of the Customer and Support Group and Re, the Developmental and Regulatory Services, the council has taken action to strengthen the approach to Equalities. The action takes account of changes to the constitution, ensures that roles and responsibilities are clear and allows the council to take a common and rigorous approach to equalities across internal and external Delivery Units and partners. The Council's Equality Policy was refreshed in January 2014 and the council's Commissioning Group continues to work with Delivery Units to ensure that the council takes a consistent approach to assessing the equalities impact of their proposals including any cumulative impact on any particular group and any mitigating actions that can be put in place and to refine equality assessments as proposals develop. The Commissioning Group has provided advice and guidance to Delivery Units, through workshops and updates to intranet and internet sites. An equalities briefing was organised for Members and the council published an Annual Report for Equalities in June 2014
- 9.7 As in previous years, the approach of the 2015/16 proposals has been to make savings as far as possible through efficiencies and to target limited financial resources to the services that deliver the best outcomes for residents.
- 9.8 This paper is published ahead of the close of consultation for 2015/16 savings and MTFs savings to 2020. At this stage of the budget planning process Delivery Units have conducted their equalities impact of 2015/16 proposals (subject to comments through consultation). It appears that no equalities issues affecting the protected characteristics set out in the 2010 Equality Act have been raised by respondents to the consultation in relation to 2015/16 proposals. Some comment has been made about the proposal to reduce Council Tax support (on the impact of people on benefits, low wage and lone parent families). The consultation feedback reflects what is said in the EIA for reduction in Council Tax support which for these reasons shows an anticipated minimum negative impact. Therefore it has not been deemed necessary to revise equality analyses in response to consultation feedback at this stage and this will be kept under review as proposals develop.
- 9.9 To meet the requirement for members outlined at paragraph 7.4 equality impact assessments are published with this paper to support 2015/16 savings proposals. These are attached at Appendix H together with the cumulative assessment of the equalities impact. Appendix H to this paper outlines the Cumulative Equalities Impact assessment of the proposed 2015/16 budget savings. This is based on the consultation findings received at the time of writing and will be finalised following the closure of consultation on 11 February 2015.
- 9.10 In meeting the financial challenge, the council will seek to strike the right balance between the needs of the more frequent users of services and the needs of the wider taxpayer, and making sure that all residents from our diverse communities – the young, old, disabled and unemployed – benefit from the opportunities of growth. This year officers have complemented the usual processes of Equality Impact Assessment by starting a process to



illustrate which resident groups (described as Barnet customer segments who share key characteristics, such as age, occupation and income) will feel the impact of the range of budget proposals.

- 9.11 As the MTFS proposals are developed over the coming year the aim is to incorporate an illustration of which resident groups are more likely to feel the impact of budget proposals in future cumulative impact assessments. This is in addition to the analysis of impact on the 9 protected characteristics as required by the 2010 Equality Act.

### **2015/16 Budget Savings Proposals**

- 9.12 15 EIAs have been completed for all 2015/16 savings and to support the cumulative equalities impact. 10 EIAs are showing a positive impact. Street Scene have completed 1 EIA for the options affecting street cleansing which is currently indicating no impact on residents. Some Street Scene savings are predicated on a review of terms and conditions. Work on this project has not been completed. The decision will be subject to an equality impact assessment and a separate committee decision prior to any changes being made 1 EIA for a back office reorganisation in Adults is showing impact not known. 3 EIAs are currently showing minimum negative impact. These are for short term floating support (Adults), SEN transport proposals (Children's) and the proposal to reduce Council Tax support.
- 9.13 The 'people' services - Children's Services and Adults and Communities – have conducted 13 EIAs on proposals that will impact residents. Adults and Social Care have conducted 10 EIAs. 4 are showing significant positive impacts from support for independent living for younger adults with disabilities, people who live outside the borough to settle in their chosen area, changes to the Front Door contact with the council. Eligibility, Assessment and Support Planning Process and Procedures and shared funding arrangements with the Mental Health Trust. 4 are showing minimal positive impact – an improved offer to carers, the community offer, working with leisure services to reduce dependency on specialist day care provision and changes to procurement and care services; 1 is showing impact not known -back office staff reductions, savings from renegotiation of existing contracts and 1 is showing minimal negative impacts from changes to the model for Floating Support. It is expected that the proposals for floating support will have a minimum negative impact on people with disabilities, pregnancy and maternity and older people and this will be kept under review.
- 9.14 The Children's Service has conducted 3 EIAs. 2, for early years and Education and Skills which support 2015/16 savings proposals are each showing a minimal positive impact from a model that aims to deliver improved outcomes. These have been updated for this paper and show no change in that assessment. This will be kept under review and the impact of the various options will be shared with decision makers as the proposals develop.
- 9.15 Savings line E1 for, Education Libraries and Safeguarding Committee shows that 15/16 savings propose changes to SEN transport arrangements for children. This is currently shown as an efficiency saving. Early indications

assess a minimal negative impact overall for service users and their carers. This is a cautious assessment which balances that no impact is anticipated on the majority of 865 service users because in the vast majority of cases arrangements will continue as before. This will be discussed on an individual basis with 148 service users affected by the proposed changes and the outcomes will take full account of their skills and abilities for independent travel to promote choice and independence wherever possible. For this reason the initial assessment of impact is minimal negative. The equality impact will be reviewed prior to any changes being implemented and where possible impacts mitigated. Prior to implementation a further report will be put before the committee with an updated equality assessment.

- 9.16 Mitigations for negative impacts are listed in equality Action Plans for relevant proposals.
- 9.17 The paper also highlights the council's aim is that all Barnet residents will be treated equally and share in the benefit and opportunities of growth. The Themed Committee MTFS strategies will promote sustainability and independence in all aspects of council activities and services and encourage residents to share responsibility and to be involved in delivering better outcomes which promote equal access to all council services and equal opportunities for fair life chances.
- 9.18 Delivery Units have gathered data to analyse the impact by protected characteristic and included equalities action plans to mitigate any negative impact.

Negative impacts have been identified for the following protected groups as indicated below:

- Age -Children and young people with disabilities - SEN Transport
- Some children and families (particularly large families) and lone parents – Council Tax.
- Age - older people –Floating support
- Disability - mental health Floating support and Council Tax support.
- Women – Council Tax support.
- Pregnancy and maternity- Floating support and Council TaxCouncil Tax.
- Race and ethnicity- Floating support.

Positive impacts have also been identified for all of these groups.

- 9.19 The council recognises that austerity is likely to have a continuing impact of on people with low incomes and the importance of mitigating this wherever possible. This is taken into account in Committee Commissioning Plans and priorities which have sought to identify mitigations; in particular through the work to prepare locally for welfare reforms and the focus on getting people into and back into work. The cumulative equalities impact assessment therefore notes a regrettable continuing cumulative minimal negative impact for particular groups with low earnings. See paragraph 53 of the cumulative assessment.

- 9.20 All Human Resources implications will be managed in accordance with the council's Managing Organisational Change Policy that supports the council's Human Resources Strategy and meets statutory equalities duties and current employment legislation. This includes completing internal staff focused Equality Impact Assessments at the appropriate time in all restructures.
- 9.21 The council and its partners will continue to comply with the statutory requirement set out in Public Sector Equalities Duty to pay due regard to Equalities. We will share the findings of the cumulative equalities impact assessment with all our partners.

## **10 CONSULTATION AND ENGAGEMENT**

- 10.1 Budget proposals for 2015/16 and the indicative MTF5 to 2020 have been subject to formal consultation which closed on 11 February.
- 10.2 This report provides the interim headline findings. A full report will be presented to Full Council on the 3<sup>rd</sup> March 2015
- 10.3 Individual proposals for future years included in the MTF5 will be subject where necessary to full consultation and Equalities Impact Assessments at the appropriate time before they are cast into the annual budgets.
- 10.4 The council is committed to involving residents, businesses and service users in shaping the borough and the services they receive. Consultation and engagement is one of the key ways the council interacts with and involves local communities and residents, providing them with opportunities to:
- Gain greater awareness and understanding of what the council does
  - Voice their views and understand how they can get involved
  - Feed in their views to the democratic decision making process.
- 10.5 The consultation aimed to set a new approach to business planning and engagement by consulting on the combined package of the Corporate Plan; Commissioning Priorities; and budget. In particular it aimed to;
- Create a stronger link between strategy, priorities and resources
  - Place a stronger emphasis on commissioning as a driver of the business planning process.
  - Focus on how the council will use its resources to achieve its Commissioning Plans.

### **Preliminary consultation**

- 10.6 The council has already undertaken a range of consultation to inform the council's development of the Corporate Plan strategic priorities and 5 year Commissioning Plans, along with indicative savings proposals to inform the MTF5, setting the scene for upcoming consultation.
- 10.7 The preliminary consultation was designed to;

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

10.8 The table below outlines the phases of the preliminary engagement;

<b>Phase</b>	<b>Date</b>	<b>Summary</b>
Phase 1: Setting out the challenge	<i>Summer 2013</i>	The council forecast that its budget would reduce by a further £72m between 2016/17 and 2019/20, setting the scene for the PSR consultation
Phase 2: PSR consultation to inform development of options	<i>October 2013 - June 2014</i>	<ul style="list-style-type: none"> <li>• Engagement through Citizens' Panel Workshops which focused on stakeholder priorities and how they would want the council to approach the Priorities and Spending Review</li> <li>• An open 'Call for Evidence' asking residents to feedback ideas on the future of public services in Barnet.</li> </ul>
Phase 3: Engagement through Committees	Engagement through Committees	<ul style="list-style-type: none"> <li>• Focus on developing Commissioning Plans and MTFS proposals for each of the six committees</li> <li>• Engagement through Committee meetings.</li> </ul>

10.9 Consultation through this period has included staff briefings with 1,400 staff engaged through over 20 briefings during September 2014.

### **Formal consultation**

#### **Approach**

10.10 The preliminary engagement has informed the development of the council's budget proposals, to be put forward for consultation.

This phase was split into three strands:

- General budget consultation on the 2015/16 budget
- Service specific 2015/16 proposals that have not yet been consulted on: SEN home to school transport.
- The council's 'Strategic Plan': Corporate Plan Priorities, and Theme Committee Commissioning Plans, and the overall MTFS from 2015 - 2020.

10.11 To allow for an 8 week budget consultation, consultation began after Full Council on 17 December 2014 and concluded on 11 February 2015. An

interim consultation report is attached Appendix B – the final report will be presented to Full Council on 3 March 2015.

- 10.12 All three strands were published on <http://engage.barnet.gov.uk/> which gave detailed background information about the council budget 2015/16 and the council commissioning priorities to 2020 (promoted as the Strategic Plan to 2020). Collection of respondents views were fed back via open online self-completion questionnaires and paper copies were made available on request. The consultations were widely promoted via the council's Residents' magazine, Barnet First, a press release, social media, Community Barnet, Communities Together Network, the Youth Board and various service user group newsletters and partnership boards.
- 10.13 Also as part of the council's statutory duty to consult with National Non Domestic Rate Payers (NNDRs), letters were sent out to all the council's NNDRs inviting them to take part in the online consultation.
- 10.14 In terms of the SEN home to school transport consultation, letters were also sent out to all parents or carers of children who use SEN home to school transport, explaining the proposals and inviting them to take part in the consultation.
- 10.15 The Strategic Plan consultation also ran a series of themed workshops with a cross section of residents recruited from the Citizens' Panel and Youth Board, plus two workshops with super users of council services.
- 10.16 The council commissioned 'Research for Today' to facilitate the workshops using a quantitative trade-off approach called 'Simalto'. This meant that residents would undertake an interactive exercise which allowed them to prioritise services in the context of the wider services offered. Residents were not presented with the councils proposals but were given a grid which included a range of hypothetical examples as a tool to establish resident's priorities and present them with a scenario of how they might make trade-offs across different areas of the council's budget.
- 10.17 At the time of writing, a total of 282 people have taken part in the various consultation strands: 52 in relation to the online General Budget Consultation for 2015/16; 19 to the Strategic Plan (2016-2020) Online Consultation; 64 to the SEN Transport online consultation; and 147 through the consultative workshops.
- 10.18 Full details of how many have participated to each strand at the time of writing this report are outlined below:

<b>Method</b>	<b>Respondents/participants</b>	<b>Number</b>
Online consultation on general budget consultation on the 2015/16 budget	Residents only, no NNDR have responded (Businesses)	52
Online consultation on Strategic Plan 2016 to 2020	Residents only, no NNDR (Businesses)	19

Service specific consultation on 2015/16 proposals: SEN Home to Schools Transport	Predominantly parents who use SEN Transport	64
Themed Workshop: Children's, Education, Libraries and Safeguarding Committee	A cross section of residents selected from the Citizens' Panel	18
Environment, Housing and Assets, Regeneration and Growth Committees	A cross section of residents selected from the Citizens' Panel	22
Adults and Safeguarding committee	A cross section of residents selected from the Citizens' Panel	19
All Committees	A cross section of residents selected from the Citizens' Panel and Youth Board members	44
All Committees	A cross section of service users	44
All Committees	Residents with learning difficulties	Still to do

A summary of the interim headline findings are outlined below:

### **Strategic Plan to 2020 Consultation Findings**

#### **10.19 Face to face consultative workshops**

The interim report covers all feedback from the first two theme Committee sessions; Children's, Education, Libraries and Safeguarding Committee and Environment, Housing and Assets, Regeneration and Growth Committees. It also includes summary feedback from the third Theme Committee workshop on Adults and Safeguarding and Community Leadership and the event covering all Committees, where information has been compiled.

#### **10.20 Key findings of face workshops**

It was clear from the residents who took part in the workshops that most respondents thought that services supporting vulnerable adults and children were the most important use of the council budget. In contrast, the majority of those discussing environmental services thought the council could spend less on these areas and could potentially enhance funding for services which supported adults and children in need.

A key theme through the workshops was a focus on prioritising prevention services to reduce the cost to the council in the long term and improve the outcomes for those supported. This was felt to be both just, and a good use of resources.

Through taking part in the workshops residents understood the difficult decisions the council had to make. This can be summarised by the following quotation;

*"I'm glad I'm not making the decisions. This simple exercise actually shows there's only so much money and if you spend it on one thing, you can't spend it on another"*

Whilst certain services were not prioritised, this was often not because residents did not think the service was valuable, but because in context there was other services which they felt should be given priority. This was largely the case with the library service in all groups, although the service has passionate proponents.

It should be noted that the workshops were attended by a comparatively small number of residents. Although this gives a reasonable guide to residents' priorities, the small sample means that the results of the workshops should most usefully be viewed within the context of the overall consultation.

#### **10.21 Children's, Education, Libraries and Safeguarding**

The workshop which focused on the remit of this committee saw residents prioritise services that supported the most vulnerable as well as prevention services, as summed up in the quote below;

*"Prevention is better than cure. I think the more one can support those families to get through the year, the better the outcome, the less will be required from the council."*

Increasing current support (with demographic growth) for children with mental health was clearly a high priority for respondents, as was protecting the caseload of child protection social workers.

Maintaining the current service for libraries, children's centres and education support were the least popular.

This resident optimum score was relatively similar to the council's current plans, although residents felt by making a small reduction to the looked after children service more money could be used to fund education support, transport for the disabled and mental health support.

#### **10.22 Environment, Housing and Assets, Regeneration and Growth**

The highest priority for residents was for emergency accommodation for the homeless and street lighting followed by residential street cleaning, protecting Summer's lane recycling centre and highways repairs.

Residents, on balance, prioritised residential street cleaning over town centres, whilst the main reason for prioritising street lighting was to protect safety. Residents saw the commercial benefit of increasing the number of events in parks but would be worried if a lot of access to parks was not available to the general public.

In order to protect the above services residents preferred to increase the number of events in parks to make income, charge for green waste and have their residual rubbish collected fortnightly.

Rubbish and recycling collection invited heated debate and depended on family size and commitment to recycling. Although on balance the view was that a fortnightly rubbish collection was good idea and would increase

recycling levels, there would still need to be a weekly collection of the brown and blue recycling bins.

#### **10.23 Adults and Safeguarding and Community Leadership Committee**

Initial results show that, as with children's services, residents prioritised prevention services such as prevention support for adults with learning disabilities, short term support for adults with mental health issues and increasing the support to carers to help people live longer in the community.

Mental health support was prioritised, whilst residential care for people with learning disabilities and homecare for the elderly was not prioritised as strongly. This does not mean that people did not feel these services were important, but that when they had to choose between priorities these services did not come first in most instances.

Due to the timing of this report, feedback from this Committee is based on initial results only.

#### **10.24 The council's Commissioning operating model**

At the end of the workshops residents were asked their views on the council Commissioning Model;

*The council has no rigid view on who delivers services as long as they are of high quality and value for money, services could be delivered by the council, a private or voluntary sector organisation, with each service judged on an individual basis.*

The majority of residents felt that the principle of the statement was hard to refute. However there was scepticism about the involvement of private companies in the delivery of some services, especially care services. The following comments sum up the debate;

*"It's all right by me as long as it's done properly with proper controls and transparency"*

*"It's easy to say but not so easy to deliver"*

*"I think that's completely unrealistic. In principle, in theory, if it's done to the same quality, yes ....but that's not what happens."*

The majority of issues raised focused on ensuring the contractor kept to their contractual commitment and the council had sufficient power to monitor and enforce the contract quality. It is clear the council has much to do to demonstrate how it ensures quality and transparency in contract management.

#### **10.25 Council Tax**

At the end of each of the workshops, once residents had a good understanding of the decisions the council had to make in regard to spending,



residents were asked whether they would prefer to cut, freeze or increase Council Tax.

As part of the first three Theme Committee workshops, an average of 57% preferred a Council Tax rise, 31% preferred Council Tax to be frozen and 13% a Council Tax cut (55 residents). In the 4<sup>th</sup> cross council event the response was very similar, with 58% preferring a Council Tax increase, 36% preferring to keep Council Tax frozen and 7% a Council Tax cut (45 residents).

The key reason for choosing an increase in Council Tax was that they felt that it was value for money to pay slightly more per resident but minimise cuts to services. Those that chose to freeze or reduce Council Tax felt that Barnet Council Tax was higher than some neighbouring boroughs and/or was high enough already..

There was particular scepticism amongst a small group as to whether residents could be expected to pay more when some services were being reduced.

### **Strategic Plan 2016 to 2020 preliminary findings from online questionnaire**

In total 19 questionnaires have been submitted at the time of writing (17 online and two paper copies).

Due to the small sample size the results should be treated with caution. Also, due to the low completion rate of the diversity monitoring questions no analysis has been done on these at this stage.

## **10.26 The council's overall Strategic Priorities to 2020**

The council has consulted on its proposed strategic priorities to 2020, as set out in Section 1.2 of this report. These priorities will form the basis of the council's revised Corporate Plan to 2020, which will be presented to Council in April. The majority of respondents (eight out of ten who answered this question) agree with all the overarching strategic priorities. The most popular being 'of opportunity, where people can further their quality of life'. The least popular was 'where people are helped to help themselves, recognising that prevention is better than cure'.

Respondents were asked if they felt any priorities had been missed. 5 out of 19 respondents indicated the following priorities had been missed, of whom three left comments

- *To consider what Barnet residents want*
- *Setting targets and actions in protecting the environment and preventing loss of life and health caused by unhealthy lifestyle and climate change.*
- *Not just opportunity but equality of opportunity*

### 10.27 The council's Commissioning operating model

Respondents were asked how much they supported the council's commissioning approach, which focuses on service quality and value for money rather than a rigid view of how services should be delivered.

In contrast to the workshops, respondents to the online survey appear to be more negative about the commissioning approach, with 8 out of the 11 respondents being strongly opposed to this approach. Only 2 out of 11 respondents tended to support this commissioning model.

How much do you support or oppose the council's commissioning approach, which focuses on service quality and value for money rather than a rigid view of how services should be delivered?		
Answer Options	Per cent	Total
Strongly support	0.0%	0
Tend to support	18.2%	2
Tend to oppose	0.0%	0
Strongly oppose	72.7%	8
Don't know/not sure	9.1%	1
<i>answered question</i>		11

### 10.28 Council Tax

Respondents were asked to what extent they agree or disagree with the council's proposal to freeze Council Tax in 2015/16 and 2016/17 and increase it by 2% in 2017/18, 2018/19, and 2019/20.

Opinion was mixed on these proposals with no clear majority agreeing or disagreeing. However, it must be noted in terms of the response to the General Budget Consultation for 2015/16, respondents were much more likely to be against a freeze on Council Tax next year.

To what extent do you agree or disagree that the council should freeze Council Tax in 2016/17, and then increase Council Tax by two per cent a year from 2017/18 to 2019/20?							
	Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Don't know / not sure	Number
The council should freeze Council Tax in 2016/17	4	0	1	1	4	0	10
The council should increase Council Tax by two per cent in 2017/18 and in 2018/19	2	1	2	3	1	0	10
The council should increase Council Tax by two per cent in 2019/20	3	1	2	1	2	0	10
<i>answered question</i>							10

## 10.29 **Committee Commissioning Priorities, outcomes and savings to 2020**

A series of questions were asked on each of the Committees commissioning priorities, outcomes and savings they had identified in order to achieve their priorities.

Less than ten respondents have completed this series of questions to date. Full analysis will be provided in the final report.

## 10.30 **Online Survey on the General budget consultation 2015/16**

The 2015/16 budget consultation focused on the overall size and individual components of the 2015/16 budget in general terms.

Residents were invited to give their views through an online survey. Also as part of the council's statutory duty to consult with National Non Domestic Rate Payers (NNDRs), letters were sent out to all the council's NNDRs inviting them to take part in the online consultation.

### **Response to the survey**

In total 52 questionnaires have been submitted via the online survey. No paper copies have been received.

Despite writing to all NNDR payers no responses have been received from businesses based in Barnet.

29% of the sample (15 out of 52 respondents) chose not to answer this question. It should also be noted that only around 32 respondents went on to answer the diversity monitoring questions

Due to the small sample size the results should be treated with caution. Also, due to the low completion of the diversity monitoring questions no analysis has been done on this set of question at this stage.

## 10.31 **Preliminary findings on General Budget consultation 2015/16**

### **Council's overall approach to business planning and budget setting**

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

Two thirds of respondents (65 % 31 out of 48 respondents) disagree with councils approach in terms of balance between efficiency savings, income generation and cuts to services.

Only 10 % (5 out of 48 respondents) agree that the council has got the right balance and just over a quarter (25 %, 11 out of 48) are neutral or said they did not know.

## **The Council's proposal to freeze Council Tax next year**

The majority of respondents disagree (72%, 36 out of 48 respondents) with the proposal to freeze Council Tax in 2016/17. One fifth of respondents agreed (20%, 10 out of 48 respondents), and the remainder neither agree nor disagree (6%) or said they did not know (2%).

The most frequently cited reason was that respondents felt it was wrong to freeze Council Tax if it led to cut in council services. This was frequently mentioned in reference to maintaining the Library service, followed by protecting services for the most vulnerable.

## **Proposed Committee Savings**

A series of open ended questions were also on each of the Committees proposed efficiency and income generation proposals. A full analysis of these will be provided in the full report.

### **10.32 Preliminary findings of service specific 2015/16 budget consultation,**

In terms of service specific consultations the council has a duty to consult with services in a number of different situations including where proposals to significantly vary, reduce or withdraw services. Consultation is also needed in other circumstances, for example to identify the impact of proposals or to assist with complying with the council's equality duties. In regard to the 2015/16 budget there was one specific service consultation on Education and Skills: Special educational needs home to school transport savings.

#### **Education and Skills: Special Educational Needs home to school transport savings.**

##### **Summary of key findings:**

The council plans to make the £500,000 savings from its home to school transport budget through a mixture of efficiencies, placing more children locally so that transport is not required and working with parents to better plan the arrangements for their child's journeys to school.

A project has been established to find efficiencies in the way services are provided, such as how bus routes are planned, which services are run directly by the council and which are delivered by other providers. This consultation does not cover that work, as these efficiencies will not directly impact the nature of the service to users, but focuses instead on working more closely with parents to plan transport needs, resulting in, for example, an increase in the number of pupils who can travel independently and tailoring the assistance required more closely to individual needs.

Parents were informed that the council believes it can contribute to the required savings by careful application of existing policies and through a closer dialogue with parents and carers.

Respondents were asked how much they agree or disagree with various elements of the approach.

The most popular part of the council's approach to help make the necessary SEN savings was *'Parents should be able to explain their child's individual needs and transport preferences before individual travel plans are completed'* (97% of residents agree with this). This was followed by *'Every child and young person's travel plan should be reviewed annually with an opportunity for parents and young people to take part'* (72%),

Just over half (56%) agreed with *'The need for escorts to support travel should be considered on a case by case basis'*. A quarter disagreed (24%) and the remainder were neutral (21%).

There was much less support for *'All families should be offered the opportunity to arrange their children's transport through a personal budget'* with only a third (36%) agreed with this. Even fewer agree with *'where possible parents should be encouraged and supported to be travel escorts for their child'* only 16% agree with this.

Analysis of the open ended and diversity monitoring questions will be included in the final report.

### **Voluntary and Community Sector Consultation Workshops**

Two further consultation workshops have been commissioned with Community Barnet to help understand how the voluntary and community sector can support the council's commissioning priorities to 2020. There will be a particular focus on how the sector can increase volunteering in the borough. The results of these will be fed through to each Theme Committee to help inform their commissioning priorities.

There will also be further consultation on individual savings proposals outlined as part of the MTFs when they are cast into budgets in future years, before final decisions are taken. Consultation will be used to identify the impact of proposals in-depth and to assist with complying with the council's equality duties.

### **10.33 Staff Consultation**

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 took place following GFC on the 3<sup>rd</sup> December and the deletion of posts was approved.

## 11 BACKGROUND PAPERS

Relevant previous decisions are indicated in the table below.

Item	Decision	Link
Corporate Plan priorities and Medium Term Financial Strategy 2015-16 – June 2014	To approve 5 year Commissioning Plan and, proposals for meeting financial targets set out in the Medium Term Financial Strategy (MTFS)	<a href="http://barnet.moderngov.co.uk/ieDecisionDetails.aspx?AllId=7360">http://barnet.moderngov.co.uk/ieDecisionDetails.aspx?AllId=7360</a>
Finance and Business Planning – Capital Programme and Review of Reserves	Agree the process for theme Committees to review the capital programme and the development of capital programme priorities for the period 2015-20. Agree the process for the review revenue reserves which will come back to this committee in December 2014	<a href="http://barnet.moderngov.co.uk/ieDecisionDetails.aspx?AllId=8075">http://barnet.moderngov.co.uk/ieDecisionDetails.aspx?AllId=8075</a>
Business Planning Report 2015/16 to 2019/20	Agreed by Council 16 Dec 2014	<a href="http://barnet.moderngov.co.uk/documents/s19877/Policy%20and%20Resources%20Committee%20-%20Referral%20Report%20to%20Council.pdf">http://barnet.moderngov.co.uk/documents/s19877/Policy%20and%20Resources%20Committee%20-%20Referral%20Report%20to%20Council.pdf</a>
Education and Skills – Future Delivery of Services	Children, Education, Libraries and Safeguarding Committee note that the draft outline business case will be referred to the Policy and Resources Committee for approval of the consideration to set up a separate legal entity to deliver education and skills services	<a href="http://barnet.moderngov.co.uk/ieDecisionDetails.aspx?AllId=7861">http://barnet.moderngov.co.uk/ieDecisionDetails.aspx?AllId=7861</a>

Appendix A1 - Council Tax Write offs over £5000.00

Account Ref	Type	Lby Ctl Year	Write Off Amount
40564917	L	2006	£757.99
40564917	C		£95.00
40564917	L	2007	£262.52
40564917	L	2002	£44.77
40564917	L	2005	£454.13
40564917	L	2005	£115.49
40564917	C		£97.00
40564917	L	2008	£1,083.11
40564917	C		£97.00
40564917	L	2011	£394.63
40564917	C		£97.00
40564917	L	2009	£1,094.66
40564917	C		£97.00
40564917	L	2010	£543.54
40564917	C		£97.00
42189619	L	2005	£519.13
42189619	L	2000	£1,986.39
42189619	L	2003	£472.76
42189619	L	2007	£562.55
42189619	L	2004	£505.74
42189619	L	2002	£381.41
42189619	L	2001	£364.29
42189619	L	2006	£541.43
42189619	L	2008	£609.68
42666445	L	2004	£1,078.90
42666445	C		£75.00
42666445	L	2005	£1,107.47
42666445	C		£88.00
42666445	L	2006	£1,155.05
42666445	C		£95.00
42666445	L	2007	£1,200.11
42666445	C		£97.00
42666445	L	2008	£1,237.84
42666445	C		£97.00
42666445	L	2009	£1,264.91
42666445	C		£97.00
42666445	L	2010	£426.26
42666445	C		£97.00
42890006	L	2007	£1,997.00
42890006	L	2005	£1,179.30
42890006	L	2010	£2,371.70
42890006	C		£97.00

42890006	L	2011	£2,131.94
42890006	C		£97.00
42890006	L	2008	£2,320.95
42890006	C		£97.00
42890006	L	2009	£835.67
43309325	L	2006	£2,165.72
43309325	C		£13.00
43309325	L	2007	£2,250.20
43309325	C		£97.00
43309325	L	2008	£1,080.99
43309325	C		£97.00
43498865	L	2004	£1,213.76
43498865	C		£294.00
43498865	L	2007	£911.15
43498865	C		£97.00
43498865	L	2005	£1,245.90
43498865	C		£88.00
43498865	L	2006	£1,299.43
43498865	C		£95.00
43791681	L	2007	£1,012.59
43791681	C		£306.00
43791681	L	2008	£1,044.43
43791681	C		£306.00
43791681	L	2010	£646.21
43791681	L	2009	£452.76
43791681	L	2009	£614.50
43791681	C		£194.00
43903266	L	2003	£1,134.61
43903266	C		£160.00
43903266	L	2002	£828.00
43903266	C		£5.00
43903266	L	2004	£1,213.76
43903266	C		£224.00
43903266	L	2005	£1,245.90
43903266	C		£88.00
43903266	L	2001	£373.01
43903266	L	2007	£162.31
43903266	C		£97.00
43903266	L	2006	£1,299.43
43903266	C		£95.00
43903266	L	2000	£110.00
43980626	L	2000	£724.35
43980626	C		£40.75
43980626	L	2000	£866.01
43980626	L	2005	£576.49
43980626	C		£88.00



43980626	L	2001	£777.15
43980626	C		£50.00
43980626	L	2003	£1,008.55
43980626	C		£50.00
43980626	L	2002	£813.67
43980626	C		£50.00
43980626	L	2004	£1,078.90
43980626	C		£75.00
44070994	L	2000	£1,358.15
44070994	C		£40.75
44070994	L	2003	£1,941.02
44070994	L	2004	£2,022.94
44070994	C		£75.00
44070994	L	2005	£273.07
44070994	C		£97.00
44070994	L	2002	£1,575.63
44070994	L	2001	£1,457.15
44070994	C		£50.00
44074576	L	2010	£1,778.77
44074576	C		£97.00
44074576	L	2008	£1,740.71
44074576	C		£97.00
44074576	L	2009	£1,778.77
44074576	C		£97.00
44454356	L	2011	£65.77
44454356	C		£97.00
44454356	L	2009	£830.09
44454356	C		£97.00
44454356	L	2010	£830.09
44454356	C		£97.00
44454356	L	2008	£812.33
44454356	C		£97.00
44454356	L	2006	£757.99
44454356	C		£414.00
44454356	L	2005	£552.23
44454356	C		£319.00
44454356	L	2007	£787.57
44454356	C		£97.00
45295148	L	2006	£1,876.95
45295148	C		£236.32
45295148	L	2007	£1,950.18
45295148	C		£97.00
45295148	L	2008	£1,250.98
45295148	C		£97.00
45297863	L	2011	£1,423.02
45297863	C		£97.00

45297863	L	2013	£1,113.56
45297863	C		£97.00
45297863	L	2010	£230.02
45297863	C		£97.00
45297863	L	2010	£1,047.98
45297863	L	2009	£407.93
45297863	L	2012	£1,419.92
45297863	C		£97.00
45438718	L	2007	£2,250.20
45438718	L	2006	£1,168.90
45438718	C		£97.00
45438718	L	2008	£1,748.66
45438718	C		£97.00
45686385	L	2006	£812.00
45686385	C		£306.00
45686385	L	2007	£1,200.11
45686385	C		£97.00
45686385	L	2008	£1,237.84
45686385	C		£97.00
45686385	L	2009	£1,264.91
45686385	C		£97.00
45686385	L	2010	£509.43
45686385	C		£97.00
45690586	L	2007	£1,350.12
45690586	C		£547.00
45690586	L	2009	£1,423.02
45690586	C		£97.00
45690586	L	2008	£1,392.57
45690586	C		£97.00
45690586	L	2011	£104.98
45690586	C		£97.00
45690586	L	2010	£1,423.02
45690586	C		£97.00
45745953	L	2005	£95.09
45745953	C		£246.00
45745953	L	2007	£438.01
45745953	L	2006	£770.03
45745953	C		£95.00
45745953	L	2004	£1,040.47
45745953	L	2007	£400.04
45745953	L	2005	£975.31
45745953	L	2006	£385.02
45745953	L	2003	£639.30
45745953	C		£224.00
45798598	L	2004	£1,483.49
45798598	L	2006	£445.10

45798598	L	2005	£1,522.76
45798598	C		£297.00
45798598	L	2007	£1,650.15
45798598	L	2006	£560.04
45798598	C		£401.00
45798598	L	2003	£212.18
45798598	C		£284.00
45798598	L	2008	£1,268.36
45798598	C		£97.00
45901285	L	2007	£1,350.12
45901285	L	2006	£1,153.47
45901285	C		£97.00
45901285	L	2009	£1,411.32
45901285	L	2008	£1,392.57
46003782	L	2008	£1,237.84
46003782	C		£97.00
46003782	L	2009	£124.76
46003782	C		£97.00
46003782	L	2006	£1,155.05
46003782	C		£304.00
46003782	L	2007	£1,200.11
46003782	C		£97.00
46003782	L	2004	£419.74
46003782	C		£297.00
46003782	L	2005	£1,107.47
46020293	L	2008	£816.47
46020293	C		£97.00
46020293	L	2005	£1,245.90
46020293	C		£297.00
46020293	L	2004	£854.62
46020293	C		£297.00
46020293	L	2007	£1,350.12
46020293	C		£97.00
46020293	L	2006	£1,299.43
46020293	C		£95.00
46036388	L	2004	£341.41
46036388	C		£88.00
46036388	L	2006	£1,588.20
46036388	C		£95.00
46036388	L	2005	£1,522.76
46036388	L	2007	£1,650.15
46036388	C		£97.00
46036388	L	2009	£1,434.29
46036388	C		£97.00
46036388	L	2008	£1,702.03
46036388	C		£97.00

46082124	L	2008	£1,237.84
46082124	C		£306.00
46082124	L	2010	£1,264.91
46082124	C		£97.00
46082124	L	2009	£1,264.91
46082124	C		£97.00
46082124	L	2011	£1,237.26
46082124	C		£97.00
46082124	L	2005	£103.00
46082124	L	2006	£1,155.05
46082124	C		£304.00
46082124	L	2007	£1,200.11
46082124	C		£306.00
46100536	L	2006	£2,165.72
46100536	C		£95.00
46100536	L	2007	£2,250.20
46100536	C		£97.00
46100536	L	2005	£1,709.01
46100536	L	2008	£2,320.95
46100536	C		£97.00
46100536	L	2009	£1,124.12
46100536	C		£97.00
46229078	L	2006	£387.19
46229078	C		£97.00
46229078	L	2006	£339.98
46229078	L	2007	£1,950.18
46229078	L	2008	£2,011.49
46229078	C		£97.00
46229078	L	2009	£568.78
46229078	C		£97.00
46373093	L	2008	£1,508.62
46373093	L	2009	£587.08
46373093	C		£97.00
46373093	L	2006	£1,288.16
46373093	C		£97.00
46373093	L	2007	£1,462.63
46643176	L	2007	£420.70
46643176	L	2007	£346.58
46643176	C		£194.00
46643176	L	2005	£1,020.62
46643176	C		£95.00
46643176	L	2008	£2,011.49
46643176	C		£97.00
46643176	L	2009	£1,182.60
46643176	C		£97.00
46717105	L	2008	£637.07

46717105	L	2005	£734.64
46717105	C		£95.00
46717105	L	2006	£1,876.95
46717105	L	2007	£1,950.18
46717105	C		£97.00
46792431	L	2007	£1,650.15
46792431	C		£97.00
46792431	L	2010	£1,739.25
46792431	C		£97.00
46792431	L	2008	£1,702.03
46792431	C		£97.00
46792431	L	2011	£855.37
46792431	C		£97.00
46792431	L	2009	£1,739.25
46792431	C		£97.00
46800880	L	2010	£1,405.70
46800880	C		£97.00
46800880	L	2008	£1,702.03
46800880	C		£97.00
46800880	L	2009	£1,739.25
46800880	C		£97.00
46800880	L	2006	£1,588.20
46800880	L	2007	£1,650.15
46800880	C		£97.00
46800880	L	2005	£33.38
46800880	C		£95.00
46835165	L	2011	£1,739.25
46835165	C		£97.00
46835165	L	2010	£1,739.25
46835165	C		£97.00
46835165	L	2009	£632.00
46835165	C		£97.00
46835165	L	2012	£675.17
46835165	C		£97.00
46924413	L	2006	£1,155.05
46924413	C		£306.00
46924413	L	2007	£1,200.11
46924413	L	2005	£1,107.47
46924413	L	2004	£150.75
46924413	C		£304.00
46924413	L	2008	£1,237.84
46924413	C		£97.00
46924413	L	2010	£1,264.91
46924413	C		£97.00
46924413	L	2011	£978.06
46924413	C		£97.00

46924413	L	2009	£1,264.91
46924413	C		£97.00
46956528	L	2007	£1,350.12
46956528	L	2006	£1,032.42
46956528	C		£97.00
46956528	L	2010	£534.12
46956528	L	2009	£1,520.02
46956528	L	2008	£1,392.57
46956528	C		£97.00
46988906	L	2007	£1,485.13
46988906	L	2006	£313.29
46988906	C		£97.00
46988906	L	2010	£872.01
46988906	C		£97.00
46988906	L	2009	£1,739.25
46988906	L	2008	£1,434.83
46988906	C		£194.00
46988906	L	2008	£145.96
47060657	L	2007	£1,147.09
47060657	L	2006	£828.00
47060657	L	2011	£801.36
47060657	C		£97.00
47060657	L	2010	£1,106.79
47060657	C		£97.00
47060657	L	2008	£1,083.11
47060657	C		£97.00
47090712	L	2006	£1,876.95
47090712	L	2007	£234.45
47090712	C		£97.00
47090712	L	2005	£1,799.63
47090712	L	2004	£1,051.93
47090712	C		£97.00
47109545	L	2007	£1,650.15
47109545	L	2006	£526.50
47109545	C		£306.00
47109545	L	2008	£1,702.03
47109545	C		£97.00
47109545	L	2009	£1,739.25
47109545	C		£97.00
47109545	L	2010	£1,234.15
47109545	C		£97.00
47254602	L	2007	£780.63
47254602	L	2010	£2,371.70
47254602	C		£97.00
47254602	L	2011	£649.54
47254602	C		£97.00

47254602	L	2009	£2,371.70
47254602	C		£97.00
47254602	L	2008	£2,270.95
47254602	C		£97.00
47258327	L	2008	£1,193.76
47258327	C		£97.00
47258327	L	2010	£846.70
47258327	C		£97.00
47258327	L	2012	£834.98
47258327	C		£97.00
47258327	L	2009	£1,007.20
47258327	C		£97.00
47258327	L	2013	£1,284.28
47258327	C		£97.00
47377768	L	2011	£1,259.30
47377768	C		£97.00
47377768	L	2010	£1,739.25
47377768	C		£97.00
47498051	L	2007	£235.35
47498051	C		£97.00
47498051	L	2011	£1,565.32
47498051	C		£97.00
47498051	L	2009	£1,565.32
47498051	C		£97.00
47498051	L	2008	£1,531.83
47498051	C		£97.00
47498051	L	2010	£1,565.32
47498051	C		£97.00
47498051	L	2012	£1,099.75
47498051	C		£97.00
47519070	L	2007	£1,118.13
47519070	C		£97.00
47519070	L	2009	£1,739.25
47519070	C		£97.00
47519070	L	2010	£595.63
47519070	C		£97.00
47519070	L	2008	£1,702.03
47519070	C		£97.00
47543424	L	2007	£534.88
47543424	C		£97.00
47543424	L	2009	£2,371.70
47543424	C		£97.00
47543424	L	2010	£545.82
47543424	C		£97.00
47543424	L	2008	£2,320.95
47543424	C		£97.00

47563947	L	2011	£1,849.93
47563947	C		£97.00
47563947	L	2010	£205.55
47563947	L	2013	£409.13
47563947	C		£97.00
47563947	L	2009	£1,849.93
47563947	C		£97.00
47563947	L	2012	£2,051.00
47563947	C		£97.00
47563947	L	2011	£205.55
47563947	L	2010	£1,849.93
47563947	C		£97.00
47563947	L	2008	£1,810.34
47563947	C		£97.00
47563947	L	2008	£201.15
47563947	C		£97.00
47563947	L	2009	£205.55
47564231	L	2007	£1,650.15
47564231	L	2006	£987.73
47564231	C		£97.00
47564231	L	2008	£1,702.03
47564231	L	2009	£1,167.44
47564231	C		£97.00
47608458	L	2008	£851.01
47608458	C		£97.00
47608458	L	2009	£1,739.25
47608458	C		£97.00
47608458	L	2010	£1,739.25
47608458	C		£97.00
47608458	L	2011	£1,026.44
47608458	C		£97.00
47624173	L	2013	£2,832.40
47624173	C		£97.00
47624173	L	2012	£2,839.84
47624173	C		£97.00
47624173	L	2011	£2,846.04
47624173	C		£97.00
47657915	L	2011	£1,739.25
47657915	C		£97.00
47657915	L	2009	£1,739.25
47657915	C		£97.00
47657915	L	2010	£1,739.25
47657915	C		£97.00
47657915	L	2008	£1,674.05
47657915	C		£97.00
47657915	L	2012	£580.07



47657915	C		£97.00
47735413	L	2009	£1,739.25
47735413	C		£97.00
47735413	L	2010	£1,739.25
47735413	C		£97.00
47735413	L	2008	£1,562.14
47735413	C		£487.00
47735413	L	2011	£546.49
47735413	C		£97.00
47796281	L	2010	£2,371.70
47796281	C		£97.00
47796281	L	2009	£1,599.38
47796281	L	2011	£1,496.89
47796281	C		£97.00
47862055	L	2009	£355.76
47862055	L	2010	£1,423.02
47862055	L	2011	£1,423.02
47862055	C		£97.00
47862055	L	2012	£369.57
47862055	C		£97.00
47862055	L	2008	£70.58
47862055	C		£97.00
47862055	L	2009	£781.17
47862055	C		£194.00
47862055	L	2008	£211.75
47862055	C		£97.00
47862055	L	2009	£286.09
47906299	L	2008	£2,320.95
47906299	C		£97.00
47906299	L	2007	£2,250.20
47906299	L	2006	£682.35
47906299	C		£97.00
47933148	L	2008	£2,011.49
47933148	L	2010	£495.57
47933148	C		£97.00
47933148	L	2009	£2,055.48
47933148	C		£97.00
47933148	L	2007	£239.78
47933148	C		£97.00
47938839	L	2009	£2,371.70
47938839	C		£97.00
47938839	L	2011	£589.68
47938839	C		£97.00
47938839	L	2010	£2,371.70
47938839	C		£97.00
47938839	L	2008	£731.26

47938839	C		£97.00
47938839	L	2011	£401.77
47938839	C		£97.00
48052965	L	2008	£2,320.95
48052965	L	2009	£2,371.70
48052965	C		£97.00
48052965	L	2007	£239.78
48052965	C		£97.00
48079839	L	2009	£1,468.32
48079839	C		£194.00
48079839	L	2010	£1,565.32
48079839	C		£97.00
48079839	L	2011	£66.53
48079839	C		£97.00
48079839	L	2009	£259.49
48079839	L	2008	£1,007.23
48079839	C		£97.00
48079839	L	2010	£173.93
48079839	C		£97.00
48081894	L	2011	£2,055.48
48081894	C		£97.00
48081894	L	2013	£1,748.59
48081894	C		£97.00
48081894	L	2012	£2,051.00
48081894	C		£97.00
48093472	L	2009	£1,461.62
48093472	L	2010	£2,044.98
48093472	L	2011	£1,796.98
48093472	L	2012	£696.78
48093472	C		£97.00
48234330	L	2008	£2,506.63
48234330	L	2009	£1,017.56
48234330	L	2007	£2,430.22
48234330	L	2006	£2,338.97
48234330	C		£97.00
48358278	L	2012	£1,735.46
48358278	C		£97.00
48358278	L	2013	£1,730.91
48358278	C		£97.00
48358278	L	2014	£304.95
48358278	C		£97.00
48358278	L	2011	£1,739.25
48358278	C		£97.00
48454012	L	2010	£1,423.02
48454012	L	2009	£522.42
48454012	C		£242.00

48595610	L	2009	£833.45
48595610	C		£97.00
48595610	L	2010	£2,055.48
48595610	L	2011	£2,055.48
48595610	L	2012	£1,578.99
48602045	L	2009	£2,371.70
48602045	L	2010	£279.41
48602045	L	2008	£2,320.95
48602045	L	2007	£848.44
48602045	C		£97.00
48609253	L	2010	£2,371.70
48609253	L	2009	£2,371.70
48609253	L	2011	£498.96
48609253	C		£97.00
48609253	L	2008	£2,320.95
48609253	L	2007	£129.11
48609253	C		£97.00
48629499	L	2011	£2,055.48
48629499	C		£97.00
48629499	L	2010	£2,055.48
48629499	L	2012	£1,910.52
48629499	C		£97.00
48629499	L	2009	£1,238.92
48629499	C		£97.00
48724921	L	2012	£702.40
48724921	C		£97.00
48724921	L	2011	£2,055.48
48724921	C		£97.00
48724921	L	2010	£2,055.48
48724921	L	2009	£1,131.92
48724921	C		£97.00
48731113	L	2011	£1,565.32
48731113	C		£97.00
48731113	L	2010	£1,042.12
48731113	C		£97.00
48731113	L	2012	£1,561.91
48731113	C		£97.00
48731113	L	2013	£512.16
48731113	C		£97.00
48883776	L	2011	£2,371.70
48883776	L	2010	£1,072.14
48883776	C		£97.00
48883776	L	2012	£1,530.14
48883776	C		£97.00
48895340	L	2012	£2,051.00
48895340	C		£97.00

48895340	L	2011	£2,055.48
48895340	L	2010	£1,160.08
48895340	C		£97.00
48895340	L	2013	£756.60
48895340	C		£97.00
48902116	L	2012	£1,735.46
48902116	C		£97.00
48902116	L	2010	£938.72
48902116	C		£97.00
48902116	L	2011	£1,739.25
48902116	L	2013	£1,493.80
48902116	C		£97.00
49050859	L	2009	£1,739.25
49050859	L	2010	£1,739.25
49050859	L	2008	£923.29
49050859	C		£97.00
49050859	L	2011	£1,739.25
49050859	C		£97.00
49050859	L	2012	£1,236.22
49050859	C		£97.00
49126756	L	2012	£1,444.13
49126756	C		£97.00
49126756	L	2011	£2,055.48
49126756	C		£97.00
49126756	L	2010	£2,055.48
49126756	C		£97.00
49469030	L	2011	£2,015.30
49469030	C		£97.00
49469030	L	2008	£1,545.18
49469030	C		£97.00
49469030	L	2010	£2,371.70
49469030	L	2009	£2,371.70

**Grand  
Total**

**£480,752.29**

## Appendix A2 - Business Rates Write offs over £5000

Account	Type	Liability Year	Amount
72157811	L	2011	7,356.71
72294191	L	2013	13,623.00
72294191	L	2014	2,086.79
72307271	L	2005	2,034.38
72307271	L	2006	2,641.30
72307271	L	2007	1,339.40
72307271	C		167
72309341	C		170
72309341	L	2008	1,247.40
72309341	C		167
72309341	L	2010	816.13
72309341	L	2007	1,198.80
72309341	C		167
72309341	L	2009	430.52
72317301	C		170
72317301	L	2011	3,762.55
73806491	L	2010	1,900.00
73806491	C		170
73806491	L	2011	4,175.29
73806491	L	2012	897.8
73806491	C		170
73881501	L	2008	3,696.00
73881501	L	2007	1,397.67
73896101	L	2014	2,499.44
73896101	L	2010	9,925.00
73926851	C		170
73926851	L	2013	1,275.88
73926851	L	2012	5,400.00
73926851	C		170
74030301	L	2012	429.04
74030301	C		170
74030301	L	2011	5,468.50
74177801	L	2010	1,195.94
74177801	L	2007	55.19
74177801	L	2008	1,470.41
74177801	L	2009	1,119.67
74177801	L	2011	1,692.53
74177801	L	2012	1,350.66
74537561	C		170
74537561	L	2011	4,341.96
74537561	C		170
74537561	L	2012	650.71

74538431	L	2011	5,059.06
74538431	L	2009	3,580.48
74538431	C		170
74538431	L	2010	5,477.77
74538431	C		170
74572451	L	2010	6,839.97
74572451	L	2013	3,879.85
74572451	L	2012	7,537.50
74572451	L	2009	1,966.78
74572451	L	2011	7,252.75
74599151	C		170
74599151	L	2010	9,520.86
74599151	L	2009	4,603.73
74599151	C		170
74599151	L	2012	2,433.70
74599151	L	2011	10,800.15
74599151	C		170
74605041	L	2013	2,878.00
74605041	C		170
74605041	L	2011	3,901.30
74617581	L	2010	3,347.64
74617581	L	2011	2,708.65
74705121	C		170
74705121	L	2011	7,721.83
74705121	L	2010	8,131.42
74718421	C		170
74718421	C		170
74718421	L	2011	4,551.83
74718421	C		170
74718421	L	2010	14,465.77
74750811	C		170
74750811	L	2012	1,328.17
74750811	C		170
74750811	C		170
74750811	L	2011	4,177.31
74750811	L	2010	2,140.85
74783731	C		170
74783731	L	2011	12,340.12
74783731	C		170
74783731	L	2010	15,303.61
74783731	L	2011	6,447.36
74804881	L	2011	10,634.50
74804881	C		170
74804881	L	2012	4,890.25
74804881	L	2010	552.09
75006771	L	2008	625.4

75006771	C		170
75006771	C		170
75006771	C		170
75006771	L	2010	4,114.13
75006771	L	2011	4,620.45
75006771	L	2012	2,807.26
75006771	L	2009	3,928.50
75013531	C		170
75013531	C		170
75013531	L	2011	8,550.82
75013531	L	2012	8,188.77
75013531	L	2010	1,230.63
75014731	C		170
75014731	L	2013	10,188.00
75036311	L	2014	5,956.33
75060081	L	2010	1,748.70
75060081	L	2011	6,107.49
75060081	C		170
75063571	C		170
75063571	L	2012	416.1
75063571	C		170
75063571	L	2011	4,493.88
75064551	L	2011	8,339.68
75067381	C		170
75067381	L	2011	14,679.41
75067381	C		170
75067381	L	2010	3,346.36
75105541	C		170
75105541	L	2010	2,125.86
75105541	L	2011	6,819.75
75105541	L	2012	1,029.14
75110121	C		170
75110121	L	2011	755.18
75110121	L	2012	6,805.79
75111321	L	2012	1,021.75
75111321	L	2009	1,565.29
75111321	C		170
75111321	L	2010	7,867.43
75111321	L	2011	8,836.32
75111321	C		170
75122331	C		170
75122331	L	2012	17,338.75
75122331	L	2011	506.17
75124951	L	2012	4,787.00
75124951	L	2013	2,802.38
75124951	C		170

75131161	C		170
75131161	L	2011	7,834.71
75136391	C		170
75136391	L	2011	23,015.74
75174441	L	2014	129,969.87
75177381	L	2013	1,466.17
75177381	C		170
75192761	L	2012	3,387.95
75192761	L	2011	2,379.04
75192761	C		170
75192981	L	2011	8,996.58
75192981	C		170
75192981	L	2010	3,965.10
75192981	C		170
75205731	L	2012	1,336.35
75205731	L	2011	14,153.54
75214121	L	2011	10,175.50
75214121	C		170
75214121	L	2012	7,359.04
75231241	L	2012	8,002.00
75231241	C		170
75231241	L	2013	2,285.95
75237561	C		170
75237561	L	2011	6,122.34
75237561	L	2012	3,529.11
75249771	L	2011	3,625.89
75249771	L	2010	2,274.04
75249771	L	2012	1,474.21
75256861	L	2011	6,471.48
75256861	L	2012	13,373.53
75256861	C		170
75256861	C		170
75256861	L	2013	6,868.62
75290771	L	2011	14,688.36
75290771	L	2012	9,036.88
75298391	L	2011	10,946.27
75298391	C		170
75298391	L	2012	54,224.84
75302981	C		170
75302981	L	2013	2,239.12
75302981	L	2012	5,065.00
75341131	C		170
75341131	L	2013	17,478.62
75341131	L	2011	1,295.00
75341131	L	2012	13,874.96
75347671	C		170



75347671	L	2012	6,377.50
75347671	L	2011	3,860.92
75348321	C		170
75348321	L	2011	3,197.67
75348321	C		170
75348321	L	2012	1,606.97
75379721	L	2012	9,993.50
75379721	C		170
75408611	L	2011	2,897.50
75408611	C		170
75408611	L	2012	9,556.03
75435431	C		170
75435431	L	2012	762.55
75435431	C		170
75435431	L	2011	7,961.30
75439791	L	2014	5,703.07
75439791	L	2013	12,625.00
75454291	C		170
75454291	L	2013	844.26
75454291	L	2012	4,834.73
75454291	C		170
75458981	L	2013	7,623.00
75458981	L	2014	2,107.89
75458981	C		170
75458981	C		170
75474241	L	2012	6,987.69
75474241	C		170
75474241	L	2011	9,127.06
75474241	L	2013	1,409.10
75474241	C		170
75518281	C		170
75518281	L	2012	10,070.09
75544781	C		170
75544781	L	2012	428.1
75559711	L	2013	7,899.57
75559711	C		170
75559711	L	2012	5,365.03
75559711	C		170
75568651	L	2011	4,325.57
75568651	L	2012	10,350.17
75569191	L	2011	1,829.82
75569191	L	2012	3,959.13
75569191	L	2010	620.69
75569191	L	2013	3,580.89
75580541	L	2013	4,110.28
75580541	L	2012	15,686.50

75580541	L	2011	11,426.59
75582171	L	2010	4,668.00
75582171	L	2011	8,761.74
75591331	C		170
75591331	L	2012	7,875.00
75591331	L	2013	145.4
75591331	L	2010	7,245.00
75591331	L	2011	7,577.50
75599941	C		170
75599941	L	2013	7,441.68
75601141	L	2014	8,664.00
75606261	C		170
75606261	L	2013	10,857.00
75606261	L	2012	2,839.32
75608331	C		170
75608331	L	2013	17,838.65
75619011	L	2013	5,082.74
75619341	L	2011	3,556.58
75619341	L	2012	5,709.76
75638641	L	2013	7,969.50
75638641	L	2012	222.95
75650861	L	2011	14,527.97
75650861	L	2010	15,558.24
75686281	C		170
75686281	L	2013	14,388.08
<b>Total</b>			<b>1,150,288.78</b>

## **Appendix B**

# **Business Planning 2015/16-2019/20**

# **Interim Consultation Headline Findings**

**February 2015  
Consultation**

## 1. INTRODUCTION

This report sets out the interim headline findings from the council's consultation on the Business Plan 2015/16 - 2019/20. A full report will be presented to Full Council on the 3rd March 2015

The consultation aimed to;

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

### 1.1 Preliminary consultation (July 2013- September 2014)

The council has already undertaken a range of consultation to inform the council's development of the Corporate Plan strategic priorities and 5 year Commissioning Plans, along with indicative savings proposals to inform the MTFs, setting the scene for upcoming consultation.

The preliminary consultation was designed to;

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

The table below outlines the phases of the preliminary engagement;

Phase	Date	Summary
Phase 1: Setting out the challenge	<i>Summer 2013</i>	The council forecast that its budget would reduce by a further £72m between 2016/17 and 2019/20, setting the scene for the PSR consultation.
Phase 2: PSR consultation to inform development of options	<i>October 2013 - June 2014</i>	Engagement through Citizens' Panel area based workshops, focus groups with service users and protected characteristics which focused on stakeholder priorities and how they would want the council to approach the Priorities and Spending Review. An open 'Call for Evidence' asking residents to feedback ideas on the future of public services in Barnet.
Phase 3: Engagement through Committees	Engagement through Committees	Focus on developing Commissioning Plans and MTFs proposals for each of the six Committees. Engagement through Committee meetings.

Consultation through this period has included staff briefings with 1,400 staff engaged through over 20 briefings during September 2014.

## 1.2 Formal consultation (17th December- 11 February 2015)

The preliminary engagement has informed the development of the council's budget proposals and its strategic plan to 2020 for consultation in this current phase.

This current phase of consultation was split into three strands:

- General budget consultation on the 2015/16 budget
- Service specific 2015/16 proposals: SEN home to school transport.
- Strategic Plan to 2020: Corporate Plan Priorities, Theme Committee Commissioning Plans, and the overall MTFS from 2015 - 2020.

To allow for a nine week budget consultation, consultation began after Full Council on 17 December 2014 and concluded on 11 February 2015.

## 1.3 Consultation overview of approach

All three strands were published on <http://engage.barnet.gov.uk/> which gave detailed background information about the council budget 15/16 and the council commissioning priorities to 2020 (promoted as the Strategic Plan to 2020). Collection of respondents' views were fed back via open online self-completion questionnaires and paper copies were made available on request. The consultations were widely promoted via the council's residents' magazine, Barnet First, a press release, social media, Community Barnet, Communities Together Network, the Youth Board and various service user group newsletters and partnership boards.

Also as part of the council's statutory duty to consult with National Non Domestic Rate Payers (NNDRs), letters were sent out to all the council's NNDRs inviting them to take part in the online consultation.

In terms of the SEN home to school transport consultation, letters were also sent out to all parents or carers of children who use SEN home to school transport, explaining the proposals and inviting them to take part in the consultation

The Strategic Plan consultation also ran a series of themed workshops with a cross section of residents recruited from the Citizens Panel and Youth Board, plus two workshops with super users<sup>1</sup> of council services.

The results will be used to inform the development the final decisions on the council's budget 2015/16 and Strategic Plan to 2020.

## 1.4 Summary of response to date

At the time of writing, in total 282 people have taken part in the various strands – 52 to the online General Budget 15/16 Consultation, 19 to the Strategic Plan Online

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<sup>1</sup> One super user workshop was for a cross section of super users who use the non-universal services from across the council. The second workshop was for adults with learning disabilities.

## BUSINESS PLANNING 2015/16-2019/20 CONSULTATION

Consultation, 64 to the SEN Transport online consultation and 147 through the consultative workshops.

Further details of how many have participated to each stand are outlined below:

**Table 2: Overview of participation to date**

Method	Respondents/participants	Number
Online survey on general budget consultation on the 2015/16 budget	Residents only, no NNDR have responded (Businesses)	52
Online survey on Strategic Plan	Residents only, no NNDR have responded (Businesses)	19
Service specific consultation on 2015/16 proposals: SEN Schools Transport	Predominantly parents who use SEN Transport	64
Themed Workshop: Children's, Education, Libraries and Safeguarding Committee	A cross section of residents selected from the Citizens' Panel	18
Environment, Housing and Assets, Regeneration and Growth Committees	A cross section of residents selected from the Citizens' Panel	22
Adults and safeguarding committee	A cross section of residents selected from the Citizens' Panel	19
All Committees	A cross section of residents selected from the Citizens' Panel and Youth Board	44
All Committees	A cross section of service users	44
All Committees	Residents with learning difficulties	Still to do

## **2. SUMMARY OF KEY FINDINGS**

This section provides a summary of interim key findings. A full analysis of the findings will be provided after the consultation closes on the 11<sup>th</sup> February (full report available the 16<sup>th</sup> February).

### **2.1 STRATEGIC PLAN AND BUDGET TO 2020**

#### **2.1.1 SUMMARY OF KEY FINDINGS FROM THE CONSULTATIVE WORKSHOPS**

As explained in the introduction the Strategic Plan consultation comprised of an online survey and a series of consultative workshops. Below is summary of the key findings from the consultative workshops.

##### **2.1.2 Method**

As part of the Strategic Plan to 2020 consultation the council arranged a set of six workshops with residents to find out more about their priorities in regard to council services to supplement the online consultation questionnaire. The key objective from the workshop was to establish whether the planned allocation of budget reductions matched residents' priorities.

For the majority of these workshops residents were selected from the Citizens' Panel to ensure they were as far as possible representative of the population as a whole. Two events specifically went beyond the panel to get the involvement of residents who were users of non-universal services. This was done to pick up concerns of service users identified in the consultation on the Priorities and Spending Review.

The council commissioned 'Research for Today' to facilitate the workshops using a quantitative trade-off approach called 'Simalto'. This meant that residents would undertake an exercise which allowed them to prioritise services in the context of the wider services offered. Residents were not presented with the council's proposals but were given a grid which included a range of hypothetical examples as a tool to establish residents' priorities.

Three of the workshops focused on the remit of particular committees in more detail (e.g. Children's, Education, Libraries and Safeguarding) whilst other workshops were larger events which focused on a selection of services from across the council.

Further details of the method and makeup of the workshops can be found in appendix 1 of this interim report.

The summary of the key findings below cover all feedback from the first two theme committee sessions; Children's, Education, Libraries and Safeguarding Committee and Environment, Housing and Assets, Regeneration and Growth Committees. It also includes summary feedback from the third theme committee workshop on Adults and Safeguarding and Community Leadership and the event covering all committees, where information has been compiled.

### 2.1.3 Key findings

It was clear from the residents who took part in the workshops that most respondents thought that services supporting vulnerable adults and children were the most important use of the council budget. In contrast, the majority of those discussing environmental services thought the council could spend less on these areas and could potentially enhance funding for services which supported adults and children in need.

A key theme through the workshops was a focus on prioritising prevention services to reduce the cost to the council in the long term and improve the outcomes for those supported. This was felt to be both just, and a good use of resources.

Through taking part in the workshops residents understood the difficult decisions the council had to make. This can be summarised by the following quotation;

*“I’m glad I’m not making the decisions. This simple exercise actually shows there’s only so much money and if you spend it on one thing, you can’t spend it on another”*

Whilst certain services were not prioritised, this was often not because residents did not think the service was valuable, but because in context there were other services which they felt should be given priority. This was largely the case with the library service in all groups, although the service has passionate proponents.

It should be noted that the workshops were attended by a comparatively small number of residents. Although this gives a reasonable guide to residents’ priorities, the small sample means that the results of the workshops should most usefully be viewed within the context of the overall consultation.

### 2.1.4 Children’s, Education, Libraries and Safeguarding

The workshop which focused on the remit of this committee saw residents prioritise services that supported the most vulnerable as well as prevention services, as summed up in the quote below;

*“Prevention is better than cure. I think the more one can support those families to get through the year, the better the outcome, the less will be required from the council.”*

Increasing current support (with demographic growth) for children with mental health was clearly a high priority for respondents, as was protecting the caseload of child protection social workers.

Maintaining the current service for libraries, children’s centres and education support were the least popular.

This resident optimum score was relatively similar to the council’s current plans, although residents felt by making a small reduction to the looked after children’s service, more money could be used to fund education support, transport for the disabled and mental health support.



### **2.1.5 Environment, Housing and Assets, Regeneration and Growth**

The highest priority for residents was for emergency accommodation for the homeless and street lighting followed by residential street cleaning, protecting Summer's lane recycling centre and highways repairs.

Residents, on balance, prioritised residential street cleaning over town centres, whilst the main reason for prioritising street lighting was to protect safety. Residents saw the commercial benefit of increasing the number of events in parks but would be worried if a lot of access to parks was not available to the general public.

In order to protect the above services, residents preferred to increase the number of events in parks to make income, charge for green waste and have their residual rubbish collected fortnightly.

Rubbish and recycling collection invited heated debate and depended on family size and commitment to recycling. Although on balance the view was that a fortnightly rubbish collection was good idea and would increase recycling levels, there would still need to be a weekly collection of the brown and blue recycling bins.

### **2.1.6 Adults and Safeguarding and Community Leadership Committee**

Initial results show that, like with children's services, residents' prioritised prevention services such as prevention support for adults with learning disabilities, short term support for adults with mental health issues and increasing the support to carers to help people live longer in the community.

Mental health support was prioritised, whilst residential care for people with learning disabilities and homecare for the elderly was not prioritised as strongly. This does not mean that people did not feel these services were important, but that when they had to choose between priorities these services did not come first in most instances.

*Feedback from this committee is based on initial results only.*

### **2.1.7 Commissioning model**

At the end of the workshops residents were asked their views on the council Commissioning Model;

*The council has no rigid view on who delivers services as long as they are of high quality and value for money, services could be delivered by the council, a private or voluntary sector organisation, with each service judged on an individual basis.*

The majority of residents felt that the principle of the statement was hard to refute. However there was scepticism about the involvement of private companies in the delivery of some services, especially care services. The following comments sum up the debate;

*"It's all right by me as long as it's done properly with proper controls and transparency"*

*“It’s easy to say but not so easy to deliver”*

*“I think that’s completely unrealistic. In principle, in theory, if it’s done to the same quality, yes ....but that’s not what happens.”*

The majority of issues raised focused on ensuring the contractor kept to their contractual commitment and the council had sufficient power to monitor and enforce the contract quality. It is clear the council has much to do to demonstrate how it ensures quality and transparency in contract management.

### 2.1.8 Council tax

At the end of each of the workshops, once residents had a good understanding of the decisions the council had to make in regard to spending, residents were asked whether they would prefer to cut, freeze or increase Council Tax.

As part of the first three theme committee workshops, an average of 57 per cent preferred a Council Tax rise, 31 per cent preferred Council Tax to be frozen and 13 per cent a Council Tax cut (55 residents). In the fourth<sup>f</sup> cross council event the response was very similar, with 58 per cent preferring a Council Tax increase, 36 per cent Council Tax frozen and 7 per cent a Council Tax cut (45 residents).

The key reason for choosing an increase in council tax was that they felt that it was value for money to pay slightly more per resident but minimise cuts to services. Those that chose to freeze or reduce council tax felt that Barnet council tax was higher than some neighbouring boroughs and/or was high enough already.

There was particular scepticism amongst a small group as to whether residents could be expected to pay more when some services were being reduced.

### 2.1.9 STRATEGIC PLAN TO 2020 SUMMARY OF KEY FINDINGS – ONLINE SURVEY

As mentioned in the introduction the Strategic Plan to 2020 consultation also included an online consultation.

This comprised of a consultation document on the council’s proposed Strategic Plan to 2020 which explained the council’s overarching Corporate Plan priorities, the commissioning approach, plus the commissioning priorities and the savings that have been identified within each committee to the rest of decade. Residents were invited to submit their views via an online questionnaire. Paper copies of the consultation document and questionnaire were also made available on request.

### 2.1.10 Response to the survey

In total 19 questionnaires have been submitted to date (17 online and two paper copies).

68 per cent of the sample (13 out of 19 respondents) chose not to answer the question that identified whether they were responding as a resident, business, or a

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public sector or voluntary/community organisation. It should also be noted that only five respondents went on to answer the diversity monitoring questions.

**Table 2: Overall sample profile**

Type	Number	%
Resident	31%	6
Business	0%	0
Resident and business based in Barnet	0%	0
Public sector organisation	0%	0
Voluntary/community organisation	0%	0
Other	2%	1
Not answered	68%	13
<b>Total</b>	<b>100%</b>	<b>19</b>

**Due to the small sample size the results should be treated with caution. Also, due to the low completion rate of the diversity monitoring questions no analysis has been carried out on these particular questions at this stage.**

### 2.1.11 Calculating and reporting on results

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

### 2.1.12 Corporate plan overarching priorities

Respondents were asked how much they agree or disagree with the council’s proposed overarching priorities for the council’s Corporate Plan to 2020.

- The table below shows that majority of respondents (eight out of ten) agree with all the priorities. The most popular being ‘of opportunity, where people can further their quality of life’. The least popular was ‘where people are helped to help themselves, recognising that prevention is better than cure’.

**Table 2: Corporate Plan priorities to 2020**

	Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Don't know / not sure	Total
of opportunity, where people can further their quality of life	6	2	1	0	1	0	10
where services are delivered efficiently and achieve value for money for the taxpayer	4	5	0	0	1	0	10
where responsibility is shared, fairly	5	2	1	1	1	0	10
where people are helped to help themselves, recognising that prevention is better than cure	4	3	0	2	1	0	10

### 2.1.13 Have any priorities been missed?

Respondents were asked if they felt any priorities had been missed. Five out of 19 respondents indicated they felt priorities had been missed, of whom three left comments:

- To consider what Barnet residents want
- Setting targets and actions in protecting the environment and preventing loss of life and health caused by unhealthy lifestyle and climate change.
- Not just opportunity but equality of opportunity

### 2.1.14 The council’s commissioning approach

Respondents were asked how much they supported the council’s s commissioning approach, which focuses on service quality and value for money rather than a pre-determined view of how services should be delivered.

- In contrast to the workshops, respondents to the online survey appear to be more negative about the commissioning approach, with eight out of the 11 respondents being strongly opposed to this approach. Only two out of 11 respondents tended to support this commissioning model.

**Table 3: Commissioning Approach**

How much do you support or oppose the council’s commissioning approach, which focuses on service quality and value for money rather than a rigid view of how services should be delivered?		
Answer Options	Per cent	Total
Strongly support	0.0%	0
Tend to support	18.2%	2
Tend to oppose	0.0%	0
Strongly oppose	72.7%	8
Don’t know/not sure	9.1%	1
<i>answered question</i>		<b>11</b>

### 2.1.15 Council Tax

Respondents were asked to what extent they agree with the council’s proposal to freeze Council Tax in 2015/16 next year and increase it by two per cent in 2018/19 and 19/20 and by two per cent in 2019/20.

The table over the page shows that opinion was mixed on these three proposals with no clear majority agreeing or disagreeing. However, it must be noted, in terms of the response to the General Budget Consultation for 2015/16, respondents were much more likely to be against a freeze on council tax next year.

**Table 4: Council Tax**

To what extent do you agree or disagree that the council should freeze Council Tax in 2016/17, and then increase Council Tax by two per cent a year from 2017/18 to 2019/20?							
	Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Don't know / not sure	Number
The council should freeze Council Tax in 2016/17	4	0	1	1	4	0	10
The council should increase Council Tax by two per cent in 2017/18 and in 2018/19	2	1	2	3	1	0	10
The council should increase Council Tax by two per cent in 2019/20	3	1	2	1	2	0	10
<i>answered question</i>							10

### 2.1.16 Committee Commissioning Priorities, outcomes and savings to 2020

A series of questions were asked on each of the committees commissioning priorities, outcomes and savings they had identified in order to achieve their priorities.

All of these have had less than ten respondents complete this series of questions to date. Full analysis will be provided in the final report.

## 3. GENERAL BUDGET CONSULTATION 2015/16

### 3.1.1 Summary of key findings

The general consultation consisted of an open online survey published on the web. Paper copies were again made available on request.

### 3.1.2 Method

The Business Plan and Budget consultation was open for nine weeks, from 17th December 2014 to 11th February 2015.

- The consultation was published on the council's engage space <http://engage.barnet.gov.uk/> which gave detailed background information about the council budget, the challenges the council faces and a hyper link to the full P & R Committee Report on the Council Business Plan for 2015/16.
- Collection of respondents' views were fed back via an open online self-completion survey. Within the questionnaire, where questions asked for comments on the savings that have been identified and that were part of the general consultation, hyperlinks were provided to each of the detailed savings within each committee for the budget 2015/16.
- Hard copies were also available on request

The survey was widely promoted through: the December edition of Barnet First; a press release; social media; Community Barnet's Newsletter; Communities Together network, the Youth Board; and various service user groups and partnership boards.

Also, as part of the council's statutory duty to consult with National Non Domestic Rate payers (NNDR or Business rate payers), letters were sent out to all the council's NNDR payers inviting them to take part in the survey.

### 3.1.3 Response to the survey

In total 52 questionnaires have been submitted via the online survey. No paper copies have been received.

The table over the page shows that the sample profile of those who have responded are all from residents. Despite writing to all NNDR payers no responses have been received from businesses in Barnet.

29 per cent of the sample (15 out of 52 respondents) chose not to answer this question that identified whether they were responding as a resident, business, or a public sector or voluntary/community organisation. It should also be noted that only five respondents went on to answer the diversity monitoring questions.

**Table 5: Overall sample profile**

Type	Number	%
Resident	69%	36
Business	0%	0
Resident and business based in Barnet	0%	0
Public sector organisation	0%	0
Voluntary/community organisation	0%	0
Other	2%	1
Not answered	29%	15
<b>Total</b>	<b>100%</b>	<b>52</b>

**Again due to the small sample size the results should be treated with caution. Also, due to the low completion rate of the diversity monitoring questions no analysis has been carried out on these particular questions at this stage.**

### 3.1.4 Calculating and reporting on results

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

## Summary of key findings

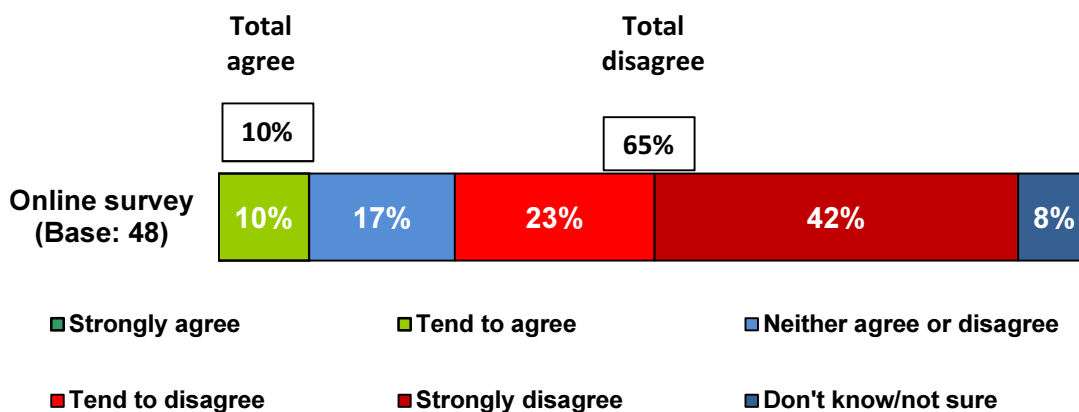
### 3.1.5 Council's overall approach to business plan and budget

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

Chart 1 shows that two thirds of respondents (65 per cent; 31 out of 48 respondents) disagree with the council's approach in terms of balance between efficiency savings, income generation and cuts to services.

Only ten per cent (five out of 48 respondents) agree that the council had got the right balance and just over a quarter (25 per cent, 11 out of 48) said they were neutral or said they did not know.

**Chart 1: Level of agreement with the council's overall approach to budget**

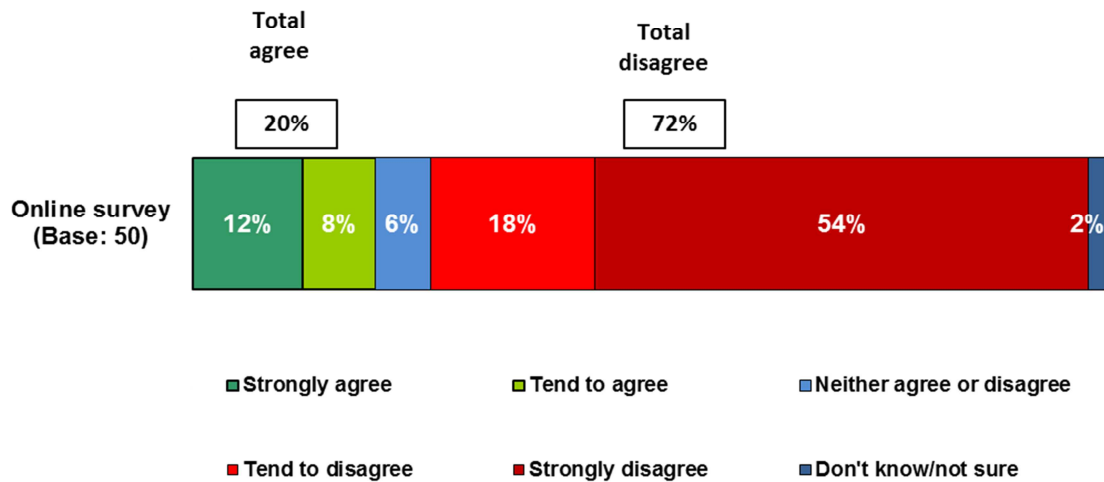


### 3.1.6 Council's proposal to freeze Council Tax next year

Respondents were asked how much they agree or disagree with the council's proposal to freeze Council Tax next year.

- Chart 2 over the page shows that the majority of respondents disagree with the proposal to freeze Council Tax next year, with three quarters disagreeing (72 per cent; 36 out of 48 respondents). One fifth of respondents agree (20 per cent; 10 out of 48 respondents), and the remainder neither agree nor disagree (six per cent) or said they did not know (two per cent).

**Chart 2: Level of agreement to freeze Council Tax next year**



### 3.1.7 Reasons for their answers

Respondents were asked to give reasons for their answer.

The most frequently cited reason was that respondents felt it was wrong to freeze Council Tax if it led to cuts in council services. This was frequently mentioned in reference to maintaining the library service, followed by protecting services for the most vulnerable.

### 3.1.8 Comment on the council efficiency savings and income generation

A series of open ended questions were also asked on each of the committees' proposed efficiency savings and income generation proposals. A full analysis of these will be provided in the final report.

## 4. SERVICE SPECIFIC CONSULTATION ON BUSINESS PLAN AND BUDGET CONSULTATION 2014/15

The only service consultation that was consulted on as part of Business Plan and Budget Consultation 2015/16 was on Special Education Needs: Home to schools transport savings:

- The consultation was published on the council's engage space <http://engage.barnet.gov.uk/> which gave detailed information about the council budget, the challenges the council faces and a hyper link to consultation document on how the savings were going to be addressed
- Collection of respondents' views were fed back via an open online self-completion survey
- Hard copies were also available on request
- Letters were sent out to all parents or carers of children who use SEN home to school transport, explaining the proposal and inviting them to take part in the consultation



The questionnaire was also widely promoted through: the December edition of Barnet First; a press release; social media; Community Barnet's Newsletter; Communities Together network, the Youth Board; and various service user groups and partnership boards.

#### 4.1.1 Response to the survey

In total 64 questionnaires have been submitted via the online survey. No paper copies have been received.

#### 4.1.2 Summary of key findings:

The council plans to make the £500,000 savings from its home to school transport budget through a mixture of efficiencies, placing more children locally so that transport is not required and working with parents to better plan the arrangements for their child's journeys to school.

A project has been established to find efficiencies in the way services are provided, such as how bus routes are planned, which services are run directly by the council and which are delivered by other providers. This consultation does not cover that work, as these efficiencies will not directly impact the nature of the service to users, but focuses instead on working more closely with parents to plan, resulting in, for example, an increase in the number of pupils who can travel independently and tailoring the assistance required more closely to individual needs.

Parents were informed that the council believes it can contribute to the required savings by careful application of existing policies and through a closer dialogue with parents and carers.

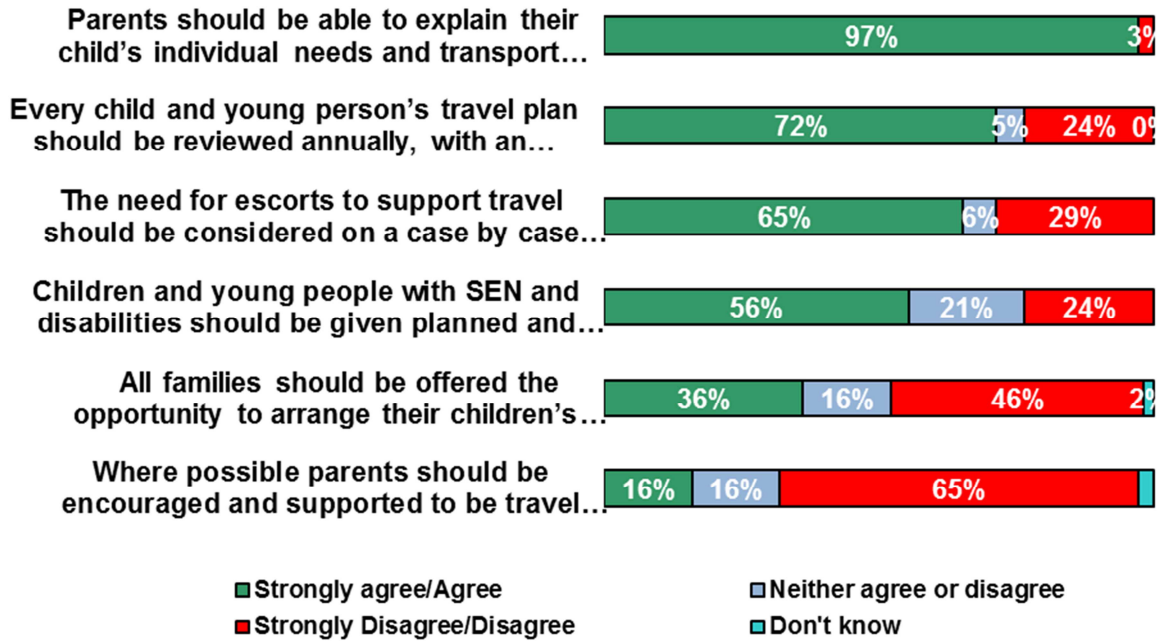
Respondent were asked how much they agree or disagree with various elements of the approach.

The chart over the page shows the most popular part of the council's approach to help make the necessary SEN savings was *'Parents should be able to explain their child's individual needs and transport preferences before individual travel plans are completed* (97 per cent of residents agreed with this). This was followed by *'Every child and young person's travel plan should be reviewed annually with an opportunity for parents and young people to take part'* (72 per cent agree),

Just over half (56 per cent) agree with *'The need for escorts to support travel should be considered on a case by case basis'*. A quarter disagreed (24 per cent) and the remainder were neutral (21 per cent).

There was much less support for *'All families should be offered the opportunity to arrange their children's transport through a personal budget'* with only a third (36 per cent) agreed with this. Even fewer agree with *'where possible parents should be encouraged and supported to be travel escorts for their child'* only 16 per cent agree with this.

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Analysis of the open ended questions and diversity monitoring questions will be included in the final report.

## **Appendix 1: Strategic Plan and Budget to 2020**

### **Methodology**

The council commissioned Research for Today to use their Simalto tool, using a quantitative trade-off approach, for the consultation workshops. This approach takes residents through the options available together with their nominal costs, and finds relative priorities between them. Rather than measuring how important a resident finds a service, it measures the relative importance of the options within and between a service and other options.

This approach can summarise all the individual respondents' priorities and by using modelling calculate the optimum budget allocation within a limited total and the relative priority residents give each individual service change compared to other possible changes.

In order to prioritise, residents had to complete a 'grid' which contained a range of hypothetical examples as a tool to establish residents' priorities. These examples were a way of demonstrating what potential budget changes might mean for services. They were not based on Barnet's planned budget allocation, only examples of service changes which would impact on residents were included.

After respondents had provided their priorities within and between different services a short discussion was held to probe why respondents had made their major choice priorities, as well as questions on the council's commissioning model and their view on whether to reduce, freeze or increase council tax.

### **Selection of workshops**

The council has carried out six workshops as part of the Strategic Plan consultation process. The table over the page outlines the date, workshop focus and number of attendees.

Workshops 1 to 4 were selected from the Citizen's panel, a panel of 2,000 Barnet residents which is statistically representative of the population of Barnet. Panel members were selected to ensure a cross section of the populations was represented at each workshop. Workshop 4 also invited members of the Youth Board who were aged 16 or over.

Workshops 5 and 6 were targeted at frequent users of Barnet services to gain a better understanding of the priorities of individuals and families who use services on a regular basis.

**Table 1: Workshop date, focus and number of attendees.**

	<b>Date</b>		<b>Workshop</b>	<b>Attendees</b>
<b>1</b>	<b>21</b>	<b>January 2015</b>	<b>Children's, Education, Libraries and Safeguarding Committee</b>	<b>18 Citizens' panel residents</b>
<b>2</b>	<b>22</b>	<b>January 2015</b>	<b>Environment, Housing and Assets, Regeneration and Growth Committees</b>	<b>22 Citizens' panel residents</b>
<b>3</b>	<b>27</b>	<b>January 2015</b>	<b>Adults and Safeguarding Committee</b>	<b>19 Citizens' panel residents</b>
<b>4</b>	<b>29</b>	<b>January 2015</b>	<b>All services</b>	<b>44 Citizens' panel residents plus 5 youth board members</b>
<b>5</b>	<b>3</b>	<b>February 2015</b>	<b>All services</b>	<b>44 Regular users of services offered by the council.</b>
<b>6</b>	<b>9</b>	<b>February 2015</b>	<b>All services</b>	<b>&gt; Residents with learning disabilities</b>

<b>APPENDIX C - Medium Term Financial Strategy</b>	<b>2015/16 £000</b>	<b>2016/17 £000</b>	<b>2017/18 £000</b>	<b>2018/19 £000</b>	<b>2019/20 £000</b>
<b>Budget brought forward</b>	<b>294,829</b>	<b>282,927</b>	<b>276,264</b>	<b>268,955</b>	<b>262,392</b>
<b>Statutory/cost drivers</b>					
Inflation (pay )	1,210	1,097	1,108	1,119	1,130
Inflation (non-pay)	2,726	3,309	3,376	3,443	3,512
North London Waste Authority (NLWA) levy	(500)	1,366	937	758	1,035
Capital financing costs	-	1,500	1,500	1,000	1,500
Dols Pressure	555				
Care Act	1,409				
<b>Statutory/cost drivers sub-total</b>	<b>5,400</b>	<b>7,272</b>	<b>6,921</b>	<b>6,320</b>	<b>7,177</b>
<b>Central Expenses</b>					
Contingency - general risks	188	(9)	443	670	418
Concessionary Fares	214	227	255	292	346
<b>Central Expenses sub-total</b>	<b>402</b>	<b>218</b>	<b>698</b>	<b>962</b>	<b>764</b>
<b>Balances to/(from) reserves</b>					
Specific reserves contribution 2014/15 NHB	(8,417)				
Specific reserves contribution 2015/16 NHB	7,416	(7,416)			
Specific reserves contribution 2016/17 NHB		10,735	(10,735)		
Specific reserves contribution 2017/18 NHB			10,548	(10,548)	
Specific reserves contribution 2018/19 NHB				9,897	(9,897)
Specific reserves contribution 2019/20 NHB					7,583
Service Development Reserve	(955)	955			
<b>Reserves sub-total</b>	<b>(1,956)</b>	<b>4,274</b>	<b>(187)</b>	<b>(651)</b>	<b>(2,314)</b>
<b>Total expenditure</b>	<b>298,675</b>	<b>294,691</b>	<b>283,696</b>	<b>275,586</b>	<b>268,018</b>
<b>New Formula grant funding</b>					
Business Rates	35,191	36,352	37,697	39,130	40,656
Business Rates- Top up	18,114	18,712	19,404	20,141	20,927
Revenue Support Grant (RSG)	50,444	40,000	30,000	19,500	9,500
<b>New Formula grant sub-total</b>	<b>103,749</b>	<b>95,064</b>	<b>87,101</b>	<b>78,771</b>	<b>71,082</b>
<b>Council Tax</b>					
Council Tax (CT) Baseline	141,574	145,640	146,481	149,566	152,501
Growth in properties £	3,038	841	593	404	837
Council Tax (CT) Discounts	1,026	0	(441)	(459)	(477)
Increase in Council Tax (-1%, 0%, 0%, 2% from 2017/18)	1	0	2,933	2,990	3,057
Council Tax (CT)	145,640	146,481	149,566	152,501	155,918
Collection Fund contribution (CT)	1,500				
CT freeze grant 14-15	(0)				
CT freeze grant 15-16	1,670	1,670			
<b>Core grants</b>					
Private Finance Initiative (PFI) credit	2,235	2,235	2,235	2,235	2,235
Education Services Grant	3,912	3,521	3,169	2,852	2,567
NHB	7,416	10,735	10,548	9,897	7,583
Unallocated RSG	-				
Housing and CT Benefit Administration Grant	2,470	2,223	2,001	1,801	1,621
Public Health	14,335	14,335	14,335	14,335	14,335
<b>Other funding sub-total</b>	<b>179,178</b>	<b>181,200</b>	<b>181,853</b>	<b>183,621</b>	<b>184,259</b>
<b>Total Income from grant and Council Tax</b>	<b>282,927</b>	<b>276,264</b>	<b>268,955</b>	<b>262,392</b>	<b>255,341</b>
<b>Proposed Pressures</b>	<b>1,520</b>	<b>3,992</b>	<b>3,583</b>	<b>3,382</b>	<b>3,593</b>
<b>Budget Gap before savings &amp; pressures</b>	<b>15,749</b>	<b>18,427</b>	<b>14,741</b>	<b>13,194</b>	<b>12,677</b>
<b>Proposed Savings</b>	<b>(17,269)</b>	<b>(20,603)</b>	<b>(12,269)</b>	<b>(10,677)</b>	<b>(8,109)</b>
<b>Budget Gap after savings</b>	<b>(0)</b>	<b>1,816</b>	<b>6,055</b>	<b>5,899</b>	<b>8,161</b>

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## APPENDIX D1 - REVENUE BUDGET 2015/16

	2014/2015		2015/2016
	Original Estimate £	Current Estimate £	Original Estimate £
<b><u>Council Services</u></b>			
Adults & Communities	89,669,446	90,814,161	83,745,161
Assurance	4,004,943	4,057,183	3,882,183
Children's Family Services	48,228,334	50,245,494	48,746,494
Children's Education & Skills	7,182,877	7,233,887	6,058,887
Commissioning Group	6,667,908	7,321,818	7,008,298
Customer & Support Group	22,152,940	22,921,765	20,821,765
The Barnet Group	3,337,609	4,253,609	3,953,609
HB Law	1,782,147	1,952,397	1,752,397
Parking & Infrastructure	5,974,024	6,369,169	6,219,169
Public Health	14,302,390	14,335,000	14,335,000
Regional Enterprise	766,747	1,030,197	730,197
Special Parking Account	(7,630,640)	(7,310,775)	(7,420,775)
Street Scene	15,650,173	15,694,753	14,013,753
<b>Total</b>	<b>212,088,898</b>	<b>218,918,658</b>	<b>203,846,138</b>
Central Expenses	74,323,182	67,493,422	72,619,227
<b>Total Service Expenditure</b>	<b>286,412,080</b>	<b>286,412,080</b>	<b>276,465,365</b>

# REVENUE BUDGET 2015/16

BUDGET	2014/2015 Original	2014/2015 Current	2015/2016 Original
	£	£	£
<b>Total Service Expenditure</b>	<b>286,412,080</b>	<b>286,412,080</b>	<b>276,465,365</b>
Contribution to / (from) Specific Reserves	8,418,138	8,418,138	6,461,288
<b>NET EXPENDITURE</b>	<b>294,830,218</b>	<b>294,830,218</b>	<b>282,926,653</b>
Other Grants	(34,255,000)	(34,255,000)	(32,038,000)
<b>BUDGET REQUIREMENT</b>	<b>260,575,218</b>	<b>260,575,218</b>	<b>250,888,653</b>
Business Rates Retention	(34,500,000)	(34,500,000)	(35,191,000)
Business rates top-up	(17,800,000)	(17,800,000)	(18,114,000)
<b>BUSINESS RATES INCOME</b>	<b>(52,300,000)</b>	<b>(52,300,000)</b>	<b>(53,305,000)</b>
RSG	(65,200,000)	(65,200,000)	(50,444,000)
Collection Fund Adjustments	(1,500,000)	(1,500,000)	(1,500,000)
<b>BARNET'S ELEMENT OF COUNCIL TAX REQUIREMENT</b>	<b>141,575,218</b>	<b>141,575,218</b>	<b>145,639,653</b>
Greater London Authority - Precept	38,410,437	38,410,437	38,984,545
<b>COUNCIL TAX REQUIREMENT</b>	<b>179,985,655</b>	<b>179,985,655</b>	<b>184,624,198</b>
<b>Components of the Council Tax (Band D)</b>	<b>2014/2015</b>	<b>2015/16</b>	<b>Increase</b>
	£	£	
Mayors Office for Policing and Crime	214.06	211.19	(1.34%)
London Fire & Emergency Planning Authority	49.21	48.55	(1.34%)
Mayor, Administration, Transport for London, Olympic Games and Boroughs' Collection Fund balances.	35.73	35.25	(1.34%)
<b>Greater London Authority</b>	<b>299.00</b>	<b>295.00</b>	<b>(1.34%)</b>
<b>London Borough of Barnet</b>	<b>1,102.07</b>	<b>1,102.07</b>	<b>(0.00%)</b>
<b>Total</b>	<b>1,401.07</b>	<b>1,397.07</b>	<b>(0.29%)</b>



# REVENUE BUDGET 2015/16

## COUNCIL TAX SUMMARY

	2014/2015	2015/2016	Tax Yield
	£	£	£
Band A	934.05	931.38	1,650,422
Band B	1,089.72	1,086.61	5,745,420
Band C	1,245.39	1,241.84	22,730,930
Band D	1,401.07	1,397.07	36,078,226
Band E	1,712.43	1,707.53	41,580,294
Band F	2,023.77	2,017.99	33,375,771
Band G	2,335.12	2,328.45	32,957,882
Band H	2,802.14	2,794.14	10,505,253
			184,624,198

## COUNCIL TAXBASE

	2014/2015	2015/2016	Income
	Band D Equivalents	Band D Equivalents	
	165,611	166,725	232,926,671
	(2,622)	(2,648)	(3,699,436)
	(119)	(115)	(160,663)
	(32,831)	(31,571)	(44,106,834)
	299	1,677	2,342,639
	130,338	134,068	187,302,377
	(1,956)	(1,998)	(2,791,342)
	81	81	113,163
	128,463	132,151	184,624,198

# REVENUE BUDGET 2015/16

## COUNCIL TAX SUMMARY

Council Tax Bands (based on property values @ 1 April 1991)	2014/2015 £	2015/2016 £	Tax Yield £
[Up to £40,000]	934.05	931.38	1,650,422
[Over £40,000 & up to £52,000]	1,089.72	1,086.61	5,745,420
[Over £52,000 & up to £68,000]	1,245.39	1,241.84	22,730,930
[Over £68,000 & up to £88,000]	1,401.07	1,397.07	36,078,226
[Over £88,000 & up to £120,000]	1,712.43	1,707.53	41,580,294
[Over £120,000 & up to £160,000]	2,023.77	2,017.99	33,375,771
[Over £160,000 & up to £320,000]	2,335.12	2,328.45	32,957,882
[Over £320,000]	2,802.14	2,794.14	10,505,253
			184,624,198

## COUNCIL TAXBASE

	2014/2015 Band D Equivalents	2015/2016 Band D Equivalents	Income
Council Taxbase			
Total properties (per Valuation List)	165,611	166,725	232,926,671
Exemptions	(2,622)	(2,648)	(3,699,436)
Disabled reductions	(119)	(115)	(160,663)
Discounts (10%, 25% & 50%)	(32,831)	(31,571)	(44,106,834)
Adjustments	299	1,677	2,342,639
Aggregate Relevant Amounts	130,338	134,068	187,302,377
Non-Collection (1.5% both years)	(1,956)	(1,998)	(2,791,342)
Contributions in lieu from MoD	81	81	113,163
	128,463	132,151	184,624,198



## Adults and Communities

Profit Centre	Original Estimate 2014/15	Current Estimate 2014/15	Original Estimate 2015/16
Care Quality	1,363,267	1,349,471	1,859,271
Integrated care - LD & MH	38,887,675	40,851,772	38,498,552
Integrated care - OP & DP	38,437,575	38,597,421	35,645,281
Social Care Management	1,395,910	395,910	595,910
<b>Adults Social Care</b>	<b>80,084,427</b>	<b>81,194,574</b>	<b>76,599,014</b>
Births Deaths & Marriages	(160,530)	(160,530)	(160,530)
Community Safety	1,964,503	1,964,503	1,938,493
Community Well-being	(969,390)	(469,390)	(1,743,790)
Prevention & Well Being	7,647,475	7,166,225	6,172,365
Social Care Commissioning	917,761	933,579	754,409
<b>Community Well-being</b>	<b>9,399,819</b>	<b>9,434,387</b>	<b>6,960,947</b>
Dir Adult Soc Serv & Health	185,200	185,200	185,200
<b>Dir Adult Soc Serv &amp; Health</b>	<b>185,200</b>	<b>185,200</b>	<b>185,200</b>
<b>Total:</b>	<b>89,669,446</b>	<b>90,814,161</b>	<b>83,745,161</b>

Subjective Analysis	Original Estimate 2014/15	Current Estimate 2014/15	Original Estimate 2015/16
Employee Related	14,827,436	14,805,336	14,471,636
Premises Related	270,605	100,885	100,885
Secondary Recharges	24,150	24,150	24,150
Supplies/Services	10,404,706	6,929,285	6,929,285
Third Party Payments	78,104,394	83,573,388	77,225,948
Transfer Payments	5,109,002	7,250,592	6,862,732
Transport Related	1,118,011	1,234,617	1,234,617
<b>Expenditure</b>	<b>109,858,304</b>	<b>113,918,253</b>	<b>106,849,253</b>
Customer & Client Receipts	(10,997,015)	(12,787,087)	(12,787,087)
Government Grants	(304,734)	(252,924)	(252,924)
Other Grants, Reimbursements & Contributions	(8,887,109)	(10,064,081)	(10,064,081)
<b>Income</b>	<b>(20,188,858)</b>	<b>(23,104,092)</b>	<b>(23,104,092)</b>
<b>Total:</b>	<b>89,669,446</b>	<b>90,814,161</b>	<b>83,745,161</b>

**Budget Summary and Forward Plan**

<b>Adults &amp; Communities</b>		<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Base Budget</b>		89,669,446	84,599,161	83,623,161	82,126,861	80,942,061
<b>Virements</b>		1,144,715				
		<b>90,814,161</b>	<b>84,599,161</b>	<b>83,623,161</b>	<b>82,126,861</b>	<b>80,942,061</b>
<b>Efficiencies</b>						
EIA 1	<p>Savings through supporting people in the community as opposed to high cost care packages and residential placements</p> <p>The 'Community Offer' delivers savings through supporting people in the community and offering alternative ways to meet statutory social care needs as opposed to high cost care packages and residential placements. This will lead to increased use of universal services, enablement, telecare, equipment and direct payments instead of a traditional home care and residential care.</p> <p>The 'Community Offer' will be delivered by multi-disciplinary teams of social workers, occupational therapists, telecare and direct payments advisors.</p> <p>The net cost of supporting someone on a community alternative is cheaper than traditional care. This is an on-going initiative.</p>	(858,000)				
EIA 2	<p>Savings through supporting people in appropriate housing as opposed to high cost placements</p> <p>Reduction in cost of residential third party placements by: Innovative use of support and housing options to deliver savings whilst ensuring promoting choice and independence for customers. The savings proposals are: - Full year impact of Re-commissioning our Floating Support contract - Develop additional Sheltered Plus accommodation - Housing options will be subject to discussion and consultation with individual service users on their individual needs on a case by case basis.</p>	(704,000)				
EIA 3	<p>Savings through supporting people by increasing investment in carers support to prevent/reduce the need for funded care</p> <p>Savings to be achieved through efficiently coordinating and personalising services for carers so that there is a clear 'Carers Offer' throughout the carers journey. This will help the carer sustain their role, and reduce the need to access specialist services including hospital and residential care.</p> <p>In 2012/13 2,179 carers had an assessment, of these it is assumed that 25% support individuals that would otherwise be in residential care. Increasing this by 5% would generate sufficient savings to meet this target and aid people to live more independently with more choice and control. However this will in practice mean that people will receive lower cost packages which could be perceived negatively.</p>	(550,000)				
EIA 4	<p>Savings through decreasing external third party expenditure on day care costs by increased access to universal leisure services and specific renegotiations</p> <p>Savings to be achieved through:</p> <p>(1) Partnership working with leisure services to offer more mainstream leisure activities reducing dependence on specialist day care provision, using a dedicated leisure co-ordinator. (2) Reviewing provision of transport in relation to day activities.</p>	(660,000)				
EIA 5	<p>Savings through sharing funding arrangements with MHT</p> <p>Individuals who have received treatment under the mental health act on a section 3 at the point of discharge are subject to section 117 aftercare. There is an agreement currently that anyone subject to S117 will automatically be jointly funded between health and social care. The proposed changes would not impact on the Council's ability to provide these services.</p>	(401,000)				
EIA 6	<p>Savings through reduction in staffing costs</p> <p>Reductions in back office transactional functions through new ways of working and exploring new innovative models.</p>	(300,000)				
EIA 7	<p>Savings through HRA investment in new build which will result in reduction in high cost placements</p> <p>Savings to be achieved through increasing independent living options for Younger Adults with physical/learning disabilities and Mental Health issues. This proposals includes a new build programme using HRA monies for wheelchair accessible housing and working with Barnet Homes and the private rented sector to source suitable accommodation for younger adults. Housing options will be subject to discussion and consultation with individual service users on their individual needs. Barnet Homes will carry out specific consultations with tenants and RE through the statutory planning process, where required.</p>	(1,513,000)				
EIA 8	<p>Savings from renegotiation of existing contracts</p> <p>Procurement savings achieved through: - working with providers to contain inflationary pressures</p>	(600,000)				
EIA 9	<p>Savings through reduction in expenditure by working with CSG provider</p> <p>Stretch of demand management and efficiency saving proposals to be identified through working with CSG provider to improve efficiency and self service, targeting the following: - Developing new model of Social Care in relation to Care Act - Reducing demand for high cost placements by providing advice and signposting at first point of contact - Reducing costs of third party spend through procurement activity - Combining Adults Social Care duty functions and elements of the assessment process with the Adult Social Care Direct in CSG</p>	(2,000,000)				
EIA 10	<p>Savings through reduction in placement costs for residents permanently settled out of the borough</p> <p>Where an individual has chosen, as they have capacity, or have moved to another authority in accordance with their families' wishes, (ascertained through a best interest decision where an individual does not have capacity), the receiving authority will be given 3 months' notice regarding transfer of responsibility, which includes any required social care funding. This proposal is not expected to negatively impact service delivery.</p>	(838,000)				

Adults & Communities	2015/16 £	2016/17 £	2017/18 £	2018/19 £	2019/20 £
Budget proposals for 2016-20 include efficiency savings on third party contracts by approximately 2% per annum. The main areas of contract spend in this area are for the provision of care. The overall budget envelope includes provision for contract inflation of 2.5% per annum, so this saving could be made either from containing inflation on contracts, commissioning different models of service delivery or through improved contract management and negotiation of better rates. The bulk of contract spend in Adults and Communities is on contracts for care services with external providers, including Your Choice Barnet, Fremantle Trust, Jewish Care (the top 3 contracts by overall spend), home care providers, meals on wheels, equipment. There is only 1 block contract - for residential care with Fremantle trust. Other contracts are based on purchasing specific care for individuals (spot/personal budget) without guaranteed volumes. The remit of the Committee also includes contracts with the voluntary sector for prevention services (e.g. Age UK Barnet, Carers Centre).		(666,000)	(652,000)	(639,000)	(627,000)
Budget proposals for 2016-20 include workforce efficiency savings of approximately 10% of the relevant delivery unit employee budgets. As government funding for local government services continues to reduce, all Council delivery units will need to review their workforce budgets to ensure that they can improve efficiency by 10% by 2020. Corporate initiatives such as the review of terms and conditions, and the unified pay project, will support delivery units in achieving this saving. Delivery units will also need to review performance management, use of agency staff, management layers and staffing levels to ensure that this saving can be achieved.		(375,000)	(442,000)	(442,000)	(442,000)
Identification of alternative delivery model(s) and / or shared service options that can reduce the cost of the adult social care system (staffing costs) and then better utilise the demand management levers (e.g. self-management, early intervention, telecare, enablement, creative support planning) to reduce care costs.		(226,000)	(579,000)	(579,000)	(578,000)
	<b>(8,424,000)</b>	<b>(1,267,000)</b>	<b>(1,673,000)</b>	<b>(1,660,000)</b>	<b>(1,647,000)</b>
<b>Service Reductions</b>					
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Service Redesign</b>					
Integrated Care for frail elderly/over 50 years with long-term conditions The proposal to develop a 5 tier model to support the development of an integrated health and social care system for older frail people was agreed at the Health and Wellbeing Board in March 2014 and has formed the key element of the Council and CCG's national Better Care Fund plan. Move the CCTV service to a revenue neutral position at the end of the current service, preferably through the identification of alternative funding sources to maintain the benefits of service - reduction in crime, reduction in the fear of crime, improved detection and sanction rates.		(150,000)	(250,000)	(250,000)	(350,000)
					(843,000)
	<b>0</b>	<b>(150,000)</b>	<b>(250,000)</b>	<b>(250,000)</b>	<b>(1,193,000)</b>
<b>Reducing Demand, Promoting Independence</b>					
Continuation of the 'Community Offer' delivering savings through supporting people in the community and offering alternative ways to meet statutory social care needs as opposed to high cost care packages and residential placements. This will be applied to existing and new service users. This will lead to increased use of universal services, enablement, telecare, equipment and direct payments which cost less than traditional home care and residential care. Service users will therefore receive lower personal budgets whilst ensuring eligible needs are met. The savings will be driven out by social workers incorporating elements in care and support plans which cost less than traditional care or that do not require Council funding. This might include support from volunteers, use of local clubs/libraries, as examples.		(350,000)	(350,000)	(300,000)	
Helping older people with dementia to remain at home This proposal recommends investment in order to develop an intensive evidence-based model of support for Barnet carers of people with dementia, in order to increase carer sustainability, delay residential care and manage adult social care demand.		(125,000)	(125,000)	(125,000)	(125,000)
Generating general fund savings from providing specialist integrated housing for older people based on the provision of 52 flats with 50% high needs, 25% medium needs and 25% low needs.		(95,000)	(285,000)		
Implement a 0-25 disabilities service that better brings together health, care and education to ensure that growth is enabled for young people with disabilities. This should reduce the cost to adult social care arising from lower care package costs for those transitioning at the age of 18 over this period. than has been the case for past transitions cases.		(125,000)	(125,000)	(125,000)	(125,000)
Support to help people remain caring and in work by increasing support to carers and employers in the borough enabling carers to remain in work and caring. Savings are from cost avoidance of increased homecare support.			(141,300)	(151,800)	
Increasing choice in retirement and for younger disabled adults - investment in an increased advice and support service promoting adaptations and moving to a more suitable home. Savings are based on incremental impact of adaptation/move avoiding costs of enablement, increased homecare and residential care admission.					(405,000)
Increasing choice in retirement - 40% of people want to retire abroad + providing information & support through a national partner with appropriate expertise will help them realise this. Savings based on cost avoidance of homecare based on people taking advantage of the service and delaying their take up of social care.				(162,000)	(162,000)
Develop methods of increasing numbers of personal assistants in Barnet, as an alternative to home care agencies. Service users directly employ the personal assistant and therefore are able to personalise and control their care and support to a very high level. Savings are based on an average reduction of care costs per user per year of £1,000, as a result of increased control of care and support plans and lower overhead costs than home care agencies. Currently (October 2014), 1,788 service users receive their home care support from a home care agency.		(60,000)	(140,000)		

<b>Adults &amp; Communities</b>	<b>2015/16 £</b>	<b>2016/17 £</b>	<b>2017/18 £</b>	<b>2018/19 £</b>	<b>2019/20 £</b>
<p>Review support packages and develop support plans (with appropriate enabling / transition) to meet needs at a lower cost. This is likely to include the following:            Increase the supply and take-up of supported living and independent housing opportunities supporting transitions from those currently in residential settings.            Develop a more creative and cost effective review and support planning process. Ensure that this considers how technology can enable people with learning disabilities to live more independently.            Improve the carer's offer and support planning process to ensure carers feel able to continue to support an individual for as long as they can.            Stimulate the market to encourage providers who can effectively focus on enablement and development.            Develop the employment support offer for adults with learning disabilities and ensure there are sufficient employment opportunities available in the borough.</p> <p>Reduction in grant funding for voluntary organisations providing universal / low level / early intervention services</p>		(425,000)	(425,000)	(425,000)	(425,000)
	0	(1,239,000)	(1,591,300)	(1,288,800)	(1,242,000)
<b>Income</b>					
	0	0	0	0	0
<b>Pressures</b>					
Demographics pressures due to general trends and price as well as transitions of children joining adult service areas	800,000	1,680,000	2,018,000	2,014,000	2,375,000
Deprivation of liberty safeguards (DoLS)	555,000				
	<b>1,355,000</b>	<b>1,680,000</b>	<b>2,018,000</b>	<b>2,014,000</b>	<b>2,375,000</b>
<b>Budget</b>	<b>83,745,161</b>	<b>83,623,161</b>	<b>82,126,861</b>	<b>80,942,061</b>	<b>79,235,061</b>





**Assurance**

<b>Profit Centre</b>	<b>Original Estimate 2014/15</b>	<b>Current Estimate 2014/15</b>	<b>Original Estimate 2015/16</b>
Assurance Management	563,378	526,790	526,790
Governance	2,580,585	2,630,575	2,505,575
Internal Audit & CAFT	860,980	899,818	849,818
<b>Total:</b>	<b>4,004,943</b>	<b>4,057,183</b>	<b>3,882,183</b>

<b>Subjective Analysis</b>	<b>Original Estimate 2014/15</b>	<b>Current Estimate 2014/15</b>	<b>Original Estimate 2015/16</b>
Employee Related	3,617,276	3,597,276	3,592,546
Premises Related	9,200	9,200	9,200
Secondary Recharges	(10,680)	(10,680)	(10,680)
Supplies/Services	441,697	513,937	393,667
Third Party Payments	250	250	250
Transfer Payments	0	0	0
Transport Related	6,360	6,360	6,360
<b>Expenditure</b>	<b>4,064,103</b>	<b>4,116,343</b>	<b>3,991,343</b>
Customer & Client Receipts	(59,160)	(59,160)	(109,160)
Other Grants, Reimbursements & Contributions	0	0	0
<b>Income</b>	<b>(59,160)</b>	<b>(59,160)</b>	<b>(109,160)</b>
<b>Total:</b>	<b>4,004,943</b>	<b>4,057,183</b>	<b>3,882,183</b>



### Budget Summary and Forward Plan

Assurance	2015/16 £	2016/17 £	2017/18 £	2018/19 £	2019/20 £
Base Budget	4,004,943	3,882,183	3,527,183	3,527,183	3,422,602
Virements	52,240				
	<b>4,057,183</b>	<b>3,882,183</b>	<b>3,527,183</b>	<b>3,527,183</b>	<b>3,422,602</b>
<b>Efficiencies</b>					
No Internal EIA <a href="https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/61334/Equality-Impact-of-IER-and-EA-provisions-090512.pdf">https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/61334/Equality-Impact-of-IER-and-EA-provisions-090512.pdf</a>	<p>Savings through reduced canvassing costs aided by increase in online registration</p> <p>This is a 2015/16 saving and we believe there are savings to be achieved in electoral registration through increased online registration.</p> <p>Over the next 12 months work will be underway to ensure this saving is achievable through this mechanism.</p>	(50,000)			
No EIA required	<p>Savings through reduction in printing and courier costs</p> <p>Efficiencies from reduction in printing of committee papers as a result of investment in members IT. This reduction will mean that papers to Members will not be distributed twice weekly by courier service. This will be enabled by Members using computers to read papers and hard copies being available in Hendon Town Hall. Officer hard copies will also not be available.</p> <p>Over the next 12 months work will be underway to ensure this saving is achievable through this mechanism.</p> <p>Budget proposals for 2016-20 include efficiency savings on third party contracts by approximately 2% per annum. This saving is in respect of the Commissioning Group and Assurance contract spend. The main areas of contract spend in this area include communications and engagement contracts, internal audit and insurance. The overall budget envelope includes provision for contract inflation of 2.5% per annum, so this saving could be made either from containing inflation on contracts, or through improved contract management and negotiation of better rates.</p> <p>Budget proposals for 2016-20 include workforce efficiency savings of approximately 10% of the relevant delivery unit employee budgets. As government funding for local government services continues to reduce, all Council delivery units will need to review their workforce budgets to ensure that they can improve efficiency. At this stage, it is expected that this saving can be met without impacting on service delivery, but this assumption will need to be tested throughout the period to 2020. Corporate initiatives such as the review of terms and conditions, and the unified pay project, will support delivery units in achieving this saving. Delivery units will also need to review performance management, use of agency staff, management layers and productivity to ensure that this saving can be achieved. For the commissioning group and assurance, workforce savings are already being delivered for 2015/16, so this saving will be in addition to plans already under development.</p> <p>The bulk of this saving has already been achieved through a revised Scheme of Members Allowances that was agreed by Council on 15 July. The new scheme of Allowances- reflecting the replacement of Cabinet and Scrutiny with eight theme committees- produced a saving of £90,358. In addition, a further £29,541 was saved as no Member may receive more than one Special Responsibility Allowance and some of the SRA paying posts were held by members already in receipt of an SRA. There are underspends in the budget that will fund the remaining savings.</p> <p>There are a number of opportunities to share services with other local authorities in respect of services in the commissioning group and assurance. These services include health and safety, emergency planning, insurance, internal audit and governance. In practice, this saving would involve shared management of these functions between Barnet and another local authority. Similar arrangements are already in place with Harrow and Brent Council and other bodies in respect of legal services and public health. To generate a saving of £105k, this would involve sharing 2 to 3 management posts with another borough for these services. No firm proposals are currently in place to deliver this saving, but options are being considered to ensure that this is deliverable before 2018.</p>	(50,000)	(15,000)	(200,000)	(140,000)
				(104,581)	
	<b>(100,000)</b>	<b>(355,000)</b>	<b>0</b>	<b>(104,581)</b>	<b>0</b>

<b>Assurance</b>		<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b><u>Service Reductions</u></b>						
	Savings through reduced expenditure on external specialist training	(25,000)				
	Reduction to Member training budget. This reduction will limit the availability of high quality specialist training obtained from external sources and may restrict development opportunities available to Members.					
No EIA required	This reduction will not impact the ability to induct new Members and to provide essential relevant training and briefings through alternative methods.					
		<b>(25,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Income</u></b>						
	Successful prosecutions of criminals with releasable assets	(50,000)				
	Proceeds are from crime prosecutions. Where the Council has been successful in prosecuting criminals that have releasable assets, the court awards a Proceeds of Crime (POCA) against them of which the council can secure a percentage.					
No EIA required						
		<b>(50,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Pressures</u></b>						
		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget</b>		<b>3,882,183</b>	<b>3,527,183</b>	<b>3,527,183</b>	<b>3,422,602</b>	<b>3,422,602</b>

## Children's Family Services

Profit Centre	Original Estimate 2014/15	Current Estimate 2014/15	Original Estimate 2015/16
Assesment & Children in Need	6,806,607	7,141,798	6,901,188
Children in Care - Provider Se	20,829,280	21,938,850	22,277,240
Safeguarding & Quality Assuran	1,856,595	1,908,935	1,857,995
Social Care Management	1,693,695	1,853,335	1,174,305
<b>Children Social Care</b>	<b>31,186,177</b>	<b>32,842,918</b>	<b>32,210,728</b>
Commissioning & Business Imp.	3,019,277	3,318,627	3,323,627
Early Years	4,750,745	4,558,629	4,033,629
Family Support & Early Interve	858,455	732,025	808,215
Youth & Community	7,753,500	7,896,175	7,846,175
<b>Early Intervention &amp; Preventio</b>	<b>16,381,977</b>	<b>16,505,456</b>	<b>16,011,646</b>
Family Services Management	660,180	897,120	524,120
<b>Family Services Management</b>	<b>660,180</b>	<b>897,120</b>	<b>524,120</b>
<b>Total:</b>	<b>48,228,334</b>	<b>50,245,494</b>	<b>48,746,494</b>

Subjective Analysis	Original Estimate 2014/15	Current Estimate 2014/15	Original Estimate 2015/16
Capital Financing	0	(1,332,905)	(1,332,905)
Employee Related	24,927,840	26,194,406	24,964,906
Premises Related	1,091,920	1,130,574	1,120,574
Secondary Recharges	0	0	0
Supplies/Services	5,125,950	6,126,746	6,790,246
Third Party Payments	15,512,509	16,297,733	15,414,733
Transfer Payments	4,819,290	4,898,290	4,898,290
Transport Related	587,620	585,750	585,750
<b>Expenditure</b>	<b>52,065,129</b>	<b>53,900,594</b>	<b>52,441,594</b>
Customer & Client Receipts	(1,106,670)	(1,489,910)	(1,489,910)
Government Grants	(2,310,095)	(883,160)	(923,160)
Other Grants, Reimbursements & Contributions	(420,030)	(1,282,030)	(1,282,030)
<b>Income</b>	<b>(3,836,795)</b>	<b>(3,655,100)</b>	<b>(3,695,100)</b>
<b>Total:</b>	<b>48,228,334</b>	<b>50,245,494</b>	<b>48,746,494</b>

**Budget Summary and Forward Plan**

Children's Family Services	2015/16 £	2016/17 £	2017/18 £	2018/19 £	2019/20 £
Base Budget	48,228,334	48,746,494	46,038,494	44,968,494	44,218,494
Virements	1,997,160				
	<b>50,225,494</b>	<b>48,746,494</b>	<b>46,038,494</b>	<b>44,968,494</b>	<b>44,218,494</b>
<b>Efficiencies</b>					
EIA Completed Savings from reduction in staff related costs Workforce savings delivered from transforming the Family Services workforce to ensure there are the right structures in place to deliver the best outcomes for children and families with reduced resources. This involves ensuring there are sufficient social workers, managers are closer to frontline delivery and staff are well trained and supported.	(1,151,000)				
No EIA Required Savings through reduction in expenditure by renegotiating existing contracts and reducing external third party costs Procurement savings achieved through mitigating inflation associated with costs of supporting high cost, high need services by negotiating with suppliers to contain inflation, and finding efficiencies in the way services are purchased. Work is on-going to negotiate with suppliers and not expected to impact service quality.	(523,000)				
Budget proposals for 2016-20 include efficiency savings on third party contracts by approximately 2% per annum. The overall budget envelope includes provision for contract inflation of 2.5% per annum, so this saving could be made either from containing inflation on contracts, or through improved contract management and negotiation of better rates.		(81,000)	(135,000)	(134,000)	(188,000)
Budget proposals for 2016-20 include workforce efficiency savings of approximately 10% of the relevant delivery unit employee budgets. As government funding for local government services continues to reduce, all Council delivery units will need to review their workforce budgets to ensure that they can improve efficiency by 10% by 2020. Corporate initiatives such as the review of terms and conditions and the unified pay project will support delivery units in achieving this saving. Delivery units will also need to review performance management, use of agency staff, management layers and productivity to ensure that this saving can be achieved.				(900,000)	(900,000)
Savings to be achieved by improving operational efficiency. A review will be undertaken in 2015 to identify specific measures but these are likely to include redesigning processes, improved case management and improved administration.		(1,346,000)			
	<b>(1,674,000)</b>	<b>(1,427,000)</b>	<b>(135,000)</b>	<b>(1,034,000)</b>	<b>(1,088,000)</b>
<b>Service Reductions</b>					
	0	0	0	0	0
<b>Service Redesign</b>					
EIA 13 Savings through implementation of Early Years Review aimed at ensuring early years services are best configured within limited resources. Use of public health grant to fund service levels in addition to the statutory minimum (£1.5m). Targeted early years support aims to reduce numbers entering troubled families/social care.	(525,000)	(550,000)	(506,000)	(535,000)	(405,000)
Developing alternative approach to the provision of library services		(1,602,000)	(1,250,000)		
	<b>(525,000)</b>	<b>(2,152,000)</b>	<b>(1,756,000)</b>	<b>(535,000)</b>	<b>(405,000)</b>
<b>Reducing Demand and Promoting Independence</b>					
Reduce cost of placements for looked after children by growing and strengthening the in-house foster care service; intervening early to prevent placement breakdown, stepping-down placements from residential to foster care, and ensuring provision of high quality, competitively priced residential placements in appropriate locations. By 2019 Barnet will have one of the largest proportions of looked after children placed with in-house foster carers in the country.		(131,000)	(144,000)	(149,000)	(69,000)
	0	<b>(131,000)</b>	<b>(144,000)</b>	<b>(149,000)</b>	<b>(69,000)</b>
<b>Income</b>					
	0	0	0	0	0
<b>Pressures</b>					
Placement costs for individual children, commissioned services to providing targeted services for vulnerable children.	720,000				
Demographic pressures on 0 to 17 age group based on current placement costs and trends		1,002,000	965,000	968,000	1,018,000
	<b>720,000</b>	<b>1,002,000</b>	<b>965,000</b>	<b>968,000</b>	<b>1,018,000</b>
<b>Budget</b>	<b>48,746,494</b>	<b>46,038,494</b>	<b>44,968,494</b>	<b>44,218,494</b>	<b>43,674,494</b>



### Children's Education & Skills

Profit Centre	Original Estimate 2014/15	Current Estimate 2014/15	Original Estimate 2015/16
Education Management Team	195,250	195,014	(499,986)
<b>Education Management Team</b>	<b>195,250</b>	<b>195,014</b>	<b>(499,986)</b>
Edu Partnership & Commercial	1,181,443	971,449	991,449
High Needs Support	5,806,184	6,067,424	5,567,424
<b>Inclusion &amp; Skills</b>	<b>6,987,627</b>	<b>7,038,873</b>	<b>6,558,873</b>
<b>Total:</b>	<b>7,182,877</b>	<b>7,233,887</b>	<b>6,058,887</b>

Subjective Analysis	Original Estimate 2014/15	Current Estimate 2014/15	Original Estimate 2015/16
Capital Financing	(6,670)	(112,486)	(112,486)
Employee Related	8,159,150	8,453,297	8,473,297
Premises Related	81,750	81,750	81,750
Secondary Recharges	303,190	303,190	303,190
Supplies/Services	4,459,850	4,128,387	4,128,387
Third Party Payments	365,744	707,920	707,920
Transport Related	2,898,619	2,899,109	2,399,109
<b>Expenditure</b>	<b>16,261,633</b>	<b>16,461,167</b>	<b>15,981,167</b>
Customer & Client Receipts	(8,800,580)	(8,758,830)	(9,453,830)
Government Grants	0	(107,090)	(107,090)
Other Grants, Reimbursements & Contributions	(289,330)	(361,360)	(361,360)
<b>Income</b>	<b>(9,089,910)</b>	<b>(9,227,280)</b>	<b>(9,922,280)</b>
<b>Total:</b>	<b>7,171,723</b>	<b>7,233,887</b>	<b>6,058,887</b>





**Budget Summary and Forward Plan**

<b>Children's Education &amp; Skills</b>	<b>2015/16 £</b>	<b>2016/17 £</b>	<b>2017/18 £</b>	<b>2018/19 £</b>	<b>2019/20 £</b>
<b>Base Budget</b>	7,182,877	6,058,887	6,923,887	7,363,887	7,508,887
<b>Virements</b>	71,010				
	<b>7,253,887</b>	<b>6,058,887</b>	<b>6,923,887</b>	<b>7,363,887</b>	<b>7,508,887</b>
<b>Efficiencies</b>					
<p>Savings through reduction in spend on transport costs Achieve efficiencies within transport costs for children with Special Educational Need through improved contracting and demand management by: - targeting individual cases in which transport is not required - route optimisation</p> <p>EIA 12 - The equality impact will be reviewed prior to any changes being implemented and where possible impacts mitigated.</p> <p>From an original budget of £6m, £700k of savings have already been delivered in 2013/14 against a target of £1m. In order to deliver the full saving, numbers of children requiring council support would need to be reduced by a further 10% or there would need to be substantially more savings through efficiency by 2015/16.</p>	(500,000)				
<p>EIA 11</p> <p>Create an alternative way to deliver the Education and Skills service that currently provides school improvement support, school admissions, support for children with special educational needs, post-16 support and school catering. By developing a new service delivery model in partnership with schools, there is an opportunity to grow and develop services rather than reduce them.</p>	(695,000)	(85,000)	(160,000)	(255,000)	(350,000)
	<b>(1,195,000)</b>	<b>(85,000)</b>	<b>(160,000)</b>	<b>(255,000)</b>	<b>(350,000)</b>
<b>Service Redesign</b>					
	0	0	0	0	0
<b>Reducing Demand and Promoting Independence</b>					
	0	0	0	0	0
<b>Income</b>					
	0	0	0	0	0
<b>Pressures</b>					
<p>Due to increases in complex cases the demand for services is increasing. Social Care placement costs are being driven by an increase in external placement costs.</p>		950,000	600,000	400,000	200,000
	0	<b>950,000</b>	<b>600,000</b>	<b>400,000</b>	<b>200,000</b>
<b>Budget</b>	<b>6,058,887</b>	<b>6,923,887</b>	<b>7,363,887</b>	<b>7,508,887</b>	<b>7,358,887</b>

### Children's Service DSG

Profit Centre	Original Estimate 2014/15	Current Estimate 2014/15	Original Estimate 2015/16
Education (DSG)	(7,005,756)	(6,699,480)	(6,670,660)
Schools Funding DSG	0	0	0
<b>Education (DSG)</b>	<b>(7,005,756)</b>	<b>(6,699,480)</b>	<b>(6,670,660)</b>
Childrens Social Care (DSG)	426,310	426,900	436,900
Early Intervention & Preventio	6,579,450	6,272,580	6,233,760
<b>Family Services DSG</b>	<b>7,005,760</b>	<b>6,699,480</b>	<b>6,670,660</b>
<b>Total:</b>	<b>4</b>	<b>0</b>	<b>0</b>

Subjective Analysis	Original Estimate 2014/15	Current Estimate 2014/15	Original Estimate 2015/16
Employee Related	4,866,226	3,818,516	3,772,533
Premises Related	16,780	3,000	2,630
Secondary Recharges	0	0	200
Supplies/Services	40,695,702	18,930,403	8,608,909
Third Party Payments	19,166,945	25,634,177	25,674,544
Transfer Payments	221,257,617	166,021,881	174,612,454
Transport Related	455,030	457,880	457,320
<b>Expenditure</b>	<b>286,458,300</b>	<b>214,865,857</b>	<b>213,128,590</b>
Customer & Client Receipts	(16,780)	(3,000)	(33,000)
Government Grants	(284,823,386)	(213,465,187)	(213,095,590)
Other Grants, Reimbursements & Contributions	(1,618,130)	(1,397,670)	(0)
<b>Income</b>	<b>(286,458,296)</b>	<b>(214,865,857)</b>	<b>(213,128,590)</b>
<b>Total:</b>	<b>4</b>	<b>0</b>	<b>0</b>



### Commissioning Group

Profit Centre	Original Estimate 2014/15	Current Estimate 2014/15	Original Estimate 2015/16
Commercial	765,210	1,224,210	1,224,210
<b>Commercial</b>	<b>765,210</b>	<b>1,224,210</b>	<b>1,224,210</b>
Commissioning Group	635,974	635,974	635,974
<b>Commissioning Group</b>	<b>635,974</b>	<b>635,974</b>	<b>635,974</b>
Commissioning Strategy	438,100	405,490	405,490
<b>Commissioning Strategy</b>	<b>438,100</b>	<b>405,490</b>	<b>405,490</b>
Communications	866,597	866,597	866,597
Finance	1,518,801	1,746,321	1,708,801
Information Management	771,143	771,143	771,143
Programme & Resources	767,033	771,013	691,013
<b>Deputy Chief Operating Officer</b>	<b>3,923,574</b>	<b>4,155,074</b>	<b>4,037,554</b>
Strategic Commissioning Board	905,050	901,070	705,070
<b>Strategic Commissioning Board</b>	<b>905,050</b>	<b>901,070</b>	<b>705,070</b>
<b>Total:</b>	<b>6,667,908</b>	<b>7,321,818</b>	<b>7,008,298</b>

Subjective Analysis	Original Estimate 2014/15	Current Estimate 2014/15	Original Estimate 2015/16
Capital Financing	(15,000)	(15,000)	(15,000)
Employee Related	6,118,247	6,118,247	5,842,247
Premises Related	4,890	4,890	4,890
Secondary Recharges	(482,950)	(482,950)	(482,950)
Supplies/Services	661,371	1,301,891	1,264,371
Third Party Payments	759,810	759,810	759,810
Transfer Payments	214,252,660	214,252,660	214,252,660
Transport Related	35,920	35,920	35,920
<b>Expenditure</b>	<b>221,334,948</b>	<b>221,975,468</b>	<b>221,661,948</b>
Customer & Client Receipts	(462,540)	(462,540)	(462,540)
Government Grants	(211,175,470)	(211,175,470)	(211,175,470)
Interest	(570)	45,430	45,430
Other Grants, Reimbursements & Contributions	(3,028,460)	(3,061,070)	(3,061,070)
<b>Income</b>	<b>(214,667,040)</b>	<b>(214,653,650)</b>	<b>(214,653,650)</b>
<b>Total:</b>	<b>6,667,908</b>	<b>7,321,818</b>	<b>7,008,298</b>



**Budget Summary and Forward Plan**

<b>Commissioning Group</b>	<b>2015/16 £</b>	<b>2016/17 £</b>	<b>2017/18 £</b>	<b>2018/19 £</b>	<b>2019/20 £</b>
Base Budget	6,667,908	7,008,298	6,432,298	6,336,298	5,652,298
Virements	616,390				
	<b>7,284,298</b>	<b>7,008,298</b>	<b>6,432,298</b>	<b>6,336,298</b>	<b>5,652,298</b>
<b>Efficiencies</b>					
<p>Non-renewal of the Council's annual subscription to MOSIAC customer data segmentation programme, to avoid duplication with identical programme used by the Customer &amp; Support Group Insight Team. MOSIAC is software which allows the Council to carry out modelling on population growth and preferences to help inform policy development. The CSG Insight Team uses an identical programme called Call Credit. The proposals is not to renew the subscription to MOSIAC to avoid duplication and confusion by using two similar programmes and generate a saving in the process.</p>		(9,000)			
<p>Dependency Council's Managing Organisation Change Policy</p> <p>Savings through reduction in staff costs There are savings to be achieved through a further staffing restructure across the Commissioning Group.</p>	(276,000)				
<p>This proposal is in respect of reducing the cost of the remaining Council IT expenditure that does not form part of the CSG contract. The total of this spend across the organisation is approximately £1m per annum. This proposal would reduce this by approximately 10% in 2016/17.</p>		(140,000)			
<p>Budget proposals for 2016-20 include efficiency savings on third party contracts by approximately 2% per annum. This saving is in respect of the Commissioning Group and Assurance contract spend. The main areas of contract spend in this area include communications and engagement contracts, internal audit and insurance. The overall budget envelope includes provision for contract inflation of 2.5% per annum, so this saving could be made either from containing inflation on contracts, or through improved contract management and negotiation of better rates.</p>		(47,000)	(46,000)	(45,000)	(44,000)
<p>Budget proposals for 2016-20 include workforce efficiency savings of approximately 10% of the relevant delivery unit employee budgets. As government funding for local government services continues to reduce, all Council delivery units will need to review their workforce budgets to ensure that they can improve efficiency. At this stage, it is expected that this saving can be met without impacting on service delivery, but this assumption will need to be tested throughout the period to 2020. Corporate initiatives such as the review of terms and conditions, and the unified pay project, will support delivery units in achieving this saving. Delivery units will also need to review performance management, use of agency staff, management layers and productivity to ensure that this saving can be achieved. For the commissioning group and assurance, workforce savings are already being delivered for 2015/16, so this saving will be in addition to plans already under development.</p>		(380,000)	(50,000)		
<p>Savings on management and operational costs by merging Barnet's senior management team, commissioning, strategy and corporate functions with another Local Authority - similar to the 'Tri-Borough' model of Westminster, Hammersmith &amp; Fulham and Kensington &amp; Chelsea</p>				(639,000)	
	<b>(276,000)</b>	<b>(576,000)</b>	<b>(96,000)</b>	<b>(684,000)</b>	<b>(44,000)</b>
<b>Service Reductions</b>					
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Reducing Demand &amp; Promoting Independence</b>					
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Income</b>					
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Pressures</b>					
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget</b>	<b>7,008,298</b>	<b>6,432,298</b>	<b>6,336,298</b>	<b>5,652,298</b>	<b>5,608,298</b>

<b>Customer Support Group</b>
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<b>Profit Centre</b>	<b>Original Estimate 2014/15</b>	<b>Current Estimate 2014/15</b>	<b>Original Estimate 2015/16</b>
CSG Managed Budget	0	8,475,930	6,375,930
CSG Management Fee	22,152,940	14,445,835	14,445,835
<b>Total:</b>	<b>22,152,940</b>	<b>22,921,765</b>	<b>20,821,765</b>

<b>Subjective Analysis</b>	<b>Original Estimate 2014/15</b>	<b>Current Estimate 2014/15</b>	<b>Original Estimate 2015/16</b>
Premises Related	0	9,057,210	6,957,210
Supplies/Services	34,090,296	21,659,273	21,659,273
<b>Expenditure</b>	<b>34,090,296</b>	<b>30,716,483</b>	<b>28,616,483</b>
Customer & Client Receipts	(8,928,887)	(6,500,698)	(6,500,698)
Government Grants	(422,830)	(422,830)	(422,830)
Other Grants, Reimbursements & Contributions	(2,585,639)	(871,190)	(871,190)
<b>Income</b>	<b>(11,937,356)</b>	<b>(7,794,718)</b>	<b>(7,794,718)</b>
<b>Total:</b>	<b>22,152,940</b>	<b>22,921,765</b>	<b>20,821,765</b>





**Budget Summary and Forward Plan**

<b>Customer Support Group</b>	<b>2015/16 £</b>	<b>2016/17 £</b>	<b>2017/18 £</b>	<b>2018/19 £</b>	<b>2019/20 £</b>
Base Budget	22,152,940	20,821,765	20,821,765	18,821,765	17,821,765
Virements	768,825				
	<b>22,921,765</b>	<b>20,821,765</b>	<b>20,821,765</b>	<b>18,821,765</b>	<b>17,821,765</b>
<b>Efficiencies</b>					
EIA already undertaken <a href="http://barnet.modern.gov.co.uk/documents/s6649/NSCSO.pdf">http://barnet.modern.gov.co.uk/documents/s6649/NSCSO.pdf</a>	(2,100,000)				
Savings through reduction in contract costs Contractual savings from CSG contract for support and customer services. The contract went live in September 2013 and saving will be delivered in full. The quality of service specified will be as good as, if not better, than current delivery. The Customer Access Strategy will use insight about customers and their experiences to design improvements to the council's existing customer services model. It is expected that the strategy will identify a number of opportunities to make savings by increased channel shift away from face to face, increased use of the Coventry contact centre, changes in service standards and exploring possibilities for income generation.				(500,000)	
The Council entered into the CSG contract for customer and back office services in the autumn of 2013. This contract will deliver a total £125m saving over a 10 year period. Within this £125m this includes a reduction in the cost of back office services of £70m, or £7m per annum (average across the contract). The contract price has already reduced by £6m per annum and forms part of the Council's existing budget and MTFs. A further reduction of £1.5m is guaranteed by year 5 of the contract, meaning that an additional saving can be included in the Council's budget for 2018/19 and 2019/20 as set out here.				(500,000)	(1,000,000)
The current MTFs for 2014-16 already includes circa. £3m per annum of savings on the cost of office accommodation arising from the exit of NLBP4 and consolidation of staff into vacant space in Barnet House and NLBP2. Current plans suggest that the total saving from the exit of NLBP4 could be more than £3m per annum subject to confirmation of costs of moving and costs of dilapidations. This, along with further savings that could arise from exiting from Barnet House as part of a move to Colindale, would generate further savings of approximately £1m per annum by 2017. In addition, rationalisation of the Council's wider estate and opportunities to generate greater income on the commercial portfolio are expected to generate income and cost reductions totalling £1m by 2017.			(2,000,000)		
	<b>(2,100,000)</b>	<b>0</b>	<b>(2,000,000)</b>	<b>(1,000,000)</b>	<b>(1,000,000)</b>
<b>Service Reductions</b>					
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Income</b>					
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Pressures</b>					
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget</b>	<b>20,821,765</b>	<b>20,821,765</b>	<b>18,821,765</b>	<b>17,821,765</b>	<b>16,821,765</b>



<b>The Barnet Group</b>
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<b>Profit Centre</b>	<b>Original Estimate 2014/15</b>	<b>Current Estimate 2014/15</b>	<b>Original Estimate 2015/16</b>
The Barnet Group	3,337,609	4,253,609	3,953,609
<b>Total:</b>	<b>3,337,609</b>	<b>4,253,609</b>	<b>3,953,609</b>

<b>Subjective Analysis</b>	<b>Original Estimate 2014/15</b>	<b>Current Estimate 2014/15</b>	<b>Original Estimate 2015/16</b>
Employee Related	89,400	89,400	89,400
Premises Related	170	170	170
Supplies/Services	3,879,751	3,785,097	3,485,097
Third Party Payments	5,447,960	16,609,000	16,609,000
<b>Expenditure</b>	<b>9,417,281</b>	<b>20,483,667</b>	<b>20,183,667</b>
Customer & Client Receipts	(5,991,422)	(15,741,808)	(15,741,808)
Other Grants, Reimbursements & Contributions	(88,250)	(488,250)	(488,250)
<b>Income</b>	<b>(6,079,672)</b>	<b>(16,230,058)</b>	<b>(16,230,058)</b>
<b>Total:</b>	<b>3,337,609</b>	<b>4,253,609</b>	<b>3,953,609</b>

**Budget Summary and Forward Plan**

<b>The Barnet Group</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Base Budget	3,337,609	3,953,609	3,953,609	3,953,609	3,953,609
Virements	916,000				
	<b>4,253,609</b>	<b>3,953,609</b>	<b>3,953,609</b>	<b>3,953,609</b>	<b>3,953,609</b>
<b>Efficiencies</b>					
No impact. Hostel closed in 2011/12 and due regard was paid to equalities	(300,000)				
Savings through reduction in operational costs of running hostel Annual saving produced from the closure of a hostel are being used for preventative work in relation to the cost of temporary accommodation. Saving is as a result of the closure of the hostel and the associated costs.					
	<b>(300,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Service Reductions</b>					
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Income</b>					
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Pressures</b>					
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget</b>	<b>3,953,609</b>	<b>3,953,609</b>	<b>3,953,609</b>	<b>3,953,609</b>	<b>3,953,609</b>

<b>HB Law</b>
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<b>Profit Centre</b>	<b>Original Estimate 2014/15</b>	<b>Current Estimate 2014/15</b>	<b>Original Estimate 2015/16</b>
HB Law	1,782,147	1,952,397	1,752,397
<b>Total:</b>	<b>1,782,147</b>	<b>1,952,397</b>	<b>1,752,397</b>

<b>Subjective Analysis</b>	<b>Original Estimate 2014/15</b>	<b>Current Estimate 2014/15</b>	<b>Original Estimate 2015/16</b>
Secondary Recharges	(173,432)	(173,432)	(173,432)
Supplies/Services	2,561,979	2,732,229	2,532,229
<b>Expenditure</b>	<b>2,388,547</b>	<b>2,558,797</b>	<b>2,358,797</b>
Customer & Client Receipts	(606,400)	(606,400)	(606,400)
<b>Income</b>	<b>(606,400)</b>	<b>(606,400)</b>	<b>(606,400)</b>
<b>Total:</b>	<b>1,782,147</b>	<b>1,952,397</b>	<b>1,752,397</b>

**Budget Summary and Forward Plan**

<b>HB Law</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Base Budget	1,782,147	1,752,397	1,752,397	1,752,397	1,752,397
Virements	170,250				
	<b>1,952,397</b>	<b>1,752,397</b>	<b>1,752,397</b>	<b>1,752,397</b>	<b>1,752,397</b>
<b><u>Efficiencies</u></b>					
Savings through reduction on spend on external barristers	(200,000)				
Reduction in expenditure on external lawyers based on use of panel of barristers where better rates have been agreed.					
No EIA required					
This is not expected to have an impact on service delivery.					
	<b>(200,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Service Reductions</u></b>					
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Income</u></b>					
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Pressures</u></b>					
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget</b>	<b>1,752,397</b>	<b>1,752,397</b>	<b>1,752,397</b>	<b>1,752,397</b>	<b>1,752,397</b>

### Parking & Infrastructure

Profit Centre	Original Estimate 2014/15	Current Estimate 2014/15	Original Estimate 2015/16
Highway Inspection/Maintenance	512,007	512,007	382,007
Parking	(677,750)	(437,750)	(457,750)
<b>Parking &amp; Infrastructure</b>	<b>(165,743)</b>	<b>74,257</b>	<b>(75,743)</b>
Special Parking Account	0	0	0
<b>Special Parking Account</b>	<b>0</b>	<b>0</b>	<b>0</b>
Street Lighting	6,139,767	6,294,912	6,294,912
<b>Street Lighting</b>	<b>6,139,767</b>	<b>6,294,912</b>	<b>6,294,912</b>
<b>Total:</b>	<b>5,974,024</b>	<b>6,369,169</b>	<b>6,219,169</b>

Subjective Analysis	Original Estimate 2014/15	Current Estimate 2014/15	Original Estimate 2015/16
Capital Accounting Charges	7,630,640	7,310,775	7,420,775
Employee Related	1,262,935	1,328,339	1,328,339
Premises Related	192,260	192,260	192,260
Secondary Recharges	463,373	(91,627)	(141,627)
Supplies/Services	10,311,214	11,209,820	11,209,820
Transport Related	71,790	67,790	67,790
<b>Expenditure</b>	<b>19,932,212</b>	<b>20,017,357</b>	<b>20,077,357</b>
Customer & Client Receipts	(13,958,188)	(13,648,188)	(13,858,188)
<b>Income</b>	<b>(13,958,188)</b>	<b>(13,648,188)</b>	<b>(13,858,188)</b>
<b>Total:</b>	<b>5,974,024</b>	<b>6,369,169</b>	<b>6,219,169</b>





**Budget Summary and Forward Plan**

<b>Parking &amp; Infrastructure</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Base Budget	5,974,024	6,219,169	6,019,169	6,019,169	5,869,169
Virements	375,145				
	<b>6,349,169</b>	<b>6,219,169</b>	<b>6,019,169</b>	<b>6,019,169</b>	<b>5,869,169</b>
<b>Efficiencies</b>					
Savings through transforming services to reduce expenditure	(50,000)				
No EIA required There is planned efficiency in delivering winter gritting through the reduced deployment of winter gritting machines from nine to seven. There will be an associated reduction in lease charges and operating costs.					
Savings through transforming services to reduce expenditure;	(80,000)				
No EIA required The councils sign shop will aim to generate new additional income from external commercial sources. To generate this increased level of income and new business there may be a requirement to invest in new assets.					
Re-procure the Parking Contract: The current contract for parking and enforcement services is due to expire in 2017. A decision to re-procure the service will allow further cost savings to be identified.				(150,000)	
PFI further Street lighting savings: The current street lighting PFI requires the contractor to maintain quality standards relating to lighting levels. Completion of the project to implement a central management system will allow for lighting levels to be remotely controlled, for instance by reducing the brightness of some street lights, or making greater use of LED lighting for example on footpath assets.		(90,000)			
Sharing the PFI Client function: The Street Lighting PFI contract was procured jointly with LB Enfield. Given that the specification and types of work undertaken by the contractor are similar in both boroughs it would be possible to establish a smaller, shared client to undertake contract management functions across both Boroughs.		(20,000)			
Lighting specification changes within the contract: This proposal will see the Council seek to agree with the Contractor a revision to the current specification to reduce the level of night inspections, increase the period in which fault repairs need to be completed along with combining various routine maintenance activities such as cleaning, bulk lamp changing and inspection activities.		(90,000)			
	<b>(130,000)</b>	<b>(200,000)</b>	<b>0</b>	<b>(150,000)</b>	<b>0</b>
<b>Service Reductions</b>					
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Reducing Demand, Promoting Independence</b>					
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Income</b>					
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Pressures</b>					
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget</b>	<b>6,219,169</b>	<b>6,019,169</b>	<b>6,019,169</b>	<b>5,869,169</b>	<b>5,869,169</b>



<b>Public Health</b>
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<b>Profit Centre</b>	<b>Original Estimate 2014/15</b>	<b>Current Estimate 2014/15</b>	<b>Original Estimate 2015/16</b>
Public Health	14,302,390	14,335,000	14,335,000
<b>Total:</b>	<b>14,302,390</b>	<b>14,335,000</b>	<b>14,335,000</b>

<b>Subjective Analysis</b>	<b>Original Estimate 2014/15</b>	<b>Current Estimate 2014/15</b>	<b>Original Estimate 2015/16</b>
Third Party Payments	14,302,390	14,335,000	14,335,000
<b>Expenditure</b>	<b>14,302,390</b>	<b>14,335,000</b>	<b>14,335,000</b>
<b>Total:</b>	<b>14,302,390</b>	<b>14,335,000</b>	<b>14,335,000</b>

**Budget Summary and Forward Plan**

<b>Public Health</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Base Budget	14,302,390	14,335,000	14,335,000	14,335,000	14,335,000
Virements	32,610				
	<b>14,335,000</b>	<b>14,335,000</b>	<b>14,335,000</b>	<b>14,335,000</b>	<b>14,335,000</b>
<b><u>Efficiencies</u></b>					
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Service Reductions</u></b>					
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Income</u></b>					
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Pressures</u></b>					
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget</b>	<b>14,335,000</b>	<b>14,335,000</b>	<b>14,335,000</b>	<b>14,335,000</b>	<b>14,335,000</b>



<b>Regional Enterprise</b>
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<b>Profit Centre</b>	<b>Original Estimate 2014/15</b>	<b>Current Estimate 2014/15</b>	<b>Original Estimate 2015/16</b>
Re Managed Budgets	1,065,392	1,144,852	1,144,852
Re Management Fee	(298,645)	(114,655)	(414,655)
<b>Total:</b>	<b>766,747</b>	<b>1,030,197</b>	<b>730,197</b>

<b>Subjective Analysis</b>	<b>Original Estimate 2014/15</b>	<b>Current Estimate 2014/15</b>	<b>Original Estimate 2015/16</b>
Employee Related	208,592	0	0
Secondary Recharges	560,690	(2,339,000)	(2,339,000)
Supplies/Services	10,952,764	14,224,676	14,224,676
Third Party Payments	9,180	0	0
<b>Expenditure</b>	<b>11,731,226</b>	<b>11,885,676</b>	<b>11,885,676</b>
Customer & Client Receipts	(8,838,164)	(8,729,164)	(9,029,164)
Government Grants	(4,000)	(4,000)	(4,000)
Interim Budgets	(1,285,325)	(1,285,325)	(1,285,325)
Other Grants, Reimbursements & Contributions	(836,990)	(836,990)	(836,990)
<b>Income</b>	<b>(10,964,479)</b>	<b>(10,855,479)</b>	<b>(11,155,479)</b>
<b>Total:</b>	<b>766,747</b>	<b>1,030,197</b>	<b>730,197</b>





### Budget Summary and Forward Plan

<b>Regional Enterprise</b>		<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
		£	£	£	£	£
Base Budget		766,747	730,197	(1,469,803)	(2,469,803)	(2,469,803)
Virements		263,450				
		<b>1,030,197</b>	<b>730,197</b>	<b>(1,469,803)</b>	<b>(2,469,803)</b>	<b>(2,469,803)</b>
<b>Efficiencies</b>						
	Savings through reduction in contract costs	(300,000)				
EIA impact assessed in original tender and contract.	Contractual savings resulting from the joint venture for the provision of development and regulatory services.					
<a href="http://barnet.modern.gov.co.uk/documents/s6649/NCSO.pdf">http://barnet.modern.gov.co.uk/documents/s6649/NCSO.pdf</a>	The contract went live in October 2013 and saving will be delivered in full. The quality of service specified will be as good as, if not better, than current delivery.					
	There is a potential opportunity for additional savings from the Re contract or additional income to be generated from these services over and above the contractual guarantee. £800k represents about 6% of the gross spend Re services, and it is considered that this is a realistic target for additional savings for 2016/17.		(800,000)			
	The Council has generated a saving from being part of a pan-London contract for highways works (known as the LOHAC contract). This is expected to deliver savings of £550k per annum while still delivering the same level of service in respect of highways maintenance.		(550,000)			
	The Council can generate a saving of £200k per annum on highways maintenance works by exploring cheaper alternatives to paving stones on footways. In many instances alternatives to paving stones are more effective, particularly on tree lined streets.		(200,000)			
	There is an opportunity to claim money back from third parties in respect of damage to highways and footways. This will result in additional income for the Council.		(100,000)			
	The Council incurs significant cost each year as a result of insurance claims in respect of the state of highways and footways. A more robust approach to dealing with these claims could result in a reduction in annual expenditure on insurance claims by £50k per annum. No change of policy.		(50,000)			
	The Council incurs significant expenditure each year on regeneration projects across the borough and this expenditure forms part of the Re contract price. A review of this expenditure has been undertaken and it is considered that £500k per annum of this expenditure can be charged to existing capital programme budgets over the period 2016-20.		(500,000)			
		<b>(300,000)</b>	<b>(2,200,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Service Reductions</b>						
		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Income</b>						
	A number of development opportunities are being considered over and above the current regeneration programme. These development opportunities could create additional capital receipts which will reduce the Council's future borrowing requirements. These opportunities could also generate additional income for the Council through Council Tax, rents, dividends received through the Council taking a development role, either directly, or through the participation in a Joint Venture. These proposals will come forward through the Assets, Regeneration and Growth Committee.			(1,000,000)		
		<b>0</b>	<b>0</b>	<b>(1,000,000)</b>	<b>0</b>	<b>0</b>
<b>Pressures</b>						
		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget</b>		<b>730,197</b>	<b>(1,469,803)</b>	<b>(2,469,803)</b>	<b>(2,469,803)</b>	<b>(2,469,803)</b>



**Budget Summary and Forward Plan**

<b>Special Parking Account</b>		<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Base Budget		(7,630,640)	(7,420,775)	(7,420,775)	(7,420,775)	(7,420,775)
Virements		249,865				
		<b>(7,380,775)</b>	<b>(7,420,775)</b>	<b>(7,420,775)</b>	<b>(7,420,775)</b>	<b>(7,420,775)</b>
<b>Efficiencies</b>						
		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Service Reductions</b>						
		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Income</b>						
	Controlled parking zone	(40,000)				
No EIA required	The council will provide residents parking permits to residents within the controlled parking zone for Saracens rugby club residential areas. This is part of the agreed parking enforcement for the local area on match days. The rugby club will pay for these permits, resulting in additional income.					
		<b>(40,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Pressures</b>						
		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget</b>		<b>(7,420,775)</b>	<b>(7,420,775)</b>	<b>(7,420,775)</b>	<b>(7,420,775)</b>	<b>(7,420,775)</b>



# Revenue Budget 2015-2016

## Special Parking Account

	2014-2015	2014-2015	2015-2016
	Original Estimate	Current Estimate	Original Estimate
	£	£	£
<b>Income</b>			
Penalty Charge Notices	(6,810,010)	(6,565,010)	(6,635,010)
Permits	(2,180,000)	(2,180,000)	(2,220,000)
Pay & Display	(3,080,000)	(3,060,000)	(3,060,000)
CCTV Bus lanes	(675,000)	(870,000)	(870,000)
<b>Total Income</b>	(12,745,010)	(12,675,010)	(12,785,010)
Operating Expenditure	5,114,370	5,364,235	5,364,235
<b>Net Operating Surplus</b>	(7,630,640)	(7,310,775)	(7,420,775)
Add Capital Expenditure / Debt Charge			
<b>Net Expenditure in Year</b>	(7,630,640)	(7,310,775)	(7,420,775)
Balance brought forward	0	0	0
Appropriation to General Fund	7,630,640	7,310,775	7,420,775
<b>Balance Carried Forward</b>	0	0	0

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

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

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



## Streetscene

Profit Centre	Original Estimate 2014/15	Current Estimate 2014/15
Business Improvement	335,131	335,131
<b>Business Improvement</b>	<b>335,131</b>	<b>335,131</b>
Mortuary	137,010	141,010
Transport	(1,820)	48,180
<b>Contract Management</b>	<b>135,190</b>	<b>189,190</b>
Parks, Street Cleaning & Grounds Maintenance	5,051,132	5,017,102
Street Cleansing	4,255,430	4,255,430
<b>Parks, Street Cleaning &amp; Grounds Maintenance</b>	<b>9,306,562</b>	<b>9,272,532</b>
Street Scene Management	649,661	649,661
<b>Street Scene Management</b>	<b>649,661</b>	<b>649,661</b>
Recycling	3,279,260	69,810
Waste	1,944,369	5,178,429
<b>Waste &amp; Recycling</b>	<b>5,223,629</b>	<b>5,248,239</b>
<b>Total:</b>	<b>15,650,173</b>	<b>15,694,753</b>

Subjective Analysis	Original Estimate 2014/15	Current Estimate 2014/15
Employee Related	12,221,769	14,558,240
Premises Related	1,332,415	1,481,995
Secondary Recharges	(6,956,114)	(6,523,651)
Supplies/Services	5,420,785	2,773,535
Third Party Payments	388,610	383,260
Transport Related	9,626,768	10,020,938
<b>Expenditure</b>	<b>22,034,233</b>	<b>22,694,317</b>
Customer & Client Receipts	(4,973,060)	(5,664,564)
Government Grants	(1,411,000)	(1,335,000)
<b>Income</b>	<b>(6,384,060)</b>	<b>(6,999,564)</b>
<b>Total:</b>	<b>15,650,173</b>	<b>15,694,753</b>

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<b>Original Estimate 2015/16</b>
335,131
<b>335,131</b>
141,010
(178,820)
<b>(37,810)</b>
4,862,102
3,600,430
<b>8,462,532</b>
649,661
<b>649,661</b>
69,810
4,534,429
<b>4,604,239</b>
<b>14,013,753</b>

<b>Original Estimate 2015/16</b>
13,389,110
1,497,995
(6,523,651)
2,743,535
383,260
9,760,938
<b>21,251,187</b>
(5,409,434)
(1,828,000)
<b>(7,237,434)</b>
<b>14,013,753</b>





**Budget Summary and Forward Plan**

<b>Street Scene</b>		<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
		£	£	£	£	£
Base Budget		15,650,173	14,013,753	11,013,753	9,603,753	8,953,753
Virements		44,580				
		<b>15,694,753</b>	<b>14,013,753</b>	<b>11,013,753</b>	<b>9,603,753</b>	<b>8,953,753</b>
<b>Efficiencies</b>						
	Savings through a revision of the charging process to the HRA	(110,000)				
No EIA required	A review of the work undertaken and charged to Barnet Homes for grounds maintenance is due to be completed. This is to be alongside a review of the shared use of amenities charge for utilising HRA facilities. The outcome of the review will provide a robust charging mechanism to the HRA, resulting in an accurate and transparent general fund charge.					
	Savings through improved street cleansing route optimisation	(100,000)				
EIA 14	Savings will be achieved through the improved route optimisation of the street cleansing service. Alongside E6 this will result in a reduction of repeat and duplicate cleansing and lead to the development of target cleansing for higher demand areas.					
	Savings from the internalisation of fleet	(167,000)				
No EIA required	The internalisation of the Go plant fleet will result in a number of transport savings, including improved procurement and more efficient working.					
	Capitalisation of fleet over 8 years not 5 years	(60,000)				
No EIA required	The capitalisation of the streetscene fleet over an eight year period, rather than the original five year period will lead to a revenue saving within the transport service.					
	Street cleansing terms and conditions	(100,000)				
An EIA will be completed and considered prior to any decision being made to implement the changes. Dependency on unified reward project including workforce EIA	Changes to variable and enhanced rates of pay are expected to achieve a level of savings within the street cleansing service.					
	Street cleansing improved service delivery and area based teams	(350,000)				
EIA 14	The development of a new optimised and flexible service delivery model with area based teams is expected to achieve a level of savings within the street cleansing service along with improvements such as route optimisation.					
	Reduction in tree inspections and maintenance	(50,000)				
No EIA required	Savings will be delivered through a reduction in tree inspections for discretionary areas of the service, whilst essential inspections are maintained.					
	Waste & Recycling route optimisation	(217,000)				
No EIA required	The development of the more efficient collection of domestic waste and recycling will result in the removal of a number of collection rounds.					
	Improving fleet efficiency: The service will continue to reduce the unit cost of maintenance by improving supply chain arrangements and the effectiveness and efficiency of the fleet workshop e.g. through increased preventative maintenance resulting in fewer unplanned repairs.		(125,000)			
	Community management of bowling greens: Under this proposal the management of bowling greens would transfer from the Council's responsibility to a range of locally-based community organisations.		(50,000)	(50,000)		
	Waste minimisation: Measures to reduce the amount of waste collected will see the Council incur lower costs going forward. This proposal includes both a focus on behaviour change and changes to collection, for example by reducing the size of wheeled bins from 240l to 180l or increasing the availability of recycling bins. Experience from authorities that have implemented such measures demonstrates their positive impact on the amount of waste generated resulting from residents changing their behaviours.				(100,000)	(100,000)

**Budget Summary and Forward Plan**

<b>Street Scene</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
	£	£	£	£	£
Household Waste Recycling Centre to transfer to NLWA: Under this proposal the ownership on a lease and management of the Summers Lane Recycling Centre will transfer to the North London Waste Authority who will be responsible for managing all such facilities across all of the seven member boroughs of the NLWA.			(60,000)		
Working with other North London authorities to re-procure disposal facilities: The Council is working with other North London Waste Authorities to procure new facilities to treat and dispose of residual waste to replace facilities that are reaching their end of life. This will ensure less waste is sent to landfill and therefore reduce the amount of landfill tax the Council has to pay currently.			(500,000)		
Savings from an alternative delivery model: Potential alternative delivery models may include a social enterprise, mutual or outsourcing for Waste, Recycling, Street Cleansing services and the Grounds Maintenance services. Any decision about a future alternative model will be subject to full detailed business case and options appraisals, including the basis of comparison with the costs and quality of the in-house service.			(250,000)	(450,000)	
Creation of a shared mortuary service: This proposal considers sharing modern facilities in a shared service arrangement with neighbouring boroughs to deliver operational efficiencies, realise the asset value of the Finchley Mortuary on disposal and continue to maintain a high standard of service.		(45,000)			
	<b>(1,154,000)</b>	<b>(220,000)</b>	<b>(860,000)</b>	<b>(550,000)</b>	<b>(100,000)</b>
<b>Service Reductions</b>					
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Reducing Demand, Promoting Independence</b>					
Optimisation of street cleansing, parks and tree services: Including route optimising routes, removing duplication, making better use of more efficient technology. This proposal will also include: enforcement; littering, dog fouling, fly-tipping. Also, increasing income from wider parks assets. Revised scheduling of highways grounds maintenance including grass cutting and annual bedding.		(150,000)	(200,000)		
Household Waste Recycling Centre opening hours: The Council manages a Household Waste Recycling Centre at Summers Lane where residents can dispose of over 40 different types of waste. The facility currently opens 7 days a week from 8am to 4pm Monday to Saturday and 9am to 4pm on Sunday's. Under this proposal the facility will reduce its opening hours to focus on period of peak and higher usage.		(20,000)			
Movement to menu pricing within the North London Waste Authority from the historic levy based system: The current cost of waste disposal is based on a long-standing system where each Council pays an average price per tonne in proportion to its relative size. This payment is made two years in arrears. The introduction of menu pricing will see the Council pay a price per tonne specifically for the type and volume of waste sent for disposal within the year that the disposals occurs. This will incentivise Council's to minimise waste and will generate a saving based on Barnet sending less waste for disposal compared with other members of the North London Waste Authority.		(1,900,000)			
Revised waste offer to increase recycling: The Council collects residual waste, recyclables, and food waste from all households. The proposal is for a comprehensive and targeted communications and engagement campaign which aims to change resident behaviours and drive up recycling rates in order to reduce collection and disposal costs. This includes making it easier to recycle food waste and compulsory recycling of dry and food waste; increasing recycling in flats; and optimising waste collection routes. This scale of savings assumes a step change in resident behaviour towards recycling driven by a better understanding of the costs of waste collection and disposal.		(300,000)	(350,000)		
	<b>0</b>	<b>(2,370,000)</b>	<b>(550,000)</b>	<b>0</b>	<b>0</b>
<b>Income</b>					
Additional income through the improved utilisation of parks assets	(100,000)				
No EIA required The existing park assets will be used to generate higher levels of income, through improved marketing and the letting of the assets such as cafes and pavilions.					

### Budget Summary and Forward Plan

<b>Street Scene</b>		<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
		£	£	£	£	£
No EIA required	<p>Income from central government</p> <p>Income from Central Government relating to maintaining weekly refuse collection</p> <p>Invest in 3G Pitches (x3): This proposal will see the Council secure additional investment (in partnership with funding bodies such as The Football Foundation) in modern 3G sports pitches across the borough. The Council will benefit from a mechanism for sharing the additional income generated from new pitches with any delivery partner.</p>	(427,000)			(100,000)	
	<p><b>Income generation from Non-Statutory Waste Services:</b></p> <p>A challenging income generation target across a range of chargeable services including but not limited to: bulky waste collection, special collections, additional collections, and the identification of new services where charging the user more in order to offset the impact of wider budget reductions is appropriate.</p> <p>To be delivered through a fundamental review of all transactional services e.g. development of the trade and commercial waste services including recycling and review of all income streams in the service to identify new or improved income opportunities. Further work to be done with commercial waste to both obtain contracts and offer recycling etc.</p>		(770,000)			
		<b>(527,000)</b>	<b>(770,000)</b>	<b>0</b>	<b>(100,000)</b>	<b>0</b>
<b>Pressures</b>	Major developments in the western part of the borough mean higher waste support needs		360,000			
		<b>0</b>	<b>360,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget</b>		<b>14,013,753</b>	<b>11,013,753</b>	<b>9,603,753</b>	<b>8,953,753</b>	<b>8,853,753</b>



### Central Expenses

Profit Centre	Original Estimate 2014/15	Current Estimate 2014/15	Original Estimate 2015/16
Capital Financing	22,815,670	22,815,670	22,815,670
Car Leasing	2,210	2,210	2,210
Central Contingency	13,184,641	6,751,581	12,412,386
Corporate Fees & Charges	798,940	398,940	398,940
Corporate Subscriptions	314,220	314,220	314,220
Early Retirement	5,427,321	5,427,321	5,427,321
Levies	31,252,050	31,252,050	30,717,050
Local Area Agreement	105,000	105,000	105,000
Miscellaneous Finance	423,130	426,430	426,430
<b>Total:</b>	<b>74,323,182</b>	<b>67,493,422</b>	<b>72,619,227</b>

Subjective Analysis	Original Estimate 2014/15	Current Estimate 2014/15	Original Estimate 2015/16
Capital Financing	37,206,251	30,776,491	36,437,296
Employee Related	4,163,281	4,163,281	4,163,281
Premises Related	829,490	829,490	829,490
Supplies/Services	1,798,100	1,398,100	1,398,100
Third Party Payments	31,867,880	31,867,880	31,332,880
Transfer Payments	1,180	1,180	1,180
Transport Related	2,210	2,210	2,210
<b>Expenditure</b>	<b>75,868,392</b>	<b>69,038,632</b>	<b>74,164,437</b>
Customer & Client Receipts	176,040	176,040	176,040
Government Grants	0	0	0
Interest	(1,703,120)	(1,703,120)	(1,703,120)
Other Grants, Reimbursements & Contributions	(18,130)	(18,130)	(18,130)
<b>Income</b>	<b>(1,545,210)</b>	<b>(1,545,210)</b>	<b>(1,545,210)</b>
<b>Total:</b>	<b>74,323,182</b>	<b>67,493,422</b>	<b>72,619,227</b>

### Central Expenses (Levies)

Levies	Original Estimate 2014/15	Current Estimate 2014/15	Original Estimate 2015/16 Final
	£	£	£
<u>Other Establishments - Third part Payments</u>			
Environment Agency	320,730	320,730	320,730
Lea Valley Regional Park	428,350	428,350	428,350
London Pension Funds	707,000	707,000	707,000
Traffic Control Signals Unit	519,400	519,400	519,400
Concessionary Fares	15,704,280	15,704,280	15,918,280
	<b>17,679,760</b>	<b>17,679,760</b>	<b>17,893,760</b>
<u>Joint Authorities - Third Party Payments</u>			
North London Waste Authority	12,142,800	12,142,800	11,642,800
Coroners Court	284,000	284,000	284,000
	<b>12,426,800</b>	<b>12,426,800</b>	<b>11,926,800</b>
<u>Other Local Authorities - Third Party</u>			
London Boroughs Grants	1,145,490	1,145,490	896,490
<b>Total Levies</b>	<b>31,252,050</b>	<b>31,252,050</b>	<b>30,717,050</b>





**Budget Summary and Forward Plan**

Central Expenses		2015/16	2016/17	2017/18	2018/19	2019/20
		£	£	£	£	£
Base Budget		74,323,182	70,378,942	66,878,942	65,878,942	64,878,942
Virements		(6,702,240)				
		<b>67,620,942</b>	<b>70,378,942</b>	<b>66,878,942</b>	<b>65,878,942</b>	<b>64,878,942</b>
<b>Efficiencies</b>						
	Savings through reduction in expenditure on fees	(249,000)				
	London Councils have reduced their grants programme significantly over the last 2 years. Barnet Council's contribution to the London Councils fund – by way of a levy – has also reduced. This saving can therefore be achieved within the existing agreement with London Councils.					
No EIA required	The Council is required to budget each year for costs associated with the repayment of principle on borrowing costs. This is known as "minimum revenue provision", and is prescribed as part of CIPFA accounting guidance. A review has been undertaken of the Council's MRP calculation, and it concludes that the annual charge is £1m more prudent than is necessary. This dates back to the original calculation made when the current capital financing regime came into place in 2004. This approach has been agreed with the Council's external auditors and is still considered to be a prudent approach.		(1,000,000)			
	Barnet Council revised its redundancy terms and conditions back in 2011 which led to a reduction in individual redundancy payments. This approach was consistent with many other Councils at the time. This, along with a lower level of redundancies per annum (partly arising from the outsourcing of services to CSG and Re) means that the annual budget that the Council sets aside for redundancy can be reduced by £1m per annum.		(1,100,000)			
	Reduction in spending on annual subscriptions and membership fees to organisations which the Council is currently a member of. Review of spending on annual subscriptions and membership fees to take place in 2015, with recommendations on where to make savings.		(400,000)			
	The Council sets aside a budget each year to fund future borrowing costs for additional capital expenditure. This budget is approximately 4.5% of additional capital costs. Over recent years, the Council has not borrowed to fund additional capital expenditure, instead it has used cash balances. In addition, the interest rate on loans is currently less than 4%, leading to an annual saving. If future borrowing costs remain below 4%, then a saving of £3m over the period to 2020 is achievable. If interest rates increase, then the Council will be able to generate additional interest income on deposits, so this saving would also be achievable.		(1,000,000)	(1,000,000)	(1,000,000)	
		<b>(249,000)</b>	<b>(3,500,000)</b>	<b>(1,000,000)</b>	<b>(1,000,000)</b>	<b>0</b>
<b>Service Reductions</b>						
		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Income</b>						
		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Pressures</b>						
Contingency	Legislative pressures - Care Act	1,409,000				
Contingency	General provision for risks in service areas	188,285	(9,000)	443,000	670,000	418,000
Contingency	General provision for inflation	3,936,000	4,406,000	4,484,000	4,562,000	4,642,000
	Capital Financing		1,500,000	1,500,000	1,000,000	1,500,000
Levies	North London Waste Levy	(500,000)	1,366,000	937,000	758,000	1,035,000
Levies	Increase in Concessionary Fares	214,000	227,000	255,000	292,000	346,000
		<b>5,247,285</b>	<b>7,490,000</b>	<b>7,619,000</b>	<b>7,282,000</b>	<b>7,941,000</b>
<b>Budget</b>		<b>72,619,227</b>	<b>74,368,942</b>	<b>73,497,942</b>	<b>72,160,942</b>	<b>72,819,942</b>



<b>HOUSING REVENUE ACCOUNT</b>		
	<b>2014/15</b>	<b>2015/16</b>
	<b>Original Budget</b>	<b>Original Budget</b>
<b>Income</b>	<b>£</b>	<b>£</b>
Dwelling rents	(53,164,530)	(53,758,196)
Non-dwelling rents	(1,596,622)	(1,744,813)
Tenants Charges for services and facilities	(4,088,289)	(3,800,417)
Leaseholder Charges for Services and Facilities	(2,900,779)	(2,951,326)
<b>Total Income</b>	<b>(61,750,219)</b>	<b>(62,254,752)</b>
<b>Expenditure</b>		
Repairs and Maintenance	7,650,000	7,550,000
Supervision and management		
General	14,207,510	13,962,664
Special	6,756,617	6,756,617
Rents, Rates, taxes and other charges	121,500	121,500
Depreciation and impairment of fixed assets	12,866,805	12,866,805
Contribution to Major Repairs Reserve	14,714,265	19,185,195
Impairment write off for HRA commercial properties	820,000	820,000
Debt Management Costs	7,424,728	6,688,827
Increase in bad debt provision	615,000	615,000
<b>Total Expenditure</b>	<b>65,176,426</b>	<b>68,566,608</b>
<b>Net Cost of HRA Services</b>	<b>3,426,206</b>	<b>6,311,857</b>
Interest and investment income	(80,000)	(80,360)
<b>(Surplus) or deficit for the year on HRA services</b>	<b>3,346,206</b>	<b>6,231,497</b>

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## APPENDIX D2 - REVENUE BUDGET 2015/16

	2014/2015	2015/2016
	Original Estimate	Original Estimate
	£	£
<b><u>Council Theme Committees</u></b>		
Adults & Safeguarding	102,912,312	96,927,667
Assets, Regeneration & Growth	5,537,840	5,501,290
Children, Education, Libraries & Safeguarding	55,411,211	54,805,381
Community Leadership	1,888,112	1,762,062
Environment	44,269,483	31,053,872
Housing	3,337,609	3,953,609
Policy & Resources	80,686,153	89,882,259
Special Parking Account	(7,630,640)	(7,420,775)
<b>Total Service Expenditure</b>	<b>286,412,080</b>	<b>276,465,365</b>

**Budget Summary and Forward Plan**

<b>Adults &amp; Safeguarding</b>		<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Base Budget		102,912,312	96,927,667	95,951,450	94,455,083	93,270,265
Virements		1,084,355				
		<b>103,996,667</b>	<b>96,927,667</b>	<b>95,951,450</b>	<b>94,455,083</b>	<b>93,270,265</b>
<b>Efficiencies</b>						
EIA 1	<p>Savings through supporting people in the community as opposed to high cost care packages and residential placements The 'Community Offer' delivers savings through supporting people in the community and offering alternative ways to meet statutory social care needs as opposed to high cost care packages and residential placements. This will lead to increased use of universal services, enablement, telecare, equipment and direct payments instead of a traditional home care and residential care.</p> <p>The 'Community Offer' will be delivered by multi-disciplinary teams of social workers, occupational therapists, telecare and direct payments advisors. The net cost of supporting someone on a community alternative is cheaper than traditional care. This is an on-going initiative.</p>	(858,000)				
EIA 2	<p>Savings through supporting people in appropriate housing as opposed to high cost placements Reduction in cost of residential third party placements by: Innovative use of support and housing options to deliver savings whilst ensuring promoting choice and independence for customers. The savings proposals are: • Full year impact of Re-commissioning our Floating Support contract • Develop additional Sheltered Plus accommodation - Housing options will be subject to discussion and consultation with individual service users on their individual needs on a case by case basis.</p>	(704,000)				
EIA 3	<p>Savings through supporting people by increasing investment in carers support to prevent/reduce the need for funded care Savings to be achieved through efficiently coordinating and personalising services for carers so that there is a clear 'Carers Offer' throughout the carers journey. This will help the carer sustain their role, and reduce the need to access specialist services including hospital and residential care.</p> <p>In 2012/13 2,179 carers had an assessment, of these it is assumed that 25% support individuals that would otherwise be in residential care. Increasing this by 5% would generate sufficient savings to meet this target and aid people to live more independently with more choice and control. However this will in practice mean that people will receive lower cost packages which could be perceived negatively.</p>	(550,000)				
EIA 4	<p>Savings through decreasing external third party expenditure on day care costs by increased access to universal leisure services and specific renegotiations Savings to be achieved through:</p> <p>(1) Partnership working with leisure services to offer more mainstream leisure activities reducing dependence on specialist day care provision, using a dedicated leisure co-ordinator. (2) Reviewing provision of transport in relation to day activities.</p>	(660,000)				
EIA 5	<p>Savings through sharing funding arrangements with MHT</p> <p>Individuals who have received treatment under the mental health act on a section 3 at the point of discharge are subject to section 117 aftercare. There is an agreement currently that anyone subject to S117 will automatically be jointly funded between health and social care. The proposed changes would not impact on the Council's ability to provide these services.</p>	(401,000)				
EIA 6	<p>Savings through reduction in staffing costs Reductions in back office transactional functions through new ways of working and exploring new innovative models.</p>	(300,000)				
EIA 7	<p>Savings through HRA investment in new build which will result in reduction in high cost placements Savings to be achieved through increasing independent living options for Younger Adults with physical/learning disabilities and Mental Health issues. This proposals includes a new build programme using HRA monies for wheelchair accessible housing and working with Barnet Homes and the private rented sector to source suitable accommodation for younger adults. Housing options will be subject to discussion and consultation with individual service users on their individual needs. Barnet Homes will carry out specific consultations with tenants and RE through the statutory planning process, where required.</p>	(1,513,000)				
EIA 8	<p>Savings from renegotiation of existing contracts Procurement savings achieved through: - working with providers to contain inflationary pressures</p>	(600,000)				

Adults & Safeguarding		2015/16 £	2016/17 £	2017/18 £	2018/19 £	2019/20 £
EIA 9	<p>Savings through reduction in expenditure by working with CSG provider</p> <p>Stretch of demand management and efficiency saving proposals to be identified through working with CSG provider to improve efficiency and self service, targeting the following:</p> <ul style="list-style-type: none"> <li>- Developing new model of Social Care in relation to Care Act</li> <li>- Reducing demand for high cost placements by providing advice and signposting at first point of contact</li> <li>- Reducing costs of third party spend through procurement activity</li> <li>- Combining Adults Social Care duty functions and elements of the assessment process with the Adult Social Care Direct in CSG</li> </ul>	(2,000,000)				
EIA 10	<p>Savings through reduction in placement costs for residents permanently settled out of the borough</p> <p>Where an individual has chosen, as they have capacity, or have moved to another authority in accordance with their families' wishes, (ascertained through a best interest decision where an individual does not have capacity), the receiving authority will be given 3 months' notice regarding transfer of responsibility, which includes any required social care funding. This proposal is not expected to negatively impact service delivery.</p>	(838,000)				
	<p>Budget proposals for 2016-20 include efficiency savings on third party contracts by approximately 2% per annum. The main areas of contract spend in this area are for the provision of care. The overall budget envelope includes provision for contract inflation of 2.5% per annum, so this saving could be made either from containing inflation on contracts, commissioning different models of service delivery or through improved contract management and negotiation of better rates. The bulk of contract spend in Adults and Communities is on contracts for care services with external providers, including Your Choice Barnet, Fremantle Trust, Jewish Care (the top 3 contracts by overall spend), home care providers, meals on wheels, equipment. There is only 1 block contract - for residential care with Fremantle trust. Other contracts are based on purchasing specific care for individuals (spot/personal budget) without guaranteed volumes. The remit of the Committee also includes contracts with the voluntary sector for prevention services (e.g Age Uk Barnet, Carers Centre).</p>		(665,783)	(652,467)	(639,418)	(626,629)
	<p>Budget proposals for 2016-20 include workforce efficiency savings of approximately 10% of the relevant delivery unit employee budgets. As government funding for local government services continues to reduce, all Council delivery units will need to review their workforce budgets to ensure that they can improve efficiency by 10% by 2020. Corporate initiatives such as the review of terms and conditions, and the unified pay project, will support delivery units in achieving this saving. Delivery units will also need to review performance management, use of agency staff, management layers and staffing levels p to ensure that this saving can be achieved.</p>		(375,000)	(441,600)	(441,600)	(441,600)
	<p>Identification of alternative delivery model(s) and / or shared service options that can reduce the cost of the adult social care system (staffing costs) and then better utilise the demand management levers (e.g. self-management, early intervention, telecare, enablement, creative support planning) to reduce care costs.</p>		(226,434)	(579,000)	(579,000)	(578,000)
		<b>(8,424,000)</b>	<b>(1,267,217)</b>	<b>(1,673,067)</b>	<b>(1,660,018)</b>	<b>(1,646,229)</b>
<b>Reducing Demand &amp; Promoting Independence</b>						
	<p>Continuation of the 'Community Offer' delivering savings through supporting people in the community and offering alternative ways to meet statutory social care needs as opposed to high cost care packages and residential placements. This will be applied to existing and new service users. This will lead to increased use of universal services, enablement, telecare, equipment and direct payments which cost less than traditional home care and residential care. Service users will therefore receive lower personal budgets whilst ensuring eligible needs are met. The savings will be driven out by social workers incorporating elements in care and support plans which cost less than traditional care or that do not require Council funding. This might include support from volunteers, use of local clubs/libraries, as examples.</p>		(350,000)	(350,000)	(300,000)	
	<p>Helping older people with dementia to remain at home</p> <p>This proposal recommends investment in order to develop an intensive evidence-based model of support for Barnet carers of people with dementia, in order to increase carer sustainability, delay residential care and manage adult social care demand.</p>		(125,000)	(125,000)	(125,000)	(125,000)
	<p>Generating general fund savings from providing specialist integrated housing for older people based on the provision of 52 flats with 50% high needs, 25% medium needs and 25% low needs.</p>		(95,000)	(285,000)		

<b>Adults &amp; Safeguarding</b>	<b>2015/16 £</b>	<b>2016/17 £</b>	<b>2017/18 £</b>	<b>2018/19 £</b>	<b>2019/20 £</b>
Implement a 0-25 disabilities service that better brings together health, care and education to ensure that growth is enabled for young people with disabilities. This should reduce the cost to adult social care arising from lower care package costs for those transitioning at the age of 18 over this period, than has been the case for past transitions cases.		(125,000)	(125,000)	(125,000)	(125,000)
Support to help people remain caring and in work by increasing support to carers and employers in the borough enabling carers to remain in work and caring. Savings are from cost avoidance of increased homecare support.  Increasing choice in retirement and for younger disabled adults - investment in an increased advice and support service promoting adaptations and moving to a more suitable home. Savings are based on incremental impact of adaptation/move avoiding costs of enablement, increased homecare and residential care admission.  Increasing choice in retirement - 40% of people want to retire abroad + providing information & support through a national partner with appropriate expertise will help them realise this. Savings based on cost avoidance of homecare based on people taking advantage of the service and delaying their take up of social care.  Develop methods of increasing numbers of personal assistants in Barnet, as an alternative to home care agencies. Service users directly employ the personal assistant and therefore are able to personalise and control their care and support to a very high level. Savings are based on an average reduction of care costs per user per year of £1,000, as a result of increased control of care and support plans and lower overhead costs than home care agencies. Currently (October 2014), 1,788 service users receive their home care support from a home care agency.  Review support packages and develop support plans (with appropriate enabling / transition) to meet needs at a lower cost. This is likely to include the following: Increase the supply and take-up of supported living and independent housing opportunities supporting transitions from those currently in residential settings. Develop a more creative and cost effective review and support planning process. Ensure that this considers how technology can enable people with learning disabilities to live more independently. Improve the carer's offer and support planning process to ensure carers feel able to continue to support an individual for as long as they can. Stimulate the market to encourage providers who can effectively focus on enablement and development. Develop the employment support offer for adults with learning disabilities and ensure there are sufficient employment opportunities available in the borough.  Reduction in grant funding for voluntary organisations providing universal / low level / early intervention services			(141,300)	(151,800)	(405,000)
		(60,000)	(140,000)	(162,000)	(162,000)
		(425,000)	(425,000)	(425,000)	(425,000)
		(59,000)			
	<b>0</b>	<b>(1,239,000)</b>	<b>(1,591,300)</b>	<b>(1,288,800)</b>	<b>(1,242,000)</b>
<b>Service Redesign</b>					
Integrated Care for frail elderly/over 50 years with long-term conditions The proposal to develop a 5 tier model to support the development of an integrated health and social care system for older frail people was agreed at the Health and Wellbeing Board in March 2014 and has formed the key element of the Council and CCG's national Better Care Fund plan.		(150,000)	(250,000)	(250,000)	(350,000)
	<b>0</b>	<b>(150,000)</b>	<b>(250,000)</b>	<b>(250,000)</b>	<b>(350,000)</b>
<b>Pressures</b>					
Demographics pressures due to general trends and price as well as transitions of children joining adult service areas	800,000	1,680,000	2,018,000	2,014,000	2,375,000
Deprivation of liberty safeguards (DoLS)	555,000				
	<b>1,355,000</b>	<b>1,680,000</b>	<b>2,018,000</b>	<b>2,014,000</b>	<b>2,375,000</b>
<b>Budget</b>	<b>96,927,667</b>	<b>95,951,450</b>	<b>94,455,083</b>	<b>93,270,265</b>	<b>92,407,036</b>
	(7,069,000)	(976,217)	(1,496,367)	(1,184,818)	(863,229)



**Budget Summary and Forward Plan**

<b>Assets, Regeneration &amp; Growth</b>	<b>2015/16 £</b>	<b>2016/17 £</b>	<b>2017/18 £</b>	<b>2018/19 £</b>	<b>2019/20 £</b>
Base Budget	5,537,840	5,501,290	866,254	(2,687,188)	(4,103,692)
Virements	263,450				
	<b>5,801,290</b>	<b>5,501,290</b>	<b>866,254</b>	<b>(2,687,188)</b>	<b>(4,103,692)</b>
<b>Efficiencies</b>					
EIA impact assessed in original tender and contract. <a href="http://barnet.moderngov.co.uk/documents/s6649/NSCSO.pdf">http://barnet.moderngov.co.uk/documents/s6649/NSCSO.pdf</a>	(300,000)				
Savings through reduction in contract costs Contractual savings resulting from the joint venture for the provision of development and regulatory services. The contract went live in October 2013 and saving will be delivered in full. The quality of service specified will be as good as, if not better, than current delivery.			(2,000,000)		
The current MTFs for 2014-16 already includes circa. £3m per annum of savings on the cost of office accommodation arising from the exit of NLBP4 and consolidation of staff into vacant space in Barnet House and NLBP2. Current plans suggest that the total saving from the exit of NLBP4 could be more than £3m per annum subject to confirmation of costs of moving and costs of dilapidations. This, along with further savings that could arise from exiting from Barnet House as part of a move to Colindale, would generate further savings of approximately £1m per annum by 2017. In addition, rationalisation of the Council's wider estate and opportunities to generate greater income on the commercial portfolio are expected to generate income and cost reductions totalling £1m by 2017.					
There is a potential opportunity for additional savings from the Re contract or additional income to be generated from these services over and above the contractual guarantee. £800k represents about 6% of the gross spend Re services, and it is considered that this is a realistic target for additional savings for 2016/17.		(800,000)			
The Council has generated a saving from being part of a pan-London contract for highways works (known as the LOHAC contract). This is expected to deliver savings of £550k per annum while still delivering the same level of service in respect of highways maintenance.		(550,000)			
The Council can generate a saving of £200k per annum on highways maintenance works by exploring cheaper alternatives to paving stones on footways. In many instances alternatives to paving stones are more effective, particularly on tree lined streets.		(200,000)			
There is an opportunity to claim money back from third parties in respect of damage to highways and footways. This will result in additional income for the Council.		(100,000)			
The Council incurs significant cost each year as a result of insurance claims in respect of the state of highways and footways. A more robust approach to dealing with these claims could result in a reduction in annual expenditure on insurance claims by £50k per annum. No change of policy.		(50,000)			
The Council incurs significant expenditure each year on regeneration projects across the borough and this expenditure forms part of the Re contract price. A review of this expenditure has been undertaken and it is considered that £500k per annum of this expenditure can be charged to existing capital programme budgets over the period 2016-20.		(500,000)			
	<b>(300,000)</b>	<b>(2,200,000)</b>	<b>(2,000,000)</b>	<b>0</b>	<b>0</b>
<b>Service Reductions</b>					
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Growth &amp; Income</b>					
The Council's regeneration schemes are currently projecting an increase in Council Tax and business rates over the period 2016-20. This income is over and above the current baseline for both Council Tax and Business rates which will therefore support the Council's budget in terms of additional income.		(2,435,036)	(553,442)	(1,416,504)	(472,064)
A number of development opportunities are being considered over and above the current regeneration programme. These development opportunities could create additional capital receipts which will reduce the Council's future borrowing requirements. These opportunities could also generate additional income for the Council through Council Tax, rents, dividends received through the Council taking a development role, either directly, or through the participation in a Joint Venture. These proposals will come forward through the Assets, Regeneration and Growth Committee.			(1,000,000)		
	<b>0</b>	<b>(2,435,036)</b>	<b>(1,553,442)</b>	<b>(1,416,504)</b>	<b>(472,064)</b>
<b>Pressures</b>					
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Assets, Regeneration & Growth	2015/16 £	2016/17 £	2017/18 £	2018/19 £	2019/20 £
<b>Budget</b>	<b>5,501,290</b>	<b>866,254</b>	<b>(2,687,188)</b>	<b>(4,103,692)</b>	<b>(4,575,756)</b>
	(300,000)	(4,635,036)	(3,553,442)	(1,416,504)	(472,064)

**Budget Summary and Forward Plan**

<b>Children, Education, Libraries &amp; Safeguarding</b>		<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Base Budget		55,411,211	54,805,381	52,962,381	52,332,381	51,727,381
Virements		2,068,170				
		<b>57,479,381</b>	<b>54,805,381</b>	<b>52,962,381</b>	<b>52,332,381</b>	<b>51,727,381</b>
<b>Efficiencies</b>						
EIA 12 - The equality impact will be reviewed prior to any changes being implemented and where possible impacts mitigated.	<p>Savings through reduction in spend on transport costs</p> <p>Achieve efficiencies within transport costs for children with Special Educational Need through improved contracting and demand management by:</p> <ul style="list-style-type: none"> <li>- targeting individual cases in which transport is not required</li> <li>- route optimisation</li> </ul> <p>From an original budget of £6m, £700k of savings have already been delivered in 2013/14 against a target of £1m. In order to deliver the full saving, numbers of children requiring council support would need to be reduced by a further 10% or there would need to be substantially more savings through efficiency by 2015/16.</p>	(500,000)				
EIA Completed	<p>Savings from reduction in staff related costs</p> <p>Workforce savings delivered from transforming the Family Services workforce to ensure there are the right structures in place to deliver the best outcomes for children and families with reduced resources. This involves ensuring there are sufficient social workers, managers are closer to frontline delivery and staff are well trained and supported.</p>	(1,151,000)				
No EIA Required	<p>Savings through reduction in expenditure by renegotiating existing contracts and reducing external third party costs</p> <p>Procurement savings achieved through mitigating inflation associated with costs of supporting high cost, high need services by negotiating with suppliers to contain inflation, and finding efficiencies in the way services are purchased.</p> <p>Work is on-going to negotiate with suppliers and not expected to impact service quality.</p>	(523,000)				
	<p>Budget proposals for 2016-20 include efficiency savings on third party contracts by approximately 2% per annum. The overall budget envelope includes provision for contract inflation of 2.5% per annum, so this saving could be made either from containing inflation on contracts, or through improved contract management and negotiation of better rates.</p>		(81,000)	(135,000)	(134,000)	(188,000)
	<p>Budget proposals for 2016-20 include workforce efficiency savings of approximately 10% of the relevant delivery unit employee budgets. As government funding for local government services continues to reduce, all Council delivery units will need to review their workforce budgets to ensure that they can improve efficiency by 10% by 2020. Corporate initiatives such as the review of terms and conditions and the unified pay project will support delivery units in achieving this saving. Delivery units will also need to review performance management, use of agency staff, management layers and productivity to ensure that this saving can be achieved.</p>				(900,000)	(900,000)
	<p>Savings to be achieved by improving operational efficiency. A review will be undertaken in 2015 to identify specific measures but these are likely to include redesigning processes, improved case management and improved administration.</p>		(1,346,000)			
EIA 11	<p>Create an alternative way to deliver the Education and Skills service that currently provides school improvement support, school admissions, support for children with special educational needs, post-16 support and school catering. By developing a new service delivery model in partnership with schools, there is an opportunity to grow and develop services rather than reduce them.</p>	(695,000)	(85,000)	(160,000)	(255,000)	(350,000)
		<b>(2,869,000)</b>	<b>(1,512,000)</b>	<b>(295,000)</b>	<b>(1,289,000)</b>	<b>(1,438,000)</b>
<b>Reducing Demand, Promoting Independence</b>						
	<p>Reduce cost of placements for looked after children by growing and strengthening the in-house foster care service; intervening early to prevent placement breakdown, stepping-down placements from residential to foster care, and ensuring provision of high quality, competitively priced residential placements in appropriate locations. By 2019 Barnet will have one of the largest proportions of looked after children placed with in-house foster carers in the country.</p>		(131,000)	(144,000)	(149,000)	(69,000)
		<b>0</b>	<b>(131,000)</b>	<b>(144,000)</b>	<b>(149,000)</b>	<b>(69,000)</b>
<b>Service Redesign</b>						
EIA 13	<p>Savings through implementation of Early Years Review aimed at ensuring early years services are best configured within limited resources. Use of public health grant to fund service levels in addition to the statutory minimum (£1.5m). Targeted early years support aims to reduce numbers entering troubled families/social care.</p> <p>Developing alternative approach to the provision of library services</p>	(525,000)	(550,000)	(506,000)	(535,000)	(405,000)
			(1,602,000)	(1,250,000)		
		<b>(525,000)</b>	<b>(2,152,000)</b>	<b>(1,756,000)</b>	<b>(535,000)</b>	<b>(405,000)</b>

Children, Education, Libraries & Safeguarding	2015/16 £	2016/17 £	2017/18 £	2018/19 £	2019/20 £
<b>Pressures</b>					
Due to increases in complex cases the demand for services is increasing. Social Care placement costs are being driven by an increase in external placement costs.		950,000	600,000	400,000	200,000
Placement costs for individual children, commissioned services to providing targeted services for vulnerable children.	720,000				
Demographic pressures on 0 to 17 age group based on current placement costs and trends		1,002,000	965,000	968,000	1,018,000
	<b>720,000</b>	<b>1,952,000</b>	<b>1,565,000</b>	<b>1,368,000</b>	<b>1,218,000</b>
<b>Budget</b>	<b>54,805,381</b>	<b>52,962,381</b>	<b>52,332,381</b>	<b>51,727,381</b>	<b>51,033,381</b>
	(2,674,000)	(1,843,000)	(630,000)	(605,000)	(694,000)

**Budget Summary and Forward Plan**

<b>Community Leadership</b>	<b>2015/16</b> £	<b>2016/17</b> £	<b>2017/18</b> £	<b>2018/19</b> £	<b>2019/20</b> £
Base Budget	1,888,112	1,762,062	1,753,062	1,753,062	910,062
Virements	(126,050)				
	<b>1,762,062</b>	<b>1,762,062</b>	<b>1,753,062</b>	<b>1,753,062</b>	<b>910,062</b>
<b>Efficiencies</b>					
Non-renewal of the Council's annual subscription to MOSIAC customer data segmentation programme, to avoid duplication with identical programme used by the Customer & Support Group Insight Team. MOSIAC is software which allows the Council to carry out modelling on population growth and preferences to help inform policy development. The CSG Insight Team uses an identical programme called Call Credit. The proposals is not to renew the subscription to MOSIAC to avoid duplication and confusion by using two similar programmes and generate a saving in the process.		(9,000)			
	<b>0</b>	<b>(9,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Service Redesign</b>					
Move the CCTV service to a revenue neutral position at the end of the current service, preferably through the identification of alternative funding sources to maintain the benefits of service - reduction in crime, reduction in the fear of crime, improved detection and sanction rates.				(843,000)	
	<b>0</b>	<b>0</b>	<b>0</b>	<b>(843,000)</b>	<b>0</b>
<b>Income</b>					
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Pressures</b>					
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget</b>	<b>1,762,062</b>	<b>1,753,062</b>	<b>1,753,062</b>	<b>910,062</b>	<b>910,062</b>
	0	(9,000)	0	(843,000)	0

**Budget Summary and Forward Plan**

<b>Environment</b>		<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Base Budget		44,269,483	31,053,872	29,219,872	28,746,872	28,704,872
Virements		(10,864,611)				
		<b>33,404,872</b>	<b>31,053,872</b>	<b>29,219,872</b>	<b>28,746,872</b>	<b>28,704,872</b>
<b>Efficiencies</b>						
	Savings through a revision of the charging process to the HRA	(110,000)				
No EIA required	A review of the work undertaken and charged to Barnet Homes for grounds maintenance is due to be completed. This is to be alongside a review of the shared use of amenities charge for utilising HRA facilities. The outcome of the review will provide a robust charging mechanism to the HRA, resulting in an accurate and transparent general fund charge.					
	Savings through improved street cleansing route optimisation	(100,000)				
EIA 14	Savings will be achieved through the improved route optimisation of the street cleansing service. Alongside E6 this will result in a reduction of repeat and duplicate cleansing and lead to the development of target cleansing for higher demand areas.					
	Savings from the internalisation of fleet	(167,000)				
No EIA required	The internalisation of the Go plant fleet will result in a number of transport savings, including improved procurement and more efficient working.					
	Capitalisation of fleet over 8 years not 5 years	(60,000)				
No EIA required	The capitalisation of the streetscene fleet over an eight year period, rather than the original five year period will lead to a revenue saving within the transport service.					
	Street cleansing terms and conditions	(100,000)				
An EIA will be completed and considered prior to any decision being made to implement the changes. Dependency on unified reward project including workforce EIA	Changes to variable and enhanced rates of pay are expected to achieve a level of savings within the street cleansing service.					
	Street cleansing improved service delivery and area based teams	(350,000)				
EIA 14	The development of a new optimised and flexible service delivery model with area based teams is expected to achieve a level of savings within the street cleansing service along with improvements such as route optimisation.					
	Reduction in tree inspections and maintenance	(50,000)				
No EIA required	Savings will be delivered through a reduction in tree inspections for discretionary areas of the service, whilst essential inspections are maintained.					
	Waste & Recycling route optimisation	(217,000)				
No EIA required	The development of the more efficient collection of domestic waste and recycling will result in the removal of a number of collection rounds.					
	Savings through transforming services to reduce expenditure	(50,000)				
No EIA required	There is planned efficiency in delivering winter gritting through the reduced deployment of winter gritting machines from nine to seven. There will be an associated reduction in lease charges and operating costs.					
	Savings through transforming services to reduce expenditure	(80,000)				
No EIA required	The councils sign shop will aim to generate new additional income from external commercial sources. To generate this increased level of income and new business there may be a requirement to invest in new assets.					
	Improving fleet efficiency: The service will continue to reduce the unit cost of maintenance by improving supply chain arrangements and the effectiveness and efficiency of the fleet workshop e.g. through increased preventative maintenance resulting in fewer unplanned repairs.		(125,000)			
	Community management of bowling greens: Under this proposal the management of bowling greens would transfer from the Council's responsibility to a range of locally-based community organisations.		(50,000)	(50,000)		

Environment	2015/16 £	2016/17 £	2017/18 £	2018/19 £	2019/20 £
Re-procure the Parking Contract: The current contract for parking and enforcement services is due to expire in 2017. A decision to re-procure the service will allow further cost savings to be identified.				(150,000)	
<p>PFI further Street lighting savings: The current street lighting PFI requires the contractor to maintain quality standards relating to lighting levels. Completion of the project to implement a central management system will allow for lighting levels to be remotely controlled, for instance by reducing the brightness of some street lights, or making greater use of LED lighting for example on footpath assets.</p> <p>Sharing the PFI Client function: The Street Lighting PFI contract was procured jointly with LB Enfield. Given that the specification and types of work undertaken by the contractor are similar in both boroughs it would be possible to establish a smaller, shared client to undertake contract management functions across both Boroughs.</p> <p>Lighting specification changes within the contract: This proposal will see the Council seek to agree with the Contractor a revision to the current specification to reduce the level of night inspections, increase the period in which fault repairs need to be completed along with combining various routine maintenance activities such as cleaning, bulk lamp changing and inspection activities.</p> <p>Waste minimisation: Measures to reduce the amount of waste collected will see the Council incur lower costs going forward. This proposal includes both a focus on behaviour change and changes to collection, for example by reducing the size of wheeled bins from 240l to 180l or increasing the availability of recycling bins. Experience from authorities that have implemented such measures demonstrates their positive impact on the amount of waste generated resulting from residents changing their behaviours.</p> <p>Household Waste Recycling Centre to transfer to NLWA: Under this proposal the ownership on a lease and management of the Summers Lane Recycling Centre will transfer to the North London Waste Authority who will be responsible for managing all such facilities across all of the seven member boroughs of the NLWA.</p> <p>Working with other North London authorities to re-procure disposal facilities: The Council is working with other North London Waste Authorities to procure new facilities to treat and dispose of residual waste to replace facilities that are reaching their end of life. This will ensure less waste is sent to landfill and therefore reduce the amount of landfill tax the Council has to pay currently.</p> <p>Savings from an alternative delivery model: Potential alternative delivery models may include a social enterprise, mutual or outsourcing for Waste, Recycling, Street Cleansing services and the Grounds Maintenance services. Any decision about a future alternative model will be subject to full detailed business case and options appraisals, including the basis of comparison with the costs and quality of the in-house service.</p> <p>Creation of a shared mortuary service: This proposal considers sharing modern facilities in a shared service arrangement with neighbouring boroughs to deliver operational efficiencies, realise the asset value of the Finchley Mortuary on disposal and continue to maintain a high standard of service.</p>		(90,000)			
		(20,000)			
		(90,000)			
				(100,000)	(100,000)
			(60,000)		
			(500,000)		
			(250,000)	(450,000)	
		(45,000)			
	<b>(1,284,000)</b>	<b>(420,000)</b>	<b>(860,000)</b>	<b>(700,000)</b>	<b>(100,000)</b>
<b>Reducing Demand, Promoting Independence</b>					
<p>Optimisation of street cleansing, parks and tree services: Including route optimising routes, removing duplication, making better use of more efficient technology. This proposal will also include enforcement; littering, dog fouling, fly-tipping. Also, increasing income from wider parks assets. Revised scheduling of highways grounds maintenance including grass cutting and annual bedding.</p> <p>Household Waste Recycling Centre opening hours: The Council manages a Household Waste Recycling Centre at Summers Lane where residents can dispose of over 40 different types of waste. The facility currently opens 7 days a week from 8am to 4pm Monday to Saturday and 9am to 4pm on Sunday's. Under this proposal the facility will reduce its opening hours to focus on period of peak and higher usage.</p>		(150,000)	(200,000)		
		(20,000)			

Environment		2015/16 £	2016/17 £	2017/18 £	2018/19 £	2019/20 £
	Movement to menu pricing within the North London Waste Authority from the historic levy based system: The current cost of waste disposal is based on a long-standing system where each Council pays an average price per tonne in proportion to its relative size. This payment is made two years in arrears. The introduction of menu pricing will see the Council pay a price per tonne specifically for the type and volume of waste sent for disposal within the year that the disposals occurs. This will incentivise Council's to minimise waste and will generate a saving based on Barnet sending less waste for disposal compared with other members of the North London Waste Authority.		(1,900,000)			
	Revised waste offer to increase recycling: The Council collects residual waste, recyclables, and food waste from all households. The proposal is for a comprehensive and targeted communications and engagement campaign which aims to change resident behaviours and drive up recycling rates in order to reduce collection and disposal costs. This includes making it easier to recycle food waste and compulsory recycling of dry and food waste, increasing recycling in flats, and optimising waste collection routes. This scale of savings assumes a step change in resident behaviour towards recycling driven by a better understanding of the costs of waste collection and disposal.		(300,000)	(350,000)		
		<b>0</b>	<b>(2,370,000)</b>	<b>(550,000)</b>	<b>0</b>	<b>0</b>
<b>Growth &amp; Income</b>						
No EIA required	Additional income through the improved utilisation of parks assets  The existing park assets will be used to generate higher levels of income, through improved marketing and the letting of the assets such as cafes and pavilions.	(100,000)				
No EIA required	Income from central government Income from Central Government relating to maintaining weekly refuse collection	(427,000)				
No EIA required	Controlled parking zone  The council will provide residents parking permits to residents within the controlled parking zone for Saracens rugby club residential areas. This is part of the agreed parking enforcement for the local area on match days. The rugby club will pay for these permits, resulting in additional income.	(40,000)				
	Invest in 3G Pitches (x3): This proposal will see the Council secure additional investment (in partnership with funding bodies such as The Football Foundation) in modern 3G sports pitches across the borough. The Council will benefit from a mechanism for sharing the additional income generated from new pitches with any delivery partner.				(100,000)	
	Income generation from Non-Statutory Waste Services: A challenging income generation target across a range of chargeable services including but not limited to: bulky waste collection, special collections, additional collections, and the identification of new services where charging the user more in order to offset the impact of wider budget reductions is appropriate. To be delivered through a fundamental review of all transactional services e.g. development of the trade and commercial waste services including recycling and review of all income streams in the service to identify new or improved income opportunities. Further work to be done with commercial waste to both obtain contracts and offer recycling etc.		(770,000)			
		<b>(567,000)</b>	<b>(770,000)</b>	<b>0</b>	<b>(100,000)</b>	<b>0</b>
<b>Pressures</b>						
Levies	Major developments in the western part of the borough mean higher waste support needs  North London Waste Levy		360,000			
		(500,000)	1,366,000	937,000	758,000	1,035,000
		<b>(500,000)</b>	<b>1,726,000</b>	<b>937,000</b>	<b>758,000</b>	<b>1,035,000</b>
<b>Budget</b>		<b>31,053,872</b>	<b>29,219,872</b>	<b>28,746,872</b>	<b>28,704,872</b>	<b>29,639,872</b>
		(2,351,000)	(1,834,000)	(473,000)	(42,000)	935,000



**Budget Summary and Forward Plan**

<b>Housing</b>	<b>2015/16</b> £	<b>2016/17</b> £	<b>2017/18</b> £	<b>2018/19</b> £	<b>2019/20</b> £
Base Budget	3,337,609	3,953,609	3,953,609	3,953,609	3,953,609
Virements	916,000				
	<b>4,253,609</b>	<b>3,953,609</b>	<b>3,953,609</b>	<b>3,953,609</b>	<b>3,953,609</b>
<b>Efficiencies</b>					
No impact. Hostel closed in 2011/12 and due regard was paid to equalities	(300,000)				
Savings through reduction in operational costs of running hostel Annual saving produced from the closure of a hostel are being used for preventative work in relation to the cost of temporary accommodation. Saving is as a result of the closure of the hostel and the associated costs.					
	<b>(300,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Service Reductions</b>					
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Income</b>					
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Pressures</b>					
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget</b>	<b>3,953,609</b>	<b>3,953,609</b>	<b>3,953,609</b>	<b>3,953,609</b>	<b>3,953,609</b>
	(300,000)	0	0	0	0

**Budget Summary and Forward Plan**

Policy & Resources	2015/16 £	2016/17 £	2017/18 £	2018/19 £	2019/20 £
Base Budget	80,686,153	89,882,259	89,658,259	94,744,259	97,979,678
Virements	6,448,821				
	<b>87,134,974</b>	<b>89,882,259</b>	<b>89,658,259</b>	<b>94,744,259</b>	<b>97,979,678</b>
<b>Efficiencies</b>					
No Internal EIA <a href="https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/61334/Equality-Impact-of-IER-and-EA-provisions-090512.pdf">https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/61334/Equality-Impact-of-IER-and-EA-provisions-090512.pdf</a>	Savings through reduced canvassing costs aided by increase in online registration This is a 2015/16 saving and we believe there are savings to be achieved in electoral registration through increased online registration.	(50,000)			
No EIA required	Over the next 12 months work will be underway to ensure this saving is achievable through this mechanism.				
No EIA required	Savings through reduction in printing and courier costs Efficiencies from reduction in printing of committee papers as a result of investment in members IT. This reduction will mean that papers to Members will not be distributed twice weekly by courier service. This will be enabled by Members using computers to read papers and hard copies being available in Hendon Town Hall. Officer hard copies will also not be available.	(50,000)			
EIA already undertaken <a href="http://barnet.moderngov.co.uk/documents/s6649/NSCSO.pdf">http://barnet.moderngov.co.uk/documents/s6649/NSCSO.pdf</a>	Over the next 12 months work will be underway to ensure this saving is achievable through this mechanism.				
EIA already undertaken <a href="http://barnet.moderngov.co.uk/documents/s6649/NSCSO.pdf">http://barnet.moderngov.co.uk/documents/s6649/NSCSO.pdf</a>	Savings through reduction in contract costs Contractual savings from CSG contract for support and customer services. The contract went live in September 2013 and saving will be delivered in full. The quality of service specified will be as good as, if not better, than current delivery.	(2,100,000)			
No EIA required	Savings through reduction on spend on external barristers Reduction in expenditure on external lawyers based on use of panel of barristers where better rates have been agreed. This is not expected to have an impact on service delivery.	(200,000)			
Dependency Council's Managing Organisation Change Policy	Savings through reduction in staff costs There are savings to be achieved through a further staffing restructure across the Commissioning Group.	(276,000)			
No EIA required	Savings through reduction in expenditure on fees London Councils have reduced their grants programme significantly over the last 2 years. Barnet Council's contribution to the London Councils fund – by way of a levy – has also reduced. This saving can therefore be achieved within the existing agreement with London Councils.	(249,000)			
	This proposal is in respect of reducing the cost of the remaining Council IT expenditure that does not form part of the CSG contract. The total of this spend across the organisation is approximately £1m per annum. This proposal would reduce this by approximately 10% in 2016/17.		(140,000)		
	Budget proposals for 2016-20 include efficiency savings on third party contracts by approximately 2% per annum. This saving is in respect of the Commissioning Group and Assurance contract spend. The main areas of contract spend in this area include communications and engagement contracts, internal audit and insurance. The overall budget envelope includes provision for contract inflation of 2.5% per annum, so this saving could be made either from containing inflation on contracts, or through improved contract management and negotiation of better rates.		(62,000)	(46,000)	(44,000)
	Budget proposals for 2016-20 include workforce efficiency savings of approximately 10% of the relevant delivery unit employee budgets. As government funding for local government services continues to reduce, all Council delivery units will need to review their workforce budgets to ensure that they can improve efficiency. At this stage, it is expected that this saving can be met without impacting on service delivery, but this assumption will need to be tested throughout the period to 2020. Corporate initiatives such as the review of terms and conditions, and the unified pay project, will support delivery units in achieving this saving. Delivery units will also need to review performance management, use of agency staff, management layers and productivity to ensure that this saving can be achieved. For the commissioning group and assurance, workforce savings are already being delivered for 2015/16, so this saving will be in addition to plans already under development.		(580,000)	(50,000)	
	The bulk of this saving has already been achieved through a revised Scheme of Members Allowances that was agreed by Council on 15 July. The new scheme of Allowances- reflecting the replacement of Cabinet and Scrutiny with eight theme committees- produced a saving of £90,358. In addition, a further £29,541 was saved as no Member may receive more than one Special Responsibility Allowance and some of the SRA paying posts were held by members already in receipt of an SRA. There are underspends in the budget that will fund the remaining savings.		(140,000)		

Policy & Resources	2015/16 £	2016/17 £	2017/18 £	2018/19 £	2019/20 £
<p>There are a number of opportunities to share services with other local authorities in respect of services in the commissioning group and assurance. These services include health and safety, emergency planning, insurance, internal audit and governance. In practice, this saving would involve shared management of these functions between Barnet and another local authority. Similar arrangements are already in place with Harrow and Brent Council and other bodies in respect of legal services and public health. To generate a saving of £105k, this would involve sharing 2 to 3 management posts with another borough for these services. No firm proposals are currently in place to deliver this saving, but options are being considered to ensure that this is deliverable before 2018.</p>				(104,581)	
<p>The Council is required to budget each year for costs associated with the repayment of principle on borrowing costs. This is known as "minimum revenue provision", and is prescribed as part of CIPFA accounting guidance. A review has been undertaken of the Council's MRP calculation, and it concludes that the annual charge is £1m more prudent than is necessary. This dates back to the original calculation made when the current capital financing regime came into place in 2004. This approach has been agreed with the Council's external auditors and is still considered to be a prudent approach.</p>		(1,000,000)			
<p>Barnet Council revised its redundancy terms and conditions back in 2011 which led to a reduction in individual redundancy payments. This approach was consistent with many other Councils at the time. This, along with a lower level of redundancies per annum (partly arising from the outsourcing of services to CSG and Re) means that the annual budget that the Council sets aside for redundancy can be reduced by £1m per annum.</p>		(1,100,000)			
<p>Reduction in spending on annual subscriptions and membership fees to organisations which the Council is currently a member of. Review of spending on annual subscriptions and membership fees to take place in 2015, with recommendations on where to make savings.</p>		(400,000)			
<p>The Council sets aside a budget each year to fund future borrowing costs for additional capital expenditure. This budget is approximately 4.5% of additional capital costs. Over recent years, the Council has not borrowed to fund additional capital expenditure, instead it has used cash balances. In addition, the interest rate on loans is currently less than 4%, leading to an annual saving. If future borrowing costs remain below 4%, then a saving of £3m over the period to 2020 is achievable. If interest rates increase, then the Council will be able to generate additional interest income on deposits, so this saving would also be achievable.</p>		(1,000,000)	(1,000,000)	(1,000,000)	
<p>Savings on management and operational costs by merging Barnet's senior management team, commissioning, strategy and corporate functions with another Local Authority - similar to the 'Tri-Borough' model of Westminster, Hammersmith &amp; Fulham and Kensington &amp; Chelsea</p>				(639,000)	
<p>The Customer Access Strategy will use insight about customers and their experiences to design improvements to the council's existing customer services model. It is expected that the strategy will identify a number of opportunities to make savings by increased channel shift away from face to face, increased use of the Coventry contact centre, changes in service standards and exploring possibilities for income generation.</p>				(500,000)	
<p>The Council entered into the CSG contract for customer and back office services in the autumn of 2013. This contract will deliver a total £125m saving over a 10 year period. Within this £125m this includes a reduction in the cost of back office services of £70m, or £7m per annum (average across the contract). The contract price has already reduced by £6m per annum and forms part of the Councils existing budget and MTFs. A further reduction of £1.5m is guaranteed by year 5 of the contract, meaning that an additional saving can be included in the Councils budget for 2018/19 and 2019/20 as set out here.</p>				(500,000)	(1,000,000)
	<b>(2,925,000)</b>	<b>(4,422,000)</b>	<b>(1,096,000)</b>	<b>(2,788,581)</b>	<b>(1,044,000)</b>

Policy & Resources		2015/16 £	2016/17 £	2017/18 £	2018/19 £	2019/20 £
<b>Service Reductions</b>						
No EIA required	Savings through reduced expenditure on external specialist training Reduction to Member training budget. This reduction will limit the availability of high quality specialist training obtained from external sources and may restrict development opportunities available to Members.  This reduction will not impact the ability to induct new Members and to provide essential relevant training and briefings through alternative methods.	(25,000)				
		<b>(25,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Growth &amp; Income</b>						
No EIA required	Successful prosecutions of criminals with releasable assets Proceeds are from crime prosecutions. Where the Council has been successful in prosecuting criminals that have releasable assets, the court awards a Proceeds of Crime (POCA) against them of which the council can secure a percentage.  The Council is proposing to increase fees and charges by 2% above inflation for the period 2016-20 Impact of increasing CTS to 20%	(50,000)				
			(500,000)	(500,000)	(500,000)	(500,000)
			(1,026,000)			
		<b>(50,000)</b>	<b>(1,526,000)</b>	<b>(500,000)</b>	<b>(500,000)</b>	<b>(500,000)</b>
<b>Pressures</b>						
Contingency	General provision for risks in service areas	188,285	(9,000)	443,000	670,000	418,000
Contingency	General provision for inflation	3,936,000	4,406,000	4,484,000	4,562,000	4,642,000
Contingency	Legislative pressures - Care Act	1,409,000				
	Capital Financing		1,500,000	1,500,000	1,000,000	1,500,000
Levies	Increase in Concessionary Fares	214,000	227,000	255,000	292,000	346,000
		<b>5,747,285</b>	<b>6,124,000</b>	<b>6,682,000</b>	<b>6,524,000</b>	<b>6,906,000</b>
<b>Budget</b>		<b>89,882,259</b>	<b>89,658,259</b>	<b>94,744,259</b>	<b>97,979,678</b>	<b>103,341,678</b>
		2,747,285	(224,000)	5,086,000	3,235,419	5,362,000

## Revenue Budget 2015-2016

### Special Parking Account

APPENDIX D2 - REVENUE BUDGET 2015/16

	2014-2015	2014-2015	2015-2016
	Original Estimate	Current Estimate	Original Estimate
	£	£	£
<b>Income</b>			
Penalty Charge Notices	(6,810,010)	(6,565,010)	(6,635,010)
Permits	(2,180,000)	(2,180,000)	(2,220,000)
Pay & Display	(3,080,000)	(3,060,000)	(3,060,000)
CCTV Bus lanes	(675,000)	(870,000)	(870,000)
<b>Total Income</b>	<b>(12,745,010)</b>	<b>(12,675,010)</b>	<b>(12,785,010)</b>
Operating Expenditure	5,114,370	5,364,235	5,364,235
<b>Net Operating Surplus</b>	<b>(7,630,640)</b>	<b>(7,310,775)</b>	<b>(7,420,775)</b>
Add Capital Expenditure / Debt Charge			
<b>Net Expenditure in Year</b>	<b>(7,630,640)</b>	<b>(7,310,775)</b>	<b>(7,420,775)</b>
Balance brought forward	0	0	0
Appropriation to General Fund	7,630,640	7,310,775	7,420,775
<b>Balance Carried Forward</b>	<b>0</b>	<b>0</b>	<b>0</b>

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

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

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

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APPENDIX E1 - THEME COMMITTEE CAPITAL PROGR/

Theme Committee	2014/15 Funding														
	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	RCCO/ MIRA	Other (incl. S106)	Development Reserve	Capital Reserve	Capital Receipts	Borrowing	Total 2014/15
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Adults & safeguarding	1,756	2,321	315				4,392	1,615					141		1,756
Assets, Regeneration & Growth	14,683	17,428	19,250	19,195	2,100	100	72,756	872	5	8,403			17	5,386	14,683
Children's Education, Libraries & safeguarding	32,509	53,930	41,398	16,775	25,400	25,400	195,411	20,585	376	4,385		304	1,460	5,399	32,509
Community Leadership	814						814		814						814
Environment	16,808	28,420	16,450	9,100	8,450	7,525	86,753	8,527	3,527	449	130		831	3,343	16,808
Housing	2,006	7,893	3,050	2,500	2,550	2,600	20,599	923	22			122	33	905	2,006
Policy & Resources	2,210	26,468	1,805	1,000	1,000	1,000	33,483						1,059	1,151	2,210
<b>Total - General Fund</b>	<b>70,786</b>	<b>136,459</b>	<b>82,268</b>	<b>48,570</b>	<b>39,500</b>	<b>36,625</b>	<b>414,207</b>	<b>32,522</b>	<b>4,744</b>	<b>13,238</b>	<b>130</b>	<b>426</b>	<b>3,541</b>	<b>16,185</b>	<b>70,786</b>
Housing Revenue Account	27,819	49,508	31,424	25,171	19,493		153,415		26,332	937			550		27,819
<b>Total - all services</b>	<b>98,605</b>	<b>185,967</b>	<b>113,692</b>	<b>73,741</b>	<b>58,993</b>	<b>36,625</b>	<b>567,622</b>	<b>32,522</b>	<b>31,076</b>	<b>14,174</b>	<b>130</b>	<b>426</b>	<b>4,091</b>	<b>16,185</b>	<b>98,605</b>

APPENDIX E1 - THEME COMMITTEE CAPITAL PROGRJ

Theme Committee	2015/16 Funding								2016/17 Funding							
	Grants £000	RCCO/ MRA £000	Other (incl. S106) £000	Development Reserve £000	Capital Reserve £000	Capital Receipts £000	Borrowing £000	Total 2015/16 £000	Grants £000	RCCO/ MRA £000	Other (incl. S106) £000	Development Reserve £000	Capital Reserve £000	Capital Receipts £000	Borrowing £000	Total 2016/17 £000
Adults & safeguarding	2,321						2,321	315								315
Assets, Regeneration & Growth	1,652		6,348		6,800	2,300	17,428	328					10,885		100	19,250
Children's Education, Libraries & safeguarding	31,626	341	1,111		10	5,682	53,930	10,982			1,506				28,910	41,398
Community Leadership																
Environment	5,174	12	1,901	110		725	28,420	20,499							16,450	16,450
Housing	929		1,416			548	7,893	870							2,180	3,050
Policy & Resources					8,900	14,271	26,468	2,642	45					10	1,750	1,805
<b>Total - General Fund</b>	<b>41,701</b>	<b>1,008</b>	<b>10,776</b>	<b>110</b>	<b>15,710</b>	<b>23,526</b>	<b>136,459</b>	<b>43,628</b>	<b>45</b>	<b>9,771</b>	<b>10,885</b>	<b>10</b>	<b>10,885</b>	<b>49,390</b>	<b>82,268</b>	
<b>Housing Revenue Account</b>		<b>31,157</b>	<b>894</b>			<b>16,414</b>	<b>49,508</b>	<b>1,043</b>	<b>22,326</b>	<b>698</b>				<b>8,400</b>	<b>31,424</b>	
<b>Total - all services</b>	<b>41,701</b>	<b>32,165</b>	<b>11,670</b>	<b>110</b>	<b>15,710</b>	<b>39,940</b>	<b>185,967</b>	<b>44,671</b>	<b>22,371</b>	<b>10,469</b>	<b>10,885</b>	<b>10</b>	<b>10,885</b>	<b>57,790</b>	<b>113,692</b>	



APPENDIX E1 - THEME COMMITTEE CAPITAL PROGR

Theme Committee	2017/18 Funding							2018/19 Funding								
	Grants £000	RCCO/MRA £000	Other (incl. S106) £000	Development Reserve £000	Capital Reserve £000	Capital Receipts £000	Borrowing £000	Total 2017/18 £000	Grants £000	RCCO/MRA £000	Other (incl. S106) £000	Development Reserve £000	Capital Reserve £000	Capital Receipts £000	Borrowing £000	Total 2018/19 £000
Adults & safeguarding																
Assets, Regeneration & Growth			6,000		13,095		100	19,195					2,000		100	2,100
Children's Education, Libraries & safeguarding	7,000						9,775	16,775	7,000						18,400	25,400
Community Leadership																
Environment							9,100	9,100							8,450	8,450
Housing	870						1,630	2,500	870						1,680	2,550
Policy & Resources							1,000	1,000							1,000	1,000
<b>Total - General Fund</b>	<b>7,870</b>		<b>6,000</b>		<b>13,095</b>		<b>21,605</b>	<b>48,570</b>	<b>7,870</b>				<b>2,000</b>		<b>29,630</b>	<b>39,500</b>
Housing Revenue Account		21,521	650				3,000	25,171		18,941	552					19,493
<b>Total - all services</b>	<b>7,870</b>	<b>21,521</b>	<b>6,650</b>		<b>13,095</b>		<b>24,605</b>	<b>73,741</b>	<b>7,870</b>	<b>18,941</b>	<b>552</b>		<b>2,000</b>		<b>29,630</b>	<b>58,993</b>

APPENDIX E1 - THEME COMMITTEE CAPITAL PROGR

Theme Committee	2019/20 Funding										Total Funding					
	Grants £000	RCCO/ MRA £000	Other (incl. S106) £000	Development Reserve £000	Capital Reserve £000	Capital Receipts £000	Borrowing £000	Total 2019/20 £000	Grants £000	RCCO/ MRA £000	Other (incl. S106) £000	Development Reserve £000	Capital Reserve £000	Capital Receipts £000	Borrowing £000	Total £000
Adults & safeguarding								4,251						141		4,392
Assets, Regeneration & Growth						100	100	2,524	5	29,017			32,780	2,317	6,114	72,756
Children's Education, Libraries & safeguarding	7,000					18,400	25,400	84,193	717	7,002		315	7,142		96,043	195,411
Community Leadership									814							814
Environment						7,525	7,525	13,701	3,538	2,350	240		1,556		65,367	86,753
Housing	870					1,730	2,600	5,332	22	1,416		122	581	13,125	20,599	
Policy & Resources						1,000	1,000		700			8,900	15,340	8,543	33,483	
<b>Total - General Fund</b>	<b>7,870</b>					<b>28,755</b>	<b>36,625</b>	<b>110,000</b>	<b>5,796</b>	<b>39,785</b>	<b>240</b>	<b>42,117</b>	<b>27,077</b>	<b>189,192</b>	<b>414,208</b>	
Housing Revenue Account									120,278	3,730			16,964	12,443	153,415	
<b>Total - all services</b>	<b>7,870</b>					<b>28,755</b>	<b>36,625</b>	<b>110,000</b>	<b>126,074</b>	<b>43,515</b>	<b>240</b>	<b>42,117</b>	<b>44,041</b>	<b>201,635</b>	<b>567,622</b>	

TOTAL CAPITAL FUNDING														
Adults & Safeguarding	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	RCCO/MRA	Other (incl. S106)	Capital Reserve	Capital Receipts	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Investing in IT	1,466	582					2,048	1,907				141		2,048
Centre for Independent Living	290	920	315				1,525	1,525						1,525
Social Care Capital Grant		819					819	819						819
	1,756	2,321	315				4,392	4,251				141		4,392

		TOTAL CAPITAL FUNDING													
		2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	RCCO/ MRA	Other (incl. S106)	Capital Reserve	Capital Receipts	Borrowing	Total
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Children's Education, Libraries &amp; safeguarding</b>															
Modernisation - Primary & Secondary		4,386	1,322	8								192	1,003		5,716
Urgent Primary Places - Temporary Allocated		1,059	330	250	250								1		1,889
Millbrook Park (MHE)		4,365	361							4,405		229	92		4,725
Orion Primary School		803	1,762							7		105	2,454		2,565
Moss Hall		736	91										827		827
Brunswick		562	142									201	503		704
Menorah Foundation		917	1,538									905	1,194		2,455
St Marys and St Johns		2,753	1,229							300			320		3,982
Martin Primary		532	146								91		587		678
Oakleigh School		133	22										155		155
Beis Yakov		348	25										373		373
St Joseph's RC Junior & St Joseph's RC Infants School		200	1,987												2,187
Monkfrith		400	3,405	150											3,955

TOTAL CAPITAL FUNDING														
Children's Education, Libraries & safeguarding	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	RCCO/ MRA	Other (incl. S106)	Capital Reserve	Capital Receipts	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Wren Academy	1,339	5,428	2,415				9,182	4,917				297	3,968	9,182
London Academy	1,253	5,704	2,000				8,957	5,732					3,225	8,957
Oak Hill Campus		250					250	250						250
Permanent Secondary Expansion Programme														
Christ College	859	55					915	715					200	915
Copthall	2,934	73					3,007	3,007						3,007
Compton	3,292	63					3,355	3,354					1	3,355
Oak Lodge Special School	897	2,362	3,000				6,259	2,679					3,580	6,259
Bishop Douglas	500						500	500						500
Infant Free School Meals Capital Fund	600						600	600						600
Other Projects														
Wave 1 - Whittings Hill	201						201						201	201
Wave 1 - Northway/Fairway	215						215					192	23	215

Children's Education, Libraries & safeguarding		TOTAL CAPITAL FUNDING													
		2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	RCCO/ MRA	Other (incl. S106)	Capital Reserve	Capital Receipts	Borrowing	Total
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Primary Capital Programme	832	30										149	713	862	
East Barnet & Project Faraday	414	200										190	424	614	
Temporary Bulge Classes															
Primary Programme		3,000	11,000	9,000	6,000	4,000	33,000	25,482		268			7,250	33,000	
Secondary Programme		8,000	8,000	1,000	15,000	19,000	51,000	13,000		1,238			36,762	51,000	
SEN		6,000	2,000	2,000	2,000		12,000	1,612		1,000		2,426	6,962	12,000	
Alternative Provision	53	4,000	4,000				8,053	7,053					1,000	8,053	
Contingency		1,574	5,325	4,025	2,300	2,300	15,524						15,524	15,524	
Short Breaks	56						56	56						56	
E Financial	237	10					248				147			248	
Education Systems	36	41					77			77				77	
Early Intervention System	298						298			131	167			298	

TOTAL CAPITAL FUNDING														
Children's Education, Libraries & safeguarding	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	RCCO/ MRA	Other (incl. S106)	Capital Reserve	Capital Receipts	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Implementation of libraries Strategy	572	1,665					2,257					2,257		2,257
2 year old offer	440	145					584	584						584
Libraries – commissioning plan 2015-2020		2,000					2,000						2,000	2,000
Early education - provision in west of borough							3,000						3,000	3,000
Social care placements - residential and fostering expansions		800	100	100	100	100	1,200						1,200	1,200
Information Management - replacement youth offending system and single view of data for children's	286	150	150	400			986	336					650	986
	32,509	53,930	41,398	16,775	25,400	25,400	195,411	84,193	717	7,002	315	7,142	96,043	195,411

TOTAL CAPITAL FUNDING														
	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	RCCO/ MRA	Other (incl. S106)	Capital Reserve	Capital Receipts	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Community Leadership</b>														
CCTV Installation	814						814		814					814
	814						814		814					814



TOTAL CAPITAL FUNDING															
Environment	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	RCCO/MRA	Other (incl. S106)	Development Reserve	Capital Reserve	Capital Receipts	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Improvements to Six of the Borough's Parks	14						14			14					14
Copthall Car Park	100						100							100	100
Old Court House - public toilets		40					40			40					40
Parks & Open Spaces and Tree Planting	417	156					572	123		449					572
Park Infrastructure	245	352	100				697	18		65				614	697
Waste	1,340	218					1,557		1,215				343		1,557
Weekly Collection Support Scheme	907	250					1,157	1,157							1,157
Fuel Storage Tank	60						60							60	60
Replacement Bins		250	250	250	250	250	1,250							1,250	1,250
Parks Equipment			100	100	100	100	300							300	300
Vehicles		500	100	750	100	800	2,250							2,250	2,250

TOTAL CAPITAL FUNDING															
Environment	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	RCCO/MRA	Other (incl. S106)	Development Reserve	Capital Reserve	Capital Receipts	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>HIGHWAYS TfL - LOCAL IMPLEMENTATION PLAN</b>															
Local Implementation Plan	1,489						1,489	1,489							1,489
Local Implementation Plan 2014/15	5,497						5,497	5,497							5,497
Local Implementation Plan 2015/16		4,505					4,505	4,505							4,505
Major Schemes	10						10	10							10
Bus stop Accessibility	21	401					422	422							422
Bridge Assessment	20						20	20							20
Air Quality Scheme	85						85	85							85
<b>HIGHWAYS non-TfL</b>															
Footway Reconstruction	4	115					119			76				43	119
Traffic Management		48					48			43				5	48
Colindale Development Area															
Reconstruction of Railway Bridges		850					850						29	821	850
Controlled Parking Zones		14					14			10				5	14

Environment	TOTAL CAPITAL FUNDING															
	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	RCCO/MRA	Other (incl. S106)	Development Reserve	Capital Reserve	Capital Receipts	Borrowing	Total	
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Colindale Station interchange		50					50			44				6	50	
Improvement & Signalisation and Infrastructure		356					356			356					356	
Public Transportation Improvements		103					103			98				5	103	
Pedestrian Improvements programme		262					262			262					262	
Colindale CPZ Parking Review Feasibility Study- Colindale Hospital		15					15			11				5	15	
Highways Investment Programme	56	540					595			531				65	595	
Travel Plan Implementation	59	131					190			165				25	190	
Carriageways	1,960	2,130	2,000				6,090						90	6,000	6,090	
Carriageways (Phase 2)	442						442		442						442	
Outstanding Transport Commitments on Completed Schemes	3						3						3		3	
Highways Planned Maintenance Works Programme	40						40				40				40	
CCTV Projects Retention		84					84						84		84	
Pavements	1,000	1,000	1,000				3,000							3,000	3,000	

TOTAL CAPITAL FUNDING															
Environment	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	RCCO/MRA	Other (incl. S106)	Development Reserve	Capital Reserve	Capital Receipts	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Pavements (Phase 2)	1,870						1,870		1,870						1,870
Pothole Fund	314						314	314							314
Saracens	38	17					55			55					55
Drainage Schemes	112	373					485	62						423	485
Road Traffic Act - Controlled Parking Zones	0	151					151			131			4	16	151
Parking	39						39			2			37		39
Lines and Signs	90	110					200				200				200
Parking Machines		12					12		12						12
Investment in Roads & Pavement		15,000	13,000	8,000	8,000	6,375	50,375							50,375	50,375
Hendon Cemetery & Crematorium Enhancement	577	390					967						967		967
	16,808	28,420	16,450	9,100	8,450	7,525	86,753	13,701	3,538	2,350	240		1,556	65,367	86,753

TOTAL CAPITAL FUNDING															
Housing	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	RCCO/MRA	Other (incl. S106)	Development Reserve	Capital Reserve	Capital Receipts	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Alexandra Road	33						33						33		33
Hostel Refurbishment Programme	122	148					270					122	148		270
Housing Association Development Programme - New Affordable Homes	1,750	1,416					1,416			1,416					1,416
Disabled Facilities Grants Programme	76	3,170	2,450	2,500	2,550	2,500	15,020	5,249	22				400	9,349	15,020
Empty Properties (45)	25	3,100	600				3,776							3,776	3,776
Disabled Facilities Grants Programme		59					84	84							84
	2,006	7,893	3,050	2,500	2,550	2,500	20,599	5,332	22	1,416		122	581	13,125	20,599

TOTAL CAPITAL FUNDING														
Policy & Resources	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	RCCO/ MRA	Other (incl. S106)	Capital Reserve	Capital Receipts	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Customer access Centre		2,992					2,992					2,992		2,992
Depot relocation	973	19,388	10				20,371				8,900	11,445	26	20,371
Community Centre	112	1,445	45				1,603		700			903		1,603
Asset Management	1,125	1,892	1,000	1,000	1,000	1,000	7,017						7,017	7,017
Information Management		750	750				1,500						1,500	1,500
	2,210	26,468	1,805	1,000	1,000	1,000	33,483		700		8,900	15,340	8,543	33,483

Assets, Regeneration & Growth	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	Total	TOTAL CAPITAL FUNDING							Total
	£000	£000	£000	£000	£000	£000	£000	Grants	RCCO/MRA	Other (incl. S106)	Development Reserve	Capital Reserve	Capital Receipts	Borrowing	£000
GF Regeneration		2,478					2,478						2,300	178	2,478
Mill Hill East	17	150	100	100	100	100	567						17	550	567
Outer London Fund - Cricklewood	661						661	287		158				236	661
Outer London Fund - North Finchley	755						755	605						150	755
BXC - Funding for land acquisition	8,000	6,000	6,000	6,000			26,000		26,000						26,000
Graham Park Regeneration - Building works	5,000						5,000							5,000	5,000
Graham Park Regeneration - Infrastructure improvements	250	2,000	4,000	3,245			9,495	1,652	5	2,859		4,890			9,495
Collindale - Lanacre Ave/Aerodrome rd Junction		500	2,600	2,700			5,800					5,800			5,800
Collindale - Grahame park decant programme		2,000	3,000	4,600			9,600					9,600			9,600
West Hendon Highway Improvement		300	1,550	1,550			3,400					3,400			3,400
Town Centre		1,000	1,000	1,000	2,000		5,000					5,000			5,000
Thames Link Station		3,000	1,000				4,000					4,000			4,000
	14,683	17,428	19,250	19,195	2,100	100	72,756	2,524	5	29,017		32,780	2,317	6,114	72,756

Housing Revenue Account	TOTAL CAPITAL FUNDING													
	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	RCCO/ MRA	Other (incl. S106)	Capital Reserve	Capital Receipts	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Major Works (excl Granv Rd)	7,637	9,402	8,438	8,101	6,331		39,908		38,975	933				39,908
Granville Road	20	273					293		293					293
Regeneration	3,773	3,151	2,506	2,065	1,684		13,181		12,621	560				13,181
Misc - Repairs	1,316	942	2,020	2,073	2,348		8,698		8,512	187				8,698
M&E/ GAS	12,543	16,572	8,254	8,079	6,826		52,273		50,595	1,679				52,273
Voids and Lettings	1,980	1,712	1,806	1,853	2,305		9,655		9,282	373				9,655
New Affordable Homes	550	7,750					8,300					8,300		8,300
Advanced Acquisitions (Regen Estates)		4,773	2,000	2,000			8,773					4,773	4,000	8,773
Moreton Close		4,934	6,400	1,000			12,334					3,891	8,443	12,334
	27,819	49,508	31,424	25,171	19,493		153,415		120,278	3,730		16,964	12,443	153,415



APPENDIX E2 - CAPITAL PROGRAMME BY DELIVERY UNIT -

SERVICE	2014/15 Funding															
	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	RCCO/ MRA	Other (incl. S106)	Development Reserve	Capital Reserve	Capital Receipts	Borrowing	Total 2014/15	
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Adults and Communities	2,570	2,321	315				5,206	1,615	814				141		2,570	
Children's education	30,583	49,099	38,148	16,275	25,300	25,300	184,705	19,803	108	4,385			888	5,399	30,583	
Children's family services	1,925	4,831	3,250	500	100	100	10,706	782	268			304	572		1,925	
Commercial	90	122					212				90				90	
Commissioning Group	2,210	26,468	1,805	1,000	1,000	1,000	33,483						1,059	1,151	2,210	
Re delivery unit	30,169	51,707	38,300	29,695	12,650	9,075	171,596	9,292	2,339	8,545	40		723	9,229	30,169	
Street Scene	3,082	1,765	450	1,100	450	1,150	7,997	1,030	1,215	307			125	405	3,082	
The Barnet Group	155	148					303					122	33		155	
<b>Total - General Fund</b>	<b>70,786</b>	<b>136,459</b>	<b>82,268</b>	<b>48,570</b>	<b>39,500</b>	<b>36,625</b>	<b>414,207</b>	<b>32,522</b>	<b>4,744</b>	<b>13,238</b>	<b>130</b>	<b>426</b>	<b>3,541</b>	<b>16,185</b>	<b>70,786</b>	
Housing Revenue Account	27,819	49,508	31,424	25,171	19,493		153,415		26,332	937			550		27,819	
<b>Total - all services</b>	<b>98,605</b>	<b>185,967</b>	<b>113,692</b>	<b>73,741</b>	<b>58,993</b>	<b>36,625</b>	<b>567,622</b>	<b>32,522</b>	<b>31,076</b>	<b>14,174</b>	<b>130</b>	<b>426</b>	<b>4,091</b>	<b>16,185</b>	<b>98,605</b>	

APPENDIX E2 - CAPITAL PROGRAMME BY DELIV

SERVICE	2015/16 Funding										2016/17 Funding						
	Grants	RCCO/IMRA	Other (incl. S106)	Development Reserve	Capital Reserve	Capital Receipts	Borrowing	Total 2015/16	Grants	RCCO/IMRA	Other (incl. S106)	Development Reserve	Capital Reserve	Capital Receipts	Borrowing	Total 2016/17	Grants
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Adults and Communities	2,321							2,321	315							315	
Children's education	31,432	300	1,111			3,987	49,099	10,982		1,506					25,660	38,148	7,000
Children's family services	195	41			10	1,685	4,831								3,250	3,250	
Commercial		12		110			122										
Commissioning Group		655			8,900	14,271	26,468			45					1,750	1,805	
Re delivery unit	7,486		9,405		6,800	3,207	51,707	870					10,885		18,280	38,300	870
Street Scene	268		261			218	1,765								450	450	
The Barnet Group						148	148										
<b>Total - General Fund</b>	<b>41,701</b>	<b>1,008</b>	<b>10,776</b>	<b>110</b>	<b>15,710</b>	<b>23,526</b>	<b>136,459</b>	<b>12,167</b>	<b>45</b>	<b>9,771</b>	<b>10,885</b>	<b>10,885</b>	<b>10</b>	<b>49,390</b>	<b>82,268</b>	<b>7,870</b>	
Housing Revenue Account		31,157	894			16,414	49,508		22,326	698				8,400	31,424		
<b>Total - all services</b>	<b>41,701</b>	<b>32,165</b>	<b>11,670</b>	<b>110</b>	<b>15,710</b>	<b>39,940</b>	<b>185,967</b>	<b>12,167</b>	<b>22,371</b>	<b>10,469</b>	<b>10,885</b>	<b>10,885</b>	<b>10</b>	<b>57,790</b>	<b>113,692</b>	<b>7,870</b>	

APPENDIX E2 - CAPITAL PROGRAMME BY DELIV

SERVICE	2017/18 Funding										2018/19 Funding				
	RCCO/MRA £000	Other (incl. S106) £000	Developme nt Reserve £000	Capital Reserve £000	Capital Receipts £000	Borrowing £000	Total 2017/18 £000	Grants £000	RCCO/MRA £000	Other (incl. S106) £000	Developme nt Reserve £000	Capital Reserve £000	Capital Receipts £000	Borrowing £000	Total 2018/19 £000
Adults and Communities															
Children's education						16,275	7,000							18,300	25,300
Children's family services						500								100	100
Commercial															
Commissioning Group						1,000								1,000	1,000
Re delivery unit		6,000		13,095		9,730	870					2,000		9,780	12,650
Street Scene						1,100								450	450
The Barnet Group															
<b>Total - General Fund</b>		<b>6,000</b>		<b>13,095</b>		<b>21,605</b>	<b>7,870</b>				<b>2,000</b>			<b>29,630</b>	<b>39,500</b>
Housing Revenue Account	21,521	650				3,000		18,941	552						19,493
<b>Total - all services</b>	<b>21,521</b>	<b>6,650</b>		<b>13,095</b>		<b>24,605</b>	<b>7,870</b>	<b>18,941</b>	<b>552</b>		<b>2,000</b>			<b>29,630</b>	<b>58,993</b>

APPENDIX E2 - CAPITAL PROGRAMME BY DELIV

SERVICE	2019/20 Funding											Total Funding				
	Grants	RCCO/ MRA	Other (incl. S106)	Development Reserve	Capital Reserve	Capital Receipts	Borrowing	Total 2019/20	Grants	RCCO/ MRA	Other (incl. S106)	Development Reserve	Capital Reserve	Capital Receipts	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Adults and Communities								4,251	814					141		5,206
Children's education	7,000						18,300	83,216	409	7,002				4,885	89,193	184,705
Children's family services							100	976	308				315	2,257	6,850	10,706
Commercial									12		200					212
Commissioning Group							1,000		700				8,900	15,340	8,543	33,483
Re delivery unit	870						8,205	20,258	2,339	32,215	40		32,780	3,930	80,032	171,596
Street Scene							1,150	1,298	1,215	568				343	4,574	7,997
The Barnet Group													122	181		303
<b>Total - General Fund</b>	<b>7,870</b>						<b>28,755</b>	<b>110,000</b>	<b>5,796</b>	<b>39,785</b>	<b>240</b>		<b>42,117</b>	<b>27,077</b>	<b>189,192</b>	<b>414,208</b>
Housing Revenue Account									120,278	3,730				16,964	12,443	153,415
<b>Total - all services</b>	<b>7,870</b>						<b>28,755</b>	<b>110,000</b>	<b>126,074</b>	<b>43,515</b>	<b>240</b>		<b>42,117</b>	<b>44,041</b>	<b>201,635</b>	<b>567,622</b>

TOTAL CAPITAL FUNDING														
Adults and Communities	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	RCCO/ MRA	Other (incl. S106)	Capital Reserve	Capital Receipts	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Investing in IT	1,466	582					2,048	1,907				141		2,048
Centre for Independent Living	290	920	315				1,525	1,525						1,525
CCTV Installation	814						814		814					814
Social Care Capital Grant		819					819	819						819
	2,570	2,321	315				5,206	4,251	814			141		5,206

TOTAL CAPITAL FUNDING														
Children's Education	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	RCCO/ MRA	Other (incl. S106)	Capital Reserve	Capital Receipts	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Modernisation - Primary & Secondary	4,386	1,322	8				5,716	4,519	2			192	1,003	5,716
Urgent Primary Places - Temporary Allocated	1,059	330	250	250			1,889	1,888					1	1,889
Millbrook Park (MHE)	4,365	361					4,725			4,405		229	92	4,725
Orion Primary School	803	1,762					2,565		7			105	2,454	2,565
Moss Hall	736	91					827						827	827
Brunswick	562	142					704					201	503	704
Menorah Foundation	917	1,538					2,455	256	100			905	1,194	2,455
St Marys and St Johns	2,753	1,229					3,982	3,362	300				320	3,982
Martin Primary	532	146					678			91			567	678
Oakleigh School	133	22					155						155	155
Beis Yakov	348	25					373						373	373
St Joseph's RC Junior & St Joseph's RC Infants School	200	1,987					2,187	2,187						2,187
Monkfrith	400	3,405	150				3,955	2,105					1,850	3,955
Wren Academy	1,339	5,428	2,415				9,182	4,917				297	3,968	9,182
London Academy	1,253	5,704	2,000				8,957	5,732					3,225	8,957
Oak Hill Campus		250					250	250						250
Permanent Secondary Expansion Programme														
Christ College	859	55					915	715					200	915
Cophthall	2,934	73					3,007	3,007						3,007
Compton	3,292	63					3,355	3,354					1	3,355
Oak Lodge Special School	897	2,362	3,000				6,259	2,679					3,580	6,259
Bishop Douglas	500						500	500						500
Infant Free School Meals Capital Fund	600						600	600						600

TOTAL CAPITAL FUNDING														
Children's Education	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	RCCO/MRA	Other (incl. S106)	Capital Reserve	Capital Receipts	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Other Projects														
Wave 1 - Whittings Hill	201						201						201	201
Wave 1 - Northway/Fairway	215						215					192	23	215
Primary Capital Programme	832	30					862					149	713	862
East Barnet & Project Faraday	414	200					614					190	424	614
Temporary Bulge Classes														
Primary Programme		3,000	11,000	9,000	6,000	4,000	33,000	25,462		268			7,250	33,000
Secondary Programme		8,000	8,000	1,000	15,000	19,000	51,000	13,000		1,238			36,762	51,000
SEN		6,000	2,000	2,000	2,000		12,000	1,612	0	1,000		2,426	6,962	12,000
Alternative Provision	53	4,000	4,000				8,053	7,053					1,000	8,053
Contingency		1,574	5,325	4,025	2,300	2,300	15,524						15,524	15,524
	<b>30,583</b>	<b>49,099</b>	<b>38,148</b>	<b>16,275</b>	<b>25,300</b>	<b>25,300</b>	<b>184,705</b>	<b>83,216</b>	<b>409</b>	<b>7,002</b>		<b>4,885</b>	<b>89,193</b>	<b>184,705</b>
														<b>-0.0024</b>

Children's Education	TOTAL CAPITAL FUNDING													
	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	RCCO/ MRA	Other (incl. S/06)	Capital Reserve	Capital Receipts	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
	30,583.40	49,098.53	38,147.60	16,275.00	25,300.00	25,300.00	184,569.53	82,615.78	408.64	7,001.63	0.00	4,885.13	89,657.99	184,569.19
	0.006718	0.274460	0.000000	0.000000	0.000000	0.000000	135.281178	600.619979	0.000000	0.000000	0.000000	0.000000	-464.994980	135.624989
														-0.35
														0.343821



TOTAL CAPITAL FUNDING															
	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	RCCO/ MRA	Other (incl. S106)	Development Reserve	Capital Reserve	Capital Receipts	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Commercial															
Lines and Signs	90	110					200				200				200
Parking Machines		12					12		12						12
	90	122					212		12		200				212

TOTAL CAPITAL FUNDING														
Children's Family Services	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	RCCO/ MRA	Other (incl. S106)	Capital Reserve	Capital Receipts	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Short Breaks	56						56	56						56
E Financial	237	10					248		100		147			248
Education Systems	36	41					77		77					77
Early Intervention System	298						298		131		167			298
Implementation of libraries Strategy	572	1,685					2,257					2,257		2,257
2 year old offer	440	145					584	584						584
Libraries – commissioning plan 2015-2020		2,000					2,000						2,000	2,000
Early education - provision in west of borough			3,000				3,000						3,000	3,000
Social care placements - residential and fostering expansions		800	100	100	100	100	1,200						1,200	1,200
Information Management - replacement youth offending system and single view of data for children's	286	150	150	400			986	336					650	986
	1,925	4,831	3,250	500	100	100	10,706	976	308		315	2,257	6,850	10,706

Appendix E - Capital Programme by Delivery Unit										TOTAL CAPITAL FUNDING					
Commissioning Group	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	RCCO/MRA	Other (incl. S106)	Capital Reserve	Capital Receipts	Borrowing	Total	
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
Customer access Centre		2,992					2,992					2,992		2,992	
Depot relocation	973	19,388	10				20,371				8,900	11,445	26	20,371	
Community Centre	112	1,445	45				1,603		700			903		1,603	
Asset Management	1,125	1,892	1,000	1,000	1,000	1,000	7,017						7,017	7,017	
Information Management		750	750				1,500						1,500	1,500	
	2,210	26,468	1,805	1,000	1,000	1,000	33,483		700		8,900	15,340	8,543	33,483	

Re delivery unit	TOTAL CAPITAL FUNDING										Total				
	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	RCCO/ MRA	Other (incl. S106)		Development Reserve	Capital Reserve	Capital Receipts	Borrowing
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>HIGHWAYS TfL - LOCAL IMPLEMENTATION PLAN</b>															
Local Implementation Plan	1,489						1,489								1,489
Local Implementation Plan 2014/15	5,497						5,497								5,497
Local Implementation Plan 2015/16		4,505					4,505								4,505
Major Schemes	10						10								10
Bus stop Accessibility	21	401					422								422
Bridge Assessment	20						20								20
Air Quality Scheme	85						85								85
<b>HIGHWAYS non-TfL</b>															
Footway Reconstruction	4	115					119		76					43	119
Traffic Management		48					48		43					5	48
Colindale Development Area													29		
Reconstruction of Railway Bridges		850					850							821	850
Controlled Parking Zones		14					14		10					5	14
Colindale Station interchange		50					50		44					6	50
Improvement & Signalisation and Infrastructure		356					356		356					5	356
Public Transportation Improvements		103					103		98					5	103
Pedestrian Improvements programme		262					262		262					5	262
Colindale CPZ Parking Review Feasibility Study- Colindale Hospital		15					15		11					5	15

Re delivery unit	TOTAL CAPITAL FUNDING														
	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	RCCO/ MRA	Other (incl. S106)	Development Reserve	Capital Reserve	Capital Receipts	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Highways Investment Programme	56	540					595			531				65	595
Travel Plan Implementation	59	131					190			165				25	190
Carriageways	1,960	2,130	2,000				6,090						90	6,000	6,090
Carriageways (Phase 2)	442						442								442
Outstanding Transport Commitments on Completed Schemes	3						3						3		3
Highways Planned Maintenance Works Programme	40						40				40				40
CCTV Projects Retention		84					84						84		84
Pavements	1,000	1,000	1,000				3,000							3,000	3,000
Pavements (Phase 2)	1,870						1,870		1,870						1,870
Pothole Fund	314						314								314
Saracens	38	17					55			55					55
Drainage Schemes	112	373					485							423	485
Road Traffic Act - Controlled Parking Zones	0	151					151						4	16	151
Parking	39						39						37		39
Investment in Roads & Pavement		15,000	13,000	8,000	8,000	6,375	50,375							50,375	50,375

Re delivery unit	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	RCCO/ MRA	Other (incl. S106)	Development Reserve	Capital Reserve	Capital Receipts	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
GF Regeneration		2,478					2,478						2,300	178	2,478
Mill Hill East	17	150	100	100	100	100	567						17	550	567
Outer London Fund - Cricklewood	661						661	267		158				236	661
Outer London Fund - North Finchley	755						755	605						150	755
BXC - Funding for land acquisition	8,000	6,000	6,000	6,000			26,000			26,000					26,000
Graham Park Regeneration -Building works	5,000						5,000							5,000	5,000
Graham Park Regeneration -Infrastructure improvements	250	2,000	4,000	3,245			9,495	1,652	5	2,859	4,960				9,495
Collindale - Lanacre Ave/Aerodrome rd Junction		500	2,600	2,700			5,800				5,800				5,800
Collindale - Grahame park decant programme		2,000	3,000	4,600			9,600				9,600				9,600
West Hendon Highway Improvement		300	1,550	1,550			3,400				3,400				3,400
Town Centre		1,000	1,000	1,000			5,000				5,000				5,000
Thames Link Station		3,000	1,000				4,000				4,000				4,000
Housing Association Development Programme - New Affordable Homes		1,416					1,416			1,416					1,416
Hendon Cemetery & Crematorium Enhancement	577	390					967						967		967
Disabled Facilities Grants Programme	1,750	3,170	2,450	2,500	2,550	2,600	15,020	5,249	22				400	9,349	15,020
Empty Properties (45)	76	3,100	600				3,776	84						3,776	3,776
DECC - Fuel Poverty	25	59					84								84
	30,169	51,707	38,300	29,695	12,650	9,075	171,596	20,268	2,339	32,215	40	32,780	3,930	80,032	171,596

Streetscene	TOTAL CAPITAL FUNDING										Total					
	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	RCCO/ MRA	Other (incl. S106)		Development Reserve	Capital Reserve	Capital Receipts	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000		£000	£000	£000	£000	£000
Improvements to Six of the Borough's Parks	14						14			14					14	
Copthall Car Park	100						100							100	100	
Old Court House - public toilets		40					40			40					40	
Parks & Open Spaces and Tree Planting	417	156					572	123		449					572	
Park Infrastructure	245	352	100				697	18		65				614	697	
Waste	1,340	218					1,557		1,215				343		1,557	
Weekly Collection Support Scheme	907	250					1,157	1,157							1,157	
Fuel Storage Tank	60						60							60	60	
Replacement Bins		250	250	250	250	250	1,250							1,250	1,250	
Parks Equipment			100	100	100	100	300							300	300	
Vehicles		500	100	750	100	800	2,250							2,250	2,250	
	3,082	1,765	450	1,100	450	1,150	7,997	1,298	1,215	568			343	4,574	7,997	

TOTAL CAPITAL FUNDING														
Barnet Group	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	RCCO/MRA	Other (incl. S106)	Capital Reserve	Capital Receipts	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Alexandria Road	33						33					33		33
Hostel Refurbishment Programme	122	148					270				122	148		270
	155	148					303				122	181		303



TOTAL CAPITAL FUNDING														
Housing Revenue Account	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	RCCO/ MRA	Other (incl. S106)	Capital Reserve	Capital Receipts	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Major Works (excl Granv Rd)	7,637	9,402	8,438	8,101	6,331		39,908		38,975	933				39,908
Granville Road	20	273					293		293					293
Regeneration	3,773	3,151	2,506	2,065	1,684		13,181		12,621	560				13,181
Misc - Repairs	1,316	942	2,020	2,073	2,348		8,698		8,512	187				8,698
M&E/ GAS	12,543	16,572	8,254	8,079	6,826		52,273		50,595	1,679				52,273
Voids and Lettings	1,980	1,712	1,806	1,853	2,305		9,655		9,282	373				9,655
New Affordable Homes	550	7,750					8,300					8,300		8,300
Advanced Acquisitions (Regen Estates)		4,773	2,000	2,000			8,773					4,773	4,000	8,773
Moreton Close		4,934	6,400	1,000			12,334					3,891	8,443	12,334
	27,819	49,508	31,424	25,171	19,493		153,415		120,278	3,730		16,964	12,443	153,415

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**London Borough of Barnet**  
**Treasury Management Strategy Statement**  
**and Investment Strategy revised 2014/15**  
**2015/16 to 2017/18**

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**Annexes**

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

## 1. Background

- 1.1 The Chartered Institute of Public Finance and Accountancy's Code of Practice for Treasury Management in Public Services (the "CIPFA TM Code") and the Prudential Code require local authorities to determine the Treasury Management Strategy Statement (TMSS) and Prudential Indicators on an annual basis. The TMSS also incorporates the Investment Strategy as required under the Communities and Local Government (CLG) Department's Investment Guidance.
- 1.2 In accordance with the requirements of the Prudential Code, the Council adopted the CIPFA Treasury Management Code on 3 January 2003 and it has incorporated the changes from the revised CIPFA Code of Practice (2011) into its treasury policies, procedures and practices.
- 1.3 CIPFA has defined Treasury Management as:  
"the management of the organisation's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."
- 1.4 The Council is responsible for its treasury decisions and activity. The Council is exposed to financial risks including the potential loss of invested funds and the revenue effects of changing interest rates. The successful identification, monitoring and control of risk is therefore central to the Council's treasury management strategy.
- 1.5 The strategy takes into account the impact of the Council's revenue budget and capital programme on the balance sheet position, the current and projected treasury position (Annex A), the Prudential Indicators (Annex B) and the outlook for interest rates (Annex C).
- 1.6 The purpose of this Treasury Management Strategy Statement is to approve:
  - Revisions to Treasury Management Strategy and Prudential Indicators for 2014-15
  - Treasury Management Strategy for 2015-16;
  - Annual Investment Strategy for 2015-16;
  - Prudential Indicators for 2015-16, 2016-17 and 2017-18 (Annex B)
  - MRP Statement. (See Para 9 ).
- 1.7 The main recommended revisions to the Treasury Management Strategy are: (Subject to investment advice for each new investment decision)
  - Maximum investment limit for non-specified investments, (more than one year), increased to £100 million and £50 million for more than two years.
  - Further diversification of financial instruments into more secure /higher yield asset classes in consultation with the Council's investment advisor.

- Decisions in respect of investments over two years will be taken in consultation with the Councils investment advisor and approved by the Chief Finance Officer.
- Following a competitive tender the Royal Bank of Scotland will be managing the Council bank contract and overnight investment with RBS is permitted.
- The prudential indicators have been updated to reflect the Council's capital programme and future borrowing requirement; and
- The strategy has been updates to reflect the latest forecast for interest rates. Base rate is expected to remain at 0.5% for most of 2015/16 and therefore the assumptions in the budget strategy for interest receipts remain the same.

## 2. Balance Sheet and Treasury Position

2.1. The underlying need to borrow for capital purposes, is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. These are the core drivers of treasury management activity. The estimates, based on the current Revenue Budget and Capital Programmes, are:

**Table 1 Balance Sheet Summary Analysis:**

	<b>31/03/2015 Estimate £000</b>	<b>31/03/2016 Estimate £000</b>	<b>31/03/2017 Estimate £000</b>	<b>31/03/2018 Estimate £000</b>
General Fund CFR	179,716	213,636	256,697	277,179
HRA CFR *	199,559	200,602	209,002	212,002
<b>Total CFR</b>	<b>379,275</b>	<b>414,238</b>	<b>465,699</b>	<b>489,181</b>
<b>Less:</b> Existing Profile of Borrowing and Other Long Term Liabilities	(321,194)	(320,860)	(320,487)	(320,114)
<b>Cumulative Gross Borrowing Requirement</b>	<b>58,081</b>	<b>93,378</b>	<b>145,212</b>	<b>169,066</b>
Usable Reserves	(120,000)	(60,000)	(60,000)	(60,000)
<b>Cumulative Net Borrowing Requirement/(Invest ments)</b>	<b>(61,919)</b>	<b>33,378</b>	<b>85,212</b>	<b>109,066</b>

\*\* This figure includes the HRA debt increase on account of Housing Reform of £102.580m.

2.2. The Council's level of physical debt and investments is linked to these components of the Balance Sheet. The current portfolio position is set out at **Annex A**. Market conditions, interest rate expectations and credit risk considerations will influence the Council's strategy in determining the borrowing and investment activity against the underlying Balance Sheet

position. The Council will ensure that net physical external borrowing (i.e. net of investments) will not exceed the CFR other than for short term cash flow requirements. A list of Prudential Indicators is set out in **Annex B**.

### Financing costs

- 2.3. The budget estimate for interest payments in 2015/16 is £11.9 million (including £6.85m for HRA borrowing) and for interest receipts is £1.703m. For the purpose of setting the budget, it has been assumed that new investments will be made at an average rate of 0.5%, and that new long-term loans will be borrowed at an average rate of 4.5%.
- 2.4. The Council may borrow funds in excess of the current level of its CFR up to the projected level in 2017/18. The Authority is likely to only borrow in advance of need if it felt the benefits of borrowing at interest rates now compared to where they are expected to be in the future, outweighs the current cost and risks associated with investing the proceeds until the borrowing was actually required. Given current interest rates, this situation is unlikely to occur in 2015/16.
- 2.5. The Council has an integrated treasury management strategy and manages its treasury position in accordance with its approved strategy and practices. Overall borrowing will arise as a consequence of all the financial transactions of the Council and not just those arising from capital spending reflected in the CFR.
- 2.6. The Council's balance of actual gross borrowing plus other long-term liabilities is shown in Annex A. This is measured in a manner consistent for comparison with the Operational Boundary and Authorised Limit.
- 2.7. The **Authorised Limit** sets the maximum level of external borrowing on a gross basis (i.e. not net of investments) and is the statutory limit determined under Section 3(1) of the Local Government Act 2003 (referred to in the legislation as the Affordable Limit).

<b>Authorised Limit for External Debt</b>	<b>2014/15 Revised £000</b>	<b>2015/16 Estimate £000</b>	<b>2016/17 Estimate £000</b>	<b>2017/18 Estimate £000</b>
Borrowing	504,235	507,527	531,664	531,780
Other Long-term Liabilities	32,114	31,780	31,407	31,034
<b>Total</b>	<b>536,349</b>	<b>539,307</b>	<b>563,071</b>	<b>562,814</b>

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

<b>Operational Boundary for External</b>	<b>2014/15 Revised</b>	<b>2015/16 Estimate</b>	<b>2016/17 Estimate</b>	<b>2017/18 Estimate</b>
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<b>Debt</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Borrowing	504,235	507,527	531,664	531,780
Other Long-term Liabilities	17,114	16,780	16,407	16,034
<b>Total</b>	<b>521,349</b>	<b>524,307</b>	<b>548,071</b>	<b>547,814</b>

### 3. Outlook For Interest Rates

3.1. The Council's Treasury adviser Arlingclose, forecasts a slow rise in official interest rates from August 2015 with the an average for 2015-16 of around 0.75%, though if the negative indicators from the Eurozone become more entrenched, the Bank of England is more likely to defer rate rises to later in the year. Arlingclose projects gilt yields to rise in the medium term.

3.2 The economic interest rate outlook provided by the Council's current treasury advisor, Arlingclose Ltd, is attached at Annex C. The Council will reappraise its strategy from time to time and, if needs be, realign it with evolving market conditions and expectations for future interest rates.

### 4. Borrowing Strategy

4.1 Treasury management and borrowing strategies in particular continue to be influenced not only by the absolute level of borrowing rates but also the relationship between short and long term interest rates. The interest rate forecast provided in Annex C indicates that an acute difference between short and longer term interest rates is expected to continue. This difference creates a "cost of carry" for any new longer term borrowing where the proceeds are temporarily held as investments because of the difference between what is paid on the borrowing and what is earned on the investment. Whilst the cost of carry can be assumed to be a reasonably short-term issue since borrowing is often for longer dated periods (anything up to 50 years) it cannot be ignored against a backdrop of uncertainty and affordability constraints in the Authority's wider financial position. This position means that it is favourable, where possible, for the Council to use internal balances, rather than take on new debt, in the short term.

4.2 The Authority has a gross and net borrowing requirement and will be required to borrow up to £44.671 million in 2015/16 on a gross basis (to be financed mainly through internal borrowing). The Authority will adopt a flexible approach to future borrowing and debt rescheduling in consultation with its treasury management advisers. The following issues will be considered prior to undertaking any external borrowing:

:

- Affordability;
- Maturity profile of existing debt;
- Interest rate and refinancing risk;
- Borrowing source.

## Sources of Borrowing and Portfolio implications

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

- Public Works Loan Board (PWLB) (or its replacement)
- any institution approved for investments ( see below)
- any other bank or building society authorised to operate in the UK
- UK public and private sector pension funds (except for LB Barnet Pension Fund).
- capital market bond investors
- Local Capital Finance Company and other special purpose companies created to enable local authority bond issues
- Capital markets (stock issues, commercial paper and bills)

In addition, capital finance may be raised by the following methods that are not borrowing but may be classified as other debt liabilities.

- operating and finance leases
- hire purchase
- Private Finance Initiative
- sale and leaseback

4.4 The cost of carry may result in an increased reliance upon shorter dated and variable rate borrowing for the Council. This type of borrowing injects volatility into the debt portfolio in terms of interest rate risk but is counterbalanced by its affordability and alignment of borrowing costs with investment returns. The Authority's potential for exposure to shorter dated and variable rate borrowing will be kept under regular review, if applicable, by reference to the difference or spread between variable rate and longer term borrowing costs.

4.5 The Council has £62.5m loans which are LOBO loans (Lender's Options Borrower's Option) of which £45m of loans are currently in or will be in their call period in 2015/16. In the event that the lender exercises the option to change the rate or terms of the loan, the Council will consider the terms being provided and repayment of the loan without penalty. The Council may utilise cash resources for repayment or may consider replacing the loan(s) by borrowing from the PWLB. The default response will however be early repayment without penalty.

4.6 The Local Capital Finance Company was established in 2014 by the Local Government Association as an alternative to the PWLB. It plans to issue bonds on the capital markets and lend the proceeds to local authorities. This will be a more complicated source of finance than the PWLB for three reasons: borrowing authorities may be required to provide bond investors with a joint and several guarantee over the very small risk that other local



authority borrowers default on their loans; there will be a lead time of several months between committing to borrow and knowing the interest rate payable; and up to 5% of the loan proceeds will be withheld from the Authority and used to bolster the Agency's capital strength instead. Any decision to borrow from the Agency will therefore be the subject of a separate report.

## **Debt Rescheduling**

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

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

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

- Align long-term cash flow projections and debt levels
- Reduce investment balances and credit exposure via debt repayment
- Savings in interest costs with minimal risk
- Balancing the volatility profile (i.e. the ratio of fixed to variable rate debt) of the debt portfolio
- Amending the profile of maturing debt to reduce any inherent refinancing risks.

4.10 Any borrowing and rescheduling activity will be done under delegated authority and reported to the Policy and Resources Committee.

## **5 Annual Investment Strategy**

5.1 The Council sets an Annual Investment Strategy (AIS) in accordance with best practice and to comply with CLG Guidance on Local Government Investments.

5.2 The Council's investment priorities are:

- Security of the invested capital;
- Liquidity of the invested capital;
- An optimum yield which is commensurate with security and liquidity

5.3 The authority and its advisers remain on a heightened state of alert for credit or market distress that might adversely affect the Authority

5.4 Investments are categorised as "Specified" or "Non-Specified" within the investment guidance issued by the CLG. Specified investments are sterling denominated investments with a maximum maturity of one year. They also meet the "high credit quality" as determined by the Authority and are not

deemed capital expenditure investments under Statute. Non specified investments are, effectively, everything else.

- 5.5 The types of investments that may be used by the Authority and whether they are specified or non-specified are set out in the table below:

**Table 2: Specified and Non-Specified Investments**

<b>Investment</b>	<b>Specified</b>	<b>Non-Specified</b>
Term deposits with banks and building societies	✓	✓
Term deposits with other UK local authorities	✓	✓
Investments with Registered Providers	✓	✓
Certificates of deposit with banks and building societies	✓	✓
Gilts	✓	✓
Treasury Bills (T-Bills)	✓	x
Bonds issued by Multilateral Development Banks	✓	✓
Local Authority Bills	✓	x
Commercial Paper	✓	x
Corporate Bonds	✓	✓
AAA rated Money Market Funds	✓	x
Other Money Market and Collective Investment Schemes ( Pooled Funds)	✓	✓
Other pooled equity and property funds	✓	✓
Debt Management Account Deposit Facility	✓	x

- 5.6 Investments with Registered Providers will be analysed on an individual basis and discussed with the Council's treasury adviser prior to an investment decision.

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

- Published credit ratings for financial institutions (minimum A- or equivalent ) and its sovereign rating (minimum AA+ or equivalent for non-UK sovereigns)
- Credit Default Swaps (where quoted)
- Economic fundamentals (for example country's net debt as a percentage of its GDP)

- Sovereign support mechanisms
  - Share Prices (where available)
  - Corporate developments, news, articles, markets sentiment and momentum
  - Subjective overlay
- 5.8 Any institution can be suspended or removed should any of the factors identified above give rise to concern.
- 5.9 The minimum credit rating for non-UK sovereigns is AA+ (or equivalent). For specified investments the minimum long term rating for counterparties is A- (or equivalent). As detailed in non-specified investments in Appendix E, the Director of Finance will have discretion to make investments with counterparties that do not meet the specified criteria on advice from Arlingclose.
- 5.10 Any institution will be suspended or removed should any of the factors identified above give rise to concern. Credit ratings are monitored by the Authority on an ongoing basis and whenever a new investment is under consideration. The Authority is informed by the treasury adviser of ratings changes and appropriate action to be taken.
- 5.11 The countries and institutions that would currently meet the proposed criteria for investments are included in *Annex D*.
- 5.12 It remains the Council's policy to make exceptions to counterparty policy established around credit ratings, but this is conditional and directional. What this means is that an institution that meets criteria may be suspended, but institutions not meeting criteria will not be added.
- 5.13 The Council revised its investment strategy in the wake of the banking crisis. This led to restrictions on investment duration and use of a limited range of counterparties. The duration limit for deposits was set at a maximum 364 days and further restricted by an operational overlay. The financial situation is more settled now and enough to consider extending investment duration beyond 364 days subject to an overall investment limit of £100 million up to 10 years. (Increased from a £50 million limit in 2014-15)
- 5.14 The Council will have substantial cash balances available for investment over the medium term. It will therefore consider using pooled bond, equity and property funds that offer enhanced returns over the longer term, but are potentially more volatile in the shorter term. These allow the Authority to diversify into asset classes other than cash without the need to own and manage the underlying investments. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Authority's investment objectives will be monitored regularly.

5.15 Following a competitive tender exercise held in 2014, the Council appointed the Royal Bank of Scotland (RBS), to the corporate bank contract. RBS is currently rated below the minimum A- rating in table 2. The Authority may continue to deposit surplus cash with RBS, providing that investments can be withdrawn on the next working day, and that the bank maintains a credit rating no lower than BBB- (the lowest investment grade rating). The Council will continue to bank with the current banking provider, the Co-operative Bank until 31<sup>st</sup> March 2015.

## **6 Investment Strategy**

6.1 With short term interest rates low for even longer, an investment strategy will typically result in a lengthening of investment periods, where cash flow permits, in order to lock in higher rates of acceptable risk adjusted returns. The problem in the current environment is finding an investment counterparty providing acceptable levels of counterparty risk.

6.2 In order to diversify an investment portfolio largely invested in cash, investments will be placed with a range of approved investment counterparties in order to achieve a diversified portfolio of prudent counterparties, investment periods and rates of return. Maximum investment levels with each counterparty will be set to ensure prudent diversification is achieved.

6.3 Money market funds (MMFs) will be used as they provide good diversification. The Council will also seek to manage operational risk by using at least two MMF's. The Authority will also restrict its exposure to MMF's with lower levels of funds under management and will not exceed 0.5% of the net asset value of the MMF. In the case of Government MMF's, the Council will ensure exposure to each Fund does not exceed 2% of the net asset value of the Fund.

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

7.1 Local authorities have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk (e.g. interest rate collars and forward deals) and to reduce costs or increase income at the expense of greater risk (e.g. LOBO loans and callable deposits). The general power of competence in Section 1 of the Localism Act 2011 removes much of the uncertainty over local authorities' use of standalone financial derivatives (i.e. those that are not embedded into a loan or investment). The CIPFA Code requires authorities to clearly detail their policy on the use of derivatives in the annual strategy.

7.2 The Council will only use standalone financial derivatives (such as swaps, forwards, futures and options) where they can be clearly demonstrated to reduce the overall level of the financial risks that the Authority is exposed to. Additional risks presented, such as credit exposure to derivative counterparties, will be taken into account when determining the overall level of risk. Embedded derivatives will not be subject to this policy, although the

risks they present will be managed in line with the overall treasury risk management strategy.

7.3 Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria. The current value of any amount due from a derivative counterparty will count against the counterparty credit limit and the relevant foreign country limit.

7.4 The Council will only use derivatives after seeking expertise, a legal opinion and ensuring officers have the appropriate training for their use.

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

8.1 Central Government completed its reform of the Housing Revenue Account Subsidy system at the end of 2011/12. Local authorities are required to recharge interest expenditure and income attributable to the HRA in accordance with Determinations issued by the Department for Communities and Local Government.

8.2 The Determinations do not set out a methodology for calculating the interest rate to use in each instance. The Council is therefore required to adopt a policy that will set out how interest charges attributable to the HRA will be determined. The CIPFA Code recommends that authorities present this policy in their TMSS.

8.3 From 1st April 2012, the Council notionally split each of its existing long-term loans into General Fund and HRA pools. In the future, new long-term loans borrowed will be assigned in their entirety to one pool or the other. Interest payable and other costs/income arising from long-term loans (e.g. premiums and discounts on early redemption) will be charged/ credited to the respective revenue account.

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

## **9 2014/15 MRP Statement**

9.1 The Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2008 (SI 2008/414) place a duty on local authorities to make a prudent provision for debt redemption. Guidance on Minimum Revenue Provision has been issued by the Secretary of State and local authorities are required to "have regard" to such Guidance under section 21(1A) of the Local Government Act 2003.

9.2 The four MRP options available are:

- Option 1: Regulatory Method
- Option 2: CFR Method

Option 3: Asset Life Method

Option 4: Depreciation Method

*NB This does not preclude other prudent methods*

9.3: Options 1 and 2 may be used only for supported non –HRA capital expenditure funded from borrowing. Methods of making prudent provision for self-financed expenditure include Options 3 and 4 (which may also be used for supported non HRA capital expenditure if the Council chooses). There is no requirement to Charge MRP in respect of HRA capital expenditure funded for borrowing (Barnet policy).

9.4 The MRP Statement will be submitted to Council before the start of the 2015/16 financial year. If it is ever proposed to vary the terms of the original MRP Statement during the year, a revised statement should be put to Council at that time.

9.5 The Council will apply Option 2 in respect of supported capital expenditure and Option 3 in respect of unsupported capital expenditure.

9.6 MRP in respect of leases brought on Balance Sheet under the IFRS-based Code of Practice will match the annual principal repayment for the associated deferred liability.

## **10 Monitoring and Reporting on the Treasury Outturn and Prudential Indicators**

10.1 Treasury activity is monitored and reported internally to the Chief Operating Officer. The Prudential Indicators will be monitored through the year and reported as follows:

The Chief Operating Officer will report to the Performance and Contract Monitoring Committee on treasury management activity and performance and on related Performance Indicators:

- (a) Quarterly against the strategy approved for the year.
- (b) The Council will produce an outturn report on its treasury activity no later than 30<sup>th</sup> September after the financial year end.

## **11 Other Items**

### **Training**

11.1 CIPFA's Code of Practice requires the Deputy Chief Executive to ensure that all members tasked with treasury management responsibilities, including scrutiny of the treasury management function, receive appropriate training relevant to their needs and understand fully their roles and responsibilities.

## **Investment Consultants**

- 11.2 The CLG's Guidance on local government investments recommend that the Investment Strategy should state:
- Whether and, if so, how the authority uses external contractors offering information, advice or assistance relating to investment and
  - How the quality of any such service is controlled.
- 11.3 Following a tender process, the Council appointed Arlingclose as their Treasury Investment Consultants with effect from 1 August 2010. The Arlingclose provide advice, information and assistance with investments, borrowing, debt restructure, market conditions and compliance with legislation. The services provided by Arlingclose are reviewed on an informal basis during quarterly meetings with officers and periodic tendering.

EXISTING PORTFOLIO PROJECTED FORWARD

	<b>31 Mar 15 Estimate £000</b>	<b>31 Mar 16 Estimate £000</b>	<b>31 Mar 17 Estimate £000</b>	<b>31 Mar 18 Estimate £000</b>
<b>External Borrowing:</b>				
Fixed Rate – PWLB	241,580	274,958	326,792	350,646
Fixed Rate – Market	62,500	62,500	62,500	62,500
Variable Rate – PWLB				
Variable Rate – Market				
<b>Total External Borrowing</b>	<b>304,080</b>	<b>337,458</b>	<b>389,292</b>	<b>413,146</b>
<b>IFRS Long Term Liabilities:</b>				
- PFI	17,409	16,780	16,407	16,034
<b>Total Gross External Debt</b>	<b>321,489</b>	<b>354,238</b>	<b>405,699</b>	<b>429,180</b>
<b>Investments:</b>				
<i>Managed in-house</i>				
- Short-term monies (Deposits/ monies on call /MMFs)	(200,000)	(140,000)	(100,000)	(100,000)
- Long-term investments <i>(maturities over 12     months)</i>				
<b>Total Investments</b>	<b>(200,000)</b>	<b>(140,000)</b>	<b>(100,000)</b>	<b>(100,000)</b>
<b>Net Borrowing Position/ (Net Investment position)</b>	<b>121,489</b>	<b>214,238</b>	<b>305,699</b>	<b>329,180</b>

ANNEX B

PRUDENTIAL INDICATORS

**Prudential Indicators**

1 There is a requirement under the Local Government Act 2003 for local authorities to have regard to CIPFA's Prudential Code for Capital Finance in Local Authorities (the "CIPFA Prudential Code", when setting and reviewing their Prudential Indicators.



### Gross Debt and the Capital Financing Requirement;

2 This is key indicator of prudence. In order to ensure that over the medium term net borrowing will only be for a capital purpose, the Council should ensure that the net external borrowing does not, except in the short term, exceed the total of the capital financing requirement in the preceding year plus the estimates of any additional increases to the capital financing requirement for the current and next two years. The DCE reports that the authority had no difficulty meeting this requirement in 2011/12, nor is there any difficulties envisaged for future years. This view takes into account current commitments, existing plans and the proposals in the approved budget.

### Estimates of Capital Expenditure:

3 It is a requirement of the Prudential Code that that the Council ensures that capital expenditure remains within sustainable limits and, in particular, to consider the impact on Council Tax and in the case of the HRA, housing rent levels.

Capital Expenditure	2014/15 Revised £000	2015/16 Estimate £000	2016/17 Estimate £000	2017/18 Estimate £000
Non-HRA	70,786	136,459	88,532	65,506
HRA	27,819	49,508	31,424	25,171
<b>Total</b>	<b>98,605</b>	<b>185,967</b>	<b>119,956</b>	<b>90,677</b>

4 Non HRA Capital expenditure is expected to be financed as follows

Capital Financing	2014/15 Revised £000	2015/16 Estimate £000	2016/17 Estimate £000	2017/18 Estimate £000
Capital receipts	3,541	23,526	10	500
Government Grants	32,522	41,701	12,167	8,620
Section 106 contrib.	13,238	10,776	10,108	9,063
Capital Reserve	426	15,710	10,885	13,095
Revenue contributions	4,874	1,117	45	
<b>Total Financing</b>	<b>54,601</b>	<b>92,830</b>	<b>33,215</b>	<b>31,278</b>
Supported borrowing				
Unsupported borrowing	16,185	43,629	55,317	34,228
<b>Total Funding</b>	<b>16,185</b>	<b>43,629</b>	<b>55,317</b>	<b>34,228</b>
<b>Total Financing and Funding</b>	<b>70,786</b>	<b>136,459</b>	<b>88,532</b>	<b>65,506</b>

HRA Capital expenditure is expected to be financed as follows:

<b>Capital Financing</b>	<b>2014/15 Revised £000</b>	<b>2015/16 Estimate £000</b>	<b>2016/17 Estimate £000</b>	<b>2017/18 Estimate £000</b>
Capital receipts	550	16,414	0	0
Section 106	937	894	698	650
Revenue contributions	26,332	31,157	22,326	21,521
<b>Total Financing</b>	<b>27,819</b>	<b>48,465</b>	<b>23,024</b>	<b>22,171</b>
Supported borrowing				
Unsupported borrowing	0	1,043	8,400	3,000
<b>Total Funding</b>	<b>0</b>	<b>1,043</b>	<b>8,400</b>	<b>3,000</b>
<b>Total Financing and Funding</b>	<b>27,819</b>	<b>49,508</b>	<b>31,424</b>	<b>25,171</b>

### Incremental Impact of Capital Investment Decisions

5 As an indicator of affordability the table below shows the impact of capital investment decisions on Council Tax and Housing Rent levels. The incremental impact is calculated by comparing the total revenue budget requirement of the current approved capital programme with an equivalent calculation of the revenue budget requirement arising from the proposed capital programme.

<b>Incremental Impact of Capital Investment Decisions</b>	<b>2014/15 Revised £000</b>	<b>2015/16 Estimate £000</b>	<b>2016/17 Estimate £000</b>	<b>2017/18 Estimate £000</b>
Increase in Band D Council Tax	31.72	21.58	41.60	26.99
Increase in Average Weekly Housing Rents				

### Financing costs

6. The ratio of financing costs to the Council's net revenue stream is an indicator of affordability and highlights the revenue implications of existing and proposed capital expenditure by identifying the proportion of the revenue budget required to meet borrowing costs. The ratio is based on costs net of investment income.

<b>Ratio of Financing Costs to Net Revenue Stream</b>	<b>2014/15 Revised £000</b>	<b>2015/16 Estimate £000</b>	<b>2016/17 Estimate £000</b>	<b>2017/18 Estimate £000</b>
Non-HRA	3.27	4.27	5.20	5.95
HRA	16.94	17.19	17.59	18.45

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

7. The following Prudential Indicators allow the Council to manage the extent to which it is exposed to changes in interest rates. The upper limit for variable rate exposure has been set to ensure that the Council is not exposed to interest rate rises which could adversely impact on the revenue budget. The limit allows for the use of variable rate debt to offset exposure to changes in short-term rates on investments. The Council's existing level of fixed interest rate exposure is 100% and variable rate exposure is 0%.

	2014/15 Revised £000	2015/16 Estimate £000	2016/17 Estimate £000	2017/18 Estimate £000
<b>Upper Limit for Fixed Interest Rate Exposure</b>	100%	100%	100%	100%
<b>Upper Limit for Variable Interest Rate Exposure</b>	30%	30%	30%	30%

## Maturity Structure of Fixed Rate Borrowing

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

<b>Maturity structure of fixed rate borrowing</b>	<b>Existing level as at 31/03/15 %</b>	<b>Lower Limit for 2015/16 %</b>	<b>Upper Limit for 2015/16 %</b>
under 12 months	0	0	50
12 months and within 24 months	0	0	50
24 months and within 5 years	0	0	75
5 years and within 10 years	0	0	75
10 years and within 20 years	30.6	0	100

20 years and within 30 years	35.5	0	100
30 years and within 40 years	6.8	0	100
40 years and within 50 years	9.0	0	100
50 years and above	18.1	0	100

#### Actual External Debt:

9. This indicator is obtained directly from the Council's balance sheet. It is the closing balance for actual gross borrowing plus other long-term liabilities. This Indicator is measured in a manner consistent for comparison with the Operational Boundary and Authorised Limit.

<b>Actual External Debt as at 31/03/2014</b>	<b>£000</b>
Borrowing	304,080
Other Long-term Liabilities	17,409
<b>Total</b>	<b>321,489</b>

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

10 The Council has placed an upper limit for principal sums invested for over 364 days, as required by the Prudential Code. This limit is to contain exposure to the possibility of loss that may arise as a result of the Council having to seek early repayment of the sums invested.

Upper Limit for total principal sums invested over 364 days	2014/15 Revised £000	2015/16 Estimate £000	2016/17 Estimate £000	2017/18 Estimate £000
	100,000	100,000	60,000	40,000

#### HRA Limit on Indebtedness

11 Required by the revised Prudential Code, issued in November 2011:

HRA Limit On Indebtedness	2014/15 Revised £000	2015/16 Estimate £000	2016/17 Estimate £000	2017/18 Estimate £000
HRA CFR	199,559	200,602	209,002	212,002
HRA Debt Cap (as prescribed by CLG) *	240,043	240,043	240,043	240,043
<b>Difference</b>	<b>(40,484)</b>	<b>(39,441)</b>	<b>(31,401)</b>	<b>(28,041)</b>

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

	Mar-15	Jun-15	Sep-15	Dec-15	Mar-16	Jun-16	Sep-16	Dec-16	Mar-17	Jun-17	Sep-17	Dec-17	Mar-18
<b>Official Bank Rate</b>													
Upside risk				0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25
<b>Arlingclose Central Case</b>	<b>0.50</b>	<b>0.50</b>	<b>0.75</b>	<b>0.75</b>	<b>1.00</b>	<b>1.00</b>	<b>1.25</b>	<b>1.25</b>	<b>1.50</b>	<b>1.50</b>	<b>1.75</b>	<b>1.75</b>	<b>1.75</b>
Downside risk			0.25	0.25	0.50	0.50	0.75	0.75	1.00	1.00	1.00	1.00	1.00
<b>3-month LIBID rate</b>													
Upside risk	0.10	0.20	0.20	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30
<b>Arlingclose Central Case</b>	<b>0.55</b>	<b>0.60</b>	<b>0.80</b>	<b>0.90</b>	<b>1.05</b>	<b>1.15</b>	<b>1.30</b>	<b>1.40</b>	<b>1.55</b>	<b>1.65</b>	<b>1.80</b>	<b>1.95</b>	<b>2.00</b>
Downside risk	0.15	0.20	0.30	0.40	0.55	0.65	0.75	0.85	0.95	0.95	0.95	0.95	1.00
<b>1-yr LIBID rate</b>													
Upside risk	0.10	0.20	0.20	0.30	0.30	0.30	0.30	0.30	0.40	0.40	0.40	0.40	0.40
<b>Arlingclose Central Case</b>	<b>0.95</b>	<b>1.00</b>	<b>1.20</b>	<b>1.30</b>	<b>1.45</b>	<b>1.55</b>	<b>1.70</b>	<b>1.80</b>	<b>1.95</b>	<b>2.05</b>	<b>2.20</b>	<b>2.35</b>	<b>2.40</b>
Downside risk	0.15	0.20	0.30	0.50	0.55	0.60	0.65	0.70	0.75	0.80	0.80	0.80	0.80
<b>5-yr gilt yield</b>													
Upside risk	0.35	0.40	0.40	0.40	0.40	0.40	0.40	0.45	0.45	0.45	0.45	0.50	0.50
<b>Arlingclose Central Case</b>	<b>1.10</b>	<b>1.20</b>	<b>1.30</b>	<b>1.40</b>	<b>1.50</b>	<b>1.65</b>	<b>1.80</b>	<b>1.95</b>	<b>2.10</b>	<b>2.20</b>	<b>2.35</b>	<b>2.40</b>	<b>2.50</b>
Downside risk	0.35	0.35	0.40	0.45	0.50	0.50	0.55	0.60	0.65	0.70	0.70	0.70	0.75
<b>10-yr gilt yield</b>													
Upside risk	0.35	0.40	0.40	0.40	0.40	0.45	0.45	0.45	0.45	0.50	0.50	0.55	0.55
<b>Arlingclose Central Case</b>	<b>1.60</b>	<b>1.70</b>	<b>1.80</b>	<b>1.90</b>	<b>2.00</b>	<b>2.15</b>	<b>2.30</b>	<b>2.45</b>	<b>2.60</b>	<b>2.70</b>	<b>2.85</b>	<b>2.90</b>	<b>3.00</b>
Downside risk	0.35	0.35	0.40	0.45	0.50	0.50	0.55	0.60	0.65	0.70	0.70	0.75	0.80
<b>20-yr gilt yield</b>													
Upside risk	0.35	0.40	0.45	0.50	0.50	0.50	0.50	0.50	0.50	0.55	0.55	0.55	0.55
<b>Arlingclose Central Case</b>	<b>2.10</b>	<b>2.20</b>	<b>2.30</b>	<b>2.35</b>	<b>2.45</b>	<b>2.50</b>	<b>2.65</b>	<b>2.75</b>	<b>2.90</b>	<b>3.00</b>	<b>3.15</b>	<b>3.20</b>	<b>3.30</b>
Downside risk	0.35	0.40	0.50	0.60	0.70	0.75	0.75	0.75	0.80	0.85	0.85	0.90	0.90
<b>50-yr gilt yield</b>													
Upside risk	0.35	0.40	0.45	0.50	0.50	0.50	0.50	0.50	0.50	0.55	0.55	0.55	0.55
<b>Arlingclose Central Case</b>	<b>2.15</b>	<b>2.25</b>	<b>2.35</b>	<b>2.40</b>	<b>2.50</b>	<b>2.55</b>	<b>2.70</b>	<b>2.80</b>	<b>2.95</b>	<b>3.05</b>	<b>3.20</b>	<b>3.25</b>	<b>3.35</b>
Downside risk	0.35	0.40	0.50	0.60	0.70	0.75	0.75	0.75	0.80	0.85	0.85	0.90	0.90

**Underlying assumptions:**

- The UK economic recovery slowed towards the end of 2014, with economic and political uncertainty weighing on business investment. However, the Q3 growth rate of 0.7% remains slightly above the long run average, suggesting the recovery remains robust.
- Household consumption is key to the recovery in 2015. While we expect consumption growth to slow, given softening housing market activity and slower employment growth, the fall in inflation and resulting rise in both real (and nominal) wage growth and disposable income should support spending.
- Inflationary pressure is currently low (annual CPI is currently 0.5%) and is likely to remain so in the short-term. The fall in oil prices has yet to feed fully into the prices of motor fuel and retail energy and CPI is expected to fall further. Supermarket price wars are also expected to bear down on food price inflation.
- The MPC's focus is on both the degree of spare capacity in the economy and the rate at which this will be used up, factors prompting some debate on the Committee.
- Nominal earnings growth is strengthening, but remains relatively weak in historical terms, despite large falls in unemployment. Our view is that spare capacity remains extensive. The levels of part-time, self-employment and

underemployment are significant and indicate capacity within the employed workforce, in addition to the still large unemployed pool. Productivity growth can therefore remain weak in the short term without creating undue inflationary pressure.

- However, we also expect employment growth to slow as economic growth decelerates. This is likely to boost productivity, which will bear down on unit labour costs and inflationary pressure.
- In addition to the lack of wage and inflationary pressures, policymakers are evidently concerned about the bleak prospects for the Eurozone. These factors will maintain the dovish stance of the MPC in the medium term. The MPC clearly believes the appropriate level for Bank Rate for the post-crisis UK economy is significantly lower than the previous norm. We would suggest this is between 2.5 and 3.5%.
- The ECB has introduced outright QE as expected. While this may alleviate some of the anxiety about the economic potential of the Eurozone, political risk remains significant (e.g. Greek election). Therefore fears for the Eurozone are likely to maintain a safe haven bid for UK government debt.

#### **Forecast:**

- We continue to forecast the first rise in official interest rates in Q3 2015, but the risks to this forecast are very much weighted to the downside. The February Inflation Report will be key to our review of the possible path for Bank Rate.
- We project a slow rise in Bank Rate. The pace of interest rate rises will be gradual and the extent of rises limited; we believe the normalised level of Bank Rate post-crisis to range between 2.5% and 3.5%.
- Market sentiment (derived from forward curves) has shifted significantly lower in the past three months; market expectations are now for a later increase in interest rates and a more muted increase in gilt yields.
- The short run path for gilt yields has flattened due to the sharp decline in inflation expectations. We project gilt yields on an upward path in the medium term.
- The short run path for gilt yields is flatter due to the deteriorating Eurozone situation. We project gilt yields on an upward path in the medium term.

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

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

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

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

**Investment subject to £100 million total limit if duration more than 364 days and £60 million if duration than two years**

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

New specified investments will be made within the following limits:

Instrument	Country/ Domicile	Counterparty	Maximum Counterparty Limits £m
Term Deposits	UK	DMADF, DMO	No limit
Term Deposits/Call Accounts	UK	Other UK Local Authorities	£25 million
Term Deposits/Call Accounts	UK*	Counterparties rated at least A- Long Term)	
Term Deposits/Call Accounts	Non-UK*	Counterparties rated at least A- Long Term in select countries with a Sovereign Rating of at least AA+	
CDs and other negotiable instruments		with banks and building societies which meet the specified investment criteria (on advice from TM Adviser)	
Deposits	UK	Registered Providers (Former RSLs)	£5m/RP
Gilts	UK	DMO	No limit
T-Bills	UK	DMO	No limit
Bonds issued by multilateral development banks		(For example, European Investment Bank/Council of Europe, Inter American Development Bank)	

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

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

Instrument	Country/Domicile	Counterparty	Maximum Counterparty Limit £m	Maximum Group Limit (if applicable) £m
Term Deposits/Call Accounts/Certificates of Deposit	UK	Bank of Scotland (Lloyds Banking Group)	£25,000,000	£37,500,000
Term Deposits/Call Accounts/Certificates of Deposit	UK	Lloyds TSB (Lloyds Banking Group)	£25,000,000	£37,500,000
Term Deposits/Call Accounts/Certificates of Deposit	UK	Barclays Bank Plc	£25,000,000	
Term Deposits/Call Accounts/Certificates of Deposit	UK	Clydesdale Bank (National Australia Bank Group)	£25,000,000	£37,500,000
Term Deposits/Call Accounts/Certificates of Deposit	UK	HSBC Bank Plc	£25,000,000	
Term Deposits/Call Accounts/Certificates of Deposit	UK	Nationwide Building Society	£25,000,000	
Term Deposits/Call Accounts/Certificates of Deposit	UK	NatWest (RBS Group)	£25,000,000	£37,500,000
Term Deposits/Call Accounts/Certificates of Deposit	UK	Royal Bank of Scotland (RBS Group)	£25,000,000	£37,500,000
Term Deposits/Call Accounts/Certificates of Deposit	UK	Standard Chartered	£25,000,000	



Term Deposits/Call Accounts/Certificates of Deposit	UK	Santander UK plc	£25,000,000	
Term Deposits/Call Accounts/Certificates of Deposit	Australia	Australia and NZ Banking Group	£25,000,000	
Term Deposits/Call Accounts/Certificates of Deposit	Australia	Commonwealth Bank of Australia	£25,000,000	
Term Deposits/Call Accounts/Certificates of Deposit	Australia	National Australia Bank Ltd (National Australia Bank Group)	£25,000,000	£37,500,000
Term Deposits/Call Accounts/Certificates of Deposit	Australia	Westpac Banking Corp	£25,000,000	
Term Deposits/Call Accounts/Certificates of Deposit	Canada	Bank of Montreal	£25,000,000	
Term Deposits/Call Accounts/Certificates of Deposit	Canada	Bank of Nova Scotia	£25,000,000	
Term Deposits/Call Accounts/Certificates of Deposit	Canada	Canadian Imperial Bank of Commerce	£25,000,000	
Term Deposits/Call Accounts/Certificates of Deposit	Canada	Royal Bank of Canada	£25,000,000	
Term Deposits/Call Accounts/Certificates of Deposit	Canada	Toronto-Dominion Bank	£25,000,000	

*Please note this list could change if, for example, a counterparty/country is upgraded, and meets our other creditworthiness tools. Alternatively if a counterparty is downgraded, this list may be shortened.*

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

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

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

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



## **Appendix G – Housing Revenue Account (HRA) HRA Business Plan**

### **1. HRA Business Plan Overview**

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

### **2. Priorities for use of HRA Headroom**

2.1 The following priorities for the use of HRA Headroom have been identified in the draft Housing Committee Commissioning Plan:

- General Fund Savings particularly social care pressures and costs of emergency temporary accommodation
- Tackling Homelessness
- Regeneration & Growth

### **3. Investment Plan**

3.1 The following allocations of funding have already been agreed and are progressing:

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

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

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

**Supported Housing** - £12.3m for new supported housing scheme at Morton Close

**Regeneration**- £8.7m for advanced acquisitions on Regeneration Estates

3.2 In addition, the draft Housing Committee Commissioning plan identifies that the following priorities will be progressed:

- Additional new build – 500 units by 2019/20
- Two more supported housing schemes – 100 units by 2019/20

## Appendix H

### Cumulative Equalities Impact Analysis for 2015/16 budget proposals and proposed Medium Term Financial Strategy to 2020

#### The council's statutory duties under the Equality Act 2010

1. This paper sets out how, as a Public Body, Barnet Council (and other organisations acting on its behalf) has approached its statutory obligation under the 2010 Equality Act and Public Sector Equalities Duties (PSED) to pay due regard to equalities in relation to Barnet's Business Planning. This includes the 2015/16 budget proposals and Medium Term Financial Strategy (MTFS) planning process to 2020.

2. To enable financial decisions to be made in a fair, transparent and accountable way, which take account of the needs and rights of all our citizens and different groups in the community, the council pays active 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;
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

This is in relation to the 9 protected characteristics as identified in the 2010 Equality Act during its Business Planning process which determines the Corporate Plan, Budget and MTFS. The protected characteristics are age, disability, ethnicity, gender, gender reassignment, marriage civil partnership, pregnancy, maternity, sexual orientation and religion or belief. In addition, as in previous years, the council has sought to assess the impact on carers, (including adult and young carers), people currently out of work and those on low income – groups who are not defined as a protected characteristic under the 2010 Equality Act but who may nevertheless experience additional barriers to equal life chances. This is in line with the council commitment to fairness as discussed at Policy and Resources Committee on 10 June 2014, when Members advised that Committees 'should be mindful of fairness and in particular, of disadvantaged communities when making their recommendations on savings proposals.'

Further detail of PSED and fairness requirements is given at Appendix one to this paper.

3. This assessment of cumulative equalities impact takes into account the:
- Demographic make-up and trends of the borough. An equalities and cohesion summary is included at Appendix 2.
  - Individual assessment of 2015/16 proposals carried out in the Children's Service (Family Services and Education & Skills), Adults and Communities and Street scene Delivery Units, and the Commissioning Group. These use evidence and data to take account of the broad diversity of our residents and service users.
  - Inclusive approach to fairness adopted by each Theme Committee to highlight and respond to equal opportunities within their 5 year Commissioning Plans and priorities.

4. This report looks at whether a single decision or series of decisions might have a greater negative impact on a specific group or groups and at ways in which negative impacts across the council have been minimised or avoided. This assessment also considers how the broader economic context of austerity and reductions in government spending to reduce the UK budget deficit such as welfare reform, might affect the UK economy and the cost of living and therefore have a negative impact because of the economic context of the budget proposals.

5. As with last year's budget savings, the 2015/16 budget is aimed at protecting front line services and to achieve savings, so far as possible, without reducing current service levels across universal and statutory services. It is however, important to recognise that change is an unavoidable consequence of the level of savings that the council is required to make in response to rising demand and reducing Government funding. That said, the council strives to do everything possible to mitigate any disproportionate impact on protected characteristics and vulnerable groups who are impacted by the change.

6. The report looks ahead to the MTFs planning process to 2020 and the process for further analysis and consultation in the scheduled year for each saving.

### **Barnet's Equality Policy and Strategic Equalities Objective**

7. The council aims to ensure that a consistent approach to assessing the equalities impact of its proposals is taken across services. This includes understanding any cumulative impact on any particular group and any mitigating actions that can be put in place and a commitment to refine equality assessments as proposals develop. Consultation on the council's budget proposals closed on 11 February but, due to the timings involved in clearing reports for publication, at the time of writing, the final responses to the consultation have not been fully considered in this report. However, consultation feedback, with any changes reported to Full



Council on 3 March when a final decision on the 2015/16 budget and MTFS is made an updated equality impact assessment will also be available for this meeting.

8. In response to organisational change across the council, including the adoption of commissioning operating model, set-up of the Customer and Support Group (to provide council back office activities) and Re (to provide Developmental and Regulatory Services), the council has taken action to strengthen the consistency and rigour of the approach to equalities and ensure that roles and responsibilities are clear.

9. The council's Equalities Policy was refreshed in January 2014 and advice and guidance provided across the organisation, including to internal and external Delivery Units. This is published on the council's [website](#). Barnet's Equality Policy focused on providing equality of access and opportunity so that all our citizens can make equal choices and have fair life chances in Barnet. This covers all areas of council activities. The council aims to provide excellent and value for money universal and statutory services which respond to the diversity of our borough and to treat people fairly, giving everyone an equal chance to have a good quality of life.

10. The council's commitments are set out in the Equality Policy and its Strategic Equalities Objective, which is enshrined in the council's constitution - that citizens will be treated equally, with understanding and respect; have equal opportunity with other citizens; and receive quality services provided to Best Value principles.

11. Barnet has mainstreamed equality considerations into key projects and strategies so that the impact can be assessed at the outset and reviewed as proposals develop so that we are aware of and remove any discrimination or barriers in our proposals.

12. In this way decision makers can make fair and justifiable decisions because they are presented with a realistic picture which can be taken into account in decision making.

### **Equal opportunities in times of continuing financial challenge**

13. A principal focus of Barnet's approach to the challenges ahead is its aim to be fair in a time of continuing financial challenge. That approach has required a continuing and relentless drive for efficiency and a fundamental and transparent rethink of future service delivery options. The council has made clear that there is not a fixed or rigid view about how services should be designed and delivered. Therefore the council savings proposals look at new and alternative delivery models, shared services with partners and possibly other authorities, workforce efficiencies and office accommodation savings as the council works in joined up ways with Barnet residents and partners.

14. The council's MTFS proposals (set out at Appendix C to the budget paper) will be revisited and subject to further analysis consultation and equality impact assessments in the scheduled year for each saving. The detailed analysis of each MTFS proposal will inform future years' cumulative equalities impact.

15. Equalities considerations have been integrated into the priorities and savings plans for each Committee. Committee Commissioning Plans and priorities will come together in the council's new Corporate Plan, which will be presented to Full Council in April.

16. In developing its Commissioning Plans and budget proposals to 2020, the council has mainstreamed the principles of its Equalities Policy into key business proposals, planning processes, projects and strategies. This covers all transformation projects (set out at Appendix E to the budget paper) and strategies (which have been or are currently subject to consultation) including Early Years, Libraries, Schools and Education, Customer Access, Housing, Entrepreneurial Barnet, Community Engagement, Community Assets, Carers, Sports and Physical Activities and options for a new Council Tax Support scheme.

17 The council has adopted the following key values to safeguard and promote equality of opportunity in all aspects of council activities and services and to deliver good outcomes. We will strive to make Barnet a place:

- Of opportunity
- Where responsibility is shared, fairly
- Where people are helped to help themselves recognising that prevention is better than cure
- Where people are helped to help themselves recognising that prevention is better than cure
- Where services are delivered efficiently to get value for the taxpayer.

### **A Growing and Diverse Borough**

18. In developing this cumulative analysis, the council has taken account of demographic information about Barnet from 2011 Census as updated by GLA population forecasts 2014 and the most recent Resident's Perception Survey (June 2014). The data shows Barnet as a successful, growing and increasingly diverse borough. Barnet is a highly educated with professions to match that profile. Barnet has a lower unemployment benefit claimant rate at 6.5% in comparison with London at 7.4% and NEETs at 2.3% is 4<sup>th</sup> lowest in the country. By the end of 2015 Barnet is forecast to be the most populous London borough with a relatively high percentage of households with multiple ethnicities and multiple languages spoken.

19. Barnet is seen as safe and cohesive by residents where 94% of residents report feeling safe in the day time and 72% in the dark. 84% of residents agree that people from different backgrounds get on well together.

## **The 2014/15 Cumulative Equalities Analysis**

20. Last year, the council noted a regrettable impact across a number of budget proposals and wider macro-economic impacts for the following protected groups:

- Older people
- Younger people
- People with disabilities including mental health and learning disabilities
- Women and lone parents

21. The report also recognised the impact on the following groups:

- Unemployed people
- People on low income
- Carers

## **2015/16 budget proposals**

22. The proposed council budget of £282.585 million for 2015/16 includes identified savings of £17.269m. As with last year's budget savings, 2015/16 savings are aimed to achieve savings so far as possible without reducing current service levels across universal and statutory services.

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

24. The council has taken a rigorous and proportionate approach in considering the overall impact of the 15/16 budget proposals and MTFS proposals to 2020. The Children's Services, Adults and Communities and Street scene Delivery Units have conducted 14 EIAs on proposals that will impact residents.

25. Ten of the 14 EIAs are showing either significant or minimal positive impact. One is showing impact not known for a back office reorganisation in Adults and Communities and the Street scene proposals for street cleansing covered in one EIA, are assessed at no impact. 3 EIAs are showing a minimal negative impact. These are for short term Floating Support (Adults and Communities) and Special Educational Needs transport (Children's Service) and the proposals to reduce council tax support. These are discussed in more detail below

## **Adults and Communities Delivery Unit 2015/16 budget proposals**

26. The Adults and Communities Delivery Unit - incorporating social care and Community Safety - has a budget of £85.2million for 2015/16 which includes identified savings of £8.4m. Ten EIAs have been conducted on Adults and Communities proposals.

27. Four are showing significant positive impacts for age and disability support for younger adults to live independently, for mental health , refocusing mental health support for younger adults on recovery, enablement and social inclusion and support; for age, physical disability and learning disability for people who live outside the borough to settle in their chosen area and for all the protected characteristics from improvements to how people access social services through 'The Front Door'. Four EIAs are showing minimal positive impact – for all the protected characteristics and carers from an improved offer to carers, the community offer which promotes choice and independence for service users through personal budgets and enables people to live independently in the community; for people with learning disabilities from working with leisure services to reduce dependency on specialist day care provision. The fourth aims to maintain outcomes for residents and service users including all the protected characteristics and reduce costs through contract negotiation.

28. One EIA that is showing a minimal negative impact covers changes to the model for Floating Support – a preventative service that supports vulnerable people to live independently, maintain their tenancy and prevent homelessness. The initial assessment of minimum negative impact is because the budget for this service will be reduced by 25% which will limit the length of time the service can be made available. The minimum negative impact is on people with disabilities, (people with mental health issues have access to a separate scheme with 9 month availability) young single parents, and people from Black and Minority Ethnic Background. The changes in floating support aim to protect this important preventative service and to provide support to vulnerable people to maintain their tenancies. Reductions in the length of time the service is available to people is balanced by protecting the service and maintaining its reach. Support will be offered for 4 – 6 months – 9 months for people with mental health issues. Key mitigations include monitoring the service, arrangements for service users to request an extension and the possibility of referral to alternative community lead programmes.

29. One proposal is a back office staff reduction which is currently showing impact not known and this will be reviewed as proposals take shape.

### **Childrens Service Delivery Unit 2015/16 budget proposals**

30. The Childrens Service - incorporating Education and Skills and Family Services – has a budget for 15/16 of £54.8m. This includes identified 15/16 budget savings for Education & Skills of £1.2m and £2.2m for Family Services.

31. Childrens Service has produced EIAs of the service redesign of Early Years provision and the options for the management of Education and Skills services. Both of these proposals aim to deliver improved outcomes and are showing a minimal positive impact on people with the protected characteristics.

32. An EIA is being developed for changes to the Special Educational Needs transport policy for children. These proposals are currently shown as an efficiency saving and final proposals will tighten up application of eligibility criteria. Although early indications show a minimal negative impact overall for the children who use the service and their carers, this is a cautious assessment because no change is anticipated for the majority of 865 service users. The principal mitigation will be that no one currently in receipt of support will lose it and any change in the way support is delivered to existing service users will be made only after individual discussion and review so that change is discussed and agreed with service users and/or their carers. Arrangements will be discussed and agreed on an individual basis that promote choice and independence.

The anticipated savings from the review of eligibility criteria which is planned for implementation in September 2015 assume that 14 fewer children will be identified for support each year. The proposal is that eligibility for transport for new starters will be based on an individual assessment of need and those who are not eligible will be supported to consider alternative transport arrangements. For this reason the initial assessment of impact is minimal negative. The equality impact assessment will be updated and reviewed and any equality impacts will be taken into consideration before any final decision is taken.

### **Street Scene Delivery Unit 2015/16 budget proposals**

33. The Street scene Delivery Unit has a budget of £14m for 15/16 which includes identified savings proposals of £1.681m. The budget proposals include two efficiency savings to street cleansing services and the EIA is showing a neutral impact. The proposals take into account resident and staff views, service knowledge and priorities, data analysis on street conditions and pilot scheme results to ensure that service efficiencies are achieved whilst maintaining maximum street cleanliness.

34. Ongoing monitoring of these proposals is included in the Action Plan that accompanies the Equality Impact Assessment. Any outcomes from staff or resident focus groups and on-going data analysis of street conditions and service specific software reviews highlighting changes in delivery will be monitored.

### **Consultation and the legally protected groups**

35. The budget proposals have been subject to public consultation that closed on 11 February 2015. Due to the timescales involved in producing and clearing this report, this draft is based on the responses to the consultation received at the time of writing. The cumulative assessment will be updated to take account of feedback where before it is presented to Full Council on 3 March.

36. The consultation underlines Barnet's commitment to openness, transparency and community engagement in exposing the challenges faced to residents and

involving them in determining our approach and priorities. The council will continue to engage with residents about priorities for spending and make efforts to reach a wide range of groups so that feedback is inclusive.

### **Changes in Council Tax support**

37. At their meeting on 13 January 2015 meeting the Policy and Resources Committee agreed to reduce Council Tax Support to 80% for those of working age. This is a 2016/17 budget saving but Council Tax Support recipients will see the impact in their bills in 2015/16. It is therefore considered as part of this years cumulative impact assessment. The equalities impact assessment for the reduction in council tax is showing a minimal negative impact on women, lone parents people with disabilities and carers.

The change affects around 22,000 households who have already been affected when Council Tax Support was reduced to 91.5% in 2013. The reduction in support to 80% in 2015 could amount to a £1 to £2 per week increase to a Council Tax Support claimant's bill. The group affected have a low income, are working age, 60% of them are women and 1/3 are single parents. No information is available on other aspects of the protected characteristics as this information is not required to process a claim. In mitigation it is proposed to monitor the impact of the change and for the most vulnerable, discretionary funds and Discretionary Council Tax Support will be promoted to relieve hardship. The council will also consider increasing funds available in discretionary support to help those struggling to pay the Council Tax as part of the mitigation.

38. The impact of the council budget proposals cannot be seen in isolation. The challenging macro-economic climate is also likely to impact on some legally protected groups – for example, changes to the benefit system, pressure on wages and increasing housing costs in London- and this can add to the cumulative impact when taken together with council proposals.

39. For example the council's Housing Committee has recently agreed to an increase in council housing rents in line with Government guidance. The increase of Consumer Price Index (at September 2014) +1% will take effect in April 2015. Rent policy will be reviewed as part of the council's Housing strategy and a full EIA on all proposals will be undertaken ahead of implementation of any proposals arising from the review.

### **Cumulative Impact of 15/16 budget proposals and mitigations**

40. Delivery Units have gathered data to analyse the impact by protected characteristic and included equalities action plans to mitigate any avoidable adverse impact.

41. Negative impacts have been identified for the following protected groups as indicated below:

- Age -Children and young people with disabilities - SEN Transport
- Some children and families (particularly large families) and lone parents – council tax
- Age - older people –Floating support
- Disability - mental health Floating support and council tax support
- Women – council tax support
- Pregnancy and maternity- Floating support and council tax
- Race and ethnicity- Floating support

Positive impacts have also been identified for all of these groups in relation to other proposals.

In addition the following other vulnerable groups may also be affected:

- Unemployed people
- People with a low income

42. Specific proposed mitigations for the protected characteristics are outlined at paragraph 28 for Floating support, paragraph 32 for SEN transport and paragraph 36 for council tax support and include:

- Changes to the specification for generic and mental health floating support service that supports vulnerable residents to live independently and maintain their tenancy.
- Individual review and discussion of the SEN transport policy and eligibility criteria with existing service users. Further equalities impact assessment on the eligibility criteria and discussion with new starter parents on sourcing alternative transport arrangements so that those who are not eligible have time to put in place alternative transport arrangements.
- Ongoing monitoring and review of equality impact assessments where negative impacts are not currently noted but could be picked up during implementation.
- Support to people who are impacted by welfare reforms through a multi-agency approach that brings together JobCentre Plus, Housing, Public Health, the Revenue and Benefits service and voluntary sector partners to offer support to people to maximise their income through work or find affordable accommodation.
- Promotion of discretionary funds available to help people manage the transition to work or help those facing crisis or hardship. The principal mitigation for working age claimants is support into and back to work and for other groups less able to find employment, the use of discretionary funds for claimants.

## **Equality impact on staff**

43. All Human Resources implications will be managed in accordance with the council's Managing Organisational Change Policy that supports the council's Human Resources Strategy and meets statutory equalities duties and current employment legislation. This includes completing internal staff focused Equality Impact Assessments at the appropriate time in all restructures.

## **Medium Term Financial Strategy proposals up to 2020**

44. There is insufficient detail of the MTFS proposals at this stage. Paragraphs outline what preliminary analysis has been done and how this will be developed for the budget year in question.

45. The MTFS sets out how the council proposes to live within its budget to 2020, where further savings of £73.5m are required. Each MTFS proposal has been subject to high level equalities analysis as outlined at Appendix C to the budget paper and, where appropriate, will be subject to a full EIA before final decisions are taken by Committees and savings are formally cast into annual budgets.

46. Each Committee has attempted to mitigate any anticipated high level negative impact of proposals through the development of their individual Commissioning Plans and priorities. Some detailed EIAs have already been developed and accompanied relevant Committee papers- for example in relation to Early Years provision, Education and Skills services, and the Fostering Policy. One of the MTFS proposals (Council Tax support) is showing minimal negative impact (discussed in more detail above).

47. The Transformation Programme outlined at Appendix E is planned to operate over the same period. Each project will be subject to equality requirements set out in the Council Project management toolkit and to review and challenge, with business cases reported to Committees at relevant points in time.

## **Considering fairness- Barnet Customer Segments**

48. In meeting the financial challenge, the council will seek to strike the right balance between the needs of the more frequent users of services and the needs of the wider taxpayer, and making sure that all residents from our diverse communities – the young, old, disabled people and those on low incomes – benefit from the opportunities of growth.

49. The degree and scale of the challenge means that the council will need to change its relationships with residents, by working with local people to ensure services better meet their needs and, in certain circumstances, residents taking on more personal and community responsibility for keeping Barnet a great place to live.



50. This year officers have complemented the usual processes of Equality Impact Assessment by starting a process to assess which resident groups (described as Barnet customer segments who share key characteristics, such as age, occupation and income) will feel the impact of the range of budget proposals.

51. The council's Insight team is using data to understand more about who uses council services and map which groups are impacted by more than one proposal. This work is still in development and will contribute to the cumulative impact assessment in future years.

### **Conclusion and overall cumulative Equalities Impact Assessment of 2015/16 budget**

52. This paper outlines how the council has paid due regard to equalities in its approach to policy making, consultation and fair decision making in the approach to set a balanced budget. In times of unprecedented and continuing austerity in Local Government budget reductions are a necessity and the council has tried to make decisions - which are often difficult - in a fair way adopting the values set out in paragraph 17 of this report. The council has continued to plan early for savings and protect front line services as much as possible.

53. The Equality Impact assessments carried out in Delivery Units show that the 15/16 budget proposals have been drawn up using information about service users. Where changes in service delivery is proposed the changes reflect the Council's broader aims of prevention rather than cure, promoting choice and independence through optimising personalised budgets wherever practicable, taking into account alternative community based services and sources of support, promoting the participation of people with learning difficulties into mainstream leisure services, enabling people to live and stay for as long as possible in the community, providing a range of options for service users and residents to contact the council, Front Door providing options on how residents and service users can approach the council for advice and support, new build housing for wheelchair users which improve housing options, changes to Mental health services are expected to improve the service by providing more choice and independence. Children's Service indicate that their proposals for early years will have a minimum positive impact on the protected characteristics and in particular they anticipate improved access to information and services for pregnancy and maternity. The Education and skills review also indicates minimum positive impact for the protected characteristics. This paper therefore identifies some positive impacts, for the protected characteristics particularly for Children and young people, Carers, people with physical disabilities, learning disabilities and mental health issues and for people of different races, religion and belief.

54. Some negative impacts have been identified for service users including those with protected characteristics. The Floating support EIA indicates there may be a minimum negative impact on older people, people with disabilities and pregnancy and maternity. Reductions in the level of council tax support identify a minimum negative impact on women, single parents, pregnancy and maternity and disability and people of working age.

The review of SEN transport proposals anticipates a perceived minimum negative impact on service users and their carers because of change rather than any actual reduction for existing service users.

55. In response to the Council's decision that Council Committees should be mindful of fairness and in particular of disadvantaged communities when making their recommendations on savings proposals, as with last year, this report notes a regrettable continuing cumulative minimal negative impact for low income groups. This picture continues to emerge from EIAs which have sought to assess the impact on additional groups such as carers (including young carers), people on low income and the unemployed and council customer data about who uses council services and maps which groups are impacted by more than one proposal. It is also confirmed in economic and social policy research studies from economic and social policy organisations such as Institute for Fiscal studies and Joseph Rowntree Foundation.

56. In order set a balanced budget savings are unavoidable and the council has sought to ensure that no one group in the borough carries the burden of those savings. There is a planned and iterative process to assess the impact of decisions each year and identify principal mitigations to ease any negative impact on particular groups of residents. The council will continue to monitor this for future years through our assurance processes and explore any specific equalities impact of our proposed MTFs decisions in the scheduled year of saving as part of that year's budget proposals.

## **Appendix One**

The 2010 Equality Act outlines the provisions of the general and specific Public Sector Equality Duties and requires Barnet to have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010;
- Advance equality of opportunity between people from different groups;
- Foster good relations between people from different groups;
- Set and publish equality objectives, at least every four years; and
- Publish information to show their compliance with the Equality Duty, at least annually. The information published must include information relating to

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

This places a legal obligation on the council to pay due regard to equalities.. We do this by assessing the impact of our actions on different groups in Barnet including those identified in equality legislation as protected characteristics, namely: age, disability, gender, gender reassignment marriage, civil partnership, pregnancy, maternity, sexual orientation, religion or belief.

## **Fairness Agenda**

At their first meeting on June 10 2014 Members of the Policy and Resources Committee discussed the concept of fairness and how Council Committees should be mindful of fairness and in particular, of disadvantaged communities when making their recommendations on savings proposals.

Therefore, in addition to assessing the impact of proposals on the 9 protected characteristics, the council also tries to assess the impact on certain other groups who may be considered disadvantaged and/or vulnerable. These additional groups included carers (including young carers), people on low income and the unemployed.

## **An update on Barnet's Strategic Equality Objective measures**

In a period of austerity, which has seen Barnet make £75m savings to 2015, with a further £73.5m required in the latter half of the decade, the council has had to make hard decisions in relation to universal, statutory and safeguarding services, some of which may prove unpopular. As this paper demonstrates, the council has endeavoured to do this in a fair way, with the engagement of our residents. The overriding challenge to Barnet is to deliver excellent services in a fair way at a time of continuing financial challenge and to incorporate the principles of equality into everything the council does. This will enable the council to demonstrate that financial decisions are made in a fair, transparent and accountable way which balances the needs and rights of all Barnet citizens and different groups in the borough. We use the following measures to understand how we are doing against our Strategic Equalities Objective:

- Satisfaction with Barnet remains high - 87% of residents are satisfied with their local area as a place to live. This is 4 percentage points above the national average.
- Community cohesion is increasing with 84% of residents agreeing that people from different backgrounds get on well together in the borough, and 78% of residents feel there is not a problem or not a very big problem with people not treating each other with respect and consideration.

- 6.4% of Barnet residents claim out of work benefits in comparison with a London figure of 7.1%. There have been improvements in employment opportunities for young people and only 2.3% are not in employment education and training. This is the fourth lowest figure in the country and well below the London figure of 3.8%.
- Borough performance on Lifetime Homes has improved since October 1st 2013, the launch date of Re- who deliver the council's development services. There has been an improvement in the number of wheelchair accessible homes and those meeting the lifetime homes standard. Just fewer than 80% of new homes approved in 2013/14 will deliver Lifetime Homes standards compared with 65% in 2012/13. Wheelchair accessible homes were 7.4% of new homes approved. Re is also focussing on equal opportunities and undertaking an equalities impact assessment in the review of Housing Strategy following changes in housing legislation and welfare reforms.
- Overall there have been some health improvements in Barnet - most notably child health outcomes outperform the London average and death amongst those under 65 years old from Cardio Vascular Disease continues to fall. However life expectancy is only slightly increasing with a slight decrease in the gap in life expectancy between the richest and the poorest.
- The Carers Strategy and the council's response to the Care Act are aimed to improve choice and the quality of life for those who care for others.
- Entrepreneurial Barnet, the Borough's economic strategy, builds on our aim to share the benefits of growth, promote employment opportunities, fair wages and wealth creation opportunities and make Barnet the best place for a small business in London.
- The council is working with JobCentre Plus and the Barnet Group to understand the impact of welfare reforms and support people to manage the transition. This includes setting up a joint Welfare Reform Task Force to support people who have had their Benefits Capped and those who will start receiving Universal Credit in 2015/16. The team support people to maximise their income through benefits and work and to find sustainable accommodation. The council and JCP are also thinking about new ways to support young people, the long term unemployment and unemployed people with anxiety and depression through 3 joint projects with the WLA. These projects have been successful in attracting over £800k of Transformation Challenge Award funding from government in 2015/16 to kick start the new ways of working.

- The council is piloting a multi-agency 'Jobs Team' to support unemployed residents in Burnt Oak – where joblessness is higher than the borough average - into work. The model brings together the council, Jobcentre, the Government's Work Programme, voluntary sector, Public Health and housing providers in a joint team based in Burnt Oak. The objective of the *Working People, Working Places* pilot is to narrow the economic gap between Burnt Oak and the borough average. If successful, this approach will be considered for roll out in other areas.
- The council is actively seeking the view of people with learning disabilities and from different communities in Sports and Physical activities review so that the services provided will be attractive, accessible and affordable.

The council has joined up its thinking with partners on Health and Wellbeing Joint Strategic Needs Assessment, using data to inform the approach to promote inclusion, address social isolation and promote better health outcomes.

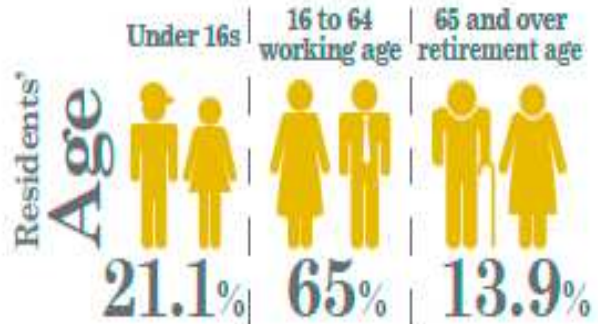
Appendix Two

# Equalities and cohesion data summary

Barnet's population in 2014

# 364,481

An increase of 1.9% from 2011 (6,829).  
Between 2014 – 2018 5.0% increase in  
under 16s and 6.6% increase in 65+



Households in Barnet  
**141,386** in 2013

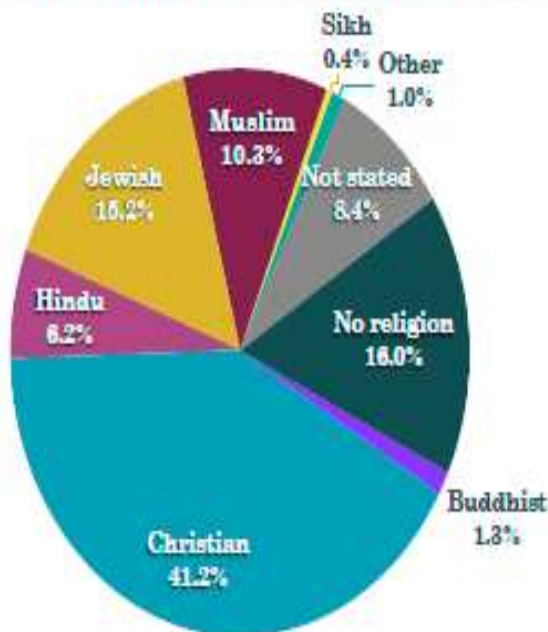
**↑ 33,819**

Barnet population expected to increase by 2011-21 (Source: GLA)

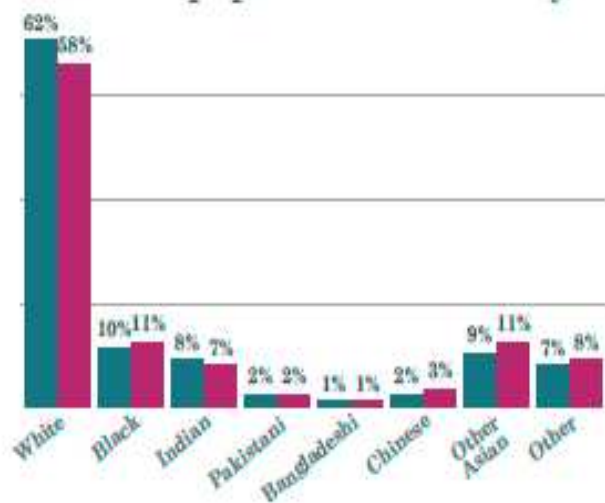
Barnet female population in 2014



However **57%** in the over **64s**

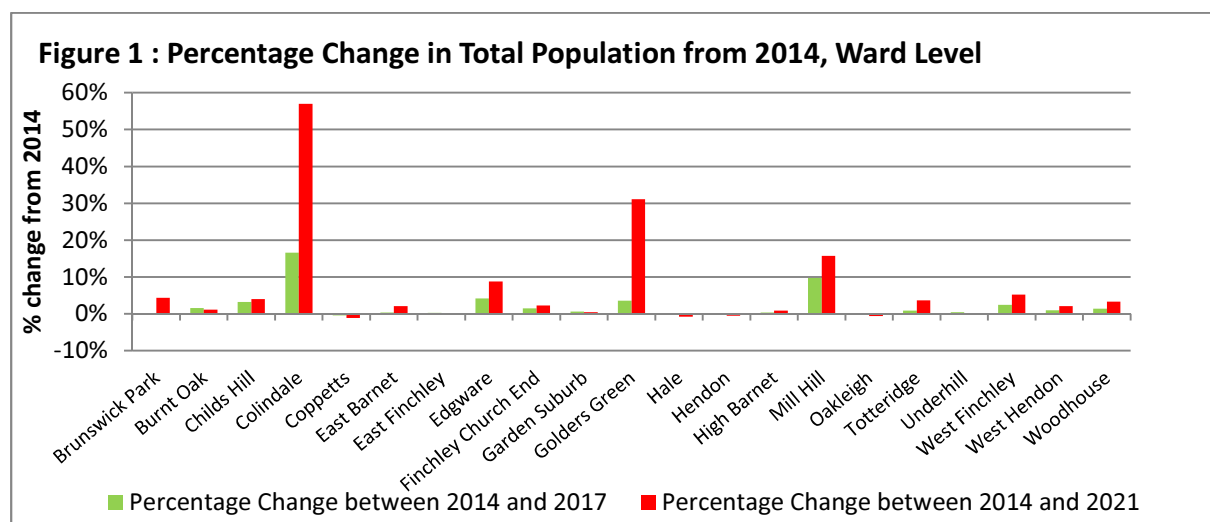


Barnet's population - ethnicity



## A growing borough

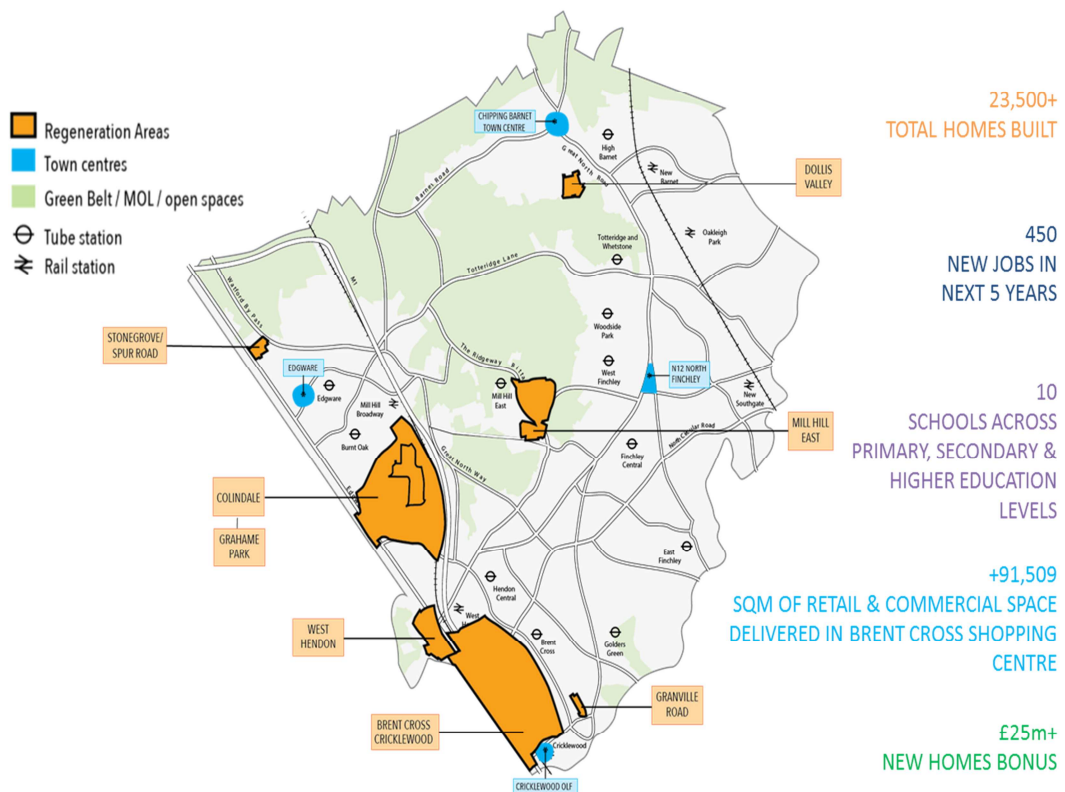
The 2013 round of GLA ward level projections, estimated the population of Barnet to be 364,481 by the end of 2014, making it the second most populous borough within London<sup>1</sup>. Barnet is forecast to continue to grow and by the end of 2021 the population is expected to reach 391,472. Growth is forecast to spread across the borough, though varying degrees.



Barnet is an attractive place for young families and Inner Londoners who move away from Inner London as lifestyle changes and the cost of housing increases. Between 2014 and 2017, Colindale and Mill Hill are projected to show the greatest increase in total population. Between 2014 and 2021, Colindale is projected to increase by over 50%; while Golders Green is projected to grow by almost 30%. This population growth is, to a large extent, driven by the Brent Cross Cricklewood regeneration scheme.

<sup>1</sup> The latest Barnet population projections can be accessed [here](#).

## A map of Barnet's regeneration schemes



## Age Structure in Barnet

Barnet's projected population can be broken down into age groups. The age groups are:

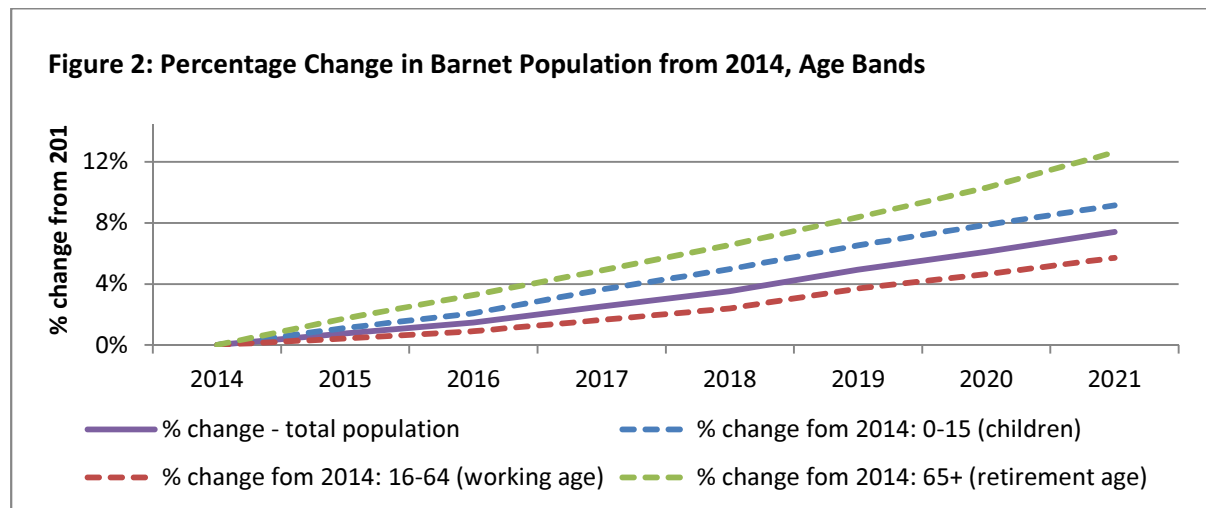
- 0-15 (children)
- 16 – 64 (working age population)
- 65+ (retirement age)

The proportion of children in Barnet is projected to remain broadly the same from 2014 (21.1%) to 2021 (21.4%). Wards which see the biggest increase in the proportion of children are Hendon (1.7%), Colindale (1.5%) and West Hendon (1.2%). Wards which see a significant decrease in the proportion of children include: Golders Green (-1.8% (the population increase in this ward is likely driven by an increase in the population aged over 15)) and Brunswick Park (-1.1%). Golders Green already has the highest proportion of children (25.8%), and it is likely that this population of children is expected to age into working age before the next generation of children are born.

Across Barnet, the proportion of retirement aged residents is expected to increase from 13.9% (50,691) in 2014 to 14.6% (57,098) in 2021. Most wards are projected to see an increase in the proportion of retirement aged populations; Colindale and Golders Green are the only wards to have a decrease in the proportion of retirement aged residents.



Figure 2 shows the percentage change in the Barnet population for each age group during the period 2014 - 2021. It shows that even though a rise is projected in all age groups, the rise is not uniform. The 65 and over age group is projected to increase by 12.6% (6,407), whereas the 0-15 age group is projected a 9.1% (7,038) increase and the 16-64 age group is projected a 5.7% (13,546) increase.



### A borough that continues to be diverse

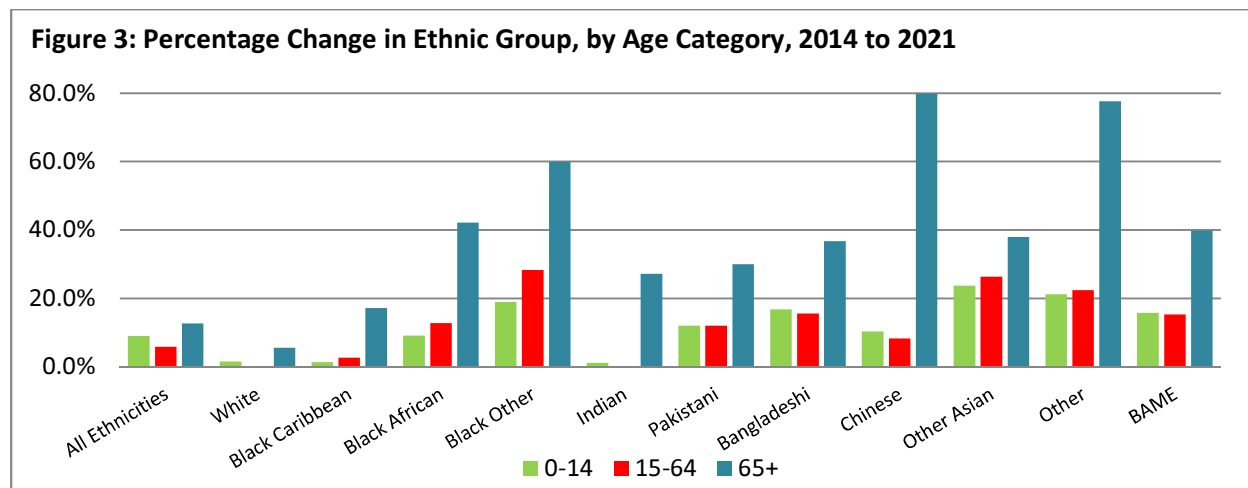
In 2014, 61.9% (225,697) of the Barnet population were from the White ethnic group, with the remaining BAME population comprised of Other Asian (9.0% (32,904)), Indian (7.6% (27,586)), Other (6.9% (25,109)), Black African (5.7% (20,759)), Black Other (3.1% (11,161)), Chinese (2.4% (8,669)), Pakistani (1.5% (5,618)), Black Caribbean (1.3% (4,578)) and Bangladeshi (0.7% (2,400)).

Barnet's population is more diverse in the south of the borough than the north. Barnet has a high percentage of households with multiple ethnicities and multiple languages spoken suggesting a higher level of ethnic integration than other parts of London, particularly other Outer London boroughs.

Barnet's population is projected to become increasingly diverse and by 2021 the White British population is projected to decrease in proportion to the total population (from 62.9% to 58.4%). All other ethnic groups show a slight increase, except for Indian, which decreases slightly in proportion from 7.6% of the total population in 2014 to 7.3% of the total population in 2021. The "Other Asian" ethnic group is projected to see the greatest percentage increase (from 9.0% to 10.6%) between 2014 and 2021.

Figure 3 shows the percentage change in ethnic group, by age category during the period 2014-2021. The “Indian” ethnic group is the only ethnic group with a projected decrease in the number of residents aged 15-64 (-0.2%) and minimal change in the 0-14 population (1.2%). This is countered by an increase in the 65+ population of 27.2%. This indicates Barnet’s Indian population may already be in their late 50s, and are likely to move into retirement age by 2021 without having any more children.

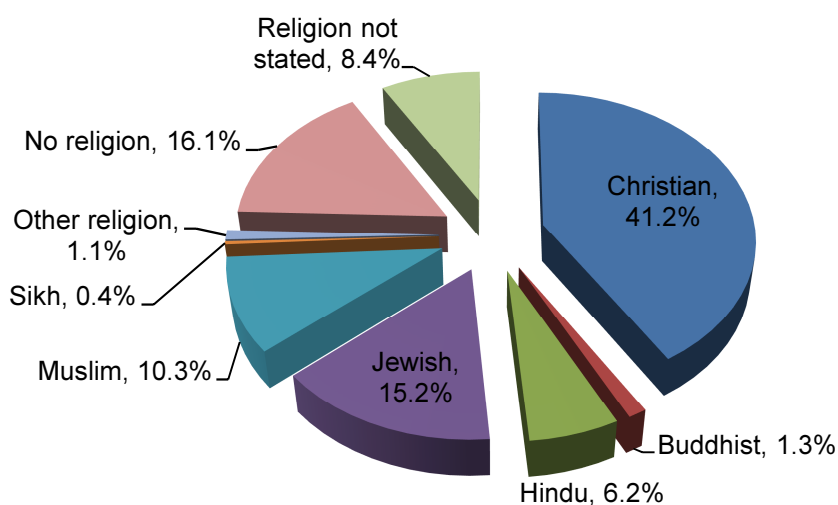
The “Chinese” ethnic group sees the greatest increase in its aged 65+ population (79.9%), whilst the “Other” ethnic group is projected to increase by 77.6% in this age range.



Those wards with a bigger ethnic minority population also have bigger migrant communities. In West Hendon and Colindale less than half of residents were born in the UK, while wards in the north of the borough have a higher proportion of UK born residents. The majority of people immigrate to the UK in early adulthood, for reasons of education, work and sometimes asylum and tend to stay in the country long term.

Based on the 2011 census data, Christianity remained the majority religion in Barnet with 41.2% (146,866 people) of the population identifying themselves as Christian. The next most common religions are Judaism (15.2%), Islam (10.3%) and Hinduism (6.2%). Barnet continues to have the largest Jewish population in the country. 16.1% (57,297) of the population said that they have no religion up from 12.8% in 2001.

**Figure 5: Barnet's Population by Religion**



### **Barnet Communities Together Network and Multi Faith Forum**

The Communities Together Network, a group of partners representing Barnet's statutory (including police and fire services), community and faith organisations, work together to promote community cohesion in Barnet.

Barnet has a strong Multi Faith Forum which works with Communities Together Network. Their aims are to ensure that Barnet's diverse cultural communities should continue to live and work peacefully alongside one another and stand united in keeping Barnet as a great place to live. They challenge all forms of religious and racial hatred and intolerant language or behaviour.

The groups will continue to work closely together to encourage and maintain the excellent work to promote and maintain community cohesion in the Borough and promote the peaceful co-existence of the borough's community and faith groups.

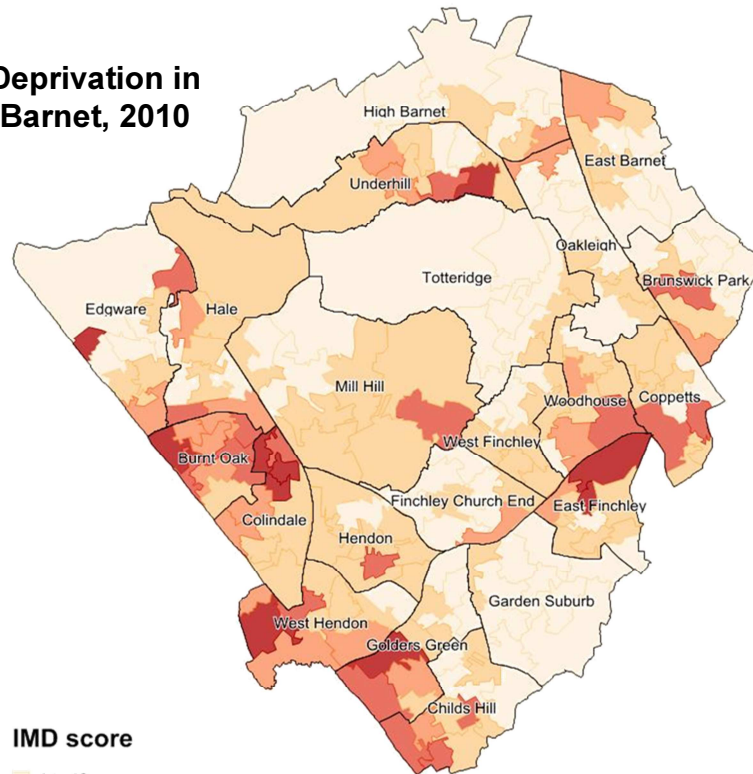
### **Deprivation**

The 2010 update to the Index of Multiple Deprivation<sup>2</sup>, ranks 176th out of the 326 local authorities in England and Wales for deprivation – just slightly below the average (163; the authority ranked 1 is the most deprived). This is 48 places higher than 2007 (128th) and 17 places lower than 2004 (193rd).

Within Barnet, the 2010 figures show the west of the borough still has higher levels of deprivation in Colindale, West Hendon and Burnt Oak. These areas also include large scale regeneration projects. Under this index the Strawberry Vale estate in East Finchley is identified as the most deprived area of the Borough and falls within the 11% most deprived in the country.

<sup>2</sup> The deprivation figures for 2010 can be found at the following address <http://www.communities.gov.uk/publications/corporate/statistics/indices2010>

## Deprivation in Barnet, 2010



### IMD score



Source: IMD 2010

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London Borough of Barnet.  
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## Health, wellbeing and lifestyle

The 2011 census data suggests that the lifestyles of Barnet residents are typical of an Outer London borough. Marital status, occupation and health data all closely match the average Outer London borough profile. 47.2% (64,204) of Barnet residents aged 16 and over are married and 8.2% (28,889) of residents live in a lone parent family.

Self-reported health has improved across all parts of Barnet since 2001. 14.0% of Barnet residents suffer from a long term health problem or disability that limits their day-to-day activity. Of those people of working age 10% are affected daily by a long term illness or disability.

Barnet has a highly educated population and the occupations of Barnet residents match this profile. 40.3% of the population (aged over 16) are educated to degree level or higher which is above the London average (37.7%). Working residents tend to be in higher management roles in industries such as public service and health and a large proportion are self-employed.

These figures support data from the ONS on Business Demography that suggest Barnet has a high level of entrepreneurialism. This was demonstrated by an above average number of business start-ups (3,735 in 2013). However, Barnet also has an above average level of business failures (2,845 in 2012); the second highest in London. Only 53.4% of Barnet businesses currently survive more than 3 years,

compared to 54.8% for Greater London and 57.1% for England. This is addressed in Entrepreneurial Barnet which aims to make the Barnet the best place for a small business in London.

According to the latest Annual Population Survey (June 2013 – June 2014), 168,300 (71.9%) of Barnet's working age population are currently employed, which is slightly higher than the London average of 71.8%. Breaking this down by ward, according to data from the 2011 Census, the wards with the highest levels of employment were East Finchley and West Finchley. The lowest rates of employment were in Colindale, Burnt Oak and West Hendon.

### **A safe and cohesive community**

Feeling safe and accepted are important features of a cohesive community. Survey data suggests that the majority of people in Barnet feel safe in their local area. 72% of residents feel safe walking alone in the dark and 94% of residents report that they feel safe in their local community during the day. Barnet has cohesive communities; with 84% of residents agreeing that people from different backgrounds get on well together in Barnet. 78% of residents also feel that the police in Barnet can be relied on to be there when you need them.

Within Barnet, 22% of residents report being worried about anti-social behaviour (ASB) in their local area, whilst 72% of residents report being satisfied with the way that the Barnet police and the Local Authority are dealing with ASB in their area. For the 12 month period ending 25th February 2014, Barnet police received 11,798 calls regarding anti-social behaviour (ASB), which equated to 32 calls per 1,000 residents. This is the 8th lowest rate of ASB calls within London. This data, along with data on hate crime and national trends, especially around feelings to one particular community, provide a key tool to analysing areas where there may be a risk of increased community tension

## Adults and Communities

### Equality Impact Assessment

#### Questionnaire EIA 1 (relates to Saving E1)

Please refer to the guidance before completing this form.

<b>1. Details of function, policy, procedure or service:</b>	
<i>Title of what is being assessed:</i> Community Offer	
<i>Is it a new or revised function, policy, procedure or service?</i> New proposal	
Department and Section: Adults and Communities	
Date assessment completed: December 2013 – <b>UPDATED 1 October 2014</b>	
<b>2. Names and roles of officers completing this assessment:</b>	
Lead officer	Karen Jackson
Stakeholder groups	Service users and their carers
Representative from internal stakeholders	Jon Dickinson
Representative from external stakeholders	Public Consultation 2013/2014
Equalities Network rep	Emily Bowler
Performance Management rep	Claire Bailey
HR rep (for employment related issues)	N/A

### 3. Full description of function, policy, procedure or service:

Please describe the aims and objectives of the function, policy, procedure or service

*Please include - why is it needed, what are the outcomes to be achieved, who is it aimed at? Who is likely to benefit? How have needs based on age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, marriage and civil partnership and carers been taken account of? Identify the ways people can find out about and benefit from the proposals. Consider any processes they need to go through or criteria that we apply to determine eligibility.*

This project covers a range of actions which will refocus the Adult Social Care offer by providing community-based options which promote independence and choice, in line with national personalisation policy and the expectations of the Care Bill. These options include:

1. We will ensure that residents, service users and carers can access clear information and advice at the first point of contact. This will include the provision of independent advice and support. Where appropriate people will be signposted to community alternatives.
2. We will continue to develop community based options which promote independence, including:
  - Increased offer of short-term Reablement as a means of promoting people's independence at home rather than long term home care visits or moving into residential care
  - Increased use of telecare as alternative to home care visits
  - Increased use of occupational therapy assessments, telecare, aids and equipment to support residents to live at home as an alternative to traditional care, or home care visits
  - Use of a range of community-based respite care models to support carers, without necessarily moving the service user into a respite residential care placement
3. We will increase the use of Direct Payments which will give service users and their carers maximum choice and control to use the full range of community-based services provided by all sectors
4. We will use the annual reviews of existing packages of care to consider these community-based options and reduce dependency on traditional care. Any changes for individuals will be based on an assessment of their needs, which they will be fully involved in, and their views will be taken into account. We will not make any changes that do not meet these assessed needs. We will seek to ascertain the "Ordinary Residence" of those clients who are in residential placements out of borough before exploring any changes to their support plans.

Through these measures, we expect to minimise the use of traditional care and long term residential placements.

Social workers work with the following user groups, all of whom would be impacted by the changes:

- Older adults
- Younger adults with disabilities and sensory impairments
- People with learning disabilities
- People with mental health needs
- Carers of people from the above groups

Although we see these changes as a positive next step in our promotion of personalisation, and an important move towards the expected requirements of the Care Bill, we recognise some risks and some potentially difficult impacts for some people:

- Residents who have been in traditional residential placements for a long period may find a move to a community-based service difficult.
- The success of the changes will depend on there being a suitable range of services available for all user groups. This is particularly challenging for younger adults with disabilities
- Carers may feel that the reduced use of residential placements put increased pressure on them
- People remaining in their own homes supported through the use of equipment and adaptations as opposed to home care visits may feel more isolated.

This equality impact assessment considers these impacts on the above user groups and the social care staff who work with these sections of the community. Where necessary actions to mitigate have been identified in Sections 4 and 14.

**4. How are the equality strands affected?** *Please detail the effects on each equality strand, and any mitigating action you have taken so far. Please include any relevant data. If you do not have relevant data please explain why.*

Equality Strand	Affected?	Explain how affected	What action has been taken already to mitigate this? What action do you plan to take to mitigate this?
1. Age	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>Very Elderly frail adults may prefer and feel safer living within a residential placement rather than in the community with support.</p> <p>Elderly people supported through the use of equipment and adaptations as opposed to home care visits may feel more isolated.</p>	<p>Each customer will have their case individually reviewed and assessed as to their needs. Changes to support plans will only be made following negotiation and agreement with the service user. Risk assessments will be done to mitigate risks. Those carrying out assessments and support planning will consider social needs and identify other ways in which these needs can be met.</p>



2. Disability	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Customers with physical disability, learning disability or mental health problems who have special needs may need additional support to live in the community. Feelings of safety, as described above, and increased isolation may also apply.	As above
3. Gender reassignment	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	No specific impact identified.	As above
4. Pregnancy and maternity	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	No specific impact identified from these proposals	
5. Race / Ethnicity	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Customers will need assurance that culturally-appropriate community support and care services are available -for example home carers who have an understanding of their cultural background and are able if needed to speak their language if English is not their first language.	<p>Contract monitoring with home care providers will ensure that equalities issues are addressed.</p> <p>The assessment and support planning process, which fully involves the service user, will identify particular needs.</p> <p>Staff workforce development and training arrangements will ensure that staff understand and are able to respond to diverse needs.</p> <p>The increased use of Direct Payments will enable people to choose and control their own service arrangements</p>
6. Religion or belief	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	As above.	As above
7. Gender / sex	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	No specific impact identified.	Each customer will have their case individually assessed and reviewed (as for older people, above)
8. Sexual orientation	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	No specific impact identified.	As above
9. Marital Status	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	No specific impact identified.	As above
10. Carers (discriminated by	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Carers may feel that they are under more strain than if the cared-for person was using	We will continue to carry out carers assessments to identify the needs of the carer and the impact

association)		traditional services.	<p>of the service users support plan on them. Risks assessments will be done as part of the overall assessment of the customer</p> <p>We will explore alternative, community-based options for respite. Carers may receive a Direct Payment, enabling them to choose and control respite support.</p>
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<p><b>5. What are the number, types and severity of disabilities in play in this case?</b></p>
<p>This case is relevant to 7,490 service users and 2,179 carers*. These figures can be broken-down as follows:</p> <p><b>4,771 Older adults</b>, of which:</p> <ul style="list-style-type: none"> <li>3,795 older adults with physical disabilities and sensory impairments</li> <li>99 older adults with learning disabilities</li> <li>702 older adults with mental health needs</li> </ul> <p><b>794 Younger adults with physical disabilities and sensory impairments</b></p> <p><b>752 Younger adults with learning disabilities</b></p> <p><b>1,173 Younger adults with mental health needs</b></p> <p>At March 2013 1,088 of these service users were in temporary or permanent residential / nursing care placements.</p> <p>As at 19/08/2013, <b>235</b> service users were recorded as having been provided with <b>residential / nursing placements lasting 1 year or more</b>, 161 of these clients suffer from dementia or frailty.**</p> <p><b>2,179 Carers</b> (based on the number of carers assessed / reviewed in 12/13) of which:</p> <ul style="list-style-type: none"> <li>1,669 care for older adults</li> <li>248 care for younger adults with physical disabilities and sensory impairments</li> <li>171 care for younger adults with learning disabilities</li> <li>86 care for younger adults with mental health needs</li> </ul> <p>(it is not possible to provide a breakdown to show whether these carers are themselves older people or people with disabilities or mental health problems)</p> <p style="text-align: right;">* Figures as per 2012/13 EOY statutory returns</p> <p style="text-align: right;">** Figures as per bespoke 'inview' report 19/08/2013</p>

**6. What are the actions that could reduce the impact on people with disability?**

The council's existing disability policies and procedures aim to promote equality of opportunity and eliminate discrimination on the basis of disability.

Any consideration of changes to support plans will be covered as part of their annual review, and will take all aspects of their needs into account.

We will reduce the impact on people with a disability through:

- Increased choice and control, with tailored brokerage options to enable people to access suitable services to meet their needs;
- Improved information and advice;
- Development work with 3<sup>rd</sup> sector/community services.
- All staff carrying out assessments and support planning with users and carers will ensure that any potential impact of social isolation is considered as part of the process and will seek to identify ways of ensuring people's needs for social contact are addressed through other means, e.g. accessing universal services, use of lunch clubs, re-connecting with family and friends, etc.
- Carers assessments will be offered to all carers where a user's care package is being changed. Changes to the way respite is offered will be developed with carers as part of their support plan.

**7. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents?**

Maintaining high quality social work services will be a key part of the development of these proposals. Customer satisfaction is currently monitored through the Complaints and Representations process and surveys, such as the national Annual Adult Social Care Survey and Carers Survey.

**8. How does the proposal enhance Barnet's reputation as a good place to work and live?**

These proposals are in line with the local and national Personalisation agenda, which aims to promote people's independence, choice and control. They will place the council in a strong position to implement the expected requirements arising from the Care Bill. Although some individuals currently using traditional support and care services may initially feel some concern about change, the new Community Offer will ensure that Adults and Communities is able to provide a sustainable range of support and care services for the most vulnerable Barnet residents.

**9. How will members of Barnet's diverse communities feel more confident about the council and the manner in which it conducts its business?**

The proposals all support the personalisation agenda which promotes individual choice and control. Individuals' diverse needs will be supported through Direct Payments and tailored brokerage support.

<p><b>10. What measures and methods have been designed to monitor the application of the policy or service, the achievement of intended outcomes and the identification of any unintended or adverse impact?</b> <i>Include information about the groups of people affected by this proposal. Include how frequently will the monitoring be conducted and who will be made aware of the analysis and outcomes? Include these measures in the Equality Improvement Plan (section 14)</i></p>
<p>Existing monitoring of customer satisfaction (see 7 above) and of service user and carer outcomes will continue to be monitored on monthly, quarterly and annual bases as at present.</p>
<p><b>11. How will the new proposals enable the council to promote good relations between different communities?</b> <i>Include whether proposals bring different groups of people together, does the proposal have the potential to lead to resentment between different groups of people and how might you be able to compensate for perceptions of differential treatment or whether implications are explained.</i></p>
<p>As we seek to support people to live in the community, stronger links will be made within the large and diverse sections of the communities in Barnet.</p>
<p><b>12. How have residents with different needs been consulted on the anticipated impact of this proposal? How have any comments influenced the final proposal?</b> <i>Please include information about any prior consultation on the proposal been undertaken, and any dissatisfaction with it from a particular section of the community.</i></p>
<p>A major Barnet-wide consultation process has been undertaken. Individuals affected by the proposals will be fully involved in any potential change to their own support and care services through their annual review process. Where there is a service provider already involved, they will also be included in discussions.</p>

## Overall Assessment

<b>13. Overall impact</b>		
Positive Impact  <input checked="" type="checkbox"/>	Negative Impact or Impact Not Known <sup>3</sup>  <input type="checkbox"/>	No Impact  <input type="checkbox"/>
<b>14. Scale of Impact</b>		
Positive impact:  Minimal <input checked="" type="checkbox"/> Significant <input type="checkbox"/>	Negative Impact or Impact Not Known  Minimal <input type="checkbox"/> Significant <input type="checkbox"/>	

<sup>3</sup> 'Impact Not Known' – tick this box if there is no up-to-date data or information to show the effects or outcomes of the function, policy, procedure or service on all of the equality strands.

15. Outcome			
No change to decision	Adjustment needed to decision	Continue with decision <i>(despite adverse impact / missed opportunity)</i>	If significant negative impact - Stop / rethink
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

16. Please give full explanation for how the overall assessment and outcome was decided
<p>This is an EIA of a change in the Social Care offer, which is a move from a Dependency model to an Enabling offer. This offer will enable people to live in the community based on their assessed need.</p> <ul style="list-style-type: none"> <li>- Offer of information and advice - signposting to community alternatives</li> <li>- Reablement offer increased to support independence of residents at home rather than care home admission</li> <li>- Increased use of telecare as alternative to care calls</li> <li>- Increased use of occupational therapy assessments, telecare, aids and equipment to support residents to live at home</li> <li>- Reduce the use of long term residential placements</li> <li>- Review all existing packages of care - OP/PD focusing on FACS eligibility, reablement, use of telecare, equipment and occupational therapy assessments to reduce dependency on traditional care, such as home care visits</li> </ul>

## 1. Equality Improvement Plan

Please list all the equality objectives, actions and targets that result from the Equality Analysis (continue on separate sheets as necessary). These now need to be included in the relevant service plan for mainstreaming and performance management purposes.

Equality Objective	Action	Target	Officer responsible	By when	UPDATE October 2014
Service users, carers and staff understand the proposed changes and feel supported	Develop communication plan	Written communication was sent to all affected staff to ensure that they understand the proposals and are able to offer full support to service users	Jon Dickinson	January 2014 and then on-going	Briefings to staff were completed during early 2014 to update them on the work of the newly established Community Offer team <sup>4</sup> . It is also discussed regularly at the

<sup>4</sup> The Community Offer Team was established in early 2014 which will look to increase the use of enablement and short-term support, improve the Occupational Therapy offer, increase the use of community resources and seek to provide carers with flexible support to care for people in their own homes, thus avoiding costly residential care.

### Purpose:

- To assess, monitor and support individuals to live independently in their communities, through creative use of community resources.
- To maximise and utilise improved information and advice, innovative support planning techniques, innovations in technology, and direct payments to maximise independence for customers and carers with eligible care needs.

Equality Objective	Action	Target	Officer responsible	By when	UPDATE October 2014
		<p>and carers.</p> <p>We will continue to ensure that staff supports service users and carers through any changes.</p>			<p>Management Team meeting.</p> <p>Services and carers are informed services available through their annual review.</p>
<p>Service users and carers from Partnership Boards and the public to be consulted and engaged with the Community Offer</p>	<p>We have made presentations to each of the Partnership boards</p> <p>Public consultation events have been held. These were open to any residents, carers, service users and providers.</p>	<p>We will continue to ensure that service users, carers, Barnet residents and providers are aware of the changes.</p>	<p>Jon Dickinson</p>	<p>January 2014 and then ongoing</p>	<p>Presentations were completed in early 2014. As part of the Care Act implementation plan, we will be delivering further update on the work plan of the newly established Community Offer Team to Partnership Boards during Spring 2015.</p>

<b>1<sup>st</sup> Authorised signature (Lead Officer)</b>	<b>2<sup>nd</sup> Authorised Signature (Member of SMT) – Mathew Kendall</b>
<b>Date:</b>	<b>Date:</b>



## Adults and Communities

### Equality Impact Assessment

#### Questionnaire EIA 2 (relates to Savings E2 + E8)

Please refer to the guidance before completing this form.

<b>14. Details of function, policy, procedure or service:</b>	
<i>Title of what is being assessed:</i> Reduction in Short Term Floating Support investment	
<i>Is it a new or revised function, policy, procedure or service?</i> Revised	
<i>Department and Section:</i> Adults and Communities, Commissioning	
<i>Date assessment completed:</i> October 2014 <b>Updated 1 October 2014</b>	
<b>15. Names and roles of officers completing this assessment:</b>	
Lead officer	Sue Tomlin
Stakeholder groups	Service users
Representative from internal stakeholders	N/A
Representative from external stakeholders	N/A
AC Equalities Network rep	Sue Tomlin
Performance Management rep	Sandeep Patel
HR rep (for employment related issues)	

**16. Full description of function, policy, procedure or service:**

This service has now been re-procured with effect from 1<sup>st</sup> July 2014.

Monitoring of outcomes of the revised service by equalities groups is now being undertaken through contract monitoring and the associated performance framework.

Current contracts for short term floating support are delivered by Outreach Barnet (generic) [contract value: £1,328,063] and One Housing (mental health) [contract value: £276,340]. Both end on 31/03/14.

The current budget envelope for both contracts totals: £1,604,403

Adults and Communities hold the budget and manage the contracts but for the Outreach Barnet contract other delivery units within the council have allocated quotas for provision for their specific client groups (for example, childrens and families and housing needs) and are key stakeholders in determining future commissioning.

Adults and Communities will be running a competitive procurement to re-commission a single generic short term floating support, funded through money currently invested in the two existing floating support contracts. The procurement is underway with the new contract commencing by October 2014.

The proposed saving is a 25% reduction in the value of the re-commissioned floating support contract [Budget available for re-commission following reduction: £1,203,302]

This would generate a full year saving of: £401,101

This is an important prevention service and has a high value for the various stakeholders. There is likely to be more demand for services for the following reasons:

- New welfare benefits and other housing changes (legislation and housing market)
- Increasing need for support for people placed temporarily or housed out of borough- short term interventions to help people settle, make new links or re-establish links
- Ageing population
- Increase in the number of residents with complex needs

Delivery Units across the council with agreed quotas have been engaged with developing the specification for the new contract. A decreased value could potentially impact on the provision that directly benefits their clients, but this will be mitigated through a competitive tender process that delivers better value for money and visibility of better outcomes.

The table on the following page summarises the floating support services that are currently operating:

	<b>Outreach Barnet</b>	<b>One Housing</b>
<b>Service purpose</b>	To provide housing related support to vulnerable people;  to maintain people's independence and tenancy within their home, develop independent living skills and link them into appropriate universal services	Housing related floating support for homeless people in temporary housing. The service provides service to vulnerable people to live independently in the accommodation or to gain access to accommodation
<b>Service description</b>	Generic Floating Support	Mental Health Floating Support
<b>Lead Provider</b>	Notting Hill Housing	One Housing
<b>Sub-contractors</b>	Genesis Housing and Homeless Action in Barnet	N / A
<b>Contract Date</b>	May 2010 – March 2014	April 2003 – March 2014
<b>Annual contract value</b>	£1,328,063 pa  <b><u>Pooled budget</u></b> Adults and Communities: 49.60% Children's Service: 27.12% Health: 4.92% Housing: 8.35%	£276,340 pa
<b>Support hours per week</b>	1260	Varies, dependent on needs of customer
<b>Quotas</b>	Drug problem – 20  Homeless families in need – 60  Older people – 80  Young People leaving care - 40	None
<b>Capacity</b>	526 service users supported at any one time	100 service users supported at any one time
<b>Hours input</b>	Average of 2.5 hours per week	Varies, dependent on needs of customer
<b>Service user profile</b>	Vulnerable adults	Primary group: people with mental health problems.  Single homeless with support needs  All ages

<b>Customer's needs level</b>	Low level which can be met through short term support. Customers must be willing to engage with the service	Variable
<b>Duration of support</b>	Short term – three to six months. Longer term support subject to individual and agreement.	Up to 2 years, but aim to have a 50% throughput so aim for 9 months 1 year support. This also depends on need as the provider we will do short term support and one-off support if needed.
<b>Tenures</b>	Service works with all housing tenures including people preparing to move from supported housing, residential care and hospital.	Works with all housing tenures; client must be resident in Barnet
<b>Charging</b>	Free service to all customers	Free service to all customers
<b>Access/operating times</b>	Premises in Barnet. Monday to Friday 9am to 5pm	Monday to Friday 9am - 5pm (but provider works on weekends or late nights if needed, depending on customer's needs
<b>Referral sources</b>	Self-referrals Social Care Direct Children's and Family services Mental health teams Voluntary agencies (e.g. BCIL, Solace) Housing (Barnet Homes) Prison services:	Social Services Self referrals via Barnet Housing Needs Community Mental Health Team GPs Probation services Drug services Primary Care Mental Health Teams Community Support and Rehab Team BDAS Early Intervention and Prevention Team Right to Control Team
<b>Staffing</b>	Notting Hill - 2 Team Leaders, 14 staff Genesis - 2 Team Leaders, 14 staff HAB - 1 Team Leader, 7 staff Volunteers are also used	1 Senior Manager, 1 Team Manager and 5 Support Officers  Each support officer is responsible for 20 customers each
<b>Customers</b>	People aged 16 or over who are single or a member of a larger household and who:  - Have housing related support needs and are:  - homeless, or  - failing to manage and at risk of	See service user profile above.

	<p>losing their home, or</p> <ul style="list-style-type: none"> <li>- moving on to more independent living, e.g. from a family home or</li> <li>- registered care home or supported housing and are unlikely to sustain their independence without support</li> <li>- are vulnerable: <ul style="list-style-type: none"> <li>- Families, particularly those experiencing complex problems</li> <li>- Carers</li> </ul> </li> <li>- Primary need group categories Customers who are likely to benefit from this service.</li> </ul>	
	<b>Service aims</b>	<b>Service outcomes</b>
<b>Service aims / outcomes</b>	Reducing homelessness and the use of temporary accommodation	Avoid causing harm to others
	Reducing the number of working age people claiming out of work benefits	Better manage mental health
	Reducing the number of young people who are not in education, employment and training	Better manage physical health
	Reducing offending and re-offending	Better manage self-harm
	Increasing the numbers of drug users in effective treatment	Better manage substance misuse
	Enabling older people to stay independent	Comply with statutory orders and processes
	Increasing the number of people with learning disabilities in employment	Greater choice and/or involvement and/or control
	Increasing the number of people with mental illness who find and maintain settled accommodation	Participate in leisure/cultural/faith/informal learning activities
		Maintain accommodation and avoid eviction
		Maximise income, including correct

		benefits
		Minimise harm/risk of harm from others
		Obtain/participate in paid work
		Participate in training and/or education
		Participate in work-like/voluntary/unpaid work
		Qualifications in training or education
		Reduce overall debt
		Secure/obtain settled accommodation

**17. How are the equality strands affected?** Please detail the effects on each equality strand, and any mitigating action you have taken so far. Please include any relevant data. If you do not have relevant data please explain why.

Equality Strand	Affected?	Explain how affected	What action has been taken already to mitigate this? What action do you plan to take to mitigate this?
11. Age	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p><b>Negative impact</b></p> <p>37% of clients supported are older people with support needs. The proposals will limit support to a period of 4 – 6 months, some older people may require a longer period of support.</p>	<p>Offset reduced service by increasing capacity and throughput – which will be achieved through:</p> <ul style="list-style-type: none"> <li>• targeted focused support of 4 months – 6 months for generic floating support – exceptions in excess. NB not mental health scheme where support available for @ 9 months</li> <li>• Use of telephone triage</li> <li>• Use of drop in</li> <li>• More on line</li> </ul> <p>For older people ensure links made with new community lead services such as ageing well and the voluntary sector day opportunities programmes.</p> <p>Clients can re approach the service for further periods of support.</p>

<p><b>12. Disability</b></p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p><b>Negative impact</b></p> <p>Table 1.0 below shows number of people with disabilities supported during 2012/13. A 25% reduction in the overall service could mean less people can be supported.</p> <p>The mental health floating support service would also be reduced by a pro rata amount.</p>	<p>The reduction in funding is offset against the increased capacity through the reduction in the support period and by more targeted outcomes based support planning. The average duration of support to mental health clients is currently 7 months the proposals for more targeted support. In addition combination of the services in one contract will mean that mental health clients are also supported through the generic service.</p> <p>Mental health floating support could be protected so that the majority of savings are made against the generic floating support service although @26% of customers of the generic service have mental health needs.</p>
<p><b>13. Gender reassignment</b></p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p><b>Possible minimal impact</b></p> <p>Client record data shows low numbers of people ascribing as trans gender however a change to the service will apply equally to all customers.</p>	<p>See measures to offset budget reduction through increase in capacity describes in box 1 above.</p>
<p><b>14. Pregnancy and maternity</b></p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p><b>Negative impact</b></p> <p>The service provides floating support for a teenage parent housing scheme. A change in the service will affect all customers because of the limitation of support to 4 – 6 months..</p>	<p>See measures to offset budget reduction through increase in capacity describes in box 1 above</p>



<p><b>15. Race / Ethnicity</b></p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p><b>Negative impact</b></p> <p>People from BME groups are more likely to become homeless. A change in the service will affect all customers.</p>	<p>See measures to offset budget reduction through increase in capacity describes in box 1 above.</p> <p>The specification and contract will require the provider (s) to address any specific housing and support needs of the BME community including translation and interpreting.</p>
<p><b>16. Religion or belief</b></p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p><b>Possible minimal impact</b></p> <p>The number of users affected are expected to be low. For these people, the limit of support to 4-6 months will have an impact</p>	<p>See measures to offset budget reduction through increase in capacity describes in box 1 above.</p> <p>The specification and contract will require the provider (s) to address any specific religious or cultural needs.</p>
<p><b>17. Gender / sex</b></p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p><b>Possible minimal impact</b></p> <p>The number of users affected are expected to be low. For these people, the limit of support to 4-6 months will have an impact</p>	<p>See measures to offset budget reduction through increase in capacity describes in box 1 above.</p>
<p><b>18. Sexual orientation</b></p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p><b>Possible minimal impact</b></p> <p>The number of users affected are expected to be low. For these people, the limit of support to 4-6 months will have an impact</p>	<p>See measures to offset budget reduction through increase in capacity describes in box 1 above.</p>
<p><b>19. Marital Status</b></p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p><b>Possible minimal impact</b></p> <p>The number of users affected are expected to be low. For these people, the limit of support to 4-6 months will have an impact</p>	<p>See measures to offset budget reduction through increase in capacity describes in box 1 above.</p>

<p><b>20. Carers</b> (discriminated by association)</p>	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p><b>Positive Impact-</b></p> <p>Specific outcomes to address the needs of carers are being included in the specification.</p>	<p>See measures to offset budget reduction through increase in capacity describes in box 1 above.</p> <p>The specification and contract will have specific requirements around support for carers and their households. It will also require close working specifically with Barnet Carers Centre and other carer organisations. It will consider carers' needs and personalised approaches to deliver a matrix of support for the carer and cared for.</p>
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**18. What are the number, types and severity of disabilities in play in this case?**

**Summary of floating support client record data 2012/13**

Floating support services are preventative services and customers are not FACs eligible (substantial and critical needs).

Table 1 below shows the number of service users supported during 2012/13. These are the categories under the former Supporting People reporting framework and show other types of needs as well as disabilities.

<b>Table 1.0 Primary Client Group</b>	<b>Frequency</b>	<b>%</b>
Older people with support needs	67	9%
Older people with dementia & mental health problems	10	1%
Frail elderly	19	3%
Mental health problems	82	11%
Learning disabilities	5	1%
Physical or sensory disability	60	8%
Single homeless with support needs	8	1%
Alcohol misuse problems	7	1%
Drug misuse problems	4	1%

Offenders/at risk of offending	4	1%
Young people at risk	14	2%
Young people leaving care	7	1%
People with HIV/AIDS	1	0%
Homeless families with support needs	34	5%
Teenage parents	5	1%
Gypsies and travellers with support needs	1	0%
People at risk of domestic violence	19	3%
Generic/Complex needs	399	53%
<b>Total:</b>	<b>746</b>	<b>100%</b>

Further analysis of the age profile of customers shows the high proportion of people over 60 receiving the service:

16- 17	1.00%
18 - 59	72.7%
60 - 80+	26.3%
80+	11.1%

#### **19. What are the actions that could reduce the impact on people with disability?**

The provider(s) will be required to offer a revised service by increasing throughput and capacity through:

- Targeted focused support for 4 - 6 months for generic floating support (may be extended in exceptional circumstances). NB: the mental health scheme will provide support for around 9 months
- Use of telephone triage
- Use of drop in
- More use of on line support

For older people links will be made with new community led services such as neighbourhood services and ageing well.

**20. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents?**

Satisfaction surveys carried out during the life of the current contract with the market, wider stakeholders and service users show a high level of satisfaction with the service. The conclusion from recent consultation is that satisfaction should not be adversely affected as overall service levels (capacity and throughput) will be maintained.

Transition to a new service will be planned with the current service providers to ensure that services and satisfaction is maintained.

**21. How does the proposal enhance Barnet’s reputation as a good place to work and live?**

There could be some external negativity about further disinvestment in prevention services but the money available for recommissioning floating support is actually significantly higher than other key prevention services that have been or will shortly be commissioned.

Achieving efficiencies in the service but maintaining service levels should enhance the Councils reputation.

**22. How will members of Barnet’s diverse communities feel more confident about the council and the manner in which it conducts its business?**

Achieving efficiencies in the service but maintaining service levels should enhance the Councils reputation and confidence in the council and service providers. The provider (s) will continue to address any specific housing and support needs of the BME community including translation and interpreting and cultural support needs.

**23. What measures and methods have been designed to monitor the application of the policy or service, the achievement of intended outcomes and the identification of any unintended or adverse impact? *Include information about the groups of people affected by this proposal. Include how frequently will the monitoring be conducted and who will be made aware of the analysis and outcomes? Include these measures in the Equality Improvement Plan (section 14)***

Through:

- Service specification development - co-production with providers and service users
- Regular contract monitoring – including quarterly with key stakeholders
- Annual service reviews

**24. How will the new proposals enable the council to promote good relations between different communities? *Include whether proposals bring different groups of people together, does the proposal have the potential to lead to resentment between different groups of people and how might you be able to compensate for perceptions of differential treatment or whether implications are explained.***

Table 3.0 below shows the ethnic origins of customers of the service:

White	485	65%
Mixed	47	7%
Asian	70	9%
Black	109	14%

Other	26	4%
Refused to disclose	9	1%
<b>Total</b>	<b>746</b>	<b>100%</b>

This is consistent with housing data and the higher level of white households correlates with the higher proportion of older people receiving the service. The specification and contract will require the provider (s) to address any specific housing and support needs of the BME community including translation and interpreting.

Housing related floating support is an important part of resettlement and establishing connections within communities.

**25. How have residents with different needs been consulted on the anticipated impact of this proposal? How have any comments influenced the final proposal?** *Please include information about any prior consultation on the proposal been undertaken, and any dissatisfaction with it from a particular section of the community.*

Stakeholder feedback on the proposals is currently being analysed will be available shortly.

The outcome of the face to face consultation and focus groups held with customers and stakeholders was largely positive. Reservations about the reduction from 6 to 3 months (generic) informed the re-modelling to 4 months for the generic contract.

## Overall Assessment

26. Overall impact		
Positive Impact  <input type="checkbox"/>	Negative Impact or Impact Not Known <sup>5</sup>  <input checked="" type="checkbox"/>	No Impact  <input type="checkbox"/>
27. Scale of Impact		
Positive impact:  Minimal <input type="checkbox"/> Significant <input type="checkbox"/>	Negative Impact or Impact Not Known  Minimal <input checked="" type="checkbox"/> Significant <input type="checkbox"/>	

28. Outcome			
No change to decision  <input checked="" type="checkbox"/>	Adjustment needed to decision  <input type="checkbox"/>	Continue with decision <i>(despite adverse impact / missed opportunity)</i>  <input type="checkbox"/>	If significant negative impact - Stop / rethink  <input type="checkbox"/>

29. Please give full explanation for how the overall assessment and outcome was decided
<p>This is a key preventative service, reducing future financial impact on council services / and those of partners. The 25% reduction protects this type of provision that potentially will be more in demand as a result of external pressures, for example welfare reform.</p> <p>Disinvestment could potentially impact on other areas, as other services could need to pick up the support including possible increase in costs of temporary accommodation.</p> <p>Modelling of the shorter periods of support shows that the overall capacity of the service will not be affected.</p>

<sup>5</sup> 'Impact Not Known' – tick this box if there is no up-to-date data or information to show the effects or outcomes of the function, policy, procedure or service on all of the equality strands.

Delivery Units with agreed quotas have been engaged in developing the specification for the new contract. A decreased value could potentially impact on the provision that directly benefits their clients, but this will be mitigated through the competitive tender process that delivers better value for money and visibility of outcomes.

### 30. Equality Improvement Plan

Please list all the equality objectives, actions and targets that result from the Equality Analysis (continue on separate sheets as necessary). These now need to be included in the relevant service plan for mainstreaming and performance management purposes.

Equality Objective	Action	Target	Officer responsible	By when
Monitor outcomes of the revised service by equalities groups	Ensure specification includes statement of expectations	Review equality impact on the outcomes of the floating support contracts by equality strands	Commissioning project manager and senior category manager	After 3 months of contract start date
Stakeholder feedback	Review stakeholder feedback	Review equality impact on the outcomes of the floating support contracts by equality strands	Senior category manager	Quarterly

<b>1<sup>st</sup> Authorised signature (Lead Officer)</b>	<b>2<sup>nd</sup> Authorised Signature (Member of SMT) – Mathew Kendall</b>
<b>Date:</b>	<b>Date:</b>



**Adults and Communities**  
**Equality Impact Assessment**  
**Questionnaire EIA 3 (savings E3)**

Please refer to the guidance before completing this form.

<b>31. Details of function, policy, procedure or service:</b>	
Title of what is being assessed: <b>Increased investment in carers support to reduce funded care</b>	
Is it a new or revised function, policy, procedure or service? Yes revised	
Department and Section: Prevention and Wellbeing, Adults and Communities	
Date assessment completed: 25 September 2014	
<b>32. Names and roles of officers completing this assessment:</b>	
Lead officer	Andrea Breen
Stakeholder groups	Delivery Unit Staff, service users, Carers and Lead Provider for Carers Services
Representative from internal stakeholders	Carers Project Manager
Representative from external stakeholders	To include: Lead Provider for Carers Services– centre manager Carers Strategy Partnership Board and Carers Forum
Equalities Network rep	Emily Bowler / Lesley Holland
Performance Management rep	Sandeep Patel
HR rep (for employment related issues)	n/a
<b>33. Full description of function, policy, procedure or service:</b>	

Please describe the aims and objectives of the function, policy, procedure or service

*Please include - why is it needed, what are the outcomes to be achieved, who is it aimed at? Who is likely to benefit? How have needs based on age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, marriage and civil partnership and carers been taken account of? Identify the ways people can find out about and benefit from the proposals. Consider any processes they need to go through or criteria that we apply to determine eligibility.*

Carers are a critical resource and enabler in supporting vulnerable people to live in their homes and communities. Ensuring that carers are properly identified and their individual needs and outcomes assessed are important components of promoting the wellbeing of those they care for, as well as for themselves. The plan reflects the importance of identifying carers early in their caring journey, making sure they are well signposted to support that will enable them to continue in their roles. The council will improve the way in which it promotes the range of preventative services already available to carers, and make sure that what is available is of good quality and meets carers outcomes.

The council's corporate plan and Health and Wellbeing strategy further describes the role of the council as facilitating people to manage their own health and wellbeing. There is a focus on the role of social capital i.e. people using their own social and community networks to do this, rather than relying on statutory health and social care services. Working closely with public health and having an integrated approach across health and social care are key enablers to making this prevention approach work for all residents.

Legislative changes through the Care Act to be implemented in April 2015 also means that the role of carers and the way in which the council assesses and supports them, will change. Therefore the policies and procedures will need to be reviewed and updated to make sure they are fit for purpose and compliant with legislation.

The duty for local authorities to undertake a carer's assessment will be 'on the appearance of need' which is similar to that for the people they care for. This removes the existing requirement that the carer must be providing "a substantial amount of care on a regular basis". This will mean many more carers are able to access an assessment, and the assessment process will also need to be updated alongside those who are service users.

The duty to meet a carer's needs is a new entitlement to support for carers. This replaces the existing discretionary power for local authorities to provide services to carers, with a requirement based on meeting eligible needs. The key conditions for a carer's entitlement is that they have assessed eligible needs for care and support and that the person for whom they care is ordinarily resident in the local authority area (or present there but of no settled residence). Again, this means that there will be changes in the way that the services are arranged.

Given what we know about the growth in the population and the needs arising from this, we must manage demand for services more effectively and ensure that we have a range of preventative approaches in place. We must work closely with public health, community health services, voluntary and community sector and with residents in developing how this will work now and in the longer term.

The Delivery Unit will review what is already in place to support carers in their caring role. This includes those services commissioned by the Delivery Unit targeted to support groups of carers, any other services commissioned by the council which supports carers, and other mainstream, secondary and /or specialist resources and services which may be led by the voluntary sector and/or CCG.

We will also review the ways in which we offering direct support to carers and those they care for through respite care and replacement care and direct payments. Updating our business processes and operational guidance for

staff and making this more transparent will assist in fairer allocation of resources where we will also be more flexible in how we can support carers to meet their own outcomes through better access to preventative services.

This approach will enable the Delivery Unit to make recommendations and improvements where necessary, identify any further equality impacts, and consider investment proposals going forward

Providing effective information, advice and signposting about how someone can look after their own health and wellbeing, as well as those they look after is a key enabler for prevention to work, and will benefit all carers. The provision of information and advice is also enshrined as a duty in the Care Act. The shift to supporting carers to access a range of services rather than rely on provision of traditional services arranged through the council, is based on the assumption that carers will be enabled to access more services because they are better informed about what is available. This Equalities Impact should address how carers and those working with carers can access appropriate and good quality information about services to support carers.

There are significant developments across the council to improve how people access information including the new My Account, council web portal and database of voluntary sector organisations. This has included co design workshops with residents. Where people are not able to access on line information, they will be able to access alternatives e.g. print copies, telephone and face to face support, accessible materials and trusted information points such as libraries and community groups. Building on community assets, local faith and community groups and those specifically working with carers coordinated through the Lead Provider for carers services, also ensures that information is inclusive and reaches all groups of people.

Staff from the Delivery Unit working directly with carers, key agency partners and the Lead Provider for Carers services will be trained so that they know what is available to support carers, and identify their needs and outcomes early and that assessments and support plans reflect this. A communications and engagement plan will be developed. It will consider feedback from the Call for Evidence which ran from 18 March 2014 to 30 June 2014.

This equalities impact addresses the impact on carers, and those working with carers.

**34. How are the equality strands affected?** Please detail the effects on each equality strand, and any mitigating action you have taken so far. Please include any relevant data. If you do not have relevant data please explain why.

Equality Strand	Affected?	Explain how affected	What action has been taken already to mitigate this? What action do you plan to take to mitigate this?
21. Age	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Carers are diverse in terms of age including parent carers and older carers. This policy does not affect young carers. There are large numbers of older carers (aged 65 and over) and this will increase (check).  Moving towards a model where people access	To assess carers needs and ensure robust assessments and support plans in place for carers, as well as service users.  Training programmes are run through commissioned provider (Age UK) and Ageing Well Programme to enhance digital

		<p>information and advice on line rather than face to face, or where they are responsible for arranging their own services, there may be some carers who might be impacted. There is an assumption that many carers will be skilled and confident in using on line applications.</p>	<p>inclusion.</p> <p>Community Navigators in place to support carers providing information and advice.</p> <p>A review of what supports are available to support people to navigate through systems will be done.</p> <p>For some carers, direct face to face contact will continue and be appropriate and be assessed on an individual basis.</p> <p>We will continue to monitor the impact on age of those using carers services through the Lead Provider contract monitoring.</p> <p>Also achieved through internal regular reporting and monitoring of those carers receiving services/direct payments through the Council.</p> <p>It will also be reviewed in our Equality Meetings.</p>
<p>22. Disability</p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p>Some carers with their own needs might need additional support and services.</p>	<p>To assess carers needs and ensure robust assessments and support plans in place for carers, as well as service users.</p> <p>We will continue to monitor the impact on disability of those using carers services through the Lead Provider contract monitoring. This is already regularly recorded and monitored.</p> <p>Also achieved through internal regular reporting and monitoring of those carers receiving services/direct payments through</p>

			<p>the Council.</p> <p>It will also be reviewed in our Equality Meetings.</p>
23. Gender reassignment	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	As above	As above
24. Pregnancy and maternity	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	As above	Working closely with Family Services where needed
25. Race / Ethnicity	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>There are some hidden groups of carers which include those who may not identify themselves as carers, and who may not present to statutory services relying on their own informal networks.</p> <p>Carers will need assurance that community support services have an understanding of their cultural background and are able if needed to speak their language if English is not their first language</p>	<p>To assess carers needs and ensure robust assessments and support plans in place for carers, as well as service users.</p> <p>We will continue to monitor the impact on race/ethnicity of those using carers services. There are BMER support services in place, or being developed.</p> <p>Also achieved through internal regular reporting and monitoring of those carers receiving services/direct payments through the Council.</p> <p>To review through engagement plan.</p>
26. Religion or belief	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Some carers may not identify themselves as carers and may not present to statutory services instead relying on their own networks.	<p>To assess carers needs and ensure robust assessments and support plans in place for carers, as well as service users.</p> <p>We will continue to monitor the impact on religion or belief throughout the life of the contract for the Lead Provider for</p>

			<p>Carers.</p> <p>Also achieved through internal regular reporting and monitoring of those carers receiving services/direct payments through the Council.</p>
27. Gender / sex	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	The majority of carers are women; however male carers may be a hidden group who may not identify themselves as carers.	<p>To assess carers needs and ensure robust assessments and support plans in place for carers, as well as service users.</p> <p>We will continue to monitor the impact on gender/sex throughout the life of the contract for the Lead Provider for Carers.</p> <p>Also achieved through internal regular reporting and monitoring of those carers receiving services/direct payments through the Council.</p>
28. Sexual orientation	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>		As above
29. Marital Status	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>		As above
30. Other key groups?	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Young Carers	<p>Young carers services are delivered through Barnet Young Carers service with Family Services responsible for equality and performance monitoring. Therefore it is outside of the scope of this EIA.</p>

**35. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents?**

Those service users and carers who are currently using more traditional forms of respite may be dissatisfied with any proposed changes in the way in which they are supported, as they may have established and positive relationships with particular individuals and organisations. This may result in increase in complaints, refusal and/or reluctance to work with new and different organisations, or indeed not want to take on more responsibility to manage their own health and wellbeing. There may be some increased anxiety associated with proposed changes, and thereby inadvertently increased level of support might be needed.

In the last carers survey in 2012/13 (these are done every 2 years with the next due in November 2014) the key messages were:

- Barnet's carers were more satisfied with the services and support they received than on average across other comparable London boroughs.
- 63% of carers in Barnet, that sought information about social services, reported that it was easy to find the information they required; 2% fewer than the average for other similar local authorities and 3% fewer than in the previous carer's survey.

Therefore, the findings of the 2014 survey will provide further information about other changes in how support services are arranged and delivered.

Maintaining good standards of carer assessments and support plans will be regularly monitored through staff supervision and internal quality assurance mechanisms (e.g. overseen by Quality Group chaired by the Delivery Unit Director). Satisfaction with social work services is currently monitored via the Complaints and Representation process. Resident Perception Surveys with information about customer satisfaction of adult social care services will also be reviewed.

**36. How does the proposal enhance Barnet's reputation as a good place to work and live?**

By more effectively promoting what is available for carers and how to access it, it will improve people's knowledge of what is available. It also highlights that carers are an important and valued resource for the council and its partners. Finally it makes clear a vision for supporting carers and what the commissioning intentions will be more widely, and that they are based on services that 'work' with clear outcomes and are value for money.

If the council is able to provide good quality carers services which are equitably allocated in a transparent way, where people can live in their own communities with their carers, this will be seen as positive place to live. If there was however a noticeable drop in the quality of carers services there would be a negative perception regarding the boroughs reputation and in particular the impact on the most vulnerable groups within our society.

**37. How will members of Barnet's diverse communities feel more confident about the council and the manner in which it conducts its business?**

Ensuring that the communications and engagement plan specifically targets diverse communities through channels which they are comfortable with and use regularly. This might be through faith and community groups and leaders. Also, by having a clear feedback system so that there are on-going dialogues and mechanisms in place, rather than the risk of any council business being perceived as having a one-off and tokenistic engagement activity. By being open and transparent about any challenges and difficulties, will also help in building and sustaining relationships with diverse communities.

If the impact of the carers assessment and provision of services is effectively rationed / or significantly and adversely changed across the groups with protected characteristics, then there could be a perception that those who are more vulnerable by reason of age, disability or having additional/different needs by virtue of race or religion will be disproportionately disadvantaged. In these circumstances trust in how the council conducts its business could be diminished.

Audits of social care practice within the Delivery Unit, and regular and robust contract monitoring of commissioned Carers services, feedback from any complaints and representations, survey outcomes will also mitigate risks of impacts on different demographic characteristics (service users and staff).

**38. What measures and methods have been designed to monitor the application of the policy or service, the achievement of intended outcomes and the identification of any unintended or adverse impact? Include information about the groups of people affected by this proposal. Include how frequently will the monitoring be conducted and who will be made aware of the analysis and outcomes? Include these measures in the Equality Improvement Plan (section 15)**

The borough has over 32,000 carers with over 6000 providing over 50 hours of care a week. This is the second highest number of carers in the London region. The number of carers providing over 50 hours of care has increased by a third since 2001. In 2013/14 Adults and Communities assessed 1968 carers, and most (1408 carers) received information and advice, with 540 carers receiving services directly through the council.

Year	Separately	Jointly	Declined	Total
2011/12	355	2,080	30	2,465
2012/13	<b>265</b>	<b>1,915</b>	<b>10</b>	<b>2,185</b>
2013/14	429	1,519	20	1,968

The changing profile of carers is important to consider with factors such as having older and ageing carers with their own needs; increasing expectation of carers to do more; decreasing numbers of those available to care; and carers who are of working age and supporting them to continue in their caring role. Consideration of these factors will be vitally important in managing demand and services must be able to respond to these challenges.

In 2013/14 Adults and Communities assessed 1968 carers. Of these, 1519 were assessed jointly with the person they cared for and 429 had a separate assessment.

Of those carers who were assessed, most (1408 carers) received information and advice, and 540 carers received services. Services are defined as where a carer received a one off Direct Payment, contingency/emergency plan or a carers break.

This activity compares to 2012/13 where 2,185 carers were provided with assessments or a review of current



service provisions. Of these, most (1725) received information and advice, with 455 receiving services.

In 2011/12, more carers were assessed (2465 carers) with 605 people receiving services and the remainder receiving information and advice.

Performance and management information is regularly collected and reported as per Corporate requirements, and will review the equality elements detailed in section 4 of this report. The Adults and Communities Business Plan and Senior Management Team also review regularly carers activity and outcomes, and will be able to monitor any changes that arise.

Monitoring of trends and changes in surveys, complaints and representations will be done, as well as feedback through contract monitoring with the Lead Provider of carers services. The Carers Partnership Board and Carers Forum are also mechanisms to monitor and engage with.

Feedback from Delivery Unit staff about how new assessments and support plans will be obtained.

**39. How will the new proposals enable the council to promote good relations between different communities?** *Include whether proposals bring different groups of people together, does the proposal have the potential to lead to resentment between different groups of people and how might you be able to compensate for perceptions of differential treatment or whether implications are explained.*

New proposals will be more transparent and accessible, so that staff and carers will be better informed about what to expect, and how they can be supported in their caring role. This may help develop better relationships based on clearer expectations and outcomes.

**40. How have residents with different needs been consulted on the anticipated impact of this proposal? How have any comments influenced the final proposal?** *Please include information about any prior consultation on the proposal been undertaken, and any dissatisfaction with it from a particular section of the community.*

From 2009 Barnet had a multi-agency carer's strategy 'Carers at the heart of families and communities' 2009-2012. This was refreshed in 2012 and a further Carer's Strategy Action Plan for 2014/15 is due to be finalised in June 2014. This Action Plan also reflects the priorities of the Health and Wellbeing Strategy. The key priorities are:

- Early recognition and support for carers
- Information and advice offer for carers
- Supporting carers to fulfil their employment potential
- Carers as expert partners in care

The Carers Strategy is overseen by the Carers Strategy Partnership Board (CSPB). The Board comprises of carers, council officers, voluntary organisations and Healthwatch Barnet. The Carers Forum is an open forum which is led by carers for carers, which informs the Carers Strategy and has representation at the Partnership Boards.

Following agreement of the detailed activities of the Savings Plan (which are currently being scoped), the following activities will take place:

- Engagement events at the Carers Forum; Carers Partnership Board and other Partnership Boards
- On line consultation
- Learning from changes to other parts of the carers offer included communicating with the Partnership Boards openly about decision making and rationale behind changes in any commissioning activity.
- Engagement and consultation at an individual level with service users and carers will also be undertaken as part their assessment and review

## Overall Assessment

41. Overall impact		
Positive Impact  <input checked="" type="checkbox"/>	Negative Impact or Impact Not Known <sup>6</sup>  <input type="checkbox"/>	No Impact  <input type="checkbox"/>
42. Scale of Impact		
Positive impact:  Minimal <input checked="" type="checkbox"/> Significant <input type="checkbox"/>	Negative Impact or Impact Not Known  Minimal <input type="checkbox"/> Significant <input type="checkbox"/>	

43. Outcome			
No change to decision  <input type="checkbox"/>	Adjustment needed to decision  <input type="checkbox"/>	Continue with decision <i>(despite adverse impact / missed opportunity)</i>  <input checked="" type="checkbox"/>	If significant negative impact - Stop / rethink  <input type="checkbox"/>

44. Please give full explanation for how the overall assessment and outcome was decided
<p>This is an Equality Impact Assessment of a change in Carers practice and policy which promotes the more effective use of prevention carers services to reduce funded care. It describes a move to an Enablement offer for carers, with staff and carers having a better knowledge and access to a range of commissioned carers services and non-commissioned services in the community and voluntary sector.</p> <p>This offer will enable people to live in the community based on their assessed need, with carers who are appropriately supported in their caring role.</p> <ul style="list-style-type: none"> <li>Improved carers identification, assessment and support plan pathways through updated procedures for staff</li> <li>Updated Carers Policy for staff and residents</li> </ul>

<sup>6</sup> 'Impact Not Known' – tick this box if there is no up-to-date data or information to show the effects or outcomes of the function, policy, procedure or service on all of the equality strands.

- Effective information and advice – ensuring the new Information Catalogue/directory is used to signpost to community alternatives
- Promotion of ‘Carers Offer’ including increased use of telecare and assistive technology to support residents to live at home, and give carers peace of mind, and to seek alternatives to the reliance on traditional forms of care and respite
- Better supporting planning including the need to meet respite and emergency needs

There will be active promotion of preventative supports and services for carer alongside the support available for the cared for person. This reflects the legislative changes of the Care Act with regards to prevention, information and advice duties; and duties to assess and provide services to carers in their own right. It also reflects the wider council priorities.

#### 45. Equality Improvement Plan

Please list all the equality objectives, actions and targets that result from the Equality Analysis (continue on separate sheets as necessary). These now need to be included in the relevant service plan for mainstreaming and performance management purposes.

Equality Objective	Action	Target	Officer responsible	By when
Service users and staff understand the proposed changes and feel supported	Develop communication and engagement plan	Written communication to be sent to all affected staff. Targeted training for staff where needed; attendance at team meetings.	Carers Lead	Summer 2015
Carers from Partnership Boards to be consulted and engaged with the Carers Offer	Presentation to each of the Partnership boards	Written communication to be sent	Carers Lead	Summer 2015

<b>1<sup>st</sup> Authorised signature (Lead Officer)</b>	<b>2<sup>nd</sup> Authorised Signature (Delivery Unit management team member)</b>
<b>Date:</b>	<b>Date:</b>

## Adults and Communities

### Equality Impact Assessment

#### Questionnaire EIA 4

(relates to saving - E4 FOR 15/16)

Please refer to the guidance before completing this form.

<b>46. Details of function, policy, procedure or service:</b>	
<i>Title of what is being assessed:</i> Through partnership working with leisure services and community resources we will offer more mainstream activities and reducing dependence on specialist day care provision	
<i>Is it a new or revised function, policy, procedure or service?</i> Revised – extension of existing activity	
<i>Department and Section:</i> Adults and Communities	
<i>Date assessment completed:</i> 31 <sup>st</sup> October 2013, update 6 <sup>th</sup> October 2014	
<b>47. Names and roles of officers completing this assessment:</b>	
Lead officer	Karen Jackson
Stakeholder groups	Users, carers,
Representative from internal stakeholders	Karen Morrell, Learning Disability Service
Representative from external stakeholders	Day Opportunity providers, Leisure Services, BCIL
Equalities Network rep	Emily Bowler / Lesley Holland
Performance Management rep	Sandeep Patel
HR rep (for employment related issues)	N/A

**48. Full description of function, policy, procedure or service:**

Please describe the aims and objectives of the function, policy, procedure or service

*Please include - why is it needed, what are the outcomes to be achieved, who is it aimed at? Who is likely to benefit? How have needs based on age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, marriage and civil partnership and carers been taken account of? Identify the ways people can find out about and benefit from the proposals. Consider any processes they need to go through or criteria that we apply to determine eligibility.*

By developing both specialist leisure opportunities and ensuring accessible mainstream opportunities are available, we will be providing an alternative offer to traditional day services for individuals with a learning disability. We will support the use direct payments so that people have more flexibility in the support they require and increase the use of community activities

49. How are the equality strands affected? Please detail the effects on each equality strand, and any mitigating action you have taken so far. Please include any relevant data. If you do not have relevant data please explain why.			
Equality Strand	Affected?	Explain how affected	What action has been taken already to mitigate this? What action do you plan to take to mitigate this?
31. Age	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
32. Disability	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<b>Service users</b> There are currently around 573 adults with a learning disability in receipt of day services	As part of the review and/or support planning process alternative leisure opportunities and community based activities can be explored but decisions will be based on choice.
33. Gender reassignment	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
34. Pregnancy and maternity	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
35. Race / Ethnicity	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>		As part of the review and/or support planning process alternative leisure/ community opportunities can be explored but decisions will be based on choice to ensure that options are culturally appropriate
36. Religion or belief	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>		As part of the review and/or support planning process alternative leisure opportunities can be explored but decisions will be based on choice to ensure that options are culturally appropriate
37. Gender / sex	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
38. Sexual orientation	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
39. Marital Status	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
40. Carers (discriminated by association)	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Carers may initially be concerned about individuals being offered community provisions rather than the	Carers will be involved in the review and planning process and consideration will be given to the needs of the carers as part a



		traditional day services provisions	carers assessment
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<b>50. What are the number, types and severity of disabilities in play in this case?</b>
There are approximately 573 adults with a learning disability in receipt of day services with a variety of needs and levels of disability.
<b>51. What are the actions that could reduce the impact on people with disability?</b>
We will work with local leisure provision to support disability awareness and the consideration of reasonable adjustments to provision. We will identify partners who would be interested in working alongside leisure services to plan/provide leisure sessions. We will work with the organisation, (BCIL), which offers creative support planning to ensure that alternative community provisions are considered in line with needs and wishes.
<b>52. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents?</b>
Opportunities will be based on choice and personal interest and will enable individuals to access universal services which is likely to increase community engagement and participation, reduce social isolation and increase satisfaction
<b>53. How does the proposal enhance Barnet's reputation as a good place to work and live?</b>
The aim is to enable people with a learning disability to have the choice to access leisure and community services as a Barnet citizen in the same way as the remainder of the population does, and promotes social inclusion and our equalities responsibilities.
<b>54. How will members of Barnet's diverse communities feel more confident about the council and the manner in which it conducts its business?</b>
By providing an opportunity for greater social inclusion and access to culturally appropriate leisure and community services for people with a learning disability, Barnet's diverse communities will be confident that their needs are being met.

**55. What measures and methods have been designed to monitor the application of the policy or service, the achievement of intended outcomes and the identification of any unintended or adverse impact?** *Include information about the groups of people affected by this proposal. Include how frequently will the monitoring be conducted and who will be made aware of the analysis and outcomes? Include these measures in the Equality Improvement Plan (section 14)*

Regular liaison meetings between Adults and Communities and providers of leisure and community services will take place as part of the planned development to monitor progress. User engagement and satisfaction measures will be built into the project. Service users' annual reviews will also monitor outcomes. Monitoring of BCIL contract will allow us to ensure that creative support planning is helping people to have more community integration

**56. How will the new proposals enable the council to promote good relations between different communities?** *Include whether proposals bring different groups of people together, does the proposal have the potential to lead to resentment between different groups of people and how might you be able to compensate for perceptions of differential treatment or whether implications are explained.*

Proposals will enable adults with a learning disability to access leisure and community services in the same way as the rest of the population. Access to leisure services also forms part of the prevention and well-being agenda and are a positive opportunity to improve health inequalities within the learning disability population such as obesity.

**57. How have residents with different needs been consulted on the anticipated impact of this proposal? How have any comments influenced the final proposal?** *Please include information about any prior consultation on the proposal been undertaken, and any dissatisfaction with it from a particular section of the community.*

Consultation will be on an individual basis as part of the annual review process and individuals will be offered the appropriate support to engage with this according to their needs.

## Overall Assessment

58. Overall impact		
Positive Impact  <input checked="" type="checkbox"/>	Negative Impact or Impact Not Known <sup>7</sup>  <input type="checkbox"/>	No Impact  <input type="checkbox"/>
59. Scale of Impact		
Positive impact:  Minimal <input checked="" type="checkbox"/> Significant <input type="checkbox"/>	Negative Impact or Impact Not Known  Minimal <input type="checkbox"/> Significant <input type="checkbox"/>	

60. Outcome			
No change to decision  <input checked="" type="checkbox"/>	Adjustment needed to decision  <input type="checkbox"/>	Continue with decision <i>(despite adverse impact / missed opportunity)</i>  <input type="checkbox"/>	If significant negative impact - Stop / rethink  <input type="checkbox"/>

61. Please give full explanation for how the overall assessment and outcome was decided
<p>The aim of the prevention and well-being agenda and the Valuing People Now strategy is to support people to live healthy lifestyles, as part of the local community and have access to mainstream/universal services. Developing improved access to leisure and community services supports these initiatives as well as giving individuals increased choice with the potential for improved outcomes that represent value for money when compared to the cost of commissioning traditional day care services. This also supports Barnet's strategic equalities objective to support families and individuals – promoting independence, learning and well-being and</p>

<sup>7</sup> 'Impact Not Known' – tick this box if there is no up-to-date data or information to show the effects or outcomes of the function, policy, procedure or service on all of the equality strands.

the reduction of gap in life expectancy and health across the borough

**62. Equality Improvement Plan**

Please list all the equality objectives, actions and targets that result from the Equality Analysis (continue on separate sheets as necessary). These now need to be included in the relevant service plan for mainstreaming and performance management purposes.

Equality Objective	Action	Target	Officer responsible	By when
Access to appropriate services for all vulnerable people	Develop new services in partnership with leisure and community providers		Karen Morrell	On-going

<b>1<sup>st</sup> Authorised signature (Lead Officer)</b>	<b>2<sup>nd</sup> Authorised Signature (Member of SMT) – Mathew Kendall</b>
<b>Date:</b>	<b>Date: update 6<sup>th</sup> October 2014</b>

## Adults and Communities

### Equality Impact Assessment

#### Questionnaire EIA 5 (relates to Saving E5)

Please refer to the guidance before completing this form.

<b>63. Details of function, policy, procedure or service:</b>	
<i>Title of what is being assessed:</i>	
<u>Savings through sharing funding arrangements with MHT</u>	
<p>Individuals who have received treatment under the mental health act on a section 3 at the point of discharge are subject to section 117 aftercare. There is an agreement currently that anyone subject to S117 will automatically be jointly funded between health and social care. The proposed changes would not impact on the Council's ability to provide these services.</p>	
<i>Is it a new or revised function, policy, procedure or service? revised</i>	
<i>Department and Section:</i> Adults and Communities Delivery Unit, Commissioning	
<i>Date assessment completed:</i> December 2013 updated 6 <sup>th</sup> October 2014	
<b>64. Names and roles of officers completing this assessment:</b>	
Lead officer	Karen Morrell
Stakeholder groups	LBB, CCG
Representative from internal stakeholders	
Representative from external stakeholders	Lead continuing health care officer
Equalities Network rep	Emily Bowler / Lesley Holland
Performance Management rep	Sandeep Patel
HR rep (for employment related issues)	

**65. Full description of function, policy, procedure or service:**

Please describe the aims and objectives of the function, policy, procedure or service

*Please include - why is it needed, what are the outcomes to be achieved, who is it aimed at? Who is likely to benefit? How have needs based on age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, marriage and civil partnership and carers been taken account of? Identify the ways people can find out about and benefit from the proposals. Consider any processes they need to go through or criteria that we apply to determine eligibility.*

People who have been subject to section 3 of the mental health Act have a right to after care which will support them to stay mentally well and help to prevent a relapse in their mental health conditions. It is important that people are supported in an appropriate way and one which promotes people staying in the community and prevents admission in to acute services.

This approach enables mental health services to re-focus the service on recovery, enablement and social inclusion rather than a professionalised model of care.

This saving assumes that new models of mental health services being introduced will result in less people requiring on-going support to manage their care and support needs and therefore facilitate changes staffing model in Mental Health Trust.

This approach ensures that the pressure for in-patient units and the pressure on beds is reduced.

66. How are the equality strands affected? Please detail the effects on each equality strand, and any mitigating action you have taken so far. Please include any relevant data. If you do not have relevant data please explain why.			
Equality Strand	Affected?	Explain how affected	What action has been taken already to mitigate this? What action do you plan to take to mitigate this?
41. Age	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
42. Disability	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<b>Positive impact</b> People with a mental health condition will be supported to remain in the community and support them to access home and community based models of care.	Each identified individual will have a CPA and review which support them to remain well in the community
43. Gender reassignment	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
44. Pregnancy and maternity	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
45. Race / Ethnicity	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<b>Positive impact</b> For some people, after care provisions will include ones which reflect a particular race/ethnicity need and this will be reflected in their support plans	Individual reviews will consider cultural needs and this will be considered as part of their support plan in partnership with the individual and/or their carers
46. Religion or belief	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<b>Positive impact</b> People can be placed in culturally specific services which will promote their independence.	Individual reviews will consider cultural needs and this will be considered as part of their support plan in partnership with the individual and/or their carers
47. Gender / sex	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
48. Sexual orientation	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
49. Marital Status	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
50. Carers (discriminated by association)	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<b>Impact not known</b> Carers may be concerned about individuals after care and how this is funded	Carers will be involved in the review and planning process



<p><b>67. What are the number, types and severity of disabilities in play in this case?</b></p>
<p>.</p>
<p><b>68. What are the actions that could reduce the impact on people with disability?</b></p>
<p>After care services will be utilised to ensure that individual needs and outcomes are considered and met by any proposed service as part of a thorough assessment/CPA/review process.</p>
<p><b>69. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents?</b></p>
<p>People will receive the right support to meet their individual needs in the community and prevent a relapse in their mental health which may result in admission to hospital, aftercare can promote recovery, social inclusion and enablement</p>
<p><b>70. How does the proposal enhance Barnet's reputation as a good place to work and live?</b></p>
<p>The aim is to support people to remain well and in the community</p>
<p><b>71. How will members of Barnet's diverse communities feel more confident about the council and the manner in which it conducts its business?</b></p>
<p>Through discussion and engagement with individuals and their families to develop support plans, individual needs will be considered and planned for in relationship to after-care provision.</p>
<p><b>72. What measures and methods have been designed to monitor the application of the policy or service, the achievement of intended outcomes and the identification of any unintended or adverse impact? <i>Include information about the groups of people affected by this proposal. Include how frequently will the monitoring be conducted and who will be made aware of the analysis and outcomes? Include these measures in the Equality Improvement Plan (section 14)</i></b></p>
<p>Social workers will work proactively with individuals, their cares and commissioned providers to ensure needs are understood and clear plans are in place to deliver good quality, cost effective support. The borough, mental health trust and the CCG will work together to ensure that appropriate 117 provisions are commissioned for individuals and that the services work in a way to support people to remain well in the community</p>

**73. How will the new proposals enable the council to promote good relations between different communities?** *Include whether proposals bring different groups of people together, does the proposal have the potential to lead to resentment between different groups of people and how might you be able to compensate for perceptions of differential treatment or whether implications are explained.*

All support plans consider community inclusion and local networks to ensure that individuals feel engaged and supported.

**74. How have residents with different needs been consulted on the anticipated impact of this proposal? How have any comments influenced the final proposal?** *Please include information about any prior consultation on the proposal been undertaken, and any dissatisfaction with it from a particular section of the community.*

Consultation will be on an individual basis as part of the annual review/CPA process and individuals will be offered the appropriate support to remain in the community.

## Overall Assessment

75. Overall impact		
Positive Impact  <input checked="" type="checkbox"/>	Negative Impact or Impact Not Known <sup>8</sup>  <input type="checkbox"/>	No Impact  <input type="checkbox"/>
76. Scale of Impact		
Positive impact:  Minimal <input type="checkbox"/> Significant <input checked="" type="checkbox"/>	Negative Impact or Impact Not Known  Minimal <input type="checkbox"/> Significant <input type="checkbox"/>	

77. Outcome			
No change to decision  <input checked="" type="checkbox"/>	Adjustment needed to decision  <input type="checkbox"/>	Continue with decision ( <i>despite adverse impact / missed opportunity</i> )  <input type="checkbox"/>	If significant negative impact - Stop / rethink  <input type="checkbox"/>

78. Please give full explanation for how the overall assessment and outcome was decided
The local authority aims to support people with a mental health issue wherever possible to remain in the community, this can be achieved if the focus is on community support which promotes a personalisation, recovery and enablement model. Section 117 services should concentrate on this approach and if successful will prevent people from needing in-patient/acute care.

<sup>8</sup> 'Impact Not Known' – tick this box if there is no up-to-date data or information to show the effects or outcomes of the function, policy, procedure or service on all of the equality strands.

**79. Equality Improvement Plan**

Please list all the equality objectives, actions and targets that result from the Equality Analysis (continue on separate sheets as necessary). These now need to be included in the relevant service plan for mainstreaming and performance management purposes.

Equality Objective	Action	Target	Officer responsible	By when
Service users and staff understand the commitment to supporting individuals to remain in the community	Discussion at individual review	All individuals have a CPA, person centred after care plan	Allocated Worker	Embedded practice
Ensure that diversity of individual need and gaps in local provision are considered and investment is made to commission a model of support which supports enablement and social inclusion	Unmet need to be identified and passed to the commissioning team and individual needs are discussed as part of individual support planning	Service remodelling is considered and all individuals have a personalised after care plan	Allocated worker, head of service and commissioning lead	Annual

<b>1<sup>st</sup> Authorised signature (Lead Officer)</b>	<b>2<sup>nd</sup> Authorised Signature (Member of SMT) – Mathew Kendall</b>
<b>Date:</b>	<b>Date: up-dated 6<sup>th</sup> October 2014</b>

## Equality Analysis (EqA)

### Questionnaire – EIA 6 relates to saving E6

Please refer to the guidance before completing this form.

<b>80. Details of function, policy, procedure or service:</b>	
Title of what is being assessed: <b>Reduced back office staffing costs</b>	
Is it a new or revised function, policy, procedure or service? Yes revised	
Department and Section: Prevention and Wellbeing, Adults and Communities	
Date assessment completed: October 2014 (draft v1 0 )	
<b>81. Names and roles of officers completing this assessment:</b>	
Lead officer	Andrea Breen
Stakeholder groups	Delivery Unit Staff
Representative from internal stakeholders	To include: Heads of Service: Joint Commissioning Unit; Care Quality; Business Improvement; Financial Assessments
Representative from external stakeholders	Trade Unions
Equalities Network rep	Emily Bowler / Lesley Holland
Performance Management rep	n/a
HR rep (for employment related issues)	tbc
<b>82. Full description of function, policy, procedure or service:</b>	

Please describe the aims and objectives of the function, policy, procedure or service

*Please include - why is it needed, what are the outcomes to be achieved, who is it aimed at? Who is likely to benefit? How have needs based on age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, marriage and civil partnership and carers been taken account of? Identify the ways people can find out about and benefit from the proposals. Consider any processes they need to go through or criteria that we apply to determine eligibility.*

This equalities impact assessment addresses the impact on staff and those using services arranged for by Adults and Communities.

The Saving plan relates to reduced expenditure on back office staffing functions. Scoping as to the details of the Savings Plan is still underway, but it will impact on the following service areas in the delivery Unit:

- Prevention and Wellbeing: Customer Care (including business support), performance, and prevention and carers
- Financial Assessments
- Care Quality : Quality and Purchasing, contract monitoring
- Joint Commissioning Unit
- Business Improvement.

Some aspects of the Savings Plan rely on the successful implementation of the new IT system (electronic case management and information systems) and this will be in place from April 2015, with clear project implementation dates yet to be finalised.

The Savings plan will be realised if there is no active recruitment to existing vacant roles, some of which have been vacant for a period of time. After reviewing these posts, some may be deleted. This may impact on some of the day to day business requirements and delivery of key tasks, and impact on people having increased workload. It may also be outside of their skills set and job profile. A functional review of those roles and teams is likely to result in some organisational redesign in some of the above service areas.

The Delivery Unit experienced a restructure in 2013 and some staff may feel that further changes may not be necessary. However the last restructure largely focused on frontline teams and delivery; with only some small changes to the back office functions.

Further consultation with HR and the unions will be done, once it is known exactly how many staff are affected. It will also need to take account of other similar staff consultation across the council.

The impact of the significant change programmes including the Care Act and health and social care integration have yet to be fully determined in terms of the level of staffing required to meet business requirements. Staff may require some additional skills and knowledge training in using systems, and there is likely to be a transition in culture as people move away from dependency on some traditional forms of back office functions and form, towards a more self- service and workflow system of transactions.

**83. How are the equality strands affected?** Please detail the effects on each equality strand, and any mitigating action you have taken so far. Please include any relevant data. If you do not have relevant data please explain why.

Equality Strand	Affected?	Explain how affected	What action has been taken already to mitigate this? What action do you plan to take to mitigate this?
51. Age	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>Staff are diverse in terms of age.</p> <p>Moving towards a model where there is more and improved self-service e.g. using electronic systems for reporting and managing information means that there is less demand for traditional forms of business interactions, and the number of people required to do such tasks.</p> <p>There is an assumption that staff will be skilled and confident in using on line applications and systems.</p>	<p>Organisational Change policy will be adhered to.</p> <p>Analysis of those staff affected and at risk will be done. Scoping of those at risk roles is underway and not yet completed.</p> <p>For some service users in contact with the Delivery Unit direct face to face contact will continue and be appropriate; and this channel of engagement will still be offered albeit at a reduced and targeted level.</p> <p>We will continue to monitor the impact on age of those staff employed in back office roles through working with and monitoring of HR data.</p> <p>It will also be reviewed in our Equality Meetings.</p>
52. Disability	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	An analysis of those roles at risk to be done in respect of disability.	<p>Adhering to HR policy and procedures; Organisational Change procedures</p> <p>That service user and carers assessments reflect individual needs and consideration has taken place as to how they wish</p>

			to be communicated with.  It will also be reviewed in our Equality Meetings.
<b>53. Gender reassignment</b>	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	As above	As above
<b>54. Pregnancy and maternity</b>	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	As above	As above
<b>55. Race / Ethnicity</b>	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	As above	As above
<b>56. Religion or belief</b>	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	As above	As above
<b>57. Gender / sex</b>	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Analysis of HR data to be done.	As above
<b>58. Sexual orientation</b>	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	As above	As above
<b>59. Marital Status</b>	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	As above	As above
<b>60. Other key groups?</b>	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>		Possibly those groups of people who do not have formal qualifications.



**84. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents?**

The shift towards a self-service approach to delivering some of the back office functions and more use of computerised systems means that is likely to be reduced direct contact with the public. This may impact on the satisfaction of some of those using the services and those working in it, as some people enjoy the contact they have directly with staff members and this interaction will be reduced. Some residents are more skilled and engaged in self service activities, and will be less affected; whereas others may feel excluded and unable to ask for help when they need it.

There may also be a positive impact with an increase in customer satisfaction as a less bureaucratic approach is more transparent and streamlined, and will increase accountability. By improving the way in which people access the 'front door' and other customer care services (e.g. financial assessments) will mean that people will know where to go and their queries are met more quickly.

**85. How does the proposal enhance Barnet's reputation as a good place to work and live?**

Some of the staff affected may also live in Barnet and therefore, changes to their employment circumstances may be viewed negatively. There are also other consultations across the council which involve reducing staff expenditure, and the number of redundancies could be perceived to increase within a relatively short space of time, thereby impacting on the reputation of the council as a good employer.

If the council is able to continue to provide good quality social care services which promote people living in their own communities with their carers, this will be seen as positive place to live. Changes and reduction in frontline services to those in need tend to impact more negatively than changes to the back office which could be understood as the council aiming to be better organising, streamlined and efficient. However if there were negative reports about the quality of social care services there would be a negative perception regarding the reputation of the borough, and in particular the impact on the most vulnerable groups within our society.

**86. How will members of Barnet's diverse communities feel more confident about the council and the manner in which it conducts its business?**

Ensuring that staff consultation is undertaken in a fair and transparent way which takes account of individual and protected characteristics will be important, so that the relationship with some communities is not adversely affected.

The Delivery Unit will need to be clear about how they continue to meet the needs of diverse communities and continue to use a range of engagement activities to do this.

**87. What measures and methods have been designed to monitor the application of the policy or service, the achievement of intended outcomes and the identification of any unintended or adverse impact? *Include information about the groups of people affected by this proposal. Include how frequently will the monitoring be conducted and who will be made aware of the analysis and outcomes? Include these measures in the Equality Improvement Plan (section 15)***

An analysis of the workforce is being carried out so that relevant plans to address any particular protected characteristics and profiles can be developed.

Organisational Change policy will be used and the full range of supports will be made available to any staff identified as 'at risk'.

There is work underway with the Leadership Team to clearly understand the functions across the identified service areas with back office roles. This will review where there are increasing demands (e.g. due to legislation) and pressures, where there may be duplication of functions, and where some roles may be better aligned. Feedback from previous staff consultation in the Delivery Unit and reviews of service areas will be obtained and inform the Saving Plan proposals.

**88. How will the new proposals enable the council to promote good relations between different communities?** *Include whether proposals bring different groups of people together, does the proposal have the potential to lead to resentment between different groups of people and how might you be able to compensate for perceptions of differential treatment or whether implications are explained.*

Clear communication about how people can access information and advice about services is needed for all residents, including who to contact when they need it and operating a 'no wrong door' approach is needed to promote good relations especially as some people may have relied on or need direct face to face contact.

The new proposals will be more transparent and accessible, so that staff and all customers will be better informed about what to expect, and how they can be supported by the services they receive. This is likely to help develop better relationships based on clearer expectations and outcomes.

**89. How have residents with different needs been consulted on the anticipated impact of this proposal? How have any comments influenced the final proposal?** *Please include information about any prior consultation on the proposal been undertaken, and any dissatisfaction with it from a particular section of the community.*

Consultation about staff changes has not happened with the community. The impact of reduced back office functions is unlikely to be felt by the majority of service users who will continue to receive direct service support. However, some service users and carers do have interactions with back office staff who are sometimes considered their 'go to person'.

Specific Staff consultation will be required.

## Overall Assessment

90. Overall impact		
Positive Impact  <input type="checkbox"/>	Negative Impact or Impact Not Known <sup>9</sup>  <input checked="" type="checkbox"/>	No Impact  <input type="checkbox"/>
91. Scale of Impact		
Positive impact:  Minimal <input type="checkbox"/> Significant <input type="checkbox"/>	Negative Impact or Impact Not Known  Minimal <input type="checkbox"/> Significant <input type="checkbox"/>	

92. Outcome			
No change to decision  <input type="checkbox"/>	Adjustment needed to decision  <input type="checkbox"/>	Continue with decision <i>(despite adverse impact / missed opportunity)</i>  <input checked="" type="checkbox"/>	If significant negative impact - Stop / rethink  <input type="checkbox"/>

93. Please give full explanation for how the overall assessment and outcome was decided
<p>This is an Equality Impact Assessment of a reduction in expenditure of back office staffing costs.</p> <p>There have been relatively minor changes in the way back office and support functions are arranged in the Delivery Unit over the past few years. We now need to review the skills and capacity we have in the Delivery Unit to meet our core business requirements, to ensure that we can meet the new and increasing demands on the service going forward. We must also manage our resources within a decreasing budget and balance this with minimising the impact on frontline services.</p> <p>The implementation of new and improved IT systems (case record management) and other back office activities (e.g. Integra), means that there will be likely changes in the way people work, skills they need and changes in</p>

<sup>9</sup> 'Impact Not Known' – tick this box if there is no up-to-date data or information to show the effects or outcomes of the function, policy, procedure or service on all of the equality strands.

level of productivity.

The changes in legislation (Care Act) also means that the Delivery Unit must meet its new duties, and the ways in which we may have arranged our functions may no longer be the most cost effective in terms of staff and resources, nor meet increasing demand. Following further modelling work regarding the impact of the changes described, there will be some organisational redesign work within the Delivery Unit and subsequent specific staff consultation and separate Equality Impact Assessment will be done.

Senior managers will robustly manage existing and new vacancies to ensure that there is a coordinated approach so that core business requirements are met and that risk is managed effectively while overseeing spend on agency usage.

#### 94. Equality Improvement Plan

Please list all the equality objectives, actions and targets that result from the Equality Analysis (continue on separate sheets as necessary). These now need to be included in the relevant service plan for mainstreaming and performance management purposes.

Equality Objective	Action	Target	Officer responsible	By when
Manage risk of freezing existing vacant posts and new vacant posts	Hold regular review meetings with HR		Adults Senior Management Team	April 2015
Service users and staff understand the proposed changes and feel supported	Specific Staff consultation with appropriate communication and engagement plan	Written communication to be sent to all affected staff. Targeted sessions for staff where needed; 1:1 support.	Head of Prevention and Wellbeing	May 2015
As savings proposals develop, to undertake an employee equality impact assessment	Undertake employee equality impact assessment		Head of Prevention and Wellbeing	May 2015

<b>1<sup>st</sup> Authorised signature (Lead Officer)</b>	<b>2<sup>nd</sup> Authorised Signature (Delivery Unit management team member)</b>
<b>Date:</b>	<b>Date:</b>

## Adults and Communities

### Equality Impact Assessment

#### Questionnaire – EIA 7 (relates to Saving E7)

Please refer to the guidance before completing this form.

<b>95. Details of function, policy, procedure or service:</b>	
<i>Title of what is being assessed:</i> Alternatives to residential care – new build housing for wheelchair users to make savings on residential/nursing care	
<i>Is it a new or revised function, policy, procedure or service?</i> Proposed new service	
<i>Department and Section:</i> Adults and Communities - Commissioning	
Date assessment completed: <b>UPDATED 1 October 2014</b>	
<b>96. Names and roles of officers completing this assessment:</b>	
Lead officer	Sue Tomlin
Stakeholder groups	Service users
Representative from internal stakeholders	N/A
Representative from external stakeholders	N/A
AC Equalities Network rep	Sue Tomlin
Performance Management rep	Sandeep Patel
HR rep (for employment related issues)	
<b>97. Full description of function, policy, procedure or service:</b>	
<p>Please describe the aims and objectives of the function, policy, procedure or service  <i>Please include - why is it needed, what are the outcomes to be achieved, who is it aimed at? Who is likely to benefit? How have needs based on age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, marriage and civil partnership and carers been taken account of? Identify the ways people can find out about and benefit from the proposals. Consider any processes they need to go through or criteria that we apply to determine eligibility.</i></p> <p>Following a bid by Adults and Communities for new housing provision through the housing capital programme Barnet Homes new build programme includes 25 properties for wheelchair users. 5 of these properties will be included in the first phase of their development programme and these are projected to go on site in January 2015 and will be ready for people to take up the tenancies from quarter 4 (2015/16). The projected saving is critically</p>	

dependent upon the timely identification by the social work team of appropriate clients in residential care or diverting from residential care.

**98. How are the equality strands affected?** Please detail the effects on each equality strand, and any mitigating action you have taken so far. Please include any relevant data. If you do not have relevant data please explain why.

Equality Strand	Affected?	Explain how affected	What action has been taken already to mitigate this? What action do you plan to take to mitigate this?
61. Age	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<b>Positive impact-</b> This new build accommodation option will offer an alternative to residential care for younger people who are wheelchair users with complex needs. It will enable them to live in independent housing in secure tenancies.	This scheme establishes a supply of accommodation that meets unmet need
62. Disability	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<b>Positive impact-</b> Fully wheelchair accessible housing.	This scheme establishes a supply of accommodation that meets unmet need
63. Gender reassignment	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<b>Positive impact-</b> This supports a personalised approach to accommodation and support. Independent units rather than residential care can offer 1:1 personalised support	Customers will be able to use their personal budgets to purchase care and support.
64. Pregnancy and maternity	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	n/a	n/a
65. Race / Ethnicity	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<b>Positive impact-</b> This supports a personalised approach to accommodation and support. Independent units rather than residential care can offer 1:1 personalised support	Customers will be able to use their personal budgets to purchase care and support.
66. Religion or belief	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	n/a	n/a

67. Gender / sex	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<b>Positive impact-</b> This supports a personalised approach to accommodation and support. Independent units rather than residential care can offer 1:1 personalised support.	Customers will be able to use their personal budgets to purchase care and support.
68. Sexual orientation	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<b>Positive impact-</b> This supports a personalised approach to accommodation and support. Independent units rather than residential care can offer 1:1 personalised support	Customers will be able to use their personal budgets to purchase care and support.
69. Marital Status	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<b>Positive impact-</b> This supports a personalised approach to accommodation and support. Living in ordinary housing will enable couples to live together Independent units rather than residential care can offer 1:1 personalised support	Customers will be able to use their personal budgets to purchase care and support.
70. Carers (discriminated by association)	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<b>Positive impact-</b> Living in ordinary housing in the community will encourage carers to play an active role in support to reduce dependency on formal care arrangements. This contributes to emotional wellbeing and reduces loneliness however carers' needs have to be considered further.	Carers plans will be included in the support planning process.



**99. What are the number, types and severity of disabilities in play in this case?**

**Number of Service Users in permanent residential and nursing care placements as at 31st March 2013**

Placements		Residential Care		Nursing Care
		LA Staffed	Independent Residential Care	Registered Homes
Physical Disability	18-64	0	35	19
	65+	0	324	160
	<b>Total</b>	<b>0</b>	<b>359</b>	<b>179</b>
Mental Health	18-64	0	61	4
	65+	0	145	50
	<b>Total</b>	<b>0</b>	<b>206</b>	<b>54</b>
Learning Disabilities	18-64	1	195	0
	65+	1	35	1
	<b>Total</b>	<b>2</b>	<b>230</b>	<b>1</b>
Substance Misuse & Other Vulnerable People	18-64	0	2	1
	65+	0	17	11
	<b>Total</b>	<b>0</b>	<b>19</b>	<b>12</b>
<b>Permanent admissions to residential and nursing care</b>				
<b>Older adults</b>		<b>2008/09</b>	<b>2009/10</b>	<b>2012/13</b>
Residential care	All 65+	149	149	154
Nursing care	All 65+	79	89	89
<b>Younger adults</b>		<b>2008/09</b>	<b>2009/10</b>	<b>2012/13</b>
Residential care	18-64 LD	6	4	6
	18-64 MH	5	12	6
	18-64 PSI	3	5	4
	18-64 Other	0	1	1

Nursing care	18-64 LD	0	0	0
	18-64 MH	0	0	1
	18-64 PSI	6	5	3
	18-64 Other	0	0	0

**100. What are the actions that could reduce the impact on people with disability?**

The new build accommodation will be developed with the needs of specific service users in mind particularly people with complex conditions and also young people with physical disabilities preventing the need for high cost out of area placements.

It will also assist vulnerable people settle down faster and increase the chance of enabling them to contribute to their community and to enable the customer to remain within their own home should their health deteriorate further.

**101. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents?**

This will be high quality new build housing owned by the council and managed by Barnet Homes. Achieving new homes is a high priority for the council and Barnet Homes and allocation of these homes to service users moving on from or avoiding residential care should have a positive impact.

**102. How does the proposal enhance Barnet's reputation as a good place to work and live?**

See 6 and 7 above – an increase in housing options for wheelchair users will enhance the council's reputation.

**103. How will members of Barnet's diverse communities feel more confident about the council and the manner in which it conducts its business?**

The new housing provision will show the council's commitment to addressing housing, care and support needs by supporting the individual's independence choice and control and providing appropriate housing for people with disabilities. It will result in a reduction in support costs and residential placements.

**104. What measures and methods have been designed to monitor the application of the policy or service, the achievement of intended outcomes and the identification of any unintended or adverse impact? *Include information about the groups of people affected by this proposal. Include how frequently will the monitoring be conducted and who will be made aware of the analysis and outcomes? Include these measures in the Equality Improvement Plan (section 14)***

Key review points will include the point at which potential tenants are identified. The application of the change will be monitored through: lettings statistics; impact on support plans; individual outcomes; and care and support budgets.

**105. How will the new proposals enable the council to promote good relations between different communities?** *Include whether proposals bring different groups of people together, does the proposal have the potential to lead to resentment between different groups of people and how might you be able to compensate for perceptions of differential treatment or whether implications are explained.*

The wheelchair units will be part of small infill developments of general needs housing. The unit type and mix will allow different demographic groups to live together in the community.

**106. How have residents with different needs been consulted on the anticipated impact of this proposal? How have any comments influenced the final proposal?** *Please include information about any prior consultation on the proposal been undertaken, and any dissatisfaction with it from a particular section of the community.*

No specific consultation on this proposal has occurred at this stage but the next phase of the project will be to identify individual clients and engage with them on the housing proposals. Formal planning consultation has been undertaken on the developments. Planning permission is in place.

## Overall Assessment

107. Overall impact		
Positive Impact  <input checked="" type="checkbox"/>	Negative Impact or Impact Not Known <sup>10</sup>  <input type="checkbox"/>	No Impact  <input type="checkbox"/>
108. Scale of Impact		
Positive impact:  Minimal <input type="checkbox"/> Significant <input checked="" type="checkbox"/>	Negative Impact or Impact Not Known  Minimal <input type="checkbox"/> Significant <input type="checkbox"/>	

109. Outcome			
No change to decision  <input checked="" type="checkbox"/>	Adjustment needed to decision  <input type="checkbox"/>	Continue with decision <i>(despite adverse impact / missed opportunity)</i>  <input type="checkbox"/>	If significant negative impact - Stop / rethink  <input type="checkbox"/>

110. Please give full explanation for how the overall assessment and outcome was decided
<p>This is a positive housing development for the delivery unit and residents of Barnet.</p> <p>These developments are aimed at people with disabilities who may otherwise need to consider residential or nursing care admission. This will give our customers another independent living option in high quality new build housing within their community.</p>

<sup>10</sup> 'Impact Not Known' – tick this box if there is no up-to-date data or information to show the effects or outcomes of the function, policy, procedure or service on all of the equality strands.

### 111. Equality Improvement Plan

Please list all the equality objectives, actions and targets that result from the Equality Analysis (continue on separate sheets as necessary). These now need to be included in the relevant service plan for mainstreaming and performance management purposes.

Equality Objective	Action	Target	Officer responsible	By when
Ensure equity in the nominations to the scheme	Include key review points of the equality impact in the project plan.	Review equality impact at the care & support specification development and nomination stages.	Sue Tomlin with ASC	October 2014

1 <sup>st</sup> Authorised signature (Lead Officer)	2 <sup>nd</sup> Authorised Signature (Member of SMT) – Mathew Kendall
Date:	Date:

## Adults and Communities

### Equality Impact Assessment

#### Questionnaire EIA 8 (relates to Saving E8)

Please refer to the guidance before completing this form.

<b>112. Details of function, policy, procedure or service:</b>	
<i>Title of what is being assessed:</i> Procurement of support and care services	
<i>Is it a new or revised function, policy, procedure or service?</i> New proposal	
<i>Department and Section:</i> Adults and Communities, Care Quality	
<i>Date assessment completed:</i> December 2013	
<b>113. Names and roles of officers completing this assessment:</b>	
Lead officer	Marie Bailey / Enid Coleman
Stakeholder groups	Providers
Representative from internal stakeholders	
Representative from external stakeholders	
ASCH Equalities Network rep	Jessica Slater
Performance Management rep	Sandeep Patel
HR rep (for employment related issues)	
<b>114. Full description of function, policy, procedure or service:</b>	

Please describe the aims and objectives of the function, policy, procedure or service  
 Please include - why is it needed, what are the outcomes to be achieved, who is it aimed at? Who is likely to benefit? How have needs based on age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, marriage and civil partnership and carers been taken account of? Identify the ways people can find out about and benefit from the proposals. Consider any processes they need to go through or criteria that we apply to determine eligibility.

The project will ensure smarter procurement, delivered through: better use of data; improved contracts; lean approach to care sourcing; and improved scrutiny of areas of high spend.

The above will be done through a number of procurement activities –

- Undertaking vendor reviews, cross referencing invoices against commercials to validate correctness of invoices and that the Authority is paying the correct rate (this is separate from an Accounts Payable Recovery Audit)
- Carrying out an audit of the Deceased List – reviewing the deceased list against supplier billing post death, ensuring SWIFT is immediately updated. Where appropriate this will be followed by challenge and the recovery of incorrect payments
- Reviewing provision of residential care for people with complex needs – ensuring that there is an appropriate range of services, which have not always been commissioned in the past. This will allow us to deliver a broader selection of services to meet individual needs.
- Reviewing the requirements for home delivered meal requirements as the current contract comes to term, with a view to reducing costs and increased choice and control.
- Auditing and recovering suppliers over payments - for example where there are unclaimed VAT/credits and duplicate payments
- Revising our Community Equipment contract by joining a Framework Agreement led by Kensington and Chelsea with Mediquip
- Revising the hourly rate of care with Dimensions - this enables service users to remain with their current provider, giving continuity of care

We do not anticipate any change for the Customer through the above activities. The activities would contribute to the Department being as cost efficient as possible and would therefore have a positive impact on customers overall.

**115. How is the equality strands affected?** Please detail the effects on each equality strand, and any mitigating action you have taken so far. Please include any relevant data. If you do not have relevant data please explain why.

Equality Strand	Affected?	Explain how affected	What action has been taken already to mitigate this? What action do you plan to take to mitigate this?
71. Age	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
72. Disability	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	The changes will enable users of Dimensions to maintain their current provider	It is expected that existing Service and HR equality procedures would continue to apply



73. Gender reassignment	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
74. Pregnancy and maternity	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
75. Race / Ethnicity	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
76. Religion or belief	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
77. Gender / sex	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
78. Sexual orientation	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
79. Marital Status	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
80. Carers (discriminated by association)	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Carers of people using the Dimensions service should benefit from the continuity of service.	It is expected that existing Service and HR equality procedures would continue to apply

**116. What are the number, types and severity of disabilities in play in this case?**

These changes are concerned with the support and care services that we provide for all adult social care service users and their carers, although, we do not expect the changes to have a direct impact on them.

In 2012-13 we provided support and care for 7,539 people, as follows:

Younger Adults:

Physical disability	794
Mental Health	1,173
Learning disability	752
Substance misuse	34
Other vulnerable people	15

Older Adults:

Physical disability	3,795
Mental Health	702
Learning disability	99
Substance misuse	6
Other vulnerable people	169

<p><b>117. What are the actions that could reduce the impact on people with disability?</b></p>
<p>The councils existing disability policies and procedures aim to promote equality of opportunity and eliminate discrimination on the basis of disability, such policies will continue.</p>
<p><b>118. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents?</b></p>
<p>In relation to the Dimensions service we anticipate a positive impact, as the service will continue to be provided to these customers.</p> <p>In relation to residential care, we expect the proposals to provide more choice for customers, so should increase customer satisfaction.</p> <p>We will continue to monitor satisfaction with Adults and Communities via the Complaints and Representation process and surveys that are carried out by the department.</p>
<p><b>119. How does the proposal enhance Barnet's reputation as a good place to work and live?</b></p>
<p>If the council is able to provide good social work services through the mechanism of reduced unit costs this will help to maintain staffing levels at an appropriate level and demonstrate a value for money approach to this important service area</p>
<p><b>120. How will members of Barnet's diverse communities feel more confident about the council and the manner in which it conducts its business?</b></p>
<p>If the procurement activities produce greater value for money for the council, the outcome for members of all sections of the community should be beneficial.</p>
<p><b>121. What measures and methods have been designed to monitor the application of the policy or service, the achievement of intended outcomes and the identification of any unintended or adverse impact? <i>Include information about the groups of people affected by this proposal. Include how frequently will the monitoring be conducted and who will be made aware of the analysis and outcomes? Include these measures in the Equality Improvement Plan (section 14)</i></b></p>
<p>The complaints and compliments process, along with Surveys such as the annual Adult Social Care Survey gives opportunities for feedback on all sections of Adults and Communities.</p> <p>We are also in the process of establishing a Quality Assurance Framework, which will ensure that the experience of residents, service users and carers is a key focus in all of our work.</p>
<p><b>122. How will the new proposals enable the council to promote good relations between different communities? <i>Include whether proposals bring different groups of people together, does the proposal have the potential to lead to resentment between different groups of people and how might you be able to compensate for perceptions of differential treatment or whether implications are explained.</i></b></p>
<p>The proposals should not directly impact on intercommunity relationships.</p>

**123. How have residents with different needs been consulted on the anticipated impact of this proposal? How have any comments influenced the final proposal?** *Please include information about any prior consultation on the proposal been undertaken, and any dissatisfaction with it from a particular section of the community.*

No general consultation has taken place or is planned because we do not expect these changes to have any direct impact on residents as individuals. We are consulting and negotiating with specific service providers as we progress each element of these procurement changes.

## Overall Assessment

124. Overall impact		
Positive Impact  <input checked="" type="checkbox"/>	Negative Impact or Impact Not Known <sup>11</sup>  <input type="checkbox"/>	No Impact  <input type="checkbox"/>
125. Scale of Impact		
Positive impact:  Minimal <input checked="" type="checkbox"/> Significant <input type="checkbox"/>	Negative Impact or Impact Not Known  Minimal <input type="checkbox"/> Significant <input type="checkbox"/>	

126. Outcome			
No change to decision  <input checked="" type="checkbox"/>	Adjustment needed to decision  <input type="checkbox"/>	Continue with decision <i>(despite adverse impact / missed opportunity)</i>  <input type="checkbox"/>	If significant negative impact - Stop / rethink  <input type="checkbox"/>

127. Please give full explanation for how the overall assessment and outcome was decided
<p>In the main, the procurement changes outlined are expected to have very minimal or no direct impact on residents, service users or carers, as they are related to back-office transactions. We anticipate a positive impact for people using the Dimensions service as they will be assured of service continuity.</p> <p>The activities aim to gain greater value for money for the Council through procurement activity.</p>

<sup>11</sup> 'Impact Not Known' – tick this box if there is no up-to-date data or information to show the effects or outcomes of the function, policy, procedure or service on all of the equality strands.

**128. Equality Improvement Plan**

Please list all the equality objectives, actions and targets that result from the Equality Analysis (continue on separate sheets as necessary). These now need to be included in the relevant service plan for mainstreaming and performance management purposes.

Equality Objective	Action	Target	Officer responsible	By when
Review of Equalities Impact will be carried out at key points in each procurement activity	Review points and targets to be established for each procurement activity	Targets to be established for each procurement activity	Category Managers	April 2014 and on-going

1 <sup>st</sup> Authorised signature (Lead Officer)	2 <sup>nd</sup> Authorised Signature (Member of SMT) –
Date:	Date:

## Adults and Communities Equality Analysis (EqA)

### EIA 9 Changes to the Front Door, Eligibility, Assessment and Support Planning Process and Procedures

Please refer to the guidance before completing this form.

<b>129. Details of function, policy, procedure or service:</b>	
Title of what is being assessed: Changes to the Front Door, Eligibility, Assessment and Support Planning Process and Procedures	
Is it a new or revised function, policy, procedure or service? Revised Service incorporating revised procedures and functions.	
Department and Section: Adults and Communities Delivery Unit	
Date assessment completed: 26 <sup>th</sup> January 2015	
<b>130. Names and roles of officers completing this assessment:</b>	
Lead officer	Jon Dickinson and Karen Jackson
Stakeholder groups	All Adults and Communities Delivery Unit staff Barnet residents
Representative from internal stakeholders	Community Offer Team Karen Morrell
Representative from external stakeholders	Housing and Care 21 Service users and potential service users Carers user group
Delivery Unit Equalities Network rep	Emily Bowler / Jenna Patel / Lesley Holland
Performance Management rep	Sandeep Patel
HR rep (for employment related issues)	N/A

### 131. Full description of function, policy, procedure or service:

Please describe the aims and objectives of the function, policy, procedure or service

*Please include - why is it needed, what are the outcomes to be achieved, who is it aimed at? Who is likely to benefit? How have needs based on age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, marriage and civil partnership and carers been taken account of? Identify the ways people can find out about and benefit from the proposals. Consider any processes they need to go through or criteria that we apply to determine eligibility.*

The Front Door, Eligibility, Assessment and Support Planning (FDEASP) project was set up to review the council's first point of contact or 'Front Door' service. This includes Social Care Direct (SCD), the Enablement service as provided by Housing and Care 21 (HC21) and any contact which comes through the council's main contact centre. The project aims to deliver a new service model which will improve the efficiency of the service and the experience of Adult Social Care for our residents. From April 1<sup>st</sup> 2015 the project aims to:

- Enable the 'Front Door' team to be able to resolve as much as possible at the first point of contact, thus improving customer service and ensuring people get the service first time;
- Enhance the provision of information and advice so that people are better able to find the services and support they want, and can exercise greater choice and control;
- Work to the principle of 'Once and Done', reducing the number of handoffs and call-backs our residents experience before they receive a decision or a service is put in place;
- Provide qualified staff at the Front Door who can provide a quick response to urgent situations and provide instant expert advice to call handlers;
- Reduce the volume of work that is inappropriately passed to the Locality teams;
- Design a set of Assessment, Support Planning and Review tools and processes to cover the whole customer journey in line with the requirements of the Care Act 2014;
- Strengthen the current enablement service as provided by Housing and Care 21 (HC21) by introducing Occupational Therapists to assess referrals and review requirements for ongoing care, so that people's need for long term support can be reduced, and their independence maximised, wherever possible.

In addition the FDEASP project will deliver policies and processes surrounding the Eligibility, Assessment and Support Planning processes which will enable the Adults and Communities Delivery Unit to comply with the requirements of the Care Act 2014. The revised policies and processes will also help to manage demand more effectively and efficiently and to capitalise on the improvements introduced by Mosaic, the new case management system which will replace SWIFT.

The project will deliver the following benefits:

- Provide the authority and Barnet residents with clear and robust policies and procedures for the efficient and effective delivery of Barnet's Adults and Communities Front Door and Enablement services;
- Better management of demand, supporting people to identify how best to manage their own needs wherever appropriate;
- An improved customer journey; reducing the elapsed time from contact to service delivery and reducing the number of hand-offs and call backs our residents experience;
- Increase personalisation, choice and control for our residents including the option to 'self-serve' where appropriate;
- Better value and efficiency from the current enablement contract;

- Improved customer service .....
- A suite of policies, processes and tools ensuring that LBB complies with its new duties under the Care Act;
- Minimised risk of legal challenge.

Overall this project is designed to be inclusive and aims to benefit all people regardless of age, race, disability, gender, ethnicity, sexual orientation and religion. However, it is important to identify the impact of the move towards self-service (online or via telephone) on the equality strands.

**132. How are the equality strands affected?** Please detail the effects on each equality strand, and any mitigating action you have taken so far. Please include any relevant data. If you do not have relevant data please explain why.

Equality Strand	Affected?	Explain how affected	What action has been taken already to mitigate this? What action do you plan to take to mitigate this?
81. Age	Yes x/ No <input type="checkbox"/>	<p>The service is available to adults (&gt;16).</p> <p>In 2013/14 Social Care Direct (SCD) received a total of 9,140 new contacts. Of the 7,539 individuals who received services 63.8%<sup>12</sup> were older adults.</p> <p>Any individual contacting Adult Social Care will be directed through the 'Front Door' which will include Social Care Direct (SCD), the Enablement service and any contact which comes through the council's main call centre.</p> <p>All services will be available to be contacted via telephone, email, referral from another professional or via online self-assessment. The improvements to the service will mean a reduced elapsed time between initial contact and assessment,</p>	<p>This project is designed to be inclusive and aims to benefit Older Adults. By offering a choice of contact routes (i.e. telephone, email, post, fax, and online self-assessment) older adults will have the option to engage with the service in the way which best suits them.</p> <p>Whilst there will be a gradual transition towards a self-serve approach, individuals will always be given the option to contact the council by telephone and speak to a trained member of staff. The Front Door will continue to retain an enhanced workforce with the relevant Equality and Diversity training so as to be sufficiently skilled to carry out tasks in a culturally sensitive, dignified and respectful manner.</p>

<sup>12</sup> Data supplied by Performance and Information Team. 'Front Door Model 2013-14 Activity'.



		<p>provision of Information and Advice or receipt of service, as appropriate.</p> <p>While the service will offer older adults the option to 'self-serve' via the internet, staff will remain available to speak to individuals who either do not have access to internet or e-mail, or who are less comfortable using these means of communication. Having this option available will also benefit older adults with hearing impairments for whom telephone communication may present a challenge.</p> <p>By providing access to Adult Social Care via the 'Front Door' and expanding the remit of this service to offer older adults greater choice regarding how they contact the service, this proposal will have a positive impact in regard to the 'Age' characteristic. In addition, reducing the turnaround time from initial contact to receipt of service, reducing the number of hand-offs or call backs, and offering a more efficient service generally will benefit the older adults group.</p>	<p>The equalities policy is integrated in the management process, including evaluation of employment practice and service delivery.</p> <p>The new service will include explicit requirements fully covering the council's duties under equalities legislation.</p> <p>It will be the council's responsibility to ensure that this is monitored with positive outcomes.</p> <p>There are number of activities London Borough of Barnet (LBB) is engaged in to help reduce inequalities to accessing services. There are community based services which will continue to bridge the gap from community to Barnet services.</p> <p>LBB has re-commissioned BCIL from April 1<sup>st</sup> 2015 to provide information and advice advocacy, which will be Care Act compliant to Barnet Residents. Under the Care Act, we will have a duty to ensure that services are accessible for all.</p> <p>Complaints are monitored and corrective action taken as necessary.</p>
82. Disability	Yes x / No <input type="checkbox"/>	There are 11,448 people living in Barnet who have a limiting long term illness and 4,044 total populations aged 65 and	The Front Door service has in place an equalities policy which is integrated into the management of the service, including

		<p>over predicted to have dementia.</p> <p>In 2013/14 7,440 individuals received services, of which 765 had a learning disability and a further 1,275 individuals presented with a sensory impairment, substance abuse issue, mental health problem or other vulnerable issue.</p> <p>Individuals with physical disabilities, learning disability or mental health problems may need additional support to access services. The provision of Information and Advice will continue to need to be tailored to meet the needs of people with disabilities (easy read information, large font, braille, BSL etc.).</p>	<p>evaluation of employment practice and service delivery.</p> <p>Staff working as part of the Front Door team have received the relevant equality and diversity induction and training, equipping them with the skills needed to respond to individuals with disabilities in a culturally sensitive, dignified and respectful manner.</p> <p>Staff will also have access to specialist advice from their colleagues within the Learning Disabilities, Mental Health and Older People/Physical Disabilities teams. This will enable Social Care Direct and the integrated service to respond appropriately to individuals with a range of physical disabilities, learning disabilities, substance abuse issues, mental health concerns or any other pertinent issues.</p> <p>In addition, LBB has re-commissioned BCIL from April 1<sup>st</sup> 2015 to provide information and advice advocacy, which will be Care Act compliant to Barnet Residents. Under the Care Act, we will have a duty to ensure that services are accessible for all, for e.g. for people with learning disabilities – there will be information in easy-read.</p> <p>Complaints are monitored and corrective action taken as necessary.</p>
<p><b>83.</b> Gender reassignment</p>	<p>Yes <input type="checkbox"/> / No x <input type="checkbox"/></p>	<p>Individuals living in Barnet who are on the journey for gender reassignment may experience feelings of isolation and/or be more hesitant to contact Social</p>	<p>It is the responsibility of the service to build a positive and trusting relationship with Barnet residents who contact SCD. Staff working as part of the Front Door</p>

		<p>Services. Dependent on their individual needs, it may therefore take some individuals longer to feel confident in approaching the service.</p> <p>However, by adopting a holistic approach and focussing on the well-being of the individual concerned, the new 'Front Door' should be viewed as an inclusive service and accessible to all individuals, including those on the journey for gender reassignment.</p> <p>SCD staff will need to ensure they have the right skills/knowledge to meet the needs of people with gender reassignment.</p>	<p>service have the relevant equality and diversity induction and training to enable them to carry out tasks in a culturally sensitive dignified and respectful manner and has the ability to respond to diverse needs.</p> <p>The equalities policy is integrated in the management process, including evaluation of employment practice and service delivery.</p> <p>The new service will include explicit requirements fully covering the council's duties under equalities legislation.</p> <p>It will be the council's responsibility to ensure that this is monitored with positive outcomes.</p> <p>There are number of activities London Borough of Barnet (LBB) is engaged in to help reduce inequalities to accessing services. There are community based services which will continue to bridge the gap from community to Barnet services.</p> <p>LBB has re-commissioned BCIL from April 1<sup>st</sup> 2015 to provide information and advice advocacy, which will be care act compliant to Barnet Residents. Under the Care Act, we will have a duty to ensure that services are accessible for all.</p> <p>Complaints are monitored and corrective action taken as necessary.</p>
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84. Pregnancy and maternity	Yes <input type="checkbox"/> / No <input type="checkbox"/>	N/a	N/a
85. Race / Ethnicity	Yes x / No <input type="checkbox"/>	<p>There are over 10,000 people from Black, Asian and minority ethnic (BAME) communities living in Barnet with a range of language and cultural needs.</p> <p>People from BAME communities continue to receive poorer treatment from social care services; they are also often under-represented among those using services.</p> <p>People from BAME communities typically experience barriers to accessing services including lack of information, language difficulties, and differing expectations about how services can help.</p> <p>Dependent on specific needs it may take a longer period of time to engage with people from these communities and to make them feel supported and build trust.</p> <p>The service may not impact on people from BAME communities positively if service users are not able to be fully engaged with the new approach since English may not be their mother tongue or they do not fully understand the process if it is lost in translation.</p>	<p>It is the responsibility of the service to build a positive and trusting relationship with Barnet residents who contact SCD.</p> <p>High quality Information and Advice (IA) will be available to individuals from BAME communities, including independent IA and IA available in different languages. In addition, the Front Door will be able to organise for a translator or interpreter to support individuals from BAME communities from whom English is not their mother tongue.</p> <p>Staff have also received the relevant equality and diversity induction and training and are sufficiently skilled to carry out tasks in a manner which is culturally sensitive, dignified and respectful.</p> <p>The equalities policy is integrated in the management process, including evaluation of employment practice and service delivery.</p> <p>The new service will include explicit requirements fully covering the council's duties under equalities legislation.</p> <p>It will be the council's responsibility to ensure that this is monitored with positive outcomes.</p> <p>There are number of activities London Borough of Barnet (LBB) is engaged in to help reduce inequalities to accessing services. There are community based services which will continue to</p>

			<p>bridge the gap from community to Barnet services. Meeting the needs of residents from BAME Communities is high on the agenda for Barnet Council; given the diversity of the population and this will continued to be tackled.</p> <p>Complaints are monitored and corrective action taken as necessary.</p>
<b>86. Religion or belief</b>	Yes <input type="checkbox"/> / No <input type="checkbox"/>	As above	As above
<b>87. Gender / sex</b>	Yes <input type="checkbox"/> / No <input type="checkbox"/>	N/A	N/A
<b>88. Sexual orientation</b>	Yes <input type="checkbox"/> / No <input type="checkbox"/>	N/A	N/A
<b>89. Marital Status</b>	Yes <input type="checkbox"/> / No <input type="checkbox"/>	N/A	N/A
<b>90. Other key groups?</b>	Yes x / No <input type="checkbox"/>	Carers have been identified by the Care Act as a particularly vulnerable group requiring particular attention. This includes young carers – children and young people who may be caring for an older family member.	LBB is developing clear assessment, planning and review processes to cater for the expected increase in demand for these services brought about and required by the Care Act 2014.

**133. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents?**

The general population in Barnet is very diverse in terms of faith, ethnicity, culture, language, gender and sexuality. Providers are expected to develop a diverse workforce including volunteer base, and be part of networks which promote sensitive and appropriate service delivery. Providers will be expected to demonstrate a commitment to ensuring that their services meet the diverse needs of their target client group.

The impact of delivery will be positive towards all equality strands (thus taking account of the Barnet population as a whole) and it will be the duty of the council to ensure that it is monitored accordingly.

LBB and SCD are also working closely with vulnerable service users and residents and have stated their commitment in continuing to do so. The council has clear actions to mitigate the small risk of these proposals negatively impacting on our residents through continued work in the community and links with Barnet Centre for Independent Living (BCIL).

The proposals are designed to improve the experience of our residents when contacting Adult Social Services by reducing the number of hand-offs and call-backs and reducing the elapsed time between contacting the service and receiving either a decision regarding services, targeted Information and Advice, or starting a service. Where change is perceived as negative safeguards are in place, as detailed above, and we therefore expect the proposals to have a positive impact for all Barnet residents.

**134. How does the proposal enhance Barnet's reputation as a good place to work and live?**

This project will deliver new service models for the Front Door and enablement services as well as policies and business processes to enable the Adults and Communities Delivery Unit to comply with the Care Act.

The Front Door service will build on and expand the range of ways by which residents and professionals can contact the service, including online 'self-service', telephone, email, fax and postal contact. These options offer our residents choice and personalisation in the way they interact with our services. Staff working as part of the Front Door service will be trained to provide services in a way which is respectful of all differences in faith, gender, ethnicity, religion, culture, language, sexuality, disability and age and to enable people to improve and enhance their independence, as well as helping individuals to access services appropriately.

Barnet residents will also feel more confident in the service as enquiries will be handled faster, more effectively and with fewer hand-offs. Individuals will therefore be directed to the appropriate part of the service first time and experience less delay in receiving an assessment, support plan, receiving tailored Information and Advice or starting a service.

**135. How will members of Barnet’s diverse communities feel more confident about the council and the manner in which it conducts its business?**

Barnet’s diverse communities can feel more confident about the council and the manner in which it conducts its business because the service will achieve essential efficiencies whilst maintaining high levels of customer service. In addition the service will provide better targeted Information and Advice, available in a range of formats and language and through independent sources, in order to better meet the needs and preferences of our diverse communities.

Furthermore it is supported in the Corporate Plan which sets out our strategic equalities objective:

‘Our commitment is that citizens will be treated equally, with understanding and respect; have equal opportunity with other citizens; and receive quality services provided to best value principles.’

There are six main equalities objectives and each Delivery Unit also has its own equalities objectives.

The Corporate Plan describes how considering equalities is part of everything we do. It is embedded in the decisions we make as an organization and is fully integrated into the council’s business planning process. The council’s established approach to assessing the equality analysis of outcomes to changes in policy functions and activities support this. Policies, functions and activities are analysed for their equalities impacts and risks. These considerations will provide factual and specific information and assess the impact of those facts on different groups of people, including disabled people.

**136. What measures and methods have been designed to monitor the application of the policy or service, the achievement of intended outcomes and the identification of any unintended or adverse impact? Include information about the groups of people affected by this proposal. Include how frequently will the monitoring be conducted and who will be made aware of the analysis and outcomes? Include these measures in the Equality Improvement Plan (section 15)**

Further changes will be required to existing processes, procedures and tools to drive efficiencies, improve the customer journey and ensure the Council meets its duties to meet the needs of diverse and Black Asian minority ethnic communities under the terms of the Care Act.

The council are also focussing on promoting independence for individuals to remain in the community for as long as possible through an increased use of a targeted and effective enablement service.

This document will be reviewed every year and a monitoring process will be embedded to understand further adverse impact, if any, on key communities.

- ☑ Service specification development - co-production with providers and service users
- ☑ Regular contract monitoring – including quarterly with key stakeholders
- ☑ Annual reviews

**137. How will the new proposals enable the council to promote good relations between different communities? Include whether proposals bring different groups of people together, does the proposal have the potential to lead to resentment between different groups of people and how might you be able to compensate for perceptions of differential treatment or whether implications are explained.**

The proposal does not have the potential to lead to resentment between different groups of people; it will be the service’s responsibility to engage with the diversity of Barnet’s population and Barnet Councils duty to ensure that its delivery against the equality strands are monitored accordingly.

**138. How have residents with different needs been consulted on the anticipated impact of this proposal? How have any comments influenced the final proposal? Please include information about any prior consultation on the proposal been undertaken, and any dissatisfaction with it from a particular section**

*of the community.*

The Care Act project have produced a public consultation and the results of this have been shared with, and informed, the production of the FDEASP service re-design proposals.

Staff have been consulted throughout the development of the proposal, and have fed back the concerns and queries of our residents received during regular contact.

Staff directly affected by the expansion of the Front Door will be taking part in a consultation exercise before any staff moves take place.

Carers have also been engaged through carers' user groups, where they have been invited to comment on proposed changes to services.

Engagement levels have been high throughout the development of these proposals and the service re-design will positively impact all of our residents by handling their queries more effectively and efficiently to provide the highest level of service to all our residents.



## Overall Assessment

139. Overall impact		
Positive Impact  x	Negative Impact or Impact Not Known <sup>13</sup>  <input type="checkbox"/>	No Impact  <input type="checkbox"/>
140. Scale of Impact		
Positive impact:  Minimal <input type="checkbox"/>  Significant x	Negative Impact or Impact Not Known  Minimal <input type="checkbox"/>  Significant <input type="checkbox"/>	

141. Outcome			
No change to decision  x	Adjustment needed to decision  <input type="checkbox"/>	Continue with decision <i>(despite adverse impact / missed opportunity)</i>  <input type="checkbox"/>	If significant negative impact - Stop / rethink  <input type="checkbox"/>

142. Please give full explanation for how the overall assessment and outcome was decided
<p>The assessment was completed with reference to key project documents such as the Project Initiation Document and the Project Outline Business Case.</p> <p>The outcome was decided following</p>

<sup>13</sup> 'Impact Not Known' – tick this box if there is no up-to-date data or information to show the effects or outcomes of the function, policy, procedure or service on all of the equality strands.

**143. Equality Improvement Plan**

Please list all the equality objectives, actions and targets that result from the Equality Analysis (continue on separate sheets as necessary). These now need to be included in the relevant service plan for mainstreaming and performance management purposes.

Equality Objective	Action	Target	Officer responsible	By when
Monitor outcomes of the revised service by equalities groups	Ensure specification includes statement of expectations	Review equality impact on the outcomes of the Front Door service and enablement support services by equality strands		
Users feedback	Review feedback	Review equality impact on the outcomes of the Front Door services and enablement support services by equality strands		

1 <sup>st</sup> Authorised signature (Lead Officer)	2 <sup>nd</sup> Authorised Signature (Delivery Unit management team member)
Date:	Date:

## Adults and Communities

### Equality Impact Assessment

#### Questionnaire EIA 10 - (relates to saving E10)

Please refer to the guidance before completing this form.

<b>144. Details of function, policy, procedure or service:</b>	
<i>Title of what is being assessed:</i> supporting people who live out of borough to settle in their chosen area	
<i>Is it a new or revised function, policy, procedure or service?</i> Revised – this is the extension of on- going work with service users	
<i>Department and Section:</i> Adults and Communities	
<i>Date assessment completed:</i> December 2013 – updated Oct 2014	
<b>145. Names and roles of officers completing this assessment:</b>	
Lead officer	Karen Jackson
Stakeholder groups	Users, carers, residential providers
Representative from internal stakeholders	Karen Morrell, Learning Disability Service
Representative from external stakeholders	Local residential/Supported Living Providers, CCG
Equalities Network rep	Emily Bowler / Lesley Holland
Performance Management rep	Sandeep Patel
HR rep (for employment related issues)	N/A
<b>146. Full description of function, policy, procedure or service:</b>	

Please describe the aims and objectives of the function, policy, procedure or service  
*Please include - why is it needed, what are the outcomes to be achieved, who is it aimed at? Who is likely to benefit? How have needs based on age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, marriage and civil partnership and carers been taken account of? Identify the ways people can find out about and benefit from the proposals. Consider any processes they need to go through or criteria that we apply to determine eligibility.*

Consideration will be given to those adults with a learning disability living in supported living and in their own homes out of borough and individuals who meet the requirements of the ordinary resident rules. The Move On Team, part of the Learning Disability Service consisting of social work and community nurse staff has been set up specifically to review, plan for individuals who live out of borough both in residential and supported living placements.

If people live within their own homes either in a supported living scheme or their own properties with a tenancy they, (with agreement), can become the responsibility of the area in which they live. This then gives individuals rights to local provision and funding.

**147. How are the equality strands affected?** *Please detail the effects on each equality strand, and any mitigating action you have taken so far. Please include any relevant data. If you do not have relevant data please explain why.*

Equality Strand	Affected?	Explain how affected	What action has been taken already to mitigate this? What action do you plan to take to mitigate this?
91. Age	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
92. Disability	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<b>Service users</b> There is a cohort of people with a learning disability who have their own tenancies who live out of borough	Each person will be reviewed by the Move On Team to determine whether they wish to remain in the area they have settled in
93. Gender reassignment	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
94. Pregnancy and maternity	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
95. Race / Ethnicity	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<b>Service users</b>	

		Service users can choose to live in an area where there is a community which better meets their cultural needs	Individual reviews will consider cultural needs and should an individual choose to live in a particular area this will be considered as part of their support plan in partnership with the individual and/or their carers
96. Religion or belief	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<b>Service users</b>  There are a number of adults out of borough in culturally specific services, particularly from the Jewish Community	Individual reviews will consider cultural needs and should an individual choose to remain in an out of borough area this will be considered as part of their support plan, in partnership with the individual and/or their carers
97. Gender / sex	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
98. Sexual orientation	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
99. Marital Status	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
100. Carers (discriminated by association)	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<b>Service users</b>  Carers may be concerned about individuals permanently settling out of borough	<b>Service users</b>  Carers will be involved in the review and planning process

**148. What are the number, types and severity of disabilities in play in this case?**

There are adults with a learning disability placed out of the borough in their own tenancies. People will be reviewed to see if they are expected to permanently settle in the local area, some will meet the requirements of the ordinary resident rules.

**149. What are the actions that could reduce the impact on people with disability?**

A permanent move to the out of borough area will only be considered subsequent to the reviewing process. Barnet will liaise with the local authority in which the resident resides to ensure that there is a clear handover of responsibility for on-going support

<p><b>150. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents?</b></p>
<p>Whilst there is likely to be some concern raised by addressing whether an individual's funding responsibility should transfer to the new area the aim will be to support the person to be settled in their own home and receive support locally and increase the support they get to make local connections which, it is anticipated, will increase satisfaction.</p>
<p><b>151. How does the proposal enhance Barnet's reputation as a good place to work and live?</b></p>
<p>The aim is to strengthen local connections and links for the individual and reflects Barnet's commitment to support people to be settled in their own homes and receive local support relevant to their needs.</p>
<p><b>152. How will members of Barnet's diverse communities feel more confident about the council and the manner in which it conducts its business?</b></p>
<p>Through discussion and engagement with individuals and their families</p>
<p><b>153. What measures and methods have been designed to monitor the application of the policy or service, the achievement of intended outcomes and the identification of any unintended or adverse impact? <i>Include information about the groups of people affected by this proposal. Include how frequently will the monitoring be conducted and who will be made aware of the analysis and outcomes? Include these measures in the Equality Improvement Plan (section 14)</i></b></p>
<p>The Move On team will work proactively with individuals, their carers and receiving Authorities to ensure needs are understood and clear plans are in place to deliver good quality, cost effective support. There will be a review of their needs prior to responsibility being transferred to the receiving Authority, the team will liaise with the provider, individual and the local support team to review agreed plans and ensure that individual is settle and are having their needs met effectively before Barnet withdraw their involvement.</p>
<p><b>154. How will the new proposals enable the council to promote good relations between different communities? <i>Include whether proposals bring different groups of people together, does the proposal have the potential to lead to resentment between different groups of people and how might you be able to compensate for perceptions of differential treatment or whether implications are explained.</i></b></p>
<p>All individuals who are part of this project will have their support plans reviewed to ensure that it is appropriate for them to be considered as permanently settled in the area in which they live and ensure consideration has been given to community inclusion and local networks so that individuals feels engaged and supported in their local area.</p>
<p><b>155. How have residents with different needs been consulted on the anticipated impact of this proposal? How have any comments influenced the final proposal? <i>Please include information about any prior consultation on the proposal been undertaken, and any dissatisfaction with it from a particular section of the community.</i></b></p>
<p>Consultation will be on an individual basis as part of an up to date review and individuals will be offered the appropriate support to engage with this according to their needs.</p>

## Overall Assessment

156. Overall impact		
Positive Impact  <input checked="" type="checkbox"/>	Negative Impact or Impact Not Known <sup>14</sup>  <input type="checkbox"/>	No Impact  <input type="checkbox"/>
157. Scale of Impact		
Positive impact:  Minimal <input type="checkbox"/> Significant <input checked="" type="checkbox"/>	Negative Impact or Impact Not Known  Minimal <input type="checkbox"/> Significant <input type="checkbox"/>	

158. Outcome			
No change to decision  <input checked="" type="checkbox"/>	Adjustment needed to decision  <input type="checkbox"/>	Continue with decision <i>(despite adverse impact / missed opportunity)</i>  <input type="checkbox"/>	If significant negative impact - Stop / rethink  <input type="checkbox"/>

159. Please give full explanation for how the overall assessment and outcome was decided
<p>The local authority aims to support people to live in the area of their choice and get the right support locally. The authority in which they live are in a better position to know and understand local resources and provide specialised local support to the person. Some people have resided in out of borough areas for considerable amounts of time and have built up their own networks, friendship, support groups and have become settled in the area, it is right to support people to remain in their own home if they have made this choice. Winterbourne view highlights the need for people to be supported within their own community, for some people this may mean moving back in to Barnet but as highlighted some people will have settled in out of borough areas.</p>

<sup>14</sup> 'Impact Not Known' – tick this box if there is no up-to-date data or information to show the effects or outcomes of the function, policy, procedure or service on all of the equality strands.

**160. Equality Improvement Plan**

Please list all the equality objectives, actions and targets that result from the Equality Analysis (continue on separate sheets as necessary). These now need to be included in the relevant service plan for mainstreaming and performance management purposes.

Equality Objective	Action	Target	Officer responsible	By when
Service users and staff understand the proposed changes to support and funding and feel supported with a permanent move	Discussion at individual review	All individuals out of borough have an annual review	Allocated Worker	Embedded practice
Ensure that diversity of individual need are being met in the area in which they live	Discussion at the individual's review	All individuals who are permanently settled out of borough have an up to date review and support plan	Allocated worker	Prior to transfer to another authority

<b>1<sup>st</sup> Authorised signature (Lead Officer)</b>	<b>2<sup>nd</sup> Authorised Signature (Member of SMT) – Mathew Kendall</b>
<b>Date:</b>	<b>Date: updated 6<sup>th</sup> October 2014</b>



## Children's Service

### EIA 11: Updated Initial Residents and Service Users Equality Impact Assessment Education and Skills Alternative Delivery Model

<b>161. Details of function, policy, procedure or service:</b>	
Title of what is being assessed: Outline Business Case (OBC): Education and Skills Alternative Delivery Model	
Is it a new or revised function, policy, procedure or service?  The aim of the project is to implement a revised delivery model for Education and Skills services that will realise the objectives of:	
<ul style="list-style-type: none"> <li>• Achieving the budget savings target set by the Council</li> <li>• Maintaining Barnet's excellent education offer</li> <li>• Maintaining an excellent relationship between the Council and schools</li> </ul>	
Department and Section: Education and Skills	
Date assessment completed: 16 June 2014.  Reviewed and updated August 2014 (appendix to draft OBC – CELS Committee Sept 2014). Reviewed and updated December 2014 (appendix to final OBC – CELS Committee January 2015).	
<b>162. Names and roles of officers completing this assessment:</b>	
Lead officer	Val White, Lead Commissioner
Other groups	

<b>163. How are the following equality strands affected?</b> <i>Please detail the effects on each equality strand, and any mitigating action you have taken / required. Please include any relevant data. If you do not have relevant data please explain why / plans to capture data</i>			
Equality Strand	Affected?	Explain how affected	What action has been taken / or is planned to mitigate impact?

<p><b>101.</b> Age</p>	<p>Yes <input checked="" type="checkbox"/></p> <p>No <input type="checkbox"/></p>	<p>Data for children and young people shows:</p> <p>Age group 5 -10 years 28,881</p> <p>Age group 11- 16 years 25,416</p> <p>There are more primary school aged children in Barnet than secondary school age children</p> <p>The total 5 – 16 year old children and young people both male and female is 54,297.</p> <p>Source GLA 2013 Round Demographic Projections, 2014</p>	<p>The key mitigation is the involvement of head teachers in procurement process to ensure that needs of all pupils are addressed and consultation with schools, governors and parents to ensure that key concerns are identified and considered.</p>
<p><b>102.</b> Disability</p>	<p>Yes <input checked="" type="checkbox"/></p> <p>No <input type="checkbox"/></p>	<p>Data for children and young people shows:</p> <p><b>Disability:</b></p> <ul style="list-style-type: none"> <li>•The national averages indicate that in Barnet the 5 to 9 and 10 to 14 age cohorts have the highest number of disabled children, followed by the 15 to 19 age cohort. Whilst the 0 to 4 age cohort has the least number of disabled children.</li> <li>•This corresponds with Barnet’s Disabled Children’s Register where 32% are aged 5-9, 29% are aged 10-14, 27% are aged 15-19 and only 12% are aged 4 and under.</li> <li>•There are approximately three times more males than females on Barnet Disabled Children’s Register.</li> <li>•The most frequently occurring needs on the Disabled Children’s Register are speech, language and communication needs affecting 33% of all registered children. The other most frequently occurring disabilities are autistic spectrum disorders (affecting 23%); moderate learning difficulties (affecting 18%) and severe learning difficulties (affecting 17%).</li> </ul> <p>Source: Source: GLA 2012 Round Demographic Projections</p> <p><b>SEN:</b></p> <p>In the School Census completed in January 2013 a total of 52,824 pupils were on Barnet’s school rolls. Of these, 11,471 children were classed as have Special Educational Needs (SEN). This represents approximately 22% of the total school roll population. Disabled pupils are most likely classified as SEN within schools (Special Educational Needs and Disability).</p> <ul style="list-style-type: none"> <li>•There are more boys than girls with SEN across all age</li> </ul>	<p>The key mitigation is;</p> <ul style="list-style-type: none"> <li>• Involvement of head teachers in procurement process to ensure that needs of all pupils are addressed.</li> <li>• Rigorous approach to development of service specifications and KPIs to ensure that the needs of pupils with SEN are addressed</li> <li>• Consultation with parents of children with SEN to understand their concerns and how this can be addressed in any procurement process.</li> </ul>

		<p>cohorts and SEN type. Overall, 61% of children with SEN are male.</p> <ul style="list-style-type: none"> <li>•There are more children aged 5-9 and 10-14 with SEN in comparison to the younger and older age cohorts. Of all children with SEN on the schools roll, 39% are aged 5-9 and 40% are aged 10-14.</li> <li>•Girls are less likely to have statements of SEN and more likely to receive School Action support. Of the 4,499 girls with SEN, 9% are statemented and 63% receive School Action support. In comparison, 15% of boys with SEN are statemented and 54% receive School Action support.</li> <li>•Children with statements of SEN attending out of borough schools tend to be in the older age cohorts - 45% are aged 15-19 and 37% are aged 10-14.</li> <li>•Within Barnet, the highest numbers of children on the school rolls with SEN are concentrated within the Burnt Oak, Colindale and Underhill wards</li> </ul> <p>Source: Schools Census, February 2013</p> <p>The Children and Families Act 2014 introduces a new requirement for councils to develop a coordinated assessment process to develop Education, Health and Care plans for eligible children with special educational needs aged 0-25. Current arrangements to assess and deliver services to support eligible children require cooperation across social care, local authority education services, schools, health and other organisations. Developing an alternative delivery model for education services including SEN services may add to this complexity. However, the current arrangements are managed through agreed processes and decision making arrangements between organisations and services these will continue to apply.</p>	
<p><b>103.</b> Gender</p>	<p>Yes <input type="checkbox"/></p> <p>No <input checked="" type="checkbox"/></p>	<p>Data for children and young people shows:</p> <p>Female:</p> <ul style="list-style-type: none"> <li>•Age group 5 -10 years 14,013</li> <li>•Age group 11- 16 years 12,315</li> </ul> <p>Male:</p> <ul style="list-style-type: none"> <li>•Age group 5 -10 years 14,868</li> </ul>	<p>There is no evidence to suggest that one gender group will be more affected than the other; however there is a differential in pupils with SEN based on gender.</p> <p>The views of parents</p>

		<p>•Age group 11- 16 years 13,101</p> <p>Source GLA 2013 Round Demographic Projections, 2014</p> <p>There are more boys than girls with SEN across all age cohorts and SEN type. Overall, 61% of children with SEN are male.</p> <p>Girls are less likely to have statements of SEN and more likely to receive School Action support. Of the 4,499 girls with SEN, 9% are statemented and 63% receive School Action support. In comparison, 15% of boys with SEN are statemented and 54% receive School Action support.</p> <p>Source: Schools Census, February 2013</p>	<p>with children with SEN have been sought and will be considered as part of the decision making process and any procurement process.</p>																				
<p><b>104.</b> Religion</p>	<p>Yes <input type="checkbox"/></p> <p>No <input checked="" type="checkbox"/></p>	<p>Christianity is the most common religion in Barnet at 38.7%, although this is proportionately lower than London at 51%. The second highest group are those who have no religion at 21.3% which is comparatively less than London and England. Barnet has the largest Jewish population in London (16.6% compared to 2.1% in London).</p> <p>The proportion of Barnet’s secondary school religious affiliation is broken down:</p> <table border="1" data-bbox="488 1249 1216 1608"> <thead> <tr> <th colspan="2">Religious Affiliation - Secondary Schools</th> </tr> </thead> <tbody> <tr> <td>None</td> <td>69.6%</td> </tr> <tr> <td>Jewish</td> <td>8.7%</td> </tr> <tr> <td>Church of England</td> <td>4.3%</td> </tr> <tr> <td>Catholic</td> <td>17.4%</td> </tr> </tbody> </table> <p>The proportion of Barnet’s primary school religious affiliation is broken down:</p> <table border="1" data-bbox="512 1706 1177 2063"> <thead> <tr> <th colspan="2">Religious Affiliation - Primary Schools</th> </tr> </thead> <tbody> <tr> <td>None</td> <td>57.6%</td> </tr> <tr> <td>Jewish</td> <td>14.1%</td> </tr> <tr> <td>Church of England</td> <td>16.3%</td> </tr> <tr> <td>Catholic</td> <td>12.0%</td> </tr> </tbody> </table>	Religious Affiliation - Secondary Schools		None	69.6%	Jewish	8.7%	Church of England	4.3%	Catholic	17.4%	Religious Affiliation - Primary Schools		None	57.6%	Jewish	14.1%	Church of England	16.3%	Catholic	12.0%	
Religious Affiliation - Secondary Schools																							
None	69.6%																						
Jewish	8.7%																						
Church of England	4.3%																						
Catholic	17.4%																						
Religious Affiliation - Primary Schools																							
None	57.6%																						
Jewish	14.1%																						
Church of England	16.3%																						
Catholic	12.0%																						

		<p><b>Source Profile of children and young people in Barnet April 2014.</b></p> <p>The breakdown of religion in school does not accord with the breakdown of religion in the wider Barnet population; however this may be due to data collection reasons. There is no evidence to show that the proposal will adversely impact on a particular religious group more than any other or those without a stated religion.</p>	
105. Sexual orientation	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	Data is unavailable at this point. There is no evidence to show that the proposals will adversely impact on people based on their sexual orientation.	
106. Gender reassignment	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	Data is unavailable at this point. There is no evidence to show that the proposals will adversely impact on people based on gender reassignment.	
107. Marital Status	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	<p>As the services mainly support children and young people, marital status is less likely to be of relevance.</p> <p>The services include education welfare services, which support and take enforcement action against parents whose children are not attending school. Information on the family background, including lone parents, is taken into account when making decisions on appropriate action. Decisions to prosecute parents will remain the responsibility of the local authority.</p>	Rigorous approach to development of service specifications and KPIs to ensure that the needs of parents are taken into account when determining any enforcement action.
108. Other key groups?	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		

**1. What measures and methods could be designed to monitor the impact of the new policy or service, the achievement of intended outcomes and the identification of any unintended or adverse impact? Include how frequently monitoring could be conducted and who will be made aware of the analysis and outcomes**

This Equalities Impact Assessment has been reviewed and updated for this stage (updated Outline Business Case). The completion of a more detailed Equalities Impact Assessment will be a fundamental component of the project's decision-making in the next phase in accordance with the LBB Policy and processes.

Equalities should form a key component of any specifications for the alternative delivery model to ensure that

those with protected characteristics are protected through the process and this should form a component of any evaluation process.

In addition, a clear set of measureable outcomes and key performance indicators will be developed to ensure outcomes are achieved. Risks are also being reviewed on a regular basis and action taken to mitigate these risks and potential impacts.

## Initial Assessment

2. Overall impact		
Positive Impact  <input checked="" type="checkbox"/>	Negative Impact or Impact Not Known <sup>15</sup>  <input type="checkbox"/>	No Impact  <input type="checkbox"/>
3. Scale of Impact		
Positive impact:  Minimal <input checked="" type="checkbox"/> Significant <input type="checkbox"/>	Negative Impact or Impact Not Known  Minimal <input type="checkbox"/> Significant <input type="checkbox"/>	

The recommended model of a joint venture is likely to maintain and improve levels of service delivery through its capacity and potential to grow services for schools and others to purchase. Through attracting commercial expertise and infrastructure, it is anticipated that sufficient growth could be achieved without the need for service reductions.

The development of a Full Business Case at the next stage will enable a full assessment of the impact. Mitigating action to address any resident concern in relation to the quality of non-traded services will form part of the procurement and contractual negotiations.

4. Outcome			
No change to decision  <input checked="" type="checkbox"/>	Adjustment needed to decision  <input type="checkbox"/>	Continue with decision <i>(despite adverse impact / missed opportunity)</i>  <input type="checkbox"/>	If significant negative impact - Stop / rethink  <input type="checkbox"/>

<sup>15</sup> 'Impact Not Known' – tick this box if there is no up-to-date data or information to show the effects or outcomes of the function, policy, procedure or service on all of the equality strands.

## 5. Please give a full explanation for how the initial assessment and outcome was decided

In seeking to identify and implement an Alternative Delivery Model for the Education and Skills Delivery Unit the Council is seeking to reduce the cost of delivering services and also improve outcomes and performance of the services.

### Milestone 1: Draft OBC – September 2014 CELS Committee

At this stage of the project (early Assessment phase) the new Delivery Model is not known and therefore it is not possible to fully assess the impact (in line with the LBB processes this cannot be completed until the new model is known). Given what is known at the moment and the objectives of the project any impact is anticipated to be positive due to the desire to improve the performance of services, which given the nature of these services such as Special Educational Needs would have a positive impact on those with Disabilities (and due to the over representation in the cohort males).

There is anticipated to be no negative impact on any protected characteristics due to there being no anticipated reduction in service nor any anticipated fundamental change in the mechanism of service delivery and therefore it is anticipated that all those who currently access/receive services will still do so under the alternative delivery model.

### Milestone 2: Updated OBC – January 2015 CELS Committee

CELS committee in September 2014 decided to further develop the options appraisal on four potential delivery models - In-house, Schools-led social enterprise, Joint venture with schools having a commissioning role and Joint venture with schools having an ownership role.

Alongside consultation with schools, a resident consultation and three focus groups (including a group of parents of children with SEN) have been undertaken in order to gain the views of residents and service users. Their views have been taken into consideration in the analysis and options appraisal which can be seen in the updated OBC. As part of the decision making process the council will fully consider and give due regard to the responses to the consultations and this Equalities Impact Assessment. The consultation noted that there is an appetite to improve services however there are some concerns all of the models (excluding the in-house option) could put more pressure on schools and possible impact on quality, alongside the worry around the motivation of a third party provider and the possible impact on service provision. In addition there were queries raised on the appropriateness of services for SEN and vulnerable pupils being offered by an organisation other than the council, since these are core services requiring knowledge and accountability. These concerns have been taken into consideration during the decision making for the preferred option.

The Initial Residents and Service Users Equality Impact Assessment has been reviewed and updated to take into account the further analysis and development of the potential models which has taken place. A summary of the potential impact for all four models is noted below.

MODEL	SUMMARY OF POTENTIAL KEY OUTCOMES / IMPACTS
<b>Model A: In house</b>	It is anticipated that although there would be some potential growth and changes in services, it is highly likely that there will need to be service reductions in order to deliver the required service savings.
<b>Model B: Schools-led social enterprise</b>	It is anticipated that there would be some growth and changes in services however depending on the ability of the business to grow its income sufficiently or quickly enough to offset any of the savings required by the council, it is likely that there would need to be some service reduction.
<b>Model C: Joint venture with schools having a commissioning role</b>	It is anticipated that through growth in services and attracting income, this model would maintain and improve service delivery. It is not anticipated that service reductions would be required.
<b>Model D: Joint venture with schools having an ownership role</b>	It is anticipated that through growth in services and attracting income, this model would maintain and improve service delivery. It is not anticipated that service reductions would be required

It is anticipated that for the preferred Joint Venture model any impact would be positive due to the desire to improve the performance of services. There is anticipated to be no negative impact on any protected characteristics due to there being no anticipated reduction in service and therefore it is anticipated that those who currently access/receive services will still do so under the alternative delivery model. However until the next stage when the Business Case is produced, the procurement process is underway and the detailed service specifications are agreed, the impact is not certain.

This EIA will be updated in the next project phase (Business Case stage). The procurement process during the next stage will enable a full assessment of the impact and identification of any mitigating actions required.



**Children's Service**  
**EIA 11 Updated Employees Equality Impact Assessment**

**Project: Education and Skills Alternative Delivery Model**

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

<b>Project Owner:</b>	<b>Schools, Skills and Learning Lead Commissioner</b>
<b>Date process started:</b>	<b>9 December 2013</b>
<b>Date process ended:</b>	<b>TBC</b>

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

## 1. Introduction

**1.1** It is recognised that a significant transformation of services is likely to have an impact upon staff. This impact will be monitored through the completion of an Employee Equalities Impact Assessment; this is a “live” document and will be updated at key milestones throughout the lifespan of the project. The employee data contained within this report remains relevant at this time; however the data will be updated at the next milestone.

As part of the public sector Equality Duty, section 149 of the Equality Act 2010, the Authority is required to give due regard to the need to eliminate discrimination, advance equality of opportunity, and foster good relations between different people when carrying out activities.

This EIA will be used to understand the impacts on groups of staff over the period of the Education & Skills project as well as being used as a baseline for any future decision making.

## 1.2 Aims and objectives of the Education and Skills Alternative Delivery Model

A project has been commissioned to assess the best way of delivering Education and Skills services in the future. This must take into account significant savings pressures, maintain the strength of our relationship with schools and maintain or improve the excellent education offer in Barnet.

In order to fully explore available options the project has examined ways in which schools can take control or ownership of part or all of the system and has also considered any benefits of working with a third party provider.

The aim of the project is to implement a revised delivery model for Education and Skills services that will realise the objectives of:

- Achieving the budget savings target set by the Council
- Maintaining Barnet’s excellent education offer
- Maintaining an excellent relationship between the Council and schools

The approach through the assessment phase is:

- **To assess potential delivery models against criteria**, incorporating feedback from consultation in order to identify a recommended model.
- **To develop any procurement documentation** required to deliver the recommended model.
- **To deliver an Outline Business Case (OBC)** which provides detailed analysis and appraisal of potential models, including recommendations.
- **To deliver a final Outline Business Case (OBC)** providing detailed analysis and an appraisal of the preferred option.
- **To develop the recommended model to Full Business Case (FBC)** including complete financial case and implementation plan.

The services in the project scope are:

School improvement

- *Statutory local authority duties to monitor, support and challenge schools*
- *Narrow the gap service (DSG funded)*

Special educational needs (subject to changes being implemented by the Children and Families Act 2014 from 1st September 2014)

- *SEN placements & performance team*
- *SEN Early Support Programme*
- *SEN Transport – commissioning and assessment*
- *Educational psychology team (part traded)*
- *SEN placements (DSG funded)*
- *SEN specialist support service (DSG funded)*

Admissions and sufficiency of school places

- *Pupil place planning*
- *Admissions Service (DSG funded)*

Vulnerable pupils

- *Education welfare service (part traded)*

Post 16 learning

- *14 - 19 service to ensure sufficiency and breadth of supply*
- *Monitoring, tracking and supporting participation*

Traded services within Education and Skills

- *Catering service*
- *Governor clerking service*
- *Barnet Partnership for School Improvement*
- *Newly Qualified Teachers*
- *Educational psychology (part)*
- *Education Welfare Service (part)*
- *North London Schools International Network (NLSIN)*

#### **Draft Outline Business Case – CELS Committee – September 2014.**

An initial Employees Equality Impact Assessment was presented alongside the Draft Outline Business Case to CELS committee in September 2014.

#### **The following options were considered and evaluated in the Draft Outline Business Case:**

- Model A: In-house
- Model B: Outsource
- Model C: Local Authority Trading Company (LATC)
- Model D: Schools-led social enterprise
- Model E: Joint venture with schools having a commissioning role
- Model F: Joint venture with schools having an ownership role

The project team recommended to CELS Committee in September that the three partnership options (social enterprise, joint venture with schools taking an ownership role and joint venture with schools taking a commissioning role) could potentially meet the project objectives and have attracted a reasonable degree of support from schools. The committee decided that the following four models should be considered in the next stage.

- Model: In-house
- Model: Schools-led social enterprise
- Model: Joint venture with schools having a commissioning role
- Model: Joint venture with schools having an ownership role

**Updated Outline Business Case – CELS Committee – January 2015.**

Further work has been undertaken and the four models (In-house, Schools-led social enterprise, Joint venture with schools having a commissioning role and Joint venture with schools having an ownership role) have been reviewed and evaluated in the Updated Outline Business Case which will be presented to CELS committee in January 2015.

The outline business contains the results of consultation with residents, schools and the market together with financial modelling of the options. It recommends that the council pursue a Joint Venture model as the best model to meet the project objectives.

The Joint Venture model focuses on the growth of services which would limit the possibility of staffing reductions, staff will be protected by TUPE and is likely to have a positive impact with regards to increase in training opportunities and employee development alongside the development of services. However, it is clear that any workforce changes could have both a positive or negative impact, especially on the female workforce. Overall, the impact is expected to be positive however it cannot be known with any certainty at this stage. There will be greater clarity on the actual impacts on employees through the procurement process at the stage of contract award, following competitive dialogue. The development of a Full Business Case (FBC) will enable a full assessment of the impact and identification of any mitigating actions required.

## 1.2 Description of the critical milestones

Key milestones for the project	
Key dates / milestones	Date
CELS Committee – Approval of OBC	12 <sup>th</sup> Jan 2015
Commence process to establish new model	13 <sup>th</sup> Jan 2015
Issue OJEU	Jan 2015
Bidders Day	Feb 2015
PQQ evaluation and moderation	Feb 2015
Dialogue	March – June 2015
P&R Committee - report	20 <sup>th</sup> July 2015 (TBC)
CELS Committee – Approval of FBC	28 <sup>th</sup> July 2015 (TBC)
Commence formal TUPE consultation	29 <sup>th</sup> July 2015
Evaluation and moderation	August 2015
Preferred bidder selected	August 2015
Mobilisation	October 2015

## 1.3 Key Stakeholders

<p><b>Key Stakeholders:</b>  Members of the Children, Education, Libraries and Safeguarding Committee  Lead Commissioner for Schools, Skills and Learning (Sponsor)  Director for Education and Skills (Senior Supplier)  Education and Skills Management team  Strategic Commissioning Board  BPSI Steering Group (Heads)  Head teachers/schools  Education and Skills Staff  Trade Unions  Residents/Parents</p> <p>The project has followed a consultation and engagement plan in developing the outline business case.</p> <p>Staff and Trade Unions have been communicated with, predominantly in the form of information sharing, briefings, updates, questions and answer sessions and follow up documentation.</p> <p>Once the delivery model is decided upon the appropriate legislation will be followed which will include</p>
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consultation under the councils collective agreement with the trade unions and supporting staff briefings.

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

### 2.1 Milestone 1: Draft OBC to CELS committee September 2014:

For the current stage of project scoping and democratic process, no staff will be affected and there is no known detriment to any group.

A full EIA will be produced at Full Business Case stage. Staff will be consulted as part of the process and equality issues/risks will be considered as part of this. As the proposals develop any impact will become clear and mitigating actions will be put in place.

### 2.2 Milestone 2: Updated OBC to CELS committee January 2015:

At this stage of project, with regards to the preferred option of a Joint Venture model, it is viewed that overall the impact would be positive (see section 4 for further detail).

This EIA will be updated in the next project phase (at Full Business Case stage). Staff will be consulted as part of the process and equality issues/risks will be considered as part of this. As the proposals develop any impact will become clear and mitigating actions will be put in place.

## 3. Monitoring Summary

### 3.1 Table 1- Employee EIA Profile of the 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)

All numbers replaced by an 'X' have been aggregated to protect personal identification

### Critical Milestones

		Total LBB Data		Project Initiation Milestone 1 E&S Data		Name Milestone 2 E&S Data		Name Milestone 3 E&S Data		Name Milestone 4 E&S Data	
		No.	% of LBB	No.	% of service	No.	% change	No.	% change	No.	% change
<b>Number of employees</b>		2010		336							
<b>Gender</b>	Female	1320	65.7	311	93.0						
	Male	687	34.2	25	7.0						
	Unknown	3	0.2								
<b>Date of Birth (age)</b>	1993-1986	200	10.0	14	0.4						
	1985-1976	435	21.6	44	13.0						
	1975-1966	535	26.6	87	25.8						
	1965-1951	738	36.7	174	51.7						

	<b>1950-1941</b>	<b>96</b>	<b>5.0</b>	<b>17</b>	<b>5.0</b>								
	<b>1940 and earlier</b>	<b>4</b>	<b>0.2</b>	<b>0</b>	<b>0</b>								
	<b>Unknown</b>	<b>2</b>	<b>0.1</b>										
<b>Ethnic Group</b>	<b>White</b>			178	52.9								
	British	861	42.8										
	Irish	56	2.8										
	Other White	205	10.2										
	<b>Mixed</b>			x	x								
	White and Black Caribbean	103	5.1										
	White and Black African	0	0										
	White and Asian Other Mixed	16 0	0.8 0										
<b>Asian and Asian British</b>			31	9.2									
Indian	106	5.3											
Pakistani	14	0.7											
Bangladeshi	16	0.8											
Other Asian	22	1.1											
<b>Black or Black British</b>			73	21.7									
Caribbean	0	0											
African	185	9.2											
Other Black	24	1.2											
<b>Chinese or Other Ethnic Group</b>			x	x									
Chinese	13	0.7											
Other Ethnic Group	39	1.9											
<b>Disability</b>	<b>Physical co-ordination</b> (such as manual dexterity, muscular control, cerebral palsy)	<b>0</b>	<b>0</b>										
	<b>Hearing</b> (such as: deaf, partially deaf or hard of hearing)	5	0.3										
	<b>Vision</b> (such as blind or fractional/partial sight. Does not include people whose visual problems can be corrected by glasses/contact lenses)	2	0.1										
	<b>Speech</b> (such as impairments that can cause communication problems)	0	0										
	<b>Reduced physical capacity</b> (such as inability to lift, carry or otherwise move everyday objects, debilitating pain and lack of strength, breath, energy or	7	0.4	x	x								

	stamina, asthma, angina or diabetes)												
	<b>Severe disfigurement</b>	0	0										
	<b>Learning difficulties</b> (such as dyslexia)	3	0.2	x	x								
	<b>Mental illness</b> (substantial and lasting more than a year)	5	0.3										
	<b>Mobility</b> (such as wheelchair user, artificial lower limb(s), walking aids, rheumatism or arthritis)	5	0.3										
	<b>Other Disability</b>	27	1.34	x	x								
	<b>No Disability</b>	1688	84.0										
	<b>Not Stated</b>	268	13.3										
<b>Gender Identity</b>													
	<b>Transsexual/Transgender</b> (people whose gender identity is different from the gender they were assigned at birth)												
<b>Pregnancy and Maternity</b>													
	Pregnant												
	Maternity Leave (current)												
	Maternity Leave (in last 12 months)												
<b>Religion or Belief</b>													
	Christian	851	42.3	163									
	Buddhist	9	0.5	x									
	Hindu	89	4.4	22									
	Jain	4	0.2										
	Jewish	51	2.5	10									
	Muslim	65	3.2	15									
	Sikh	6	0.3	x									
	Other religions	66	3.3	24									
	No religion	298	14.8	49									
	Not stated	165	8.2	51									
	No form returned	30	1.5										
	Atheist	36	1.8										
	Agnostic	25	1.2										
	Humanist	0	0										
	Not Assigned	315	15.7										
<b>Sexual Orientation</b>													
	Heterosexual	1241	61.7	191	48.5								
	Bisexual	8	0.4										
	Lesbian or Gay	27	1.3	x	X								
	Prefer not to say	345	17.2	x	X								
	Not assigned	389	19.4										
<b>Marriage and civil partnership</b>													
	Married	491	24.4	117	34.8								
	Single	409	20.4	50	14.9								
	Widowed	0	0										



	Divorced	35	1.7	x	x							
	In Civil partnership	0	0									
	Cohabiting	21	1.0									
	Separated	0	0									
	Unknown	105	52.4									
	4											
	Not Assigned	0	0									
<b>Relevant and related grievances</b>												
	Formal											
	Upheld											
	Dismissed											

### 3.2 Evidence

### 3.3 List below available data and research that will be used to determine impact on different equality groups

HR data provided from CORE HR (August 2014).  
Staff/Stakeholder feedback.

The employee data contained within this report remains relevant at this time; however the data will be updated at the next milestone. For the Full Business Case we shall work with HR to ensure that the equalities data is enhanced.

### 3.4 Evidence gaps

Maternity Leave is not held centrally and will be shared from local records where necessary and as the process continues.

The project is still in the assessment stage, once a final delivery model is confirmed and further work is completed, the evidence gaps will become clearer.

### 3.5 Solution, please explain how you will fill any evidence gaps?

An update to this 'live' EIA will be completed at the key milestones, the next iteration is required after a delivery model has been decided; this will then establish whether further evidence should be gathered.

## 4. Project Milestone Outcomes, Analysis and Actions

### 4.1 Summary of the outcomes at each milestone

**Milestone 1: Draft OBC to CELS committee September 2014:**  
This is an initial analysis of the EIA for the Education and Skills ADM project and provides baseline figures. As the project develops the EIA will need to be re-assessed.

A Service Users EIA profile has also been completed.

The equality data above is the information available which details the protected characteristics of staff within the Education and Skills cohort, including Barnet staff who are employed in the schools meals service.

As the proposals include the Barnet schools meals service and Special Educational Needs, additional consideration needs to be made as to how these services will operate and whether this will impact on, for example, the take-up of free school meals.

Children's, Education, Libraries and Safeguarding Committee will determine which options the council should explore and at this stage a detailed EIA will be undertaken on the staffing implications of the following services; School improvement, Special educational needs, Admissions and sufficiency of school places, Vulnerable pupils, Post 16 learning and Traded services within Education and Skills.

The councils overall workforce is;

- 66.17% female
- 42.64% of both female and male are over 50 years of age.
- 74.43% of the workforce are white, black and black British

Initial analysis of the Education and Skills equality data indicates;

- 93% of the workforce is female
- 55% of females only are over 50 years of age
- 75% of the workforce is white, black and black British

Given the current make-up of the workforce, whichever option is chosen, the change will have a bigger impact on women than men. The statistics show that 93% of the workforce is female and due regard will be paid to the requirements of the Public Sector Equality Duty. It cannot though be avoided that any changes will affect the female workforce whether this be a positive or negative impact. Mitigation for such effects will be drawn up at a later stage when more detail on the proposals are known and a decision is made to progress from the OBC.

There is no data available on maternity or sexual orientation transgender.

It is essential that the Managing Change Policy is followed and in a legally compliant manner, including with consideration of all aspects of the Equality Act 2010 and other relevant legislation.

Overall, at this stage of the project the new Delivery Model is not known and therefore it is not possible to fully assess the impact (in line with the LBB processes this cannot be completed until the Full Business Case is developed when the new model is known).

#### **Milestone 2: Updated OBC to CELS committee January 2015:**

As noted in milestone 1 above, given the current make-up of the workforce, whichever option is chosen, the change will have a bigger impact on women than men, whether positive or negative. The statistics show that 93% of the Education and Skills Delivery Unit workforce is female and due regard will be paid to the requirements of the Public Sector Equality Duty. Mitigation includes the continued involvement of staff and TUs during the next stage. Further mitigation will be drawn up at a later stage when more detail on the proposals are known and a decision is made to progress from the OBC to FBC.

In order to assist decision making, a summary of the expected high level employee outcomes / impacts of the four models can be seen in the table below.

Consultation and Engagement has taken place with the four key stakeholder groups: schools; the market; employees and trades unions; and residents and service users.

It is recognised that all four of the options under consideration constitute a significant change that will have an impact on employees. There have been a number of briefing meetings with employees as the outline business case has developed. During November 2014, a further series of meetings were held to allow

employees to explore the implications of the four remaining options and also to suggest potential opportunities for improvement. Additional meetings have also taken place with the recognised trades union representatives. Whilst representatives have been keen to support the retention of services in-house, they have also engaged positively in discussions about other models to ensure that issues that may affect their members' interests have been given proper consideration.

Overall it can be seen that there are potential impacts from all four models. The project board are recommending to the CELS Committee that a Joint Venture model is the best model to meet the project objectives and has attracted a reasonable degree of support from schools. As can be seen in the table below, the Joint Venture model focuses on the growth of services which would limit the possibility of staffing reductions, staff will be protected by TUPE and is likely to have a positive impact with regards to increase in training opportunities and employee development alongside the development of services. However, it is clear that any workforce changes could have both a positive or negative impact, especially on the female workforce.

Overall, the impact is expected to be positive however it cannot be known with any certainty at this stage. There will be greater clarity on the actual impacts on employees through the procurement process at the stage of contract award, following competitive dialogue. The development of a Full Business Case (FBC) will enable a full assessment of the impact and identification of any mitigating actions required.

MODEL	SUMMARY OF POTENTIAL KEY OUTCOMES / IMPACTS
<b>Model A: In house</b>	<ul style="list-style-type: none"> <li>• Staff would remain as local authority employees and be subject to the council's terms and conditions.</li> <li>• Staff would go through a major transformation programme including cultural step-change, performance management and business improvement.</li> <li>• Potential reduction in staffing requirement through the transformation process, either through efficiencies or service reductions. There is also the potential for an increase in staffing in some service areas as the service would aim to grow services and increase income</li> </ul>
<b>Model B: Schools-led social enterprise</b>	<ul style="list-style-type: none"> <li>• Staff would be transferred to the 'new' company', employees would transfer on their terms and conditions under the TUPE.</li> <li>• Opportunity for investment in upskilling, employee development, asset and systems update.</li> <li>• Potential reduction in staffing requirement through the transformation process however there is also the potential for an increase in staffing in some service areas as the enterprise would aim to grow services and increase income</li> </ul>
<b>Model C: Joint venture with schools having a commissioning role</b>	<ul style="list-style-type: none"> <li>• Staff would be transferred to the 'new' company', employees would transfer on their terms and conditions under the TUPE.</li> <li>• Opportunity for investment in upskilling, employee development, asset and systems update.</li> <li>• It is envisaged that there would be no reduction to overall staffing levels and there could be a potential for an increase in staffing as the aim of the model would be to grow services and increase income. However there could be a potential change in service structure and jobs through the transformation process.</li> </ul>
<b>Model D: Joint venture with schools having an ownership role</b>	<ul style="list-style-type: none"> <li>• Staff would be transferred to the 'new' company', employees would transfer on their terms and conditions under the TUPE.</li> <li>• Opportunity for investment in upskilling, employee development, asset and systems update.</li> <li>• It is envisaged that there would be no reduction to overall staffing levels and there could be a potential for an increase in staffing as the aim of the model would be to grow services and increase income. However there could be a potential change in service structure and jobs through the transformation</li> </ul>

process
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#### **4.1.1 Milestone 1: Draft OBC to CELS committee September 2014**

An updated Employee EIA will accompany the final OBC on detailed options in January 2015 to the CELS Committee.

#### **4.1.2 Milestone 2: Updated OBC to CELS committee January 2015**

The initial employee EIA has been updated since the first draft OBC and initial employee EIA was approved at CELS Committee in September 2014. An updated Employee EIA will be produced in the next stage and will accompany the Business Case in July 2015 to the CELS Committee with specific detail on the impact on employees.

### **4.2 Actions proposed**

#### **4.2.1 Milestone 1: Draft OBC to CELS committee September 2014**

Equalities should form a key component of any specifications for the alternative delivery model and will form a component of any evaluation process. Post OBC a more detailed equalities analysis will be produced.

#### **4.2.2 Milestone 2: Updated OBC to CELS committee January 2015**

Post the updated OBC to CELS committee in January 2015, a more detailed equalities analysis will be produced and will be used to inform project decisions and the procurement process.

Sections 5 and 6 have been removed from the EIA as they are not appropriate at this stage of the project. If these sections are appropriate in the next stage of the project then they will be completed.

## Children's Service

### EIA 12: Initial Equality Analysis (EIA)

#### Special educational needs transport savings

#### Resident/Service User

##### 164. Details of function, policy, procedure or service:

Title of what is being assessed: Special educational needs transport savings - savings through reduction in spend on transport costs

##### Brief description of what is being assessed

The council plans to save £500,000 from its total home to school transport budget of £4.718m.

The council's policy for the provision of travel assistance for children and young people includes arrangements for children and young adults with special educational needs, disabilities and mobility difficulties. We are reviewing this policy in the light of government guidance on home to school transport and the need to provide this service more efficiently at a lower cost taking full account of the personalisation agenda and promoting choice and independence wherever possible. We need to make efficiencies as part of our response to the financial pressures faced by the council and because we want to deliver a more efficient service that enables better outcomes for the children concerned and for Barnet as a whole.

##### The focus of the review

The council must provide free transport for pupils of compulsory school age if the nearest suitable school is beyond statutory walking distance. This is beyond 2 miles if the child is younger than 8 years old or beyond 3 miles if the child is between 8 and 16 years old.

The council must also make transport arrangements for all children who cannot reasonably be expected to walk to school because of their mobility problems or because of associated health issues related to their special educational needs or disabilities.

The council is not intending to make changes to the eligibility criteria set out in its SEN Travel Assistance Policy. We believe we can make the £500,000 savings through a mixture of efficiencies in route planning and contract tendering, placing more children locally so that transport is not required and, in particular, by working with parents to better plan the arrangements for their child's journeys to school. The majority of travel assistance offered to date has been on council organised buses and taxis. While such assistance will continue in the future in appropriate cases, we plan to work more closely with parents and carers to develop alternative and more flexible approaches which may offer more efficient and effective ways of delivering the service.

Statutory guidance issued by the Department for Education in 2014 encourages Local Authorities to:

- Develop sustainable transport arrangements – this means that the method of transport improves the physical well-being of those children and young people who use them, and/or the environmental well-being of Barnet
- Introduce approaches that train and support young people to become independent travellers, so developing "skills for life"
- Enable families to have more control over transport arrangements through the use of Personal Budgets
- Work collaboratively with school leaders
- Improve and extend their discussions with parents of children and young adults with SEN and disabilities,

about home to school transport and how it is arranged

-

We propose to make these savings by:

- Enabling children with SEN to attend schools closer to where they live
- Reviewing the application of the eligibility criteria, making sure that our decision making on eligibility for home to school transport is fair, and consistent with the policy and government guidance
- Promoting a personalisation agenda, choice flexibility and independence wherever possible, and extending and improving our approaches to independent travel training taking account of mobility and capacity
- Extending the use of Personal Budgets for transport, where the child or young person is eligible
- Making better use of public transport for children and young people with SEN and disabilities wherever possible
- Working in partnership with parents/carers and promoting their involvement in their children's transport needs

This may mean that some children and young people, who might previously have been transported to their school or college by bus or taxi, may be offered other forms of travel assistance. This is in accordance with promoting personalised budgets and independence, where possible. Eligibility criteria and any changes to travel assistance will be discussed on an individual basis with the individual and/or their carer.

#### **Assessment of Impact**

The data we have analysed suggests that the majority of the 865 service users will continue to receive the same level and type of service as now. We have identified approximately 148 cases in which the type of travel assistance offered may change. These will be discussed and agreed on an individual basis.

The initial review suggests up to 60 pupils could be moved onto public transport following a period of Independent Travel Training, which will provide a useful life skill and promote independence. Currently, 22 parents take advantage of Personal Budgets to arrange their own transport in a way which best meets the families' needs. This is becoming more popular, and we anticipate an additional 40 will wish to take advantage of this new facility over the coming year.

Currently, there are 129 Year 6 SEN students and 144 Year 11 SEN students. On average 50% (64) of Year 6 students and 40% Year 11 students (57) have SEN Transport. We currently have 117 SEN Year 3 students of whom 50% (58) use transport. Approximately 30% of these live more than 2 miles but less than 3 miles from their designated school, so 19 are no longer automatically eligible for transport but may be eligible on grounds of their special needs. An initial survey suggests that the application of the existing policy may result in a reduction of 15% (27) in eligible places. It is important to note that this is part of the normal application of the existing policy and therefore, although it contributes to the budget reduction, it is not a change in the level of service that users should be anticipating. Similarly, we have 7 pupils currently receiving sole transport in taxis who are now ready to move to shared transport which will reduce the requirement for expensive taxi routes.

Currently, we provide transport to approximately 28 new pupils each year to Acorn Assessment centre. These routes are shared with Oakleigh and Colindale. Traditionally, discretion has been exercised to provide transport for these children although it is not required by law or in accordance with the existing policy. We have assumed that demand from September 2015 could be reduced by 14 places, by not offering new children transport automatically. Existing users would continue to access the service.

Most of the anticipated changes are therefore positive, in that they promote the independence of children, young people and their families. However, it is recognised that change may be perceived to have a negative impact in the short term. This is part of a culture change necessary so that buses and taxis provided by or through Passenger Transport Services are not seen as the default approach and an on-going entitlement, and we move to an approach which promotes carer/parental involvement, choice, flexibility and independence wherever possible.

The efficiencies may also have an impact on service providers (those offering the services through bus routes, taxi contracts, use of escorts etc. as the volume of needs may change following assessment of the individual needs of pupils and the contract values may decline, particularly in the light of reducing costs for transport operators.

Is it a new or revised function, policy, procedure or service? No

Department and Section: Children's Services, Education and Skills and Street Scene, Passenger Transport Services

Date assessment completed: 28<sup>th</sup> January 2015

**165. Names and roles of people completing this assessment:**

Lead officer	David Monger, SEN Consultant, Education & Skills
Other groups	Sean Connolly, Bernard McGreevy, Passenger Transport Services

**3. Employee Profile of the Project**

**Will the proposal affect employees? YES/ NO**

**If no please explain why.**

The council provides part of the transport operation directly through PTS and contracts out a significant proportion to external providers. Any reduction in routes required can therefore be accommodated within a changing balance of contracts tendered. There is currently a requirement for around 145 escorts. 70 are directly employed and the remainder are commissioned through agencies. Any reductions in this requirement will therefore not affect Barnet employees.

**If yes, please seek assistance from HR to complete the employee EIA.**

**DO NOT DELETE THIS SECTION**

**How are the following equality strands affected?** *Please detail the effect on each equality strand, and any mitigating action you have taken / required. Please include any relevant data. If you do not have relevant data please explain why / plans to capture data*

Equality Strand	Affected?	Explain how affected	Indicate what action has been taken / or is planned to mitigate impact?
109. Age	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	The data we have analysed suggests that the majority of the 865 service users will	These will be discussed and agreed on an individual basis.

		continue to receive the same level and type of service as now. We have identified approximately 148 cases in which the type of travel assistance offered may change.	
<b>110.</b> Disability	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	All 865 users have a statement of SEN or an EHCP.	Changes to the type of travel assistance provided will be determined by an assessment of each individual's needs and the promotion of their future well being, e.g. their ability to travel independently.
<b>111.</b> Gender reassignment	Yes <input type="checkbox"/> / No <input type="checkbox"/>		
<b>112.</b> Pregnancy and maternity	Yes <input type="checkbox"/> / No <input type="checkbox"/>		
<b>113.</b> Race / Ethnicity	Yes <input type="checkbox"/> / No <input type="checkbox"/>		
<b>114.</b> Religion or belief	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Occasionally, where no additional cost is incurred, we may agree to vary pick up and drop off times for individual children to allow particular religious observances. The drive for efficiencies in route planning may reduce the scope for this.	The potential impact of the change will be communicated to schools so that those affected have time to plan alternative arrangements.
<b>115.</b> Gender / sex	Yes <input type="checkbox"/> / No <input type="checkbox"/>		
<b>116.</b> Sexual orientation	Yes <input type="checkbox"/> / No <input type="checkbox"/>		
<b>117.</b> Marital Status	Yes <input type="checkbox"/> / No <input type="checkbox"/>		
<b>118.</b> Other key groups?  Carers  People with mental health issues Some families and lone parents	Yes <input type="checkbox"/> / No <input type="checkbox"/>  Yes <input type="checkbox"/> / No <input type="checkbox"/>  Yes <input type="checkbox"/> / No <input type="checkbox"/>	Please indicate if Young, Parent or Adult carer.	



People with a low income Unemployed people Young people not in employment education or training	Yes <input type="checkbox"/> / No <input type="checkbox"/>		
	Yes <input type="checkbox"/> / No <input type="checkbox"/>		
	Yes <input type="checkbox"/> / No <input type="checkbox"/>		
	Yes <input type="checkbox"/> / No <input type="checkbox"/>		

**5. Please outline what data sources, measures and methods could be designed to monitor the impact of the new policy or service, the achievement of intended outcomes and the identification of any unintended or adverse impact?**

*Include how frequently monitoring could be conducted and who will be made aware of the analysis and outcomes*

Data on the type of assistance offered is collected on assessment and is monitored monthly. As identified above, we have set targets for achieving a shift from the existing prevalence of directly provided transport to more flexible options and performance will be monitored against the achievement of these. We will also monitor the rate of applications for travel assistance approved and the number of appeals to identify any trends suggesting unintended or adverse impacts.

**6. Initial Assessment of Overall Impact**

Positive Impact	Negative Impact or Impact Not Known <sup>16</sup>	No Impact
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

<sup>16</sup> 'Impact Not Known' – tick this box if there is no up-to-date data or information to show the effects or outcomes of the function, policy, procedure or service on all of the equality strands.

7. Scale of Impact		
Positive impact:	Negative Impact or Impact Not Known	
Minimal <input type="checkbox"/>	Minimal <input checked="" type="checkbox"/>	
Significant <input type="checkbox"/>	Significant <input type="checkbox"/>	

8. Outcome			
No change to decision	Adjustment needed to decision	Continue with decision <i>(despite adverse impact / missed opportunity)</i>	If significant negative impact - Stop / rethink
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9. Please give a full explanation for how the initial assessment and outcome was decided. .
<p>The review of SEN transport is currently the subject of a major review. The project will deliver proposals for a passenger transport service that meets both current and anticipated future levels of demand. The first workstream of the project, Managing Demand, has researched in detail the application of home to school transport eligibility criteria and the potential of alternative approaches. This work has provided the data upon which this Equalities Impact Assessment has drawn.</p> <p>Although most of the anticipated changes outlined above are positive, in that they promote the independence of children, young people and their families, the decision to suggest the scale of impact as minimally negative is based on the assumption that, in the short term, there may be some user resistance to the change from the traditional pattern of transport provided in buses and taxis.</p>

**Equality Analysis (EqA)**  
**Children's Service**  
**EIA 13 Early years Review**

Please refer to the guidance before completing this form.

<b>166. Details of function, policy, procedure or service:</b>	
Title of what is being assessed: Early Years Review Full Business Case	
Is it a new or revised function, policy, procedure or service? Service	
Department and Section: Family Services	
Date assessment completed: October 2014	
<b>167. Names and roles of officers completing this assessment:</b>	
Lead officer	James Mass, Lead Commissioner Family and Community Well-being
Stakeholder groups	Internal Family Services staff, service users and residents, schools, health visitors, community midwives, job centre plus, Barnet and Southgate College and a range of voluntary and community organisations have key relationships with children's centres across Barnet
Representative from internal stakeholders	James Mass – Lead Commissioner Family and Community Well-being
Representative from external stakeholders	
Delivery Unit Equalities Network rep	Elaine Tuck
Performance Management rep	
HR rep (for employment related issues)	

## 168. Full description of function, policy, procedure or service:

### Context

Following a thorough review that has included significant engagement with residents, front line staff and a range of other stakeholders, the full business case (FBC) builds on the recommendations made in the outline business case (OBC), detailing how the new early years model should be developed. At OBC stage an equalities impact assessment was completed and has been updated for the FBC. There have not been considerable changes as the recommendations made as part of the outline business case, and subsequently the public consultation.

Due to economic challenges facing the British government, councils have had their funding cut since 2010 and will continue to see a reduction in funding. For Barnet, this will mean a further £72 million reduction by 2020.

Moreover, the number of children aged between 0 – 4 in the borough is set to increase from 26,074 in 2013 to 27,637 in 2018, putting increasing pressure on services in areas of high growth and meaning more demand for early years services.

### Why is it needed?

The early years of childhood development present the best early intervention opportunity across the public sector to improve outcomes for local residents and reduce the financial burden on the state.

To achieve our vision of supporting more vulnerable families at the earliest stage, whilst reducing the base budget by £700k, there is a requirement for whole system change. Salami slicing of the 'as is' service there would involve a significant reduction in front-line services and mean the benefits of service transformation would not be achieved.

The current early year's system in Barnet is the complex result of many years of incremental change. In reviewing this system it is apparent that whilst there are many strengths – including a dedicated and passionate work force – that success is often despite rather than because of the system.

In order to improve early year services and ensure they are cost effective a new model of early years services needs to be developed. The key focus of the review is to improve early intervention and support for the most vulnerable families.

### What are the outcomes to be achieved? What are the aims and objectives?

The early years model proposed has been designed to achieve the following outcomes;

- Identification of and support for the most vulnerable families.
- School readiness for all children in Barnet.
- Positive health outcomes for all children in Barnet.
- Sufficiency of high quality childcare places for children in Barnet.
- Reduce the number of adults with young children who want to return to work but are unable to.

To achieve these outcomes the new early years model will be based on the following strategic objectives;

- A more flexible model of support
- More targeted support for children under five and their families
- A more collaborative model
- A family based approach
- Increasing the involvement of parents and communities in children's centres
- Ensuring sufficient high quality early education in Barnet

**Who is it aimed at? Who is likely to benefit?**

The new model for early years is aimed at the estimated 26,757 (based on Greater London Assembly figures for 2014) children from 0-5 and their all families in Barnet. Projections developed by the Greater London Assembly (GLA) are based on the 2011 census have projected an increase in this number of children to 27,637 in 2018.

A key strategic aim of the new early years model is to improve the targeting of the most vulnerable families in the borough. Ensuring we focus resources on those who most require support will mean these groups of people are most likely to benefit from the new model.

**How have needs based on age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, marriage and civil partnership and carers been taken account of?**

The overall focus of the early years' service will continue to focus on need. The objective of the new early year's model is to improve identification and support of vulnerable families with more resource targeted on those who really need support. Having a targeted approach based on the need of each family rather than specific characteristics should therefore not discriminate against who is deemed to require extra support through early year's services.

To understand the above needs of children, parents and families in Barnet, detailed data has been collected and analysed. This task has been undertaken to ensure the council fully understands the users of children's centres across the borough.

A range of data sources has been used, including

- GLA population projections
- 2011 Census – this data has been used for the purposes of this EIA
- 2013 Barnet Childcare Sufficiency Assessment (CSA)
- 2012 Hemsalls report - LBB commissioned Hemsall's research organisation to undertake an evaluation of children's centres
- A range of data sets from children's centres, social care and family focus.

The consultation report outlines where respondents with different characteristics have given significantly different feedback to the general response.

Combined, this data has helped identify if particular groups are not engaging with or accessing services and need targeting – feeding into business as usual work in family services. Section 4 below will discuss how each of the equality strands is likely affected by the new commission.

The early years model outlined in the FBC is not prescriptive in regard to the support, advice and information offered from each of our children's centres. This level of detail will be developed through implementation and involve consideration of local need and how to ensure services offered meet these needs.

**Identify the ways people can find out about and benefit from the proposals.**

The OBC outlined the benefits of the changes, which were then publically consulted on through the early years review. There was broad agreement in regard to the aims and vision of the new early years model as well as the majority of the proposed changes.

Public engagement and consultation will continue throughout the implementation and more detailed design following Children's, Education, Libraries and Safeguarding Committee decision on 28 October 2014. This will allow parents the chance to understand the changes in more detail and help shape the new early years model.

**Consider any processes they need to go through or criteria that we apply to determine eligibility.**

Whilst there is a recommendation to focus on targeted work, universal access will continue for some sessions as they are important to help identify potentially vulnerable families.

It was made clear through the consultation that although there was broad agreement with a more targeted model, services should not be only for those from a deprived background and anyone who identifies a need should be supported. This is currently, and will continue to be, the early years approach, focusing on supporting families where there is a need, regardless of their background or characteristics.

Eligibility for targeted services is determined through a range of means; including self-referral, referral from health (including GP's, Health Visitor's, Community Midwives) or referrals from local authority services such as through the Common Assessment Framework process or Intense Family Focus team.

*Note: In the document below, the consultation referred to as the 'early years questionnaire' was the questionnaire targeted at families who use or have children of the right age to use services, whilst the 'citizen's panel questionnaire' was aimed at a broad cross section of the demographics in Barnet.*

**169. How are the equality strands affected?**

Equality Strand	Affected?	Explain how affected	What action has been taken already to mitigate this? What action do you plan to take to mitigate this?
119. Age		In 2014 there is an estimated 26,757	The new early years

	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>children under the age of five in Barnet.</p> <p>The service provides services to children between the age of 0-5, their parents and pregnant women. It is envisaged that the new early year's model will not change the scope of the early year's services from children between 0-5 and their families. Whilst services may be offered from a different locality, the extent of services is not expected to change.</p> <p>The early years review targeted questionnaire had a higher percentage of responses between 25 and 44 (67%) whilst the citizen's panel questionnaire covered all ages in Barnet so all views have been considered.</p>	<p>model will ensure there is flexibility in the service to meet changing demand and offer support to parents of all ages.</p>
<b>120.</b> Disability	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	<p>The early years review targeted questionnaire had 10 respondents (3.5%) with a disability, lower than the citizen's panel questionnaire response of 76 (12.5%) which reflects the demographic breakdown of the borough. It is still projected that there will be no negative impact on children and families and this will be kept under review during implementation.</p>	<p>Implementation of the new early years model will ensure accessibility of services for people with disabilities.</p> <p>The new early years model will include key links to the Inclusion and Skills.</p>
<b>121.</b> Gender reassignment	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	<p>The council has collected no information on gender re-assignment in regard to this project as there is expected to be no impact.</p>	<p>If there are any issues raised as part of implementation, or on-going service delivery this will be included in our needs analysis.</p>
<b>122.</b> Pregnancy and maternity	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>In the 2013 CSA 7% of the respondents – across Barnet – stated that they were, or had a partner who was, currently expecting a baby. As part of the early years targeted questionnaire 13% of respondents were on maternity leave (35) and 3% (9) pregnant.</p> <p>As with age, the scope of early year's</p>	<p>Ensure integration benefits both ante-natal and post natal care through improved links between professionals and ensuring clear clinical support and management.</p>

		<p>services will not change as part of the new early years model, although the location of some services may change. A key objective of the early years review is to improve identification of risk factors through maternity, therefore it is anticipated that the changes will have a positive impact.</p>	
<p><b>123.</b> Race / Ethnicity</p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p>In 2011 out of the 26,264 children in Barnet, there were;</p> <ul style="list-style-type: none"> <li>• White – 11,972</li> <li>• BAME – 14, 292</li> </ul> <p>The response rate as part of the early years review questionnaire was 13% Asian, 6% Black, 4% Mixed Race, 56% White with 19% preferring not to say. The Citizen’s panel survey respondents were broken down as 76% white, 13% Asian, 5% black and 2% mixed race. Demonstrating that responses were reflective of the racial and ethnic diversity in the borough.</p> <p>There is no identified differential impact based on race/ethnicity as services will continue to deliver to all ethnicities and support will targeted to those are in most need of support.</p> <p>A key part of the needs analysis included number of BAME and EAL pupils and as part of the implementation of the new model monitoring of race/ethnicity will continue and if any groups are identified as under accessing support will targeted as necessary.</p> <p>As part of the needs analysis the</p>	<p>The detail of the new early year’s model will be informed by local data and knowledge to ensure services meet the needs of people with different racial / ethnic backgrounds.</p> <p>Improved recording of data on families will help inform service development.</p> <p>Improved recording of data on families will help inform service development and targeting of groups who are not accessing services.</p>



		<p>number of Black, Asian, Minority Ethnic (BAME) in Nursery and reception classes was analysed. In regard to the centres with a significant reduction in opening hours the number of BAME children was lower than average for St Margaret's (184) and Stonegrove children's centres (235) and higher than average for Hampden Way children's centre reach area (404). The average per reach area was 353.</p> <p>The number of children with English as an additional language (EAL) was also part of the needs analysis undertaken as part of the review. In regard to the centres with a significant reduction in opening hours the number of children with EAL was lower than average for St Margaret's (156) and Stonegrove children's centre (124) but slightly higher than average in Hampden Way's children centre reach area (275). ). The average per reach area was 252.</p>	
<p><b>124.</b> Religion or belief</p>	<p>Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/></p>	<p>The early years review consultation had a response rate of 40% Christian, 10% no religion, 8% Muslim, 7% Jewish, 5% other and 16% preferred not to say.</p> <p>There is no identified differential impact based on religion or belief as services will continue to deliver to all religion and beliefs and support will targeted to those are in most need of support.</p>	<p>The implementation of the new early years model will be informed by local data and knowledge to ensure support those with needs regardless of religious beliefs.</p> <p>Improved recording of data on families will help inform service development and targeting of groups who are not accessing services.</p>
<p><b>125.</b> Gender / sex</p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p>In 2011 out of the 26,264 under-fives, there were;</p> <ul style="list-style-type: none"> <li>• Males – 13,423</li> </ul>	<p>Service delivery will continue to target fathers who are less likely to attend services by offering specialist services</p>

		<ul style="list-style-type: none"> <li>Females – 12,841</li> </ul> <p>However, in terms of the gender/sex of parents accessing services fathers have been identified as group of people who are under accessing and not represented.</p> <p>This was clear in the responses rate of the early years questionnaire, where only 8% of respondents (22) were male.</p>	such as dads groups.
<b>126.</b> Sexual orientation	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	The council has collected no information on gender re-assignment in regard to this project as there is expected to be no impact.	N/A
<b>127.</b> Marital Status	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>The needs analysis has considered the number of children under 5 in a lone parent household. The incidence of lone parent households with dependent children in 2011 in Barnet was 11,763.</p> <p>The needs analysis included lone parents with children under 5 and children in out-of-work benefit households (lone parents).</p> <p>In regard to the centres with a significant reduction in opening hours the sum of Children in out-of-work benefit households (Lone Parents) is below average for the St Margaret's (480) and Stonegrove (440), but higher in Hampden Way reach area (605). The average for each reach area was 515.</p>	<p>When implementing the changes the needs analysis will be received, ensuring where there is a need for support for lone parents there are available services at a suitable location.</p> <p>A key outcome the review aims to improve is to reduce the number of adults with young children who want to return to work but are unable too.</p>
<b>128.</b> Unemployed parents	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Other groups which could be impacted on through the changes are	A key outcome the review aims to improve is to reduce the number of

		<p>unemployed parents.</p> <p>The needs analysis undertaken considered the level of JSA claimants in the local area. Although this information does not consider whether they have children under 5 or not, it has been used as an indicator of need in the local area.</p> <p>In regard to the centres with a significant reduction in opening hours the claimant rate for 16-64 year olds is lower than average in regard to St Margaret's (345) and Stonegrove (244), but slightly higher than Hampden Way reach area (294). The average for each reach area is 358.</p>	<p>adults with young children who want to return to work but are unable too, therefore the changes should have a positive impact on this group. Getting parents back to work is a key requirement of the children's centre offer.</p> <p>The needs analysis undertaken will be used in conjunction with local knowledge to ensure effective support for unemployed parents at a suitable location.</p>
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**170. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents?**

Overall, the new early years model is expected to have a positive impact on satisfaction rates among residents through improved early intervention and improved service delivery and efficiency.

The early years review questionnaire response showed that;

- 95% of respondents value the advice and information offered in children's centres, 85% child health support, 78% community midwife support and 76% one-to-one support.

In terms of current satisfaction ratings;

- Only one in ten parents surveyed through the recent childcare market research were unsatisfied with childcare provision in Barnet.

The Hemsalls report which surveyed 367 past and present service users found;

- 82 per cent of respondents said they had experienced positive outcomes from using Children's Centre's
- 49 per cent thought that parenting advice and support had a positive impact at children's centres

There is a potential that a continued increase in targeted support, with a focus on those with the most need, may reduce the amount of universal services which have been on offer at Children's Centres. This is likely to be

minimal, as universal services are key to identifying need and supporting parents.

Overall the new early years model should increase satisfaction ratings by delivering a more joined up service with improved early intervention and service delivery and efficiency.

**171. How does the proposal enhance Barnet's reputation as a good place to work and live?**

Due to reductions in the budget, the council is faced with making difficult decisions in terms of making savings and how to target resources efficiently to best meet the needs of Barnet residents.

The proposals will enhance Barnet's reputation as a good place to work by creating an improved early year's model in which staff will have a clearer direction and more flexibility in their work with the ability to focus on supporting those with the most need. Workforce analysis as part of the health visitor and school nurses review and on-going staff engagement will help ensure that staff concerns are taken into account.

A priority outcome for the early years review as a whole is to reduce the number of adults with young children who want to return to work but are unable to. This should improve the borough as a good place to work and live by removing barriers to employment for families.

The proposals will enhance Barnet's reputation as a good place to live by continuing to support young children and families to improve life chances for children in Barnet. This will be achieved through improved family support and ensuring underachieving childcare settings get the support they need, meaning all children receive a high quality early education.

**172. How will members of Barnet's diverse communities feel more confident about the council and the manner in which it conducts its business?**

Clear communication, consultation and engagement has taken place and will continue to take place through the implementation of the early years review to help ensure the views of Barnet's diverse communities are taken into account. As outlined above the early years consultation effectively engaged with a wide range of residents in the borough, ensuring all communities had a view.

As part of the decision making process councillors will fully consider and give due regard to responses to consultation, and to this Equalities Impact Assessment, as part of a clear and transparent decision-making process to try and ensure that all citizens feel confident about the manner in which the council is conducting its business.

A key strategic aim of the new early years model is to improve the targeting of the most vulnerable families in the borough and several of the recommendations detailed above in section 6 will increase support and the flexibility of this support provided to the most vulnerable families in the borough. This will include considering Barnet's diverse community's needs, ensuring early years services support people who need the support most across a range of communities.

**173. What measures and methods have been designed to monitor the application of the policy or service, the achievement of intended outcomes and the identification of any unintended or adverse impact?**

The full business case sets out some clear high level outcomes and measures for the new early years model. These are based on achieving the following high level outcomes;

- Identification of and support for the most vulnerable families.
- School readiness for all children in Barnet.
- Positive health outcomes for all children in Barnet.
- Sufficiency of high quality childcare places for children in Barnet.
- Reduce the number of adults with young children who want to return to work but are unable to.

**174. How will the new proposals enable the council to promote good relations between different communities?**

Through implementation and on-going service delivery there will be continued engagement to understand relationships between different communities and ensure through the service offered they are supported effectively.

A wide range of people attend Children's Centres and the new early years commission will not change the diversity of communities accessing early years services.

A key strategic aim of the new early years model is to improve the targeting of the most vulnerable families in the borough. This approach is to ensure we focus resources on those who most require support.

**175. How have residents with different needs been consulted on the anticipated impact of this proposal? How have any comments influenced the final proposal?**

As outlined in specific sections above the early years review targeted residents from a range of backgrounds. A range of methods to ensure residents with different needs could feed into the review. This included;

- Providing each children's centre with a set of consultation documents and questionnaires.
- Arranging a set of 10 drop-in sessions across different children's centres or local venues to support families to complete the questionnaire, answer further questions or take verbal feedback if this was the preferred method of communication.
- The early years review questionnaire was made available on Engage Barnet
- The Innovation Unit were commissioned to undertake a range of workshops, 5 with targeted families who regularly used children's centres

The demographics of respondents to both the early years review questionnaire and the citizen's panel questionnaire was wide, including people with different backgrounds and characteristics. The workshops were aimed at targeted families to ensure the people who rely on the services the most could feed into the review in a way they felt comfortable with.

As part of the CSA and Hemsalls report a variety of telephone and online surveys, interviews and focus groups were conducted with a wide range of parents and children with different needs as well as children's centres and child-minders. Their feedback and the findings from both of these pieces of research have influenced and formed a crucial and central part of the early years review outline business case and accompanying recommendations.

## Overall Assessment

176. Overall impact		
Positive Impact  <input checked="" type="checkbox"/>	Negative Impact or Impact Not Known <sup>17</sup>  <input type="checkbox"/>	No Impact  <input type="checkbox"/>
177. Scale of Impact		
Positive impact:  Minimal <input checked="" type="checkbox"/> Significant <input type="checkbox"/>	Negative Impact or Impact Not Known  Minimal <input type="checkbox"/> Significant <input type="checkbox"/>	

178. Outcome			
No change to decision  <input checked="" type="checkbox"/>	Adjustment needed to decision  <input type="checkbox"/>	Continue with decision <i>(despite adverse impact / missed opportunity)</i>  <input type="checkbox"/>	If significant negative impact - Stop / rethink  <input type="checkbox"/>

179. Please give full explanation for how the overall assessment and outcome was decided
<p>It is proposed that the changes will have a positive impact on younger children, adults with young children, pregnant women and lone parents. This is because the proposal is to have a more strategic approach to children's centres to ensure they focus on those most in need of support.</p> <p>Some centres will have reduced opening hours, which may have a small negative impact on users of those centres, however some services will still be available at those centres and other venues in the locality will continue to offer services. The review has focused on ensuring that the council continue to offer support to families in need, supporting people with different characteristics in a flexible and appropriate manner. The impact on particular groups will be monitoring during the implementation and delivery of the proposal.</p> <p>The review proposes a new model that provides a more coherent and strategically managed offer where resources can be more flexibly moved to the areas of greatest need.</p>

<sup>17</sup> 'Impact Not Known' – tick this box if there is no up-to-date data or information to show the effects or outcomes of the function, policy, procedure or service on all of the equality strands.

The review also focuses resources on those who are in need of most support from early year's services regardless of disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage or civil partnership.

## Street Scene

### EIA 14: Initial Equality Analysis (EIA)

#### Resident/Service User Street Cleansing Optimisation

<b>180. Details of project, policy, procedure or service change:</b>	
Title: Street Cleansing Optimisation	
<b>Brief description of what is being assessed:</b>	
Options to optimise the street cleansing service across the borough, taking into account resident and staff views, service knowledge and priorities, data analysis results on street conditions and pilot scheme results to ensure service efficiencies are achieved whilst maintaining maximum street cleanliness.	
Department and Section: Greenstreets	
Date assessment completed: Oct 14	
<b>181. Names and roles of people completing this assessment:</b>	
Lead officer	Dave Ward
Other contributors	Karen Reid
<b>3. User Profile</b>	
Will the proposal affect employees?	<b>NO</b> If yes, please seek assistance from HR to complete the employee EIA.
Who is affected by the proposal?	All residents and users across the borough
What data is used/available to support the assessment?	Data dashboard, and results from Residents focus groups, pilot scheme and road condition surveys and specific data analysis

<b>How are the following equality strands affected?</b> <i>Please detail the effect on each equality strand, and any mitigating action you have taken / required. Please include any relevant data. If you do not have relevant data please explain why / plans to capture data</i>			
Equality Strand	Affected?	If yes, and impact negative explain how affected	Indicate what action is required or has been taken to mitigate adverse impact?
<b>129.</b> Age	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	No negative impact on Equality strand	N/A



<b>130.</b> Disability	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	No negative impact on Equality strand	N/A
<b>131.</b> Gender reassignment	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	No negative impact on Equality strand	N/A
<b>132.</b> Pregnancy and maternity	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	No negative impact on Equality strand	N/A
<b>133.</b> Race / Ethnicity	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	No negative impact on Equality strand	N/A
<b>134.</b> Religion or belief	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	No negative impact on Equality strand	N/A
<b>135.</b> Gender / sex	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	No negative impact on Equality strand	
<b>136.</b> Sexual orientation	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	No negative impact on Equality strand	N/A
<b>137.</b> Marital Status	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	No negative impact on Equality strand	N/A
<b>138.</b> Other key groups?  Carers  (Please indicate if Young, Parent or Adult carer).  People with mental health issues Some families and lone parents People with a low income Unemployed people Young people not in employment education or training	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>  Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>  Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/> Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/> Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/> Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/> Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	No other user groups will be adversely affected.	

**5. Please outline what data sources, measures and methods could be designed to monitor the impact of the new policy or service, the achievement of intended outcomes and the identification of any unintended or adverse impact?**

*Include how frequently monitoring could be conducted and who will be made aware of the analysis and outcomes*

It is not expected that any equality groups or service users will be adversely affected by any proposed offers. However, staff focus groups are planned to capture feedback and opinions from operational staff and on-going data analysis of street conditions and service specific software reviews will highlight changes in performance and delivery thereby alerting service to adverse impacts if they arise.

A full EIA will be carried out as part of a second phase when HR input will be incorporated for the staff restructure element.

**6. Initial Assessment of Overall Impact**

Positive Impact	Negative Impact or Impact Not Known <sup>18</sup>	No Impact
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**7. Scale of Impact**

Positive impact:	Negative Impact or Impact Not Known	
Minimal <input type="checkbox"/>	Minimal <input type="checkbox"/>	
Significant <input type="checkbox"/>	Significant <input type="checkbox"/>	

**8. Outcome**

No change to decision	Adjustment needed to decision	Continue with decision <i>(despite adverse impact /</i>	If significant negative impact - Stop / rethink
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<sup>18</sup> 'Impact Not Known' – tick this box if there is no up-to-date data or information to show the effects or outcomes of the function, policy, procedure or service on all of the equality strands.

<input checked="" type="checkbox"/>	<input type="checkbox"/>	<i>missed opportunity)</i>  <input type="checkbox"/>	<input type="checkbox"/>
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**9. Summary/Conclusion of overall assessment outcome**  
(to be transferred to Full Equality Impact Assessment)

It is not expected that any equality groups or service users will be adversely affected by any proposed offers. However, any outcomes from staff or resident focus groups and on-going data analysis of street conditions and service specific software reviews highlighting changes in delivery will be reviewed as part of the full EIA in due course.

## Equality Impact Analysis (EqIA) 15

### Revised Council Tax Support scheme

1. Details of function, policy, procedure or service:	
Title of what is being assessed: Revised Council Tax Support scheme	
Is it a new or revised function, policy, procedure or service? Revised policy	
Department and Section: Finance, Commissioning Group	
Date assessment completed: November 2014	
2. Names and roles of officers completing this assessment:	
Lead officer	Jonathan Wooldridge
Other groups	

3. How are the following equality strands affected? Please detail the effects on each equality strand, and any mitigating action you have taken / required. Please include any relevant data. If you do not have relevant data please explain why / plans to capture data			
Equality Strand	Affected?	Explain how affected	What action has been taken / or is planned to mitigate impact?
1. Age	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>Working age claimants will be affected by the change in policy. The Government have protected Pension Credit Age claimants from any change, so will still receive the full support as if Council Tax benefit had remained. Working Age claimants could see an increase in the amount of council tax they are required to pay.</p> <p>The largest number of people affected by this feature fall in the age range 31 to 50 and are therefore more likely than other age groups to have families and dependent children. The additional burden of this feature may have a particular impact on those who are already financially stretched, leading to the possibility of hardship that impacts on their children. This may have a consequential impact</p>	<p>Through all of the Government's welfare reforms, it is intended that citizens will be better off in work than in receipt of benefits. Accordingly anyone affected by the additional contribution they have to make will be encouraged to seek employment to maximise their income wherever possible. Support to do this is available through the Job Centre Plus, Job Coaches from which work closely with the Revenues and Benefits staff.</p>

		on Children's Services.	
2. Disability	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>No wider impact than previously impacted, but people with particular disabilities that prevent them from taking advantage of support to find work are more likely to be impacted by a range of welfare reforms.</p> <p>The extent of the impact by amending the scheme to 15 or 20% from 8.5% will increase the burden.</p> <p>The exact number of disabled claimants is not known but out of 29689 households receiving CTS there are around 414 receiving some form of disability benefit or premium with their Council Tax Support. This does not include claimants who are on a passported benefit. The number of disabled people receiving a passported benefit is not known as in most cases this information is not currently collected under the present scheme.</p>	<p>In order to mitigate against the increased impact, resources will continue to be available to support the most vulnerable and this may be met through a discretionary council tax support scheme.</p> <p>Disability benefits are currently disregarded when calculating income. It is proposed that this continues under all of the options proposed.</p>
3. Gender reassignment	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	There is no data to suggest that this group is affected.	Residents from any group can apply to council's Discretionary Funds
4. Pregnancy and maternity	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	People who are in advanced stages of pregnancy or receiving maternity allowance are affected for a temporary period because they will have a finite income and will be unable to increase this income by working.	In order to mitigate against this, resources will continue to be available to support the most vulnerable and this may be met through a discretionary council tax support scheme.
5. Race / Ethnicity	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	There is no data to suggest that this group is affected as we do not ask people's ethnicity as part of the CTS claim process. We	In order to mitigate against this, resources will continue to be available to support the most vulnerable and this may be met

		<p>know that in Barnet people from some ethnicities are more likely than others to have a low income or fall into arrears on priority debts. This includes Black Africans, Pakistanis and Bangladeshis.</p> <p>In the consultation over half of non-white groups chose to keep CTS at 8.5% whilst only a third of white groups did the same (Citizens Panel weighted survey).</p> <p>Whilst no distinction has been made on the grounds of race on contributions from working age claimants, the nature of the contribution is such that the larger the Council Tax liability, the larger the contribution. Thus larger families, who may live in larger and therefore higher banded properties, will be expected to contribute a larger monetary sum (but the same percentage) towards their Council Tax liability. Based on national data <sup>19</sup>, families of Indian, Pakistani and Bangladeshi origin are on average significantly larger than others (2.5 – 3.5 children compared with an average of 2.1 for all other races) and are therefore likely to be asked to contribute more</p>	<p>through a discretionary council tax support scheme.</p>
<p>6. Religion or belief</p>	<p>Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/></p>	<p>There is no data to suggest that this group is affected as we do not ask people's religion as part of the CTS claim process.</p> <p>The Citizens Panel consultation did not ask people their religion or belief. Whilst no distinction has been made on the grounds of</p>	<p>In order to mitigate against this, resources will continue to be available to support the most vulnerable and this may be met through a discretionary council tax support scheme.</p>

<sup>19</sup> LFS household data sets October-December 2004 to April-June 2008, weighted proportions

		<p>religion or belief on contributions from working age claimants, the nature of the contribution is such that the larger the Council Tax liability, the larger the contribution. Data from elsewhere<sup>20</sup> shows that households of Muslim, Hindu and Sikh families are significantly larger than average (3.2-3.7 people compared with an average of 2.3) and these families may be amongst those asked to contribute more.</p>	
7. Gender / sex	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>A reduction in the maximum support would be applied to everyone receiving Council Tax Support but around 60% of the total number of people affected would be women in line with the current Council Tax claimant population. Furthermore 1/3 of households claiming Council Tax Support are lone parents of which 95% are women.</p> <p>There were no significant differences in the responses from different genders.</p>	<p>In order to mitigate against this, resources will continue to be available to support the most vulnerable and this may be met through a discretionary council tax support scheme.</p> <p>In relation to lone parents, the current scheme disregards child benefit as income. It is proposed that this continues in all the proposed options.</p>
8. Sexual orientation	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	<p>There is no data to suggest that this group is affected.</p> <p>The Citizens Panel consultation did not ask people their sexual orientation</p>	<p>Residents from any group can apply to council's Discretionary Funds</p>
9. Marital Status	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	<p>Not affected. The maximum contribution of 91.5, 85, or 80 per cent would apply to households whether single, married, civil partnered, or co-habiting. The maximum support would be</p>	<p>Where a single person is the sole liable person for Council Tax they receive a statutory 25% discount in their liability which lowers the amount they would have to pay.</p>

<sup>20</sup> 2001 Census, Manchester area; Manchester City Council

		<p>applied to the council tax support award to all claimants. It may be assumed in some cases that single residents maybe more likely to be affected because they would only have one income. However where a single person is the only resident they receive a statutory 25% discount in their Council Tax liability which lowers the amount they would have to pay. Marital status however doesn't preclude residents from living alone or vice versa.</p> <p>The Citizens Panel consultation did not ask people if they were married</p>	
10. Other key groups?	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>Changes to Council Tax Support impact on low and fixed income groups as this one of the eligibility criteria. There are a number of groups who may be more likely to have a low or fixed income and are not able to increase their income through work and salary progression. This includes those with caring responsibilities or those that are prevented from working as a result of their health or disability.</p>	<p>For the most vulnerable, other support from discretionary council tax support will be available.</p>

<p><b>4. What measures and methods could be designed to monitor the impact of the new policy or service, the achievement of intended outcomes and the identification of any unintended or adverse impact? <i>Include how frequently monitoring could be conducted and who will be made aware of the analysis and outcomes</i></b></p>
<p>This EIA will be reviewed when a decision has been made about which option will be implemented.</p> <p>Housing Benefit collect data gender, age, information about disability benefit of head of household and their partner. We know who is currently receiving Council Tax Support and their characteristics as above. Housing Benefit do not collect data on the other protected characteristics as this is not considered essential for the purposes of making a claim. It is proposed that the Council Tax claimant cohort is monitored annually to understand whether the make up of this group has changed and whether any particular group has disproportionately fallen into arrears.</p> <p>Statistics regarding collection rates are considered by a partnership welfare reform steering board and as part of other government returns.</p>



5. Overall impact			
Positive Impact  <input type="checkbox"/>	Negative Impact Impact Not Known <sup>21</sup>  <input checked="" type="checkbox"/>	or	No Impact  <input type="checkbox"/>
6. Scale of Impact			
Positive impact:  Minimal <input type="checkbox"/> Significant <input type="checkbox"/>	Negative Impact Impact Not Known  Minimal <input checked="" type="checkbox"/> Significant <input type="checkbox"/>	or	

7. Outcome			
No change to decision  <input checked="" type="checkbox"/>	Adjustment needed to decision  <input type="checkbox"/>	Continue with decision <i>(despite adverse impact / missed opportunity)</i>  <input type="checkbox"/>	If significant negative impact - Stop / rethink  <input type="checkbox"/>

8. Please give a full explanation for how the initial assessment and outcome was decided
<p>The scale of the impact is recorded as minimal. It is proposed to monitor the impact of the change and to revise this assessment according to the data.</p> <p>The number of residents affected by the change is approx. 22,000 households. These have already been burdened when the support was reduced to 91.5%. This is being proposed to be reduced to 85% or 80%, so whilst the change is not insignificant, the overall average impact could amount to £1 to £2 per week. The impact on affected residents will be the same group of residents, but the percentage of the level of maximum support may change. We know this group have a low income, are working age, 60% of them are women and 1/3 are single parents. We don't collect full information on all the protected characteristics as this is not required to process a claim. We also know that the current CTS claimants were more likely to say that they favoured keeping the level of Council Tax Support at 8.5% (according to the Online web survey).</p> <p>Section 13a (1) (C) of the Local Government Finance Act 1992 allows councils to reduce the amount of council tax payable for a liable household. It can be used for individual cases or to determine specific classes for a local discount.</p> <p>Other welfare reforms are hitting some groups such as large families, low income families, lone parents and disabled people– and together with increases in cost of living this is having a cumulative impact on people's income. Therefore even small changes in contributions could 'tip the balance' in people's ability to pay. Therefore</p>

<sup>21</sup> 'Impact Not Known' – tick this box if there is no up-to-date data or information to show the effects or outcomes of the function, policy, procedure or service on all of the equality strands.

all three options are considered to have a minimal negative impact of groups with the protected characteristics.

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## **Appendix I**

### **Reserves and balances policy**

#### **Background**

This policy sets out the Council's approach to reserves and balances. The policy has regard to LAAP Bulletin 77 'Local Authority Reserves and Balances', issued in November 2008.

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

#### **Types of reserve**

The Council will maintain the following reserves:

- general reserve: to manage the impact of uneven cash flows and unexpected events or emergencies;
- specific reserves: sums set aside to meet known or predicted specific requirements.

Specific reserves will be maintained as follows:

- risk reserve: to manage litigation and other corporate risks not otherwise recognised;
- transformation reserve: to fund the transformation programme to change, protect and improve Council services;
- service development reserve: to enable the Council to respond to the most urgent corporate priorities;
- infrastructure reserve: to fund infrastructure necessary to enable development across the borough;
- PFI reserve: to manage the profile of grants and payments in respect of PFI projects;
- financing reserve: to enable the effective management of the medium-term financial strategy;
- schools reserve: balances in respect of delegated school budgets;
- service reserves: funds set aside for specific purposes in respect of individual Council services; and
- capital receipts reserve: capital receipts not yet applied to capital expenditure.

The Council also maintain a number of other reserves that arise out of the interaction between legislation and proper accounting practices. These reserves, which are not resource-backed, will be specified in the annual Statement of Accounts.

## **Principles to assess the adequacy of reserves**

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

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

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

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

In considering specific reserves, the CFO will have regard to matters relevant in respect of each reserve, and will advise the Council accordingly.

## **Use of reserves**

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

## APPENDIX J: Corporate Risk Register

The following risk register represents those risks in place at the time of reporting at Quarter 3, the mitigation strategies in place for each risk and the proposed treatment of each risk.

SCORE	IMPACT				
	1 Negligible	2 Minor	3 Moderate	4 Major	5 Catastrophic
5 Almost Certain	0	0	0	0	0
4 Likely	0	0	0	2	0
3 Possible	0	0	2	6	0
2 Unlikely	0	0	0	0	0
1 Rare	0	0	0	0	0

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
<p><b>Demographic and Population Changes: ORG0035</b></p> <p>There is a risk that the organisation will not be prepared or able to respond to the impacts of demographic changes (e.g. gender, age, ethnicity, disability, education, employment) and/or population growth rate (birth, death, immigration, emigration) with insufficient social infrastructure (schools, older people homes), physical and green spaces, services and affordable housing to meet demand</p>	<p>Major 4</p> <p>Likely 4</p> <p>High 16</p>	<p>Preventative: Test demographic change and population growth hypothesis against insight on customer profile, deeper interrogation of specific data sets (in/out migration) and identify potential gaps in data sets (availability of data, deficiency of existing data) The priorities and spending review (PSR) is key response to ensuring the organisation is sufficiently prepared for and able to respond to the impacts of population and demographic changes. Uncertainty is being reduced as service pressures and budget requirements</p>	Treat	Quarterly	<p>Major 4</p> <p>Possible 3</p> <p>Medium High 12</p>

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
	<p style="background-color: red; color: black; text-align: center;">[Redacted]</p>	<p>are being analysed and underlying assumptions monitored and refined to ensure they remain valid as the organisation prepares to respond to this challenge.</p> <p>Understand approach and dependencies with resident engagement, equalities and health and wellbeing impact assessments. Growth Strategy, Housing Strategy, Regeneration Strategy and respective governance structures.</p> <p>Detective: The Commissioning Group supports the setting of strategic outcomes and development of commissioning strategies with a particular focus on cross cutting themes and risks. The Commissioning Board will review underpinning risk analysis at regular intervals to consider data, revisit assumptions, outcomes and controls.</p> <p>Partnership SCB has been introduced to enhance partnerships working in order to meet the financial challenges facing the public sector and collaborate on the development of future plans to both deliver transformation and improve outcomes.</p>			<p style="background-color: orange; text-align: center;">[Redacted]</p>



Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
<p><b>Waste Management and Sustainability ORG0011:</b> without consideration of alternative ways of improving recycling and changing behaviours around sustainability, costs will escalate in the future. Procuring value for money waste disposal and managing waste collection services both need to be considered in order to ensure quality services at an affordable price delivering optimum customer satisfaction.</p>	<p>Major 4</p> <p>Possible 3</p> <p>Medium High 12</p>	<p>Preventative: In-house delivery with stretch model underway commencing from October 2013. NLWA partnership</p> <p>Detective: Performance Indicators for recycling and customer satisfaction. Waste project planning commencing April 2014 - review of wide range of potential service changes and improvements to deliver PSR savings and performance.</p>	Treat	Quarterly	<p>Major 4</p> <p>Possible 3</p> <p>Medium High 12</p>
<p><b>Financial Position ORG0025:</b> Given the overall economic position, it is clear that cuts to government funding will continue until at least 2018 and more likely to the end of the decade. Alongside this the Council now bears additional risks as a result of business rate reforms, whereby a contraction in economic activity in Barnet will see a reduction in Council funding. The economic position also impacts on the costs of Council services, for example in terms of pressure on temporary accommodation and increases in benefit caseloads. Demographic changes mean that the Council faces a growing population, an ageing population and increasing numbers of young people, which adds further to the pressure and demand on services.</p>	<p>Major 4</p> <p>Possible 3</p> <p>Medium High 12</p>	<p>Preventative: The Council's financial planning cycle mitigates the risks associated with reductions in funding and increases in demand for services. Planning ahead enables the Council to mitigate the impact of increases in demand and ensure that the Councils overall financial position on reserves and contingency is sufficient. Policy and Resources Committee received a report on 10 June which sets out the financial challenge for the Council and the process to meet this challenge.</p> <p>Detective: Budget monitoring (revenue and capital) and financial management standards being adhered to. Recovery plans and alternative options reviewed in areas with overspends. Review capital programme profiling. Value for money indicators in use across the business. Monitoring delivery of Medium Term Financial Strategy.</p>	Treat	Quarterly	<p>Moderate 3</p> <p>Unlikely 2</p> <p>Medium Low 6</p>

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
<p><b>Resident Engagement_ORG0029:</b> Failure to engage properly with Residents.</p>	<p>Moderate 3</p> <p>Possible 3</p> <p>Medium High 9</p>	<p>Preventative: Finance and Business Planning – feeding consultations into service design. Ensuring equalities is embedded within the Commissioning Group.</p> <p>Consultation strategy and transparency commitment confirmed at first meeting of Policy and Resource Committee. 3rd sector strategy/ community resilience</p> <p>Social media – alternative methods of engaging with residents to be explored through future updates to the website</p> <p>Detective: Common understanding of the citizen engagement within the Council through review of complaints data analysis and prior consultations. Performance indicators for customer satisfaction and customer care.</p>	Treat	<p>Quarterly</p> <p>Moderate 3</p> <p>Unlikely 2</p> <p>Medium Low 6</p>	
<p><b>People_ORG0036:</b> There is a risk that the organisation's people (competence, skills, knowledge) and culture are not aligned with its medium and long term strategic direction and will not be able to deliver the improvements in service delivery and on-going change and innovation required to achieve its long term goals.</p>	<p>Major 4</p> <p>Possible 3</p> <p>Medium High 12</p>	<p>Preventative: To understand the current and required corporate capabilities and develop corporate and delivery unit plans to respond to gaps, recognising the need to create an internal environment that facilitates the generation of new ideas and entrepreneurship. To support change through leadership and people engagement (including through partners), to provide results for the organisation, its people and customers.</p> <p>Detective: Through the risk management framework and robust and continuous risk analysis and monitoring of delivery unit risk profiles</p>	Treat	<p>Quarterly</p> <p>Moderate 3</p> <p>Possible 3</p> <p>Medium High 9</p>	

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
		and action plans it will be possible to identify and ensure the right interventions and to identify 'early warning systems' where failure in this respect is impacting negatively on service delivery and strategic change.			
<b><u>Information Management</u></b> <b><u>ORG0037:</u></b> There is a risk we will not be able to get appropriate data and information through insight, self-service to support the customer access strategy	Major 4  Possible 3  Medium High 12	IM Strategy approved and includes a Data Quality Work stream.  Preventative: Fair processing notices to enable us to compliantly get data we want. Beginning to understand data sources and constraints on them Phased delivery approach for insight allowing us to assess and baseline data issues and plan improvements in quality and accessibility accordingly  Detective: Customer Access and Information Board to monitor progress and delivery. Will continually assess progress with decision to continue to move forward at each phase boundary	Treat	Quarterly	Major 4  Unlikely 2  Medium High 8
<b><u>Barnet's position as a prosperous Suburb ORG0038</u></b> is under threat from wider threats to London as a world city and infrastructure improvements connecting more and new places to London.	Moderate 3  Possible 3  Medium High 9	Preventative: Develop 21st century suburb vision joining up the relevant strategies/initiatives West London Alliance: Working with five other West London Boroughs through community budget programme to develop growth, skills, jobs. Through this process, will also be in a position to take a broader view of the transport infrastructure on an orbital basis.  Detective: Regular meetings with place based	Treat	Quarterly	Moderate 4  Unlikely 2  Medium Low 6

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
		services already exist to discuss strategies (housing, street scene) - will ensure effective monitoring and on-going identification of risks, opportunities and dependencies.			
<b>Homelessness ORG0039:</b> There is a risk that homelessness and the subsequent cost of providing emergency short term accommodation will continue to rise.	Major 4	<p>Preventative: Developing plans around three areas:</p> <ul style="list-style-type: none"> <li>- increasing prevention activities, including joint working with job centre plus</li> <li>- increase opportunities of affordable housing supply</li> <li>- Develop options of affordable supply in more affordable locations</li> </ul> <p>Detective: Welfare and Benefit Programme (including partners) in place to determine impact, performance indicators in place to monitor impact. A mitigation plan is being implemented Barnet Homes as approved by Strategic Commissioning Board and the Delivery Board. Homelessness and Emergency Accommodation Project Board with Barnet Homes including the lead Commissioner and Contract Manager is overseeing the delivery of a range of interventions to boost supply and reduce demand through monthly meetings.</p>	Treat	Quarterly	Unlikely 2
	High 16				Medium Low 6

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
<p><b>Safeguarding Incident ORG0040:</b> If there were a significant children's safeguarding incident then the commissioning council approach may be destabilised and undermined.</p>	<p>Major 4</p> <p>Possible 3</p> <p>Medium High 12</p>	<p>Preventative: SCB Assurance Safeguarding Protocol Regular meeting and information sharing Family Service transformation Programme Children's, Education, Libraries and Safeguarding Committee in the new governance model Local Safeguarding Children's Board (LSCB), new chair and work programme</p> <p>Detective: Mock OFSTED inspection Safeguarding Peer Review</p>	Treat	<p>Quarterly</p> <p>Major 4</p> <p>Unlikely 2</p>	<p>Medium High 8</p>
<p><b>Commissioning Approach ORG0041:</b> If there is not a clearly defined approach to commissioning in place that ensures consistent application of Commissioning Cycle activities then objectives becomes difficult to monitor or achieve.</p>	<p>Major 4</p> <p>Possible 3</p> <p>Medium High 12</p>	<p>The Council's Commissioning Plans and priorities to 2020 are being developed and will go to Policy and Resources Committee on 2 December alongside the Council's draft Corporate Plan and Medium Term Financial Strategy.</p> <p>Following agreement of the above revised Management Agreements will be developed which focus on how the longer-term priorities of the Councils Corporate plan will be achieved with meaningful qualitative performance indicators that are linked to outcomes.</p> <p>The means of reviewing the achievement of outcomes will be taken forward over the next 6 months as new Commissioning Plans and Management Agreements are developed.</p>	Treat	<p>Quarterly</p> <p>Major 4</p> <p>Unlikely 2</p>	<p>Medium High 8</p>

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## Appendix K

### Dedicated Schools Grant (DSG) and Schools Budget 2015/16

The Dedicated Schools budget (DSG) for 2015/16 is made up of three notional funding blocks:

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

Each block is calculated on a different basis.

The Schools Block is calculated using pupil numbers taken from the October 2014 schools census, multiplied by a guaranteed unit of funding (GUF). Whilst the amount per pupil in this block has remained the same;

- £7.51 per pupil is being deducted to fund the carbon reduction commitment scheme. This has resulted in minimal impact to the draft budget as this was previously deducted from the overall DSG.
- The schools block pupil numbers are higher than estimated and;
- The Barnet school funding formula remains the same (except removal of the £23 per pupil distribution of the 2012-13 underspend which was included in the 2014-15 AWPU) and schools continue to be protected by a minimum funding guarantee which ensures they receive at least 98.5% of their 2014/15 per pupil funding in 2015/16 before the Pupil Premium and other grants are applied.

The amount per pupil in the Early Years block is the same as for 2014/15. The Early Years (EY's) Block is estimated using early years numbers taken from the Early Years and Schools census in January 2014. A further update to the 2015/16 DSG allocation will be made once the January 2015 EY's and Schools census numbers are finalised. This subsequent change will be made after the end of the financial year.

- ***Funding for 3 and 4 year olds***

The Early Years Pupil Premium for 3 & 4 year olds begins in April 2015 and Barnet has received an initial allocation of £342k. This will be adjusted as more information becomes available to the DfE.

- ***Funding for early education places for 2 year olds***

This funding has not been included in the December announcement and Barnet will expect to find out its initial allocation in June 2015. From 2015-16 the allocation will be based on the level of participation rather than target numbers as in 2014/15.

The High Needs Block is a cash amount and is largely based on the amounts that were funded in 2014/15, adjusted for the growth/deduction in pre/post 16 high needs places agreed for 2014 to 2015 academic year. An additional £47m of funding was distributed to all local authorities, of which Barnet received an additional £350k. The final allocation is expected to be confirmed after the end of the financial year.

## **Pressures on the DSG expenditure budget**

There are a number of pressures on the DSG expenditure budget which are as follows:

- High needs placements, especially those in independent special schools and;
- Continuing growth in primary pupil numbers leading to new schools and expansions. Advance non-capital funding for setting up new classes is costing approximately £1m per year.
- The Education Funding Agency has confirmed funding for the growth costs of pupil numbers in non-recouped Academies and Free schools for 2015/16 – funding for future years has yet to be confirmed;

## **Balancing the budget**

As agreed at the meeting of the Schools Forum, the approach to balancing the 2015/16 budget has involved:

- Agreement by the Forum to use the £1.3m of DSG underspend carried forward from 2013/14 to support the budget gap (by contributing to the growth fund and the nursery schools' transitional subsidy).
- Officers completing a zero-base-review of the number and costs of SEN placements in independent and non-maintained schools as well as maintained schools and Academies

The SEN budget review has resulted in a significant reduction in the budget pressures arising in relation to High Needs budget, mainly because of the management of demand for SEN placements in independent and out-of-Borough schools and post-16 providers.

As a result of the above there is now a balanced draft Schools Budget for 2015/16. However, the financial position remains very challenging. In reviewing the SEN budgets and in trying to balance the budget, officers have stripped out most contingency provisions. There is now no contingency provision for SEN to fund any unexpected commitments for SEN placements above those anticipated in preparing the 2015/16 estimates. There is also no provision for additional support for 1:1 packages for ARPs and mainstream schools.

The only general contingency provision is the carried forward contingency for the closure of St.Mary's High School (£150,000)

The provision for 2-year-olds places has been adjusted downwards by taking a more conservative view of the number of places that can be provided next year than the target figures the Early Years team are forecasting. In practice however, the council has a legal duty to provide places for priority groups and to try to reach the targets, so the actual spending required may be above the budgeted figure.

In order to cover these risks, the Schools Forum has agreed that contingency requirements will have the first call on the 2014-15 carried forward underspend.



The draft Schools Budget was presented to the Schools Forum on 4th December 2014. The Forum approved the budget and the continuation of the same school and early years funding formulae and rates as 2014-15 with the exception of the small amounts of per pupil distribution of the 2012-13 underspend which was included in the 2014-15 AWPU.

The final DSG has yet to be confirmed as the Early Years Block and the High Needs block will be adjusted in March and June 2015 following the January Census and the High Needs Place Return. In subsequent months this will be presented to the Schools Forum along with any proposed adjustments to the Schools Budget.

Maintaining the same funding formula rates and applying a cap on gains has enabled the authority to prepare a balanced draft Schools Budget for 2015/16.

Provisional Schools Budget 2015/16							
27 November 2014 15:02							
		2015/16	2015/16	126			
S251	S251Desc	Gross Budget	Budget net of recoupment	Budget from Schools Forum Oct 14	Change since Oct 14	2014/15 Budget	Note
<b>Expenditure</b>							
1.0.1	Individual Schools Budget before Academy recoupment	264,458,553	173,883,729	173,596,844	286,885	169,639,051	Revised pupil number estimates
1.1.1	Contingencies	154,284	154,284	600,000	- 445,716	599,611	Contingencies reduced to balance
1.1.2	Behaviour Support Services	75,988	75,988	76,326	- 338	76,326	
1.1.3	Support to UPEG and bilingual learners	88,221	88,221	86,191	2,030	86,191	Revised pupil number estimates
1.1.8	Staff costs - supply cover excluding cover for facility time	47,072	47,072	46,518	554	46,518	
1.1.9	Staff costs - supply cover for facility time	47,072	47,072	46,518	554	46,518	
1.2.1	Top-up funding - maintained schools	16,142,716	16,142,716	16,244,016	- 101,300	17,296,450	
1.2.2	Top-up funding - academies, free schools and colleges	6,854,903	6,954,903	6,263,335	691,568	6,236,399	Zero based review of SEN funding requirements
1.2.3	Top-up and other funding - non-maintained and independent providers	9,835,971	9,835,971	11,468,831	- 1,632,860	11,138,864	
1.2.5	SEN support services	3,198,188	3,098,188	3,077,562	20,626	3,073,893	Increased need at Early Years and for Therapies
1.2.6	Hospital education services	530,006	530,006	407,004	123,002	438,006	Additional hospital places
1.3.1	Central expenditure on children under 5	979,072	979,072	979,072	-	1,254,072	
1.4.1	Contribution to combined budgets	777,892	777,892	777,892	-	777,892	
1.4.10	Pupil growth / Infant class sizes	961,000	961,000	961,000	-	1,853,020	
1.4.11	SEN transport	400,000	400,000	400,000	-	400,000	
1.4.13	Other items	106,500	106,500	106,500	-	106,500	
1.4.2	School Admissions	361,200	361,200	361,200	-	361,200	
1.4.3	Servicing of schools forums	34,680	34,680	34,680	-	34,680	
		305,053,318	214,478,494	215,533,489	- 1,054,995	213,465,190	
<b>Income</b>							
1.7.1	Dedicated Schools Grant	(296,945,832)	(206,371,008)	(205,864,597)	(506,411)	(204,357,630)	Review of income estimates and recoupment
1.7.2	Balance b/fwd from 2013/14	(1,332,908)	(1,332,908)	-	(1,332,908)	(2,332,981)	Use of 13/14 underspend agreed with S/F Oct 14
1.7.4	Post 16 allocations from EFA	(6,774,578)	(6,774,578)	(6,774,578)	-	(6,774,579)	
		(305,053,318)	(214,478,494)	(212,639,175)	(1,839,319)	(213,465,190)	
	Balance	0	0	2,894,314		-	-

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	<p align="center"><b>Policy and Resources Committee 17 February 2015</b></p>
<p align="center"><b>Title</b></p>	<p align="center"><b>Barnet's Local Plan – Draft Statement of Community Involvement</b></p>
<p align="center"><b>Report of</b></p>	<p>Commissioning Director Growth and Development – Cath Shaw</p>
<p align="center"><b>Wards</b></p>	<p>All</p>
<p align="center"><b>Date added to Forward Plan</b></p>	<p>May 2014</p>
<p align="center"><b>Status</b></p>	<p>Public</p>
<p align="center"><b>Enclosures</b></p>	<p>Appendix A: Draft Statement of Community Involvement</p>
<p align="center"><b>Officer Contact Details</b></p>	<p>Nick Lynch, <a href="mailto:nick.lynch@barnet.gov.uk">nick.lynch@barnet.gov.uk</a>, 020 8359 4211 Hassan Ahmed, <a href="mailto:Hassan.ahmed@barnet.gov.uk">Hassan.ahmed@barnet.gov.uk</a>, 020 8359 4921</p>
<p align="center"><b>Summary</b></p>	
<p>The Statement of Community Involvement (SCI) sets out how the Council will involve local residents, businesses and community groups in the preparation of planning documents and the consideration of planning applications. First adopted in 2007 the draft SCI has been substantially revised to take into account reforms to the planning system and changes to service delivery in Barnet. The commitments set out in the SCI will ensure that planning processes in Barnet are fair, transparent and inclusive.</p>	

## **Recommendations**

### **That the Committee:**

- 1. approves the draft Statement of Community Involvement (SCI) (attached at Appendix A) for consultation for a period of 6 weeks.**
- 2. notes that following the consultation appropriate changes are made to the SCI and the revised SCI is reported back to Committee for approval and adoption.**

### **1. WHY THIS REPORT IS NEEDED**

- 1.1 Effective community involvement in decision-making is a vital part of supporting communities to become more active and resilient. The Council is developing a range of activities designed to engage the community more effectively. This has several aims: maintaining cohesive communities; understanding what communities want from local services so they can be more in tune with local need – including through co-design; and making better use of council owned community assets. Community involvement in the planning process means that local people have the opportunity to help shape the places and spaces in the Borough where they live, work and study.
- 1.2 The SCI is one strand of the Council's approach to community engagement, setting out Barnet's commitments with regards to community involvement in all planning matters. The document provides the processes by which consultation and engagement will be conducted on planning policy documents and planning applications. The SCI details how we intend to conduct consultation and engagement in order to make the planning process transparent, inclusive and accountable.
- 1.3 The Council's first Statement of Community Involvement was adopted in 2007. Since then, there have been a number of changes to planning legislation as well as technological advances which have changed the way that public consultation is conducted. This draft SCI reflects these changes.
- 1.4 The SCI forms part of Barnet's Local Plan and in relation to all planning matters sets out:
  - What the Council will consult and engage the community on;
  - When the Council will consult and engage the community;
  - How the Council will consult and engage the community; and
  - Who within the community the Council will consult and engage with.

### **2. REASONS FOR RECOMMENDATIONS**

- 2.1 The Government's National Planning Policy Framework (2012) reinforces the importance of community involvement in the planning process. It states at paragraph 155 :

*“Early and meaningful engagement and collaboration with neighbourhoods, local organisations and businesses is essential. A wide section of the community should be proactively engaged, so that Local Plans, as far as possible, reflect a collective vision and a set of agreed priorities for the sustainable development of the area, including those contained in any neighbourhood plans that have been made.”*

- 2.2 The Statement of Community Involvement is a statutory document. Section 18 of the Planning and Compulsory Purchase Act 2004 • requires local planning authorities to produce a Statement of Community Involvement, which should explain how they will engage local communities and other interested parties in producing their Local Plan and determining planning applications.

- 2.3 The draft SCI is set out in seven sections:

- The introduction provides a summary of the SCI and highlights the main legislation regarding consultation and community involvement in planning;
- the second section outlines how community involvement and engagement complies with Barnet's Consultation and Engagement Strategy and the various methods used;.
- sections three to six set out how we consult and involve the community on matters relating to planning applications;
- section eight relates to how we will involve and engage the community on matters relating to planning policy
- subsequent sections relate to Neighbourhood Planning, Community Infrastructure Levy, Conservation Area Character Appraisals, Article 4(1) Directions as well as applications to carry out works to trees. The final section relates to resource availability for ensuring community involvement.

- 2.4 The main changes to the previous SCI include:

- Recent changes in legislation ie the Localism Act 2011;
- Greater emphasis and information about the Barnet website;
- References to Neighbourhood Planning consultation procedures; and
- References to the Community Infrastructure Levy Charging Schedule and related consultation procedures.

### **3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 3.1 The alternative option is not to revise and update this statutory document . This may mean that the opportunity to clarify the Council's approach to consultation on all planning related matters is lost.

### **4. POST DECISION IMPLEMENTATION**

- 4.1 Following approval the draft SCI will be subject to a six week period of public consultation. It will be publicised through the Local Plan Consultation Database as well as the Council's website.
- 4.2 Officers will consider responses submitted to the consultation and propose changes to the SCI. It is expected that the SCI is reported back to Policy and Resources Committee for adoption in June 2015.

## **5. IMPLICATIONS OF DECISION**

### **5.1 Corporate Priorities and Performance**

- 5.2 All three strategic objectives in the Corporate Plan 2013 - 2016 are embedded within the draft SCI.

In promoting responsible growth, development and success across the borough it ensures:-

- that planning processes in Barnet are subject to clear and transparent consultation protocols. That relevant statutory bodies, residents, local businesses and the local community are involved in all planning related matters.

In supporting families and individuals it ensures:-

- that through provision of a range of communication methods Barnet residents have the opportunity to become involved in planning decision making

In improving satisfaction of residents and businesses with Barnet as a place to live, work and study it ensures:-

- that through clear consultation processes we provide opportunities for residents and businesses to voice their concerns and become involved in shaping the future of the borough.

- 5.3 Consultation and engagement is one of the key ways the Council interacts with and involves local communities and residents, providing them with opportunities to:

- gain greater awareness and understanding of what the Council does
- voice their views and know how they can get involved
- have their views fed into the democratic decision making process

- 5.4 The approach to consultation and engagement within the SCI is consistent with the Barnet Engagement Model as set out in the Consultation and Engagement Strategy.

### **5.5 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

- 5.6 The cost of preparing this draft SPD is included in the Strategic Planning Core Fee budget for 2014/15.

### **5.7 Legal and Constitutional References**

- 5.8 The Planning and Compulsory Purchase Act 2004 and the Town and Country Planning (Local Planning) (England) Regulations 2012 provide guidance on the preparation and adoption of the Local Plan. Upon adoption the SCI becomes a statutory document that forms part of Barnet's planning policy framework.
- 5.9 Annex A of document 15 (Responsibility for Functions) within the Council's constitution states under function 2 for the Policy and Resources Committee that the Committee is responsible for approving the development of the statutory Local Plan and related documents and Neighbourhood Plans (for adoption by Full Council).
- 5.10 **Risk Management**
- 5.11 Failure to update the SCI could lead to challenges that the Council is not undertaking consultation in accordance with current Planning Regulations and other relevant legislation. This would leave engagement procedures and therefore planning decisions open to challenge because they have not been made in accordance with the statutory SCI
- 5.12 This risk has been managed by ensuring that, at the very least, the minimum consultation requirements set out in the Development Plans Regulations and Development Management Procedure Order are adhered to.
- 5.13 **Equalities and Diversity**
- 5.14 The SCI will help ensure the opportunity is given to all sectors of the community to participate in local planning processes.
- 5.15 **Consultation and Engagement**
- 5.16 The draft SCI will be subject to a six week period of public consultation from February 2015.

## **6. BACKGROUND PAPERS**

- 6.1 Council, 11 September 2012 (Decision item 4.1) approved the Local Plan Core Strategy and Development Management Policies for adoption.  
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MIId=6671&Ver=4>
- 6.2 Council, 8 May 2007 (Decision item 5) approved the Statement of Community Involvement for adoption  
<http://barnet.moderngov.co.uk/CeListDocuments.aspx?Committeeld=120&MeetingId=284&DF=08%2f05%2f2007&Ver=2>

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## Appendix A

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# **Local Plan**

## Draft Statement of Community Involvement

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February 2015



## How to contact the Council's Planning Service

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### Address:

North London Business Park (NLBP), Oakleigh  
Road South, London N11 1NP

Tel: 020 8359 3000

Email: [planning.enquiry@barnet.gov.uk](mailto:planning.enquiry@barnet.gov.uk)




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## ‘We’

Throughout this document the expression ‘We’ is used instead of the term ‘The Council’. ‘We’ is intended to illustrate the fact that the Council has shared interests with local residents, businesses and community groups and places high value on the views and input received through consultation on all planning issues.



# 1. Introduction

- 1.0.1 The Statement of Community Involvement (SCI) sets out how the Council will involve local residents, businesses and community groups in the preparation of planning documents and the consideration of planning applications
- 1.0.2 Through the Statement of Community Involvement the Council will ensure that planning processes in Barnet are clearly set out, enabling more people to get involved in shaping plans and making planning decisions.
- 1.0.3 It is now being reviewed to reflect reforms to the planning system and changes to service delivery within the Council.
- 1.0.4 Following consultation on this draft SCI, we will consider comments submitted and amend this document accordingly. We intend to adopt our revised SCI in Summer 2015.
- 1.0.5 This SCI sets out:
- **What** the Council will consult and engage the community on;
  - **When** the Council will consult and engage the community;
  - **How** the Council will consult and engage the community; and
  - **Who** within the community we will consult and engage with.

## 1.1 Legal Requirements

- 1.1.1 The legal requirements for consultation and community involvement in plan-making (the process of writing planning policy) and planning applications are set out in legislation including:

**A: Planning applications** – The Town and Country Planning (Development Management (Procedure)(England) Order 2010. This legislation sets out the steps local authorities must take with regard to the processing and administration of planning applications from the point where an application is made through to the way in which decisions are recorded.

**B: Plan-making** – The Town and Country Planning (Local Planning) (England) Regulations 2012. The regulations set out the procedure to be followed by local planning authorities in relation to the preparation of local plans and supplementary planning documents including who is to be consulted and which documents must be made available at each stage of the process.

## 2. Effective Community Involvement

The Council's approach to what good engagement looks like is set out in [Barnet's Consultation and Engagement Strategy](#). The Statement of Community Involvement (SCI) has been shaped by the Consultation and Engagement Strategy.

### 2.1 How we will consult and engage

- 2.1.1 The Council uses various methods of consultation depending on the subject matter, the level of engagement required, and the type of stakeholders we are trying to reach. In some cases this will require a multi method approach.
- 2.1.2 When selecting which consultation methods are the most appropriate to use, the Council will consider factors including accessibility, equality, cost, effectiveness and timeliness.

### 2.2 Channels of Communication

- 2.2.1 There are a range of communication channels used by the planning service for public engagement during consultation and for providing points of contact for the general public. These channels include:

The Council website:	Citizen's Panel
- Engage Barnet	Workshop Events
- Planning Policy Web Pages	Public Notices
- Planning application search facility	

Social Media

Barnet First Magazine

- 2.2.2 Further details of these communication channels are set out below.

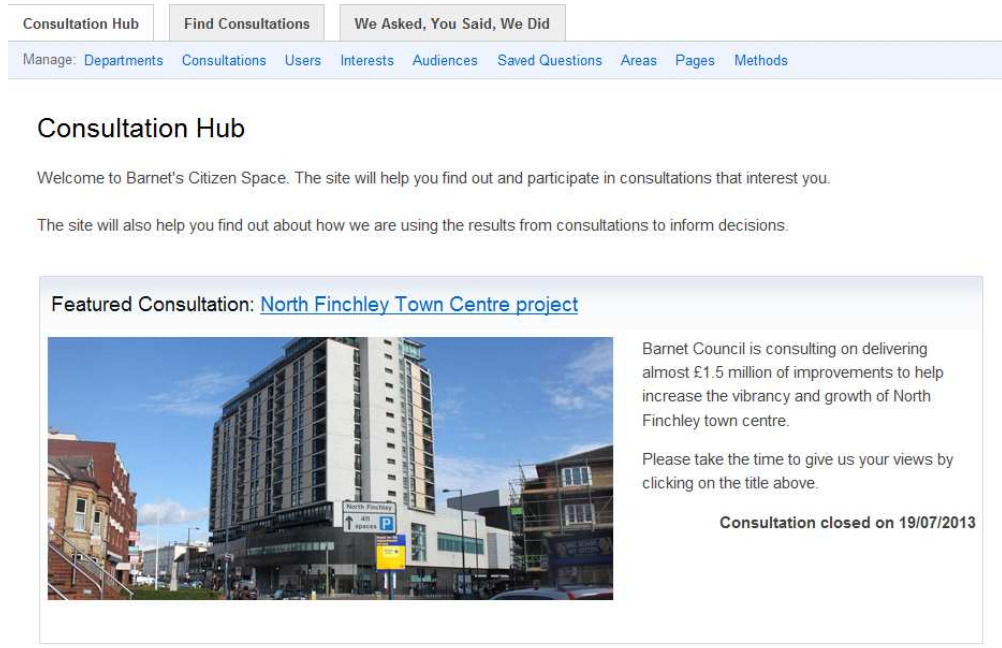
#### Barnet Council Website - [www.barnet.gov.uk](http://www.barnet.gov.uk)

- 2.2.3 The website provides a channel for direct contact with the Council. It is home to many web pages concerning different aspects of the work that the Council conducts. The web pages specifically related to Planning consultations are Engage Barnet, the Planning Policy web pages and the Planning application search facility.

#### Engage Barnet

- 2.2.4 Engage Barnet is a central platform which highlights current planning policy consultations. It provides an easily accessible space where comments can be submitted conveniently. (<http://engage.barnet.gov.uk/>).

Figure 1: Engage Barnet web page



Planning Policy web pages

2.2.5 The Council also has dedicated planning policy webpages. These publicise consultations and provide further context about Barnet's Local Plan and the development of local planning policy. ([http://www.barnet.gov.uk/info/1004/planning\\_policies\\_and\\_further\\_information/767/planning\\_policies\\_and\\_further\\_information](http://www.barnet.gov.uk/info/1004/planning_policies_and_further_information/767/planning_policies_and_further_information))

Figure 2: Planning Policy web page



## Planning application search facility

- 2.2.6 The Council web site provides a planning application search facility which can be used to search for individual planning applications. The search facility is comprised of a series of tabs which allows the user to conduct different searches. A user can conduct a simple or advanced search for an application or a user may produce weekly lists of planning applications received or determined by date. By selecting the property tab a user may search for the planning history of an individual property, particular road, ward or post code. Registered users of Barnet web site will be able to receive email alerts regarding specific planning applications either related to a road, area or a particular site.

Figure 3: The online planning application search facility.

The screenshot displays the 'barnet.gov.uk' website interface. At the top, there is a navigation bar with links for 'Search', 'My Profile', 'Login', and 'Register'. Below this, the page is titled 'Planning » Simple Search'. A sub-header reads 'Search for Planning Applications, Appeals and Enforcements by keyword, application reference, postcode or by a single line of an address.' There are four tabs: 'Simple' (selected), 'Advanced', 'Weekly / Monthly Lists', and 'Property'. Under the 'Simple' tab, there are radio buttons for 'Applications' (selected), 'Appeals', and 'Enforcements'. Below these is a text input field with the prompt 'Enter a keyword, reference number, postcode or single line of an address.' and a 'Search' button. The footer contains copyright information, accessibility links, and social media icons for Facebook, Twitter, and YouTube. The Barnet Council logo is visible in the bottom right corner.

## Social Media

- 2.2.7 The Council considers that through the use of social media such as Facebook, YouTube, Twitter and Flickr it can reach out to a greater range of local residents and businesses about what is going on in the Borough. Local Plan consultations are posted on both Facebook and Twitter.

<https://www.facebook.com/pages/Barnet-Council/25963519357>

<http://twitter.com/barnetCouncil>

<http://www.youtube.com/BarnetCouncil1>

<https://www.flickr.com/photos/barnetcouncil>



## Barnet First Magazine

# barnetfirst

- 2.2.8 Barnet First is the Council's magazine that is distributed to every household in the Borough every three months. Barnet First can provide an opportunity to raise awareness amongst Barnet residents of forthcoming planning policy consultations.

## Citizens Panel

- 2.2.9 The Panel is a representative sample of Barnet residents who consider up to four questionnaires a year. The Panel is another engagement vehicle that may be used in the production of planning policy documents.
- 2.2.10 The panel currently has 2,000 Barnet residents as members. The panel's membership is continually refreshed so as many residents as possible have an opportunity to get involved in local decision making. Once residents have accepted an invitation to be a member of the panel they are asked to complete a profiling questionnaire, which enables us to select on the basis of key demographics such as age, gender, ethnicity, disability and where they live. The complete panel is then designed to be representative of the borough. Residents are given a three year membership.

## Workshop Events

- 2.2.11 Workshops are another engagement vehicle and are considered most effective as a means used for evidence gathering. Workshops can be more interactive than presentations or conferences and are normally comprised of small groups where active discussion is encouraged and views are exchanged. Workshop outputs can be very useful for steering documents in early stages of production.

## Public Notices

- 2.2.12 Public notices placed in the local press are used to notify residents of consultations on a range of planning policy documents and major planning applications.
- 2.2.13 Public notices are used for a range of planning applications including:
- Development which requires an assessment of likely environmental impacts (Environmental Impact Assessment)
  - Major applications
  - Listed building consent



## 2.3 Who we will seek to Involve

- 2.3.1 We want to involve as many people as possible in plan making and planning decisions. The greater the number the better understanding the Council will have of the range of views on planning issues in Barnet.

## Local Plan Consultation Database

- 2.3.2 The Local Plan database is used for planning consultations and contains approximately 1,300 contacts. Individuals and organisations

### Local Plan Consultation Database

To be included in our Local Plan Consultation Database please email your contact details to [Forward.planning@barnet.gov.uk](mailto:Forward.planning@barnet.gov.uk); For our purposes it is useful if you can let us know if you are a Barnet resident or are acting on behalf of an organisation/employer.

can request to be added to our Consultation Database, and will then be notified of all forthcoming Local Plan consultations.

### Equalities Monitoring

- 2.3.3 All planning policy consultations will be accompanied by equalities monitoring forms. This will enable us to analyse data collected and identify specific issues relating to any individual groups should this arise.

### 3. Have your say on planning applications

#### 3.1 The Planning Application Process

3.1.1 The Planning Service deals with all planning applications in Barnet. It processed over 6,000 planning applications in 2012/13. These included applications for development and changes of use as well as listed building consent and advertisements.

3.1.2 The planning application process is set out in the chart below. There are two distinct stages for community involvement in the planning application process: pre-application and application consultation (highlighted in blue below).

Figure 4: The planning application process



**“Householder application”** means:

- An application for planning permission for development of an existing dwelling house, or development within the curtilage of a dwelling house for those living there.

The definition does not include applications for changes of use or applications to change the number of dwellings in a building.

3.1.3 The vast majority of planning applications considered by the Council are small scale developments e.g. householder applications. The Council aims to determine planning applications within 8 weeks of validation.

3.1.4 Planning applications for major development require wider community consultation and a greater degree of community involvement. Applying for major development is more complex and the applicant is required to submit a larger amount of documentary evidence (e.g. a transport assessment). The Council aims to determine major applications within 13 weeks of validation.

**“Major development”** means

- Housing developments of more than 10 dwellings;
- Housing development on a site of 0.5 hectares or more;
- Any other development with a floor area of 1,000m<sup>2</sup>;
- Any other development on a site of 1 hectare or more; and
- Waste development

## 4. Pre-application Consultations

- 4.1.1 Pre-application consultation can be undertaken by a developer before submitting a formal application. The process and details can be discussed with planning officers at a pre-application meeting. In general pre-application consultation is considered appropriate for schemes where:
- the proposals are likely to have a significant impact on the environment or on the local community, and
  - the nature of the development is likely to attract significant local interest.
- 4.1.2 The aim of pre-application consultation is to encourage discussion before a formal application is made, enabling communities to have an influence on a planning proposal before it is finalised. The process can help to identify improvements and overcome objections at a later stage. Such pre-application consultations can take the form of exhibitions, presentations, workshops or simply a letter or mail shot.
- 4.1.3 The output of a pre-application consultation should feed into a consultation report which is submitted with the subsequent planning application. This report should set out the main issues raised and how the proposals have addressed them.
- 4.1.4 Planning and Development Forums are another form of pre-application consultation. These are meetings organised by the Council which bring together interested parties to discuss planning proposals. Developers can present their proposals in public before they make a formal application. The Forum aims to raise local awareness of a scheme at an early stage before it is formally submitted to the Council.

### 4.2 Pre-application Advice

- 4.2.1 We encourage developers to seek the Council's views on development proposals, particularly for major or complex schemes, before they submit a planning application. Pre-application meetings help identify key issues and help to ensure that a planning application closely accords with planning policies. An appropriate fee is charged for the pre-application advice service (See [http://www.barnet.gov.uk/forms/form/204/en/request\\_for\\_pre-application\\_planning\\_advice](http://www.barnet.gov.uk/forms/form/204/en/request_for_pre-application_planning_advice)). More detailed information is available on the planning pages of the Council website.

### 4.3 Duty Planning Officer Service

- 4.3.1 The Duty Planning Service is currently available to give face to face advice to members of the general public three mornings a week. Opening times and location are available on the Council website ([http://www.barnet.gov.uk/info/920041/planning\\_applications/515/planning\\_applications](http://www.barnet.gov.uk/info/920041/planning_applications/515/planning_applications))
- 4.3.2 The Duty Planning Officer is able to provide general advice on planning issues. However, for information regarding a specific planning application it is advisable to contact the appointed planning officer directly.
- 4.3.3 The more information that a customer can provide the easier it will be for the duty planning officer to offer detailed and specific advice. The Duty Planning Officer usually requires the following from customers:
- Plans or sketch drawings;
  - a clear idea of what you want to do;
  - able to describe the site
  - describe any buildings and current uses;

- details of any previous planning permissions if known; and
- photographs of the site and surrounding area

## 5. Application Consultations

- 5.1.1 On receipt of an application the planning service will check it in order to determine whether it's valid. A valid application comprises:
- Information requested on the standard application form
  - Mandatory national information requirements, including a design and access statement<sup>1</sup> if one is required, and
  - [Information specified on Barnet's local list](#)
- 5.1.2 Once a planning application has been validated the Council is responsible for carrying out consultation through statutory publicity and notification<sup>2</sup>. The Council's approach to publishing and consulting upon planning applications is:
- to consult for 28 days thereby exceeding the minimum statutory requirement of 21 days;
  - to publish applications on the Council's website via the planning application search facility (paragraph 2.1.6). Applications can also be viewed at the Planning Reception at Barnet House; and
  - to publish a site notice and press advert when necessary and issue neighbour consultation letters
- 5.1.3 In order to effectively process responses to planning applications the Council expects all comments
- to be received in writing within the specified consultation period. Comments can be submitted either by letter or email;
  - to consult various specialists and relevant organisations when this is required. This includes statutory consultees such as neighbouring authorities, the Environment Agency, Natural England and other organisations, when appropriate.
- 5.1.4 The Council values the contribution of all responses to planning applications to the decision making process. It will endeavour to consider late responses when circumstances allow
- 5.1.5 If, for disability reasons, people have difficulty getting to the Planning Reception, the case officer will visit them (on appointment) with a copy of the plans.

### 5.2 How we will let you know about planning applications

- 5.2.1 The Council is required to publicise the majority of planning applications (for example; applications for permitted development do not require publication). Minimum requirements for how people are notified of planning applications are set down in legislation and explained in the table below.

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<sup>1</sup> A design and access (DAS) statement is a short report accompanying and supporting a planning application. They provide a framework for applicants to explain how a proposed development is a suitable response to the site and its setting, and demonstrate that it can be adequately accessed by prospective users. See <http://www.planningportal.gov.uk/planning/applications/howtoapply/whattosubmit/designaccess>

<sup>2</sup> [The Town and Country Planning \(Development Order Procedure\) \(England\) Order 2010](#)

Table 1: Notification methods for planning applications

Method	Statutory Requirement	Comment
Email alerts	No	You can register on the <a href="#">Council website</a> to receive planning application alerts either by property(s) or ward. The email alert contains details of proposals and information on how to view and comment via the Council's website.
Site notices	Yes*	Notices are displayed in a public place at or near the application site. They contain details of the proposal, where plans can be viewed and the name of a contact officer dealing with the application. One or more notices may be displayed depending on the size and location of the proposed development. The notice is displayed for 21 days.
Letters	Yes*	Letters are sent to occupiers within the same building as the proposed development and to adjoining neighbouring properties which are contiguous [touching a boundary] to the application site.
Website	Yes	Barnet's website contains details of all applications including copies of all associated documents and drawings. You can search by a number of criteria, track the progress of applications and submit comments online.
Weekly list of applications	No	Weekly lists of planning applications can be viewed on the website by using the search facility.
Public notice	Yes	As and when required a notice is published in the local press for various types of applications including: <ul style="list-style-type: none"> <li>• Major applications</li> <li>• Listed building consent</li> <li>• Developments affecting the character/appearance of a conservation area</li> <li>• Applications accompanied by Environmental Impact Assessment (EIA)</li> <li>• Departures from the development plan</li> </ul>

\* The requirement is for either a site notice or letter.

## 5.3 Who we will consult on planning applications

5.3.1 In deciding who to consult on a planning application we take the following into account:

- Those directly affected by the development proposal – we consider 'directly affected' to mean adjoining neighbouring properties which are contiguous [touching a boundary] to the application site and occupiers within the building to which the application site relates. For major developments with a wider effect, consultation will be carried out accordingly.
- Regulations about statutory consultation – Schedule 5 of the Town and Country Planning (Development Management Procedure) (England) Order 2010, sets out which statutory bodies should be consulted with regards to particular types of development.
- The type of application – this may mean that consultation is necessary with the relevant conservation area advisory committee; and
- The Mayor of London may be consulted on applications considered to be of 'potential strategic importance'. The mechanism for this statutory power is set out in the [Town and Country Planning \(Mayor of London\) Order 2008](#).

5.3.2 We recognise that local community groups and organisations may be interested in planning applications in their area and therefore promote and encourage the use of the email alert facility available on the [Barnet website](#).

## 5.4 Submitting a representation (comment/objection) on planning applications

5.4.1 Residents notified by post of a planning application may email (included in the letter) the appointed case officer directly. Alternatively, representations can be emailed to [planning.enquiry@barnet.gov.uk](mailto:planning.enquiry@barnet.gov.uk).

- 5.4.2 Respondents are required to quote either the planning application number or the full location details for the site in any correspondence.
- 5.4.3 The Council will accept petitions and pro-forma letters as representations, but due to the potentially large number of individual addresses contained in representations of this kind, it may not be possible to reply individually to all those who have submitted a representation. In such circumstances the Council will write to the owner of the petition/pro-forma letter where possible or seek alternative methods of communication.
- 5.4.4 Comments made on planning applications must be made in writing and be received before the consultation period closes. Where an applicant has to make significant changes to a development description (for the purposes of an application) the application must go through a further period of consultation. Representations in such circumstances must be made within 14 days. The Council will normally only acknowledge receipt of responses received by email and those on receipt of a stamped, self-addressed envelope, if one is supplied. We will also notify everyone who made a comment of the Council's decision.

The Council cannot accept anonymous objections on planning applications or planning policy consultations.

**Planning applications can only be decided on those matters relevant to planning. These matters are called “material considerations”.**

“Material Considerations” are factors considered in the determination of applications for planning permission and other consents, alongside the Local Plan. They include:

- Effects on traffic, access and parking;
- Scale and appearance of proposal and impact on surrounding area;
- Loss of light;
- Overlooking and loss of privacy;
- Effect on nature conservation and loss of trees;
- Effect on a conservation area;
- Effect on a listed building;
- Noise pollution;
- Whether the use would be appropriate for the area

“Non-material Considerations” are factors that cannot be considered in the determination of applications for planning permission and other consents. They include:

- Loss of property value;
- Loss of a view;
- Private issues between neighbours such as land covenants, land boundary disputes, damage to property;
- Problems associated with construction works being carried out, such as noise, dust and disturbance by construction vehicles;
- Competition between firms;
- Structural and fire precaution matters

**Often residents want to comment on matters that cannot be taken into account because they are not controlled by planning legislation. These are non-material considerations.**



## 5.5 Other Types of Planning Applications

- 5.5.1 We carry out consultations on other applications in accordance with statutory requirements. Consultations are undertaken according to the following general principles:

### **Listed Building Consent**

Listed building consent is required for all works of demolition, alteration or extension to a listed building that affect its character as a building of special architectural or historic interest.

These applications are advertised in the local newspaper and by site notice, except where the works are only internal and where the building is listed Grade II.

Where demolition is involved, we consult the National Amenity Societies<sup>3</sup>

We consult English Heritage in accordance with government guidance

Other consultation is carried out as appropriate for the individual application e.g. with the local amenity society.

### **Certificates of Lawfulness**

If you want to be certain that the existing use of a building is lawful for planning purposes or that your proposal does not require planning permission you can apply for a Certificate of Lawfulness.

Decisions on these applications are a matter of law, not of planning policy so there is no requirement to consult on them. We may, on occasion, consult adjacent occupiers and local amenity societies on applications for a lawful development certificate for existing uses, operations or activities in order to confirm the assertions about the development put forward by the applicant.

### **Advertisement Consent**

You may need to apply for advertisement consent to display an advertisement bigger than 0.3 square metres (or any size if illuminated) on the front of, or outside, your property (be it a house or business premises).

We consult as required by the Regulations, e.g. in relevant cases with the Secretary of State for Transport, neighbouring Boroughs, and bodies responsible for railways and waterways.

### **Prior Approval**

There is a 'prior approval' procedure for single storey rear extensions on dwellinghouses and for changes of use from offices and retail units to residential (among other types of development). For prior approval applications we consult as required by the relevant legislation (Town and Country Planning (General Permitted Development Order) 1995) by serving a notice on adjoining owners or occupiers immediately adjoining the site for a period of 21 days and by displaying a site notice for the same period for the change of use from offices or retail to residential.

## 5.6 Decision Making on Planning Applications

- 5.6.1 The Council will make decisions on planning applications by considering the advice of Planning Officers, the Local Plan and other relevant material considerations. Such decisions are made in two ways. These are by:

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<sup>3</sup> As required by Circular 01/2001 (Department of the Environment, Transport and the Regions). The Societies are the Ancient Monuments Society, the Council for British Archaeology, the Georgian Group, the Society for the Protection of Ancient Buildings and the Victorian Society.

- Delegated powers; and
- Area Planning Committee.

5.6.2 The majority of planning applications in Barnet are determined under a delegated scheme to the Assistant Director of Development Management and Building Control.

5.6.3 Where five or more objections are received in relation to a planning application (that has been recommended for approval by the appointed planning officer) it will be determined by an Area Planning Committee. The Area Planning Committees are open to the public and all committee papers are available on the Council website. When an application has to be decided by Area Planning Committee, the Council offers people who have made representations the opportunity to speak and make direct representation to elected members (Councillors).

5.6.4 The Council's public participation arrangements as laid out in the Council's Constitution (<http://barnet.moderngov.co.uk/documents/s18100/18%20Public%20Participation%20and%20Engagement.pdf>) contain the rules for people wishing to speak at the committee.

5.6.5 Committee reports and the agenda are published to view on the Council's website five clear working days before the meeting. Agendas can be viewed at the Planning Reception at Barnet House.

### Planning Committees

In order to give citizens a greater say in Council affairs there are three Area Planning Committees dealing with planning applications. These are divided into three areas: Finchley and Golders Green, Chipping Barnet and Hendon Area Planning Committees.

There is also a Planning Committee which considers planning applications that: represent a departure from the Local Plan; are on behalf of the Council or where the Council has a significant interest; are referred to the Mayor of London and matters of significance to the entire Borough.

*Taken from [Barnet Council's Constitution](#),*

## 6. What happens after a planning application is decided?

6.1.1 There are several other processes which may involve further engagement once a planning decision has been granted.

### 6.2 Appeal to the Secretary of State

6.2.1 When an application is refused, is approved subject to planning conditions or Section 106 requirements for affordable housing an appeal may be made to the Secretary of State. Before making an appeal, discussion with the planning department is encouraged as there may be an opportunity to resolve the issue. A further application may be the best possible course of action and an appeal should only be made when all other possibilities have failed.

6.2.2 There is no right of appeal for third parties. This means that if planning permission is granted a member of the public cannot take the application to an appeal.

6.2.3 Appeals must generally be made within a specified time period of the decision date to refuse an application.

- For a householder application this is 12 weeks from the decision date;
- for an advertisement it is 8 weeks; and
- for all other types of application it is six months.

Further information regarding appeals can be found on the Planning Portal (<http://www.planningportal.gov.uk/planning/appeals/>). Appeals can take several months to decide.

### 6.3 Complaints to the Council

6.3.1 In circumstances where it is considered that planning applications have not followed the correct council consultation procedure a complaint can be submitted.

6.3.2 Please note that a complaint cannot result in the change of a planning decision.

Tel: 0208 359 3000 or email: [first.contact@barnet.gov.uk](mailto:first.contact@barnet.gov.uk)

6.3.3 The Council's Corporate Complaints Policy can be downloaded through the website [http://www.barnet.gov.uk/downloads/download/448/corporate\\_complaints\\_policy](http://www.barnet.gov.uk/downloads/download/448/corporate_complaints_policy)

### 6.4 Enforcement Issues

6.4.1 The Council encourages the community to report cases where they believe that there has been a breach of planning control. All planning enforcement related complaints are treated confidentially. If the complaint results in a planning application being submitted, then this will be publicised in the normal manner and adjoining neighbours and complainants notified.

6.4.2 Members of the public can complain about development that is occurring:

- Without planning permission or a similar consent such as Listed Building Consent
- Without complying with conditions that have been attached to a permission
- That is not in accordance with an approved plan

12.1.1 In cases where planning enforcement action is taken or not, complainants are informed of the action or offered a full explanation providing the Council's reasons. Many initial complaints relate to non-enforcement issues in the Borough, such as permitted development-type extensions or alterations to a dwelling house. In such

cases, the Council will provide the individuals involved with the guidelines for permitted development which do not require planning permission. Such guidance can also be obtained from the Planning Portal website [www.planningportal.gov.uk](http://www.planningportal.gov.uk).

## 6.5 Local Government Ombudsman

- 6.5.1 Only once Barnet's complaint procedures have been completed can a complaint be taken to the Local Government Ombudsman. This service explores complaints about councils and some other authorities in a fair and independent way and is a free service. Further information can be found on their website - <http://www.lgo.org.uk/>

Or call the LGO Advice Team on 0300 061 0614. Offices are open Monday to Friday 8:30am – 5:00pm.

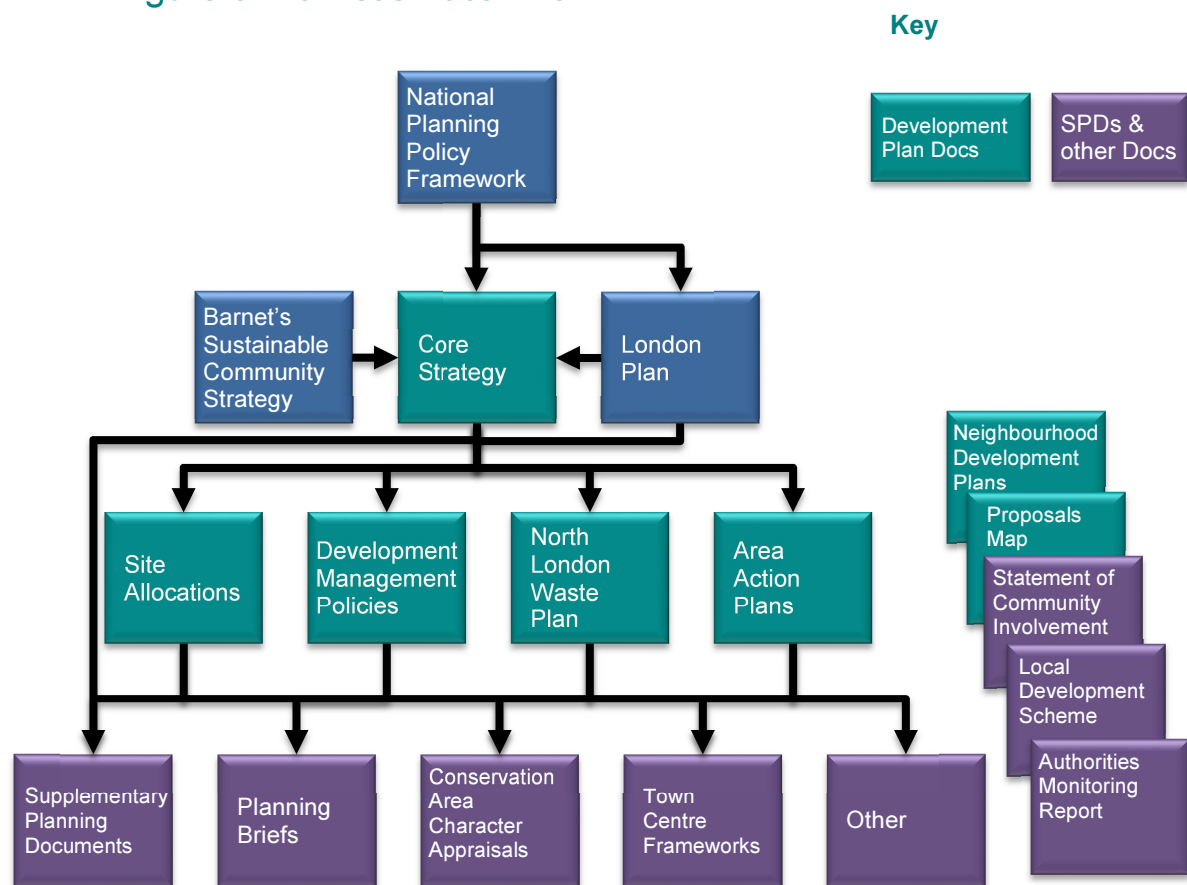
# 7. Planning Policy Consultations

## 7.1 Barnet's Local Plan

7.1.1 The Council is under a statutory duty to put in place a framework of planning policies which can be used to guide development proposals and determine planning applications. This framework is called the Local Plan (formerly the Local Development Framework or LDF) and is comprised of Development Plan Documents (DPDs) and Supplementary Planning Documents (SPDs). The Local Plan must comply with both the National Planning Policy Framework and the Mayor's London Plan.

7.1.2 The diagram below illustrates the structure of Barnet's Local Plan within the context of national and regional planning policy.

Figure 5: Barnet's Local Plan



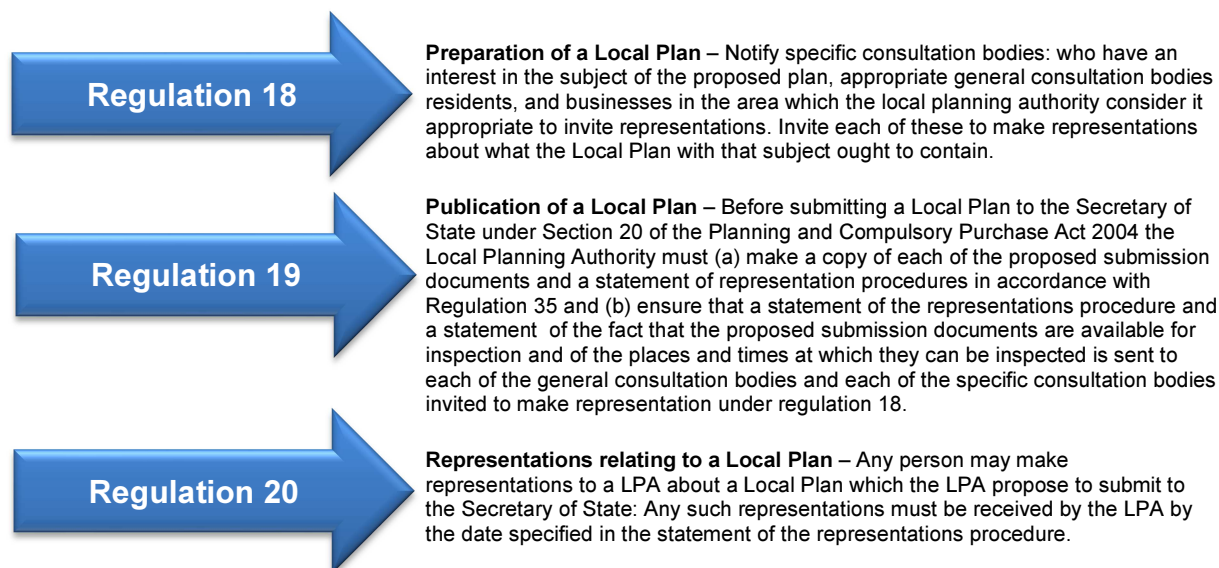
## 7.2 Development Plan Documents (DPDs)

7.2.1 Development Plan Documents are the starting point for a local authority's planning decisions. Planning decisions have to accord with the Local Plan unless indicated otherwise by other important matters (known as 'material considerations'). There are several types of Development Plan Document in Barnet's Local Plan including:

- Core Strategy
- Site Allocations
- Development Management Policies
- North London Waste Plan
- Mill Hill East Area Action Plan
- Colindale Area Action Plan

7.2.2 Development Plan Documents are subject to a rigorous statutory process, including community involvement. They are subject to a Sustainability Appraisal, independent examination and Council agreement before adoption. The statutory preparation process for these documents is laid out in the [Town and Country Planning \(Local Planning\) \(England\) Regulations 2012](#). The main points of the regulations are set out in Figure 6.

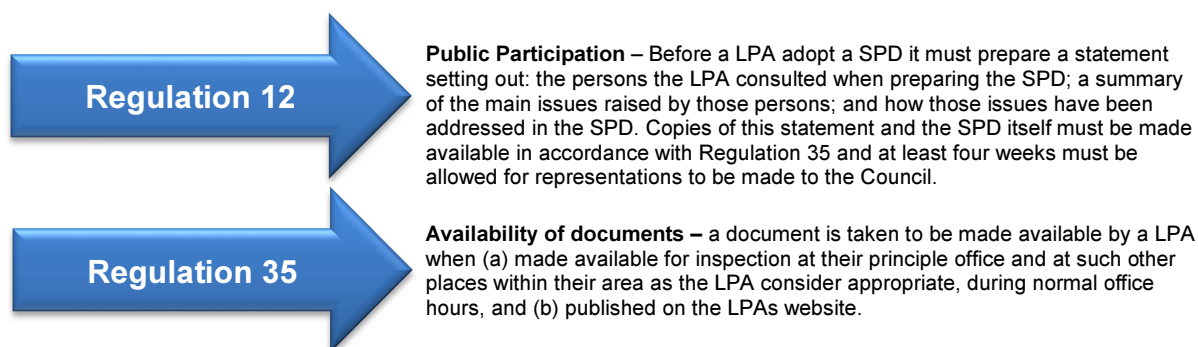
Figure 6: Regulations for Consulting on DPDs



### 7.3 Supplementary Planning Documents (SPDs)

7.3.1 Supplementary Planning Documents focus on specific topics and provide additional guidance and interpretation to support policies in the Local Plan. As with Local Plans, the statutory requirements for preparing SPDs are laid out in the [Town and Country Planning \(Local Planning\) \(England\) Regulations 2012](#) - the key points of which are set out in Figure 7. SPDs cover issues such as residential design, affordable housing and sustainability. SPDs are not subject to independent examination, but require Council agreement before adoption.

Figure 7: Regulations for Consulting on DPDs



### 7.4 Neighbourhood Development Plans

7.4.1 These are local (neighbourhood) level planning policy documents that are created by local communities and must comply with the Core Strategy. Adoption of a

Neighbourhood Development Plan is subject to majority support at a local referendum (See section 8).

### 7.5 Local Development Scheme

- 7.5.1 The timetable for the production of Local Plan documents is set out in the Local Development Scheme. This timetable is updated annually in the Authorities Monitoring Report.

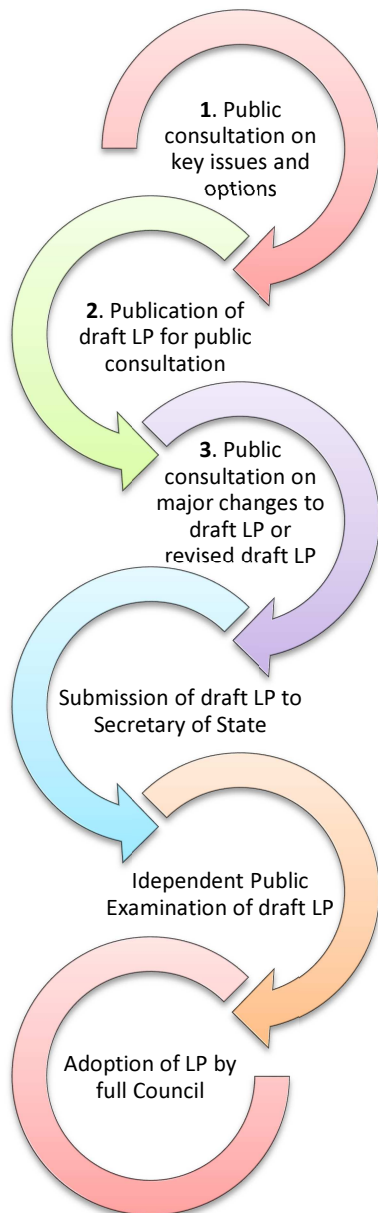
### 7.6 Sustainability Appraisals (SAs)

- 7.6.1 A SA is an assessment of the economic, social and environmental impacts of policies or proposals contained in certain planning documents and some area specific SPDs in order to promote sustainable development. SAs are subject to consultation and are published alongside draft and final DPDs and SPDs.

**7.7 Community involvement in the preparation of a DPD**

7.7.1 There are usually three stages in the production of DPDs which involve public consultation and engagement. However, there will only be a third stage of consultation if any major changes are made to the draft document prior to submission to the Secretary of State. There is also an opportunity for people to speak at the Independent Public Examination.

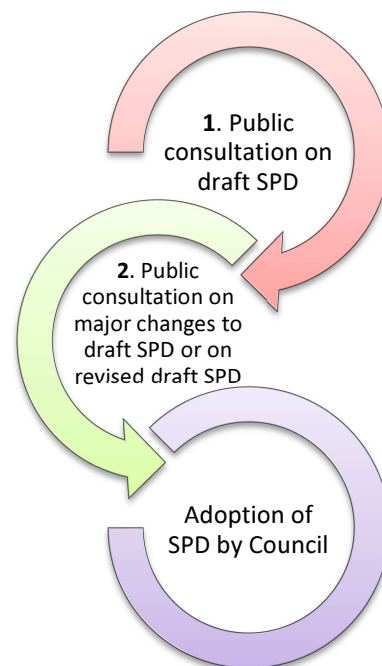
**Figure 8: Stages in the Production of a DPD**



**7.8 Community involvement in the preparation of a SPD**

7.8.1 SPDs are drafted in a similar way to DPDs; however, they are not subject to the submission and examination stages and do not usually require SAs particularly if they are related to a Development Plan Document which has already undergone a SA. There is usually just one stage of public consultation in the production of a SPD. However, if major changes are made to the document there may be a second consultation

**Figure 9: Stages in the Production of a SPD**





## 7.9 Opportunities to be Involved

- 7.9.1 During the consultation stages of DPDs and SPDs, the relevant documents will be made available for inspection on the Planning Policy pages of the website and hard copies of the relevant documents will also be made available in Barnet's local libraries.
- 7.9.2 We will consult as widely as resources will allow using email as a primary communication method.
- 7.9.3 All groups and individuals who have made comments during a consultation will be notified of further stages of consultation during the production of that document and will be informed of its formal adoption at the end of the process.

## 7.10 What happens to your views and comments?

- 7.10.1 When engaging the community on planning documents, we understand the importance of providing feedback to those who have made the effort to respond to our consultations; setting out how we have responded to their comments.
- 7.10.2 Two documents are produced and published alongside each consultation. The first is a Representation Report, a schedule of comments made after the consultation together with the Council's responses. The **Representation Report** is usually reported to Committee as part of the decision making process of the DPD or SPD. It is therefore available for public inspection on the committee (see Planning Committee <http://barnet.moderngov.co.uk/ieDocHome.aspx?bcr=1>) and Planning Policy section of the Councils website.
- 7.10.3 The second document is a **Consultation Statement** this sets out who was consulted, how they were consulted, a summary of the main comments received and how these have been addressed. This too, is made available for public inspection and published on the Council website.

## 8. Neighbourhood Planning

- 8.1.1 The Localism Act 2011 introduced statutory policies which enable communities to draw up a Neighbourhood Plan for their area. This power is intended to give communities more of a say in the development of their local area (within certain limits and parameters). More details on the legal requirements for neighbourhood planning are provided in the Neighbourhood Planning Regulations<sup>4</sup>.
- 8.1.2 Neighbourhood planning can involve the production of a Neighbourhood Plan or a Neighbourhood Development Order (NDO). A Neighbourhood Development Plan sets out policies for the development and use of land for the area concerned. Once formally 'made' it forms part of the statutory development plan for its area and the Council must consider it when making planning decisions within the neighbourhood area. A Neighbourhood Development Order can be used to grant 'planning permission' without the need for a planning application. The process for the production of a Neighbourhood Plan is very similar to a NDO.
- 8.1.3 Neighbourhood planning can be taken forward by two types of body - town and parish councils or 'Neighbourhood Forums'. Neighbourhood forums are community groups that are designated to take forward neighbourhood planning in areas without parishes. It is the role of the local planning authority to agree who should be the neighbourhood forum for the neighbourhood area.
- 8.1.4 The criteria for establishing neighbourhood forums have been kept as simple as possible to encourage new and existing residents, organisations and voluntary and community groups to put themselves forward.
- 8.1.5 Before embarking on the process to produce a Neighbourhood Development Plan, it may be advisable to seek independent advice:

- **Planning Aid** - <http://www.rtpi.org.uk/planningaid/> - Professional advice and information available to those who cannot afford to pay professional fees.
- **Planning for Real** - <http://www.planningforreal.org.uk/> - A community planning model (using interactive, hands-on tools and techniques) that helps people to shape where they live.
- **Community Planning** - <http://www.communityplanning.net/> - Provides easily accessible 'how to' guidance on community planning and best practice.

**Table 2: A summary of the key stages in Neighbourhood Planning**

Stages	Stage Title	Details
Step 1	Designating Neighbourhood Area and Neighbourhood Forum	<ul style="list-style-type: none"> <li>• Prospective Neighbourhood Forum submits an application to Barnet Council to designate a Neighbourhood Area</li> <li>• The Council publicises and consults on the Area application for minimum 6 weeks</li> <li>• The Council designates a Neighbourhood area</li> <li>• The Neighbourhood Forum submits an application to be a designated Neighbourhood Forum for a Neighbourhood Area</li> <li>• The Council publicises and consults on the forum application for minimum 6 weeks and takes decision on whether to designate the Neighbourhood Forum</li> <li>• Following designation the Neighbourhood Forum becomes the qualifying body.</li> </ul>
Step 2	Preparing a draft Neighbourhood Plan or Order	<p>Forum develops proposals (advised or assisted by the Council)</p> <ul style="list-style-type: none"> <li>• Gather baseline information and evidence</li> <li>• Engage and consult those living and working in the Neighbourhood Area and those with an interest in or affected by the proposals (e.g. service providers)</li> <li>• Talk to land owners and the development industry</li> </ul>

<sup>4</sup> Neighbourhood Planning (General) Regulations: <http://www.legislation.gov.uk/uksi/2012/637/contents/made>

		<ul style="list-style-type: none"> <li>• Identify and assess options</li> <li>• Determine whether European Directives might apply</li> <li>• Start to prepare proposals documents e.g. basic conditions statement</li> </ul>
Step 3	Pre-submission publicity & consultation	<p>The forum:</p> <ul style="list-style-type: none"> <li>• publicises the draft Plan or Order and invites representations</li> <li>• consults the consultation bodies as appropriate</li> <li>• sends a copy of the draft Plan or Order to the Council</li> <li>• where European Directives apply, complies with relevant publicity and consultation requirements</li> <li>• considers consultation responses and amends Plan / Order if appropriate</li> <li>• prepares consultation statement and other proposal documents</li> </ul>
Step 4	Submission of Neighbourhood Plan or Order proposal to the LPA	<ul style="list-style-type: none"> <li>• Forum submits the Plan or Order proposal to the Council</li> <li>• The Council checks that submitted proposal complies with all relevant legislation</li> <li>• If the Council finds that the Plan or Order meets the legal requirements it: <ul style="list-style-type: none"> <li>○ publicises the proposal for minimum 6 weeks and invites representations (see 8.3.2)</li> <li>○ notifies consultation bodies referred to in the consultation statement</li> <li>○ appoints an Independent Examiner (with the agreement of the qualifying body)</li> </ul> </li> </ul>
Step 5	Independent Examination	<ul style="list-style-type: none"> <li>• The Council sends Plan / Order proposal and representation to the Independent Examiner</li> <li>• Independent Examiner undertakes examination</li> <li>• Independent Examiner issues a report to the local planning authority and qualifying body</li> <li>• The Council publishes report</li> <li>• The Council considers report and reaches own view (save in respect of community right to build orders where the report is binding)</li> <li>• The Council takes the decision on whether to send the Plan / Order to referendum</li> </ul>
Steps 6 and 7	Referendum and Making the Neighbourhood Plan or Order	<ul style="list-style-type: none"> <li>• The Council publishes decision statement</li> <li>• The Council publishes notice of referendum/s</li> <li>• Polling takes place (in a business area an additional referendum is held)</li> <li>• Results declared</li> <li>• Subject to results the Council considers Plan /Order in relation to EU Directives and Convention rights</li> </ul>

## 8.2 Stages of Consultation in the Production of Neighbourhood Development Plans

8.2.1 As part of the process for preparing Neighbourhood Plans, Neighbourhood Forums are encouraged to arrange community consultation events to establish the key issues within the area, gather evidence to support the plan, identify and generate options for policies, and to decide its content.

## 8.3 Neighbourhood Plan – Pre-submission Consultation and Publicity

8.3.1 It is the responsibility of the Neighbourhood Forum to undertake the first formal stage of consultation on their Neighbourhood Plan before submitting it to the Council. The Forum must publicise their proposed Neighbourhood Plan for at least six weeks including details of where and when it can be viewed, and how representations can be made (to the Neighbourhood Forum). The Forum must consult with the bodies set out in Appendix B of this document and with any owners of land that is proposed to be developed within the Plan.

8.3.2 Following pre-submission consultation, the Neighbourhood Forum should assess all comments received, and where relevant, make changes to the Neighbourhood Plan. This should form the basis of a document called the 'Consultation Statement'. Once the Neighbourhood Plan has been finalised, it can be formally submitted to the Council.

## 8.4 Publishing the Neighbourhood Plan

- 8.4.1 Once the Neighbourhood Plan has been submitted it will be published for at least six weeks on the Council website. The Council will also notify bodies referred to in the submitted Consultation Statement that accompanies the Neighbourhood Plan.

## 8.5 Examination

- 8.5.1 Following the above period of publicity, the Council will make arrangements for the holding of an independent examination. This will include the appointment of an independent examiner, and the submission to that examiner of the Neighbourhood Plan and all other relevant documents and representations received by the Council.

## 8.6 Post Examination

- 8.6.1 Following the examination, the examiner will produce a report which will recommend one of the following:
- That the plan proceed to referendum stage without any changes;
  - That further modifications are required to the plan, before it can proceed to referendum stage; or
  - That the plan does not meet the 'basic conditions' and the plan should not proceed to referendum stage.
- 8.6.2 After the Neighbourhood Plan has been through examination, the Council is required to publish a 'decision statement' and to bring it to the attention of those who live or work within the neighbourhood area.

## 8.7 Referendum

- 8.7.1 Following the Council's consideration of the independent examiners report and decision to proceed with the Neighbourhood Plan a referendum is held in accordance with the Neighbourhood Planning (Referendums) Regulations 2012<sup>5</sup>. The Council publishes an information statement which specifies that:
- a referendum will be held;
  - The date of the referendum;
  - The question to be asked in the referendum;
  - a map of the referendum and the neighbourhood area; and
  - a description of the persons entitled to vote (among other criteria laid out in the legislation)
- 8.7.2 As such the Council must publish the information statement and the specified documents at least 28 working days before and throughout the referendum. .
- On the Council website;
  - At Barnet's Planning Reception; and
  - In Barnet's local libraries.

## 8.8 Post Referendum

- 8.8.1 Following the referendum the Council will publish the decision to 'make' the Neighbourhood Plan (or not to 'make' the Neighbourhood Plan, dependent upon the referendum results) on the Council's website, and will write to stakeholders within and adjacent to the proposed Neighbourhood Area to inform them of the decision.

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<sup>5</sup> <http://www.legislation.gov.uk/ukdsi/2012/9780111525050/contents>

## 9. Community Infrastructure Levy (CIL)

- 9.1.1 The Community Infrastructure Levy (CIL) is a planning charge that local authorities and the Mayor of London can set on new development to help pay for community infrastructure. The legal document setting out a local CIL and the rates at which it is levied is called a 'Charging Schedule'. Barnet's CIL Charging Schedule was adopted in May 2013.
- 9.1.2 [The Community Infrastructure Levy Regulations 2010](#) set out the consultation requirements where an authority is developing a local CIL.
- 9.1.3 Future revisions of the Charging Schedule will be subject to two stages of consultation:
- the 'preliminary draft charging schedule' – the Council's initial CIL proposals.
  - the 'draft charging schedule' – prior to examination.
- Both drafts must be sent to the following consultation bodies:
- neighbouring authorities; and
  - The Mayor of London;
- 9.1.4 However, the charging authority must also invite representations on the preliminary Draft Charging Schedule from:
- Persons who are resident or carrying on business in Barnet;
  - Voluntary bodies some or all of whose activities benefit Barnet; and
  - Bodies which represent businesses in Barnet.
- 9.1.5 The publication of the Draft Charging Schedule must be accompanied by a 'statement of the representations procedure', which explains:
- the date by which comments should be received (not less than four weeks from the consultation start date),
  - how comments should be submitted,
  - that those commenting can request to be heard at the public examination, and
  - that comments can be accompanied by a request to be notified later in the process.
- 9.1.6 The draft must be published on the Council's website, made available for inspection and published in the local press.
- 9.1.7 Public notice must also be issued in the local press stating when and where the relevant documents are available for inspection.
- 9.1.8 When the Draft Charging Schedule is submitted to the examiner the Council will notify those who have requested to be informed.
- 9.1.9 Once a Charging Schedule has been approved by Council, notice must be given in the local press of the approval and to those persons who requested to be notified. A copy of the Charging Schedule must be sent to each of the relevant consenting authorities (the Secretary of State and the Mayor of London).

## 10. Conservation Area Character Appraisals (CACAs)

- 10.1.1 There are 16 conservation areas in the borough – these are areas of special architectural or historic interest that we believe should be preserved.

- 10.1.2 Most conservation areas have a Character Appraisal Statement that includes information about what makes them so special. They identify the important characteristics of an area, as well as giving residents an idea of what enhancements could be made. It will be a material consideration when determining planning and other applications. A CACA will be comprised of a Character Appraisal and Management Proposals.
- 10.1.3 Public consultation is an integral part of the process of preparing and adopting conservation area character appraisal statements and brings valuable public understanding and ownership to proposals for the area.
- 10.1.4 All properties within the conservation area will be notified of the consultation, which will run for a period of three weeks. A notice will also be placed in the relevant local press.
- 10.1.5 In addition the Council will engage with other relevant interested parties including English Heritage, amenity societies and any local area heritage associations or societies on the draft CACA.
- 10.1.6 Comments will be taken into consideration in finalising the CACA and those who have played an active part in the consultation will be notified of the adoption of the final document.

## 11. Article 4(1) Directions

- 11.1.1 Permitted development (PD) rights allow certain building works and changes of use to be carried out without having to make a planning application. However, permitted development rights may be removed by a Local Planning Authority through the use of Article 4(1) Directions. See [Town and Country Planning \(General Permitted Development\) Order 1995](#).
- 11.1.2 Following the making of an Article 4(1) Direction, the Council will:
- publish a notice of the direction in the local press
  - display at least two site notices for a period of at least six weeks
  - notify the owners and occupiers of the affected properties and land, unless this is impractical, and
  - publish a notice of the Article 4(1) Direction on the Council's website.
  - a copy of the Article 4(1) Direction will be sent to the Secretary of State.
- 11.1.3 The Council must allow at least 21 days for representations to be made.
- 11.1.4 The approval of the Secretary of State is required before the direction can be confirmed.
- 11.1.5 Once an Article 4(1) Direction has been confirmed, the Council will inform affected owners and occupiers in the same way as required for the notification of the making of the direction (11.1.2) and send a copy of the Article 4(1) Direction to the Secretary of State.

## 12. Applications to Lop, Top or Fell Protected Trees

- 12.1.1 Tree Preservation Orders (TPOs) can be issued by Local Planning Authorities and are made to protect trees that bring significant amenity benefit to the local area.

- 12.1.2 All types of tree, but not hedges, bushes or shrubs can be protected, and a TPO can protect anything from a single tree to all trees within a defined area or woodland.
- 12.1.3 A TPO is a written order, which makes it a criminal offence to cut down, top, lop, uproot, wilfully damage or destroy a tree protected by that order, or to cause or permit such actions, without the authority's permission.
- 12.1.4 Trees within Conservation Areas are afforded additional protection too and the Council must be given notice of intention for works to trees. Notices of intent for works to trees in Conservation Areas will be determined within six weeks from the date of receipt. The Council's target regarding applications for works to trees covered by a TPO will be determined within eight weeks from the date of receipt.
- 12.1.5 Applications and notices for works to trees are published on the Council website.
- 12.1.6 Site notices will be erected on receipt of applications for works to trees which are included in a Tree Preservation Order. In addition the owner and/or neighbouring occupiers may be notified in writing if it is considered appropriate to do so.
- 12.1.7 Members of the public can check whether (a) particular tree(s) is(are) currently protected before carrying out any work on it by contacting [planningtrees@barnet.gov.uk](mailto:planningtrees@barnet.gov.uk)

## 13. Resources

### 13.1 How we will resource community involvement

- 13.1.1 Undertaking consultation is a fundamental part of the planning process and it is resource intensive. Consultation generally incurs direct costs in terms of resources and staff time.
- 13.1.2 Technology has helped to reduce costs, for example, through the ability to email individuals on the Local Plan Consultation Database rather than incurring the cost of mailing letters, and the use of social media is expected to play a more prominent role in the future.
- 13.1.3 What we have set out in this statement of community involvement is capable of being resourced from within existing budgets based on the current resources available to the planning service.
- 13.1.4 We will aim to use the most cost effective methods of consultation, whilst balancing the need to carry out the highest standards of consultation.

## Appendix A - Consultees

This appendix lists consultees as specified in the Town and Country Planning (Local Planning) (England) Regulations 2012. The lists in this section are not exhaustive, and also relate to successor bodies where reorganisations may occur.

### Statutory Consultees

The Town and Country Planning (Local Plan) (England) Regulations 2012 specify that the following bodies must be consulted if the Council considers that body will be affected by what is proposed to be covered in a Local Development Document

Mayor of London

Adjoining Local Planning Authorities

Environment Agency

Historic Buildings and Monuments Commission for England (known as English Heritage)

Homes and Communities Agency

Natural England

Clinical Commissioning Group

Transport for London

London Enterprise Partnership

Highways Agency

Relevant sewerage and water undertakers e.g. Thames Water

Relevant telecommunications companies

Relevant gas and electricity companies

Network Rail

### General Consultation Bodies

Voluntary bodies some or all of whose activities benefit any part of the Borough (e.g. CommUNITY Barnet)

Bodies which represent the interests of:

- different racial, ethnic or national groups in the Borough
- different religious groups in the Borough
- disabled persons in the Borough
- businesses in the Borough



**Government Departments (if necessary)**

Home Office

Department for Education

Department for Business, Innovation and Skills

Department for Environment, Food and Rural Affairs

Department for Transport

Department of Health (through relevant Regional Public Health Group)

Ministry of Defence

Department of Works and Pensions

Department for Constitutional Affairs

Department for Culture, Media and Sport

Office of Government Commerce (Property Advisers to the Civil Estate)

**The Council will consult the following bodies, where appropriate**

Age UK

Barnet Partnership Board

British Geological Survey

British Waterways

Centre for Ecology and Hydrology

Chamber of Commerce, Local CBI and local branches of Institute of Directors

Church Commissioners

Civil Aviation Authority

Coal Authority

Commission for Racial Equality

Crown Estate Office

Diocese Board of Finance

Disabled Persons Transport Advisory Committee

Environmental Groups at national, regional and local level, including;

Council for the Protection of Rural England

Friends of the Earth

Royal Society for the Protection of Birds

London Wildlife Trust

Local Historic, environmental and amenity groups and societies, including Conservation Area Advisory Committees (CAACs)

Equality and Human Rights Commission

Fields in Trust  
Freight Transport Association  
Gypsy Council  
Health and Safety Executive  
Homes and Communities Agency  
Home Builders Federation  
Learning and Skills Council  
Royal Mail Property Holdings  
Registered Providers  
Sport England  
Friends, Families and Travellers (FTT)  
Women's National Commission  
The Theatres Trust  
Middlesex University  
Barnet College  
Metropolitan Police

## Appendix B - Neighbourhood Planning

### Statutory Consultees for Neighbourhood Planning

Mayor of London

A local planning authority or parish Council any part of whose area is in or adjoins the area of the local planning authority

Homes and Communities Agency

Natural England

Environment Agency

English Heritage (The Historic Buildings and Monuments Commission for England)

Network Rail Infrastructure Ltd

Highways Agency

Relevant telecommunications companies

Public Health or Clinical commissioning groups or successor bodies,

Relevant electric and gas companies

Thames Water

Voluntary bodies

Bodies which represent the interests of different racial, ethnic or national groups in the neighbourhood area

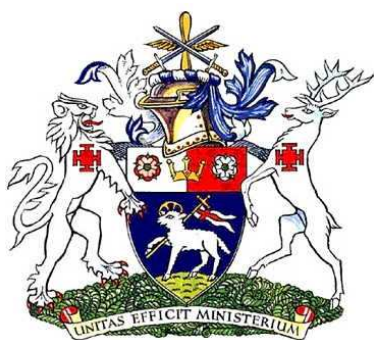
Bodies which represent the interests of different religious groups in the neighbourhood area

Bodies which represent the interests of persons carrying on business in the neighbourhood area, and

Bodies which represent the interests of disabled persons in the neighbourhood area.

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AGENDA ITEM 9



**Policy & Resources Committee**  
**17 February 2015**

<b>Title</b>	<b>Sport and Physical Activity Review Revised Outline Business Case</b>
<b>Report of</b>	Kate Kennally, Strategic Director for Commissioning
<b>Wards</b>	All
<b>Status</b>	Public
<b>Enclosures</b>	Appendix 1: Sport and Physical Activity Revised Outline Business Case
<b>Officer Contact Details</b>	Kate Kennally, Strategic Director for Commissioning <a href="mailto:kate.kennally@barnet.gov.uk">kate.kennally@barnet.gov.uk</a> , 02083 594 808

**Summary**

The attached Revised Outline Business Case sets out the findings of the pre-procurement phase and reviews key deliverables, including the feasibility study, a procurement strategy, public health outcomes, consultation, and provides a recommendation for the next phase.

The pre-procurement phase has built on evidence gathered to date and expanded this to refine what leisure centres the Council requires, where they might be located, how much they would cost to build and run, how much they could generate in revenue, and what a new leisure management contract should embody to ensure a significant contribution to the Council’s public health aims and objectives.

The revised OBC links the council’s aspirations to Public Health England’s Public Health Outcomes Framework (PHOF) and shows how this contribution can be defined and measured. These outcomes will be placed at the heart of the new leisure management contract and will be integral to how the tenders submitted by prospective providers are evaluated and scored. During the next phase of the Sport and Physical Activity project this approach will be refined and moulded into a market leading and innovative procurement process.

The feasibility study, undertaken by Re on behalf of the Council, indicates that the council should re-provision Church Farm and Copthall as a priority. Although Church Farm and Copthall are fully functional they are costly to run, have reached the end of their useful

economic life and require immediate investment to bring them up to modern and cost-efficient standards. The capital investment required to re-provide these two leisure centres has been estimated as being £23.2m. The costs of the borrowing will be met by the predicted income from new leisure centres, capital receipts, Sport England Strategic Facilities Investment Fund and £3.4m from CIL through the Infrastructure Reserve. There is also a longer term opportunity to enhance the Council owned facilities at Finchley and Hendon Leisure Centres during the lifespan of the new management contract.

The Revised OBC proposes a refined list of facilities for the Council's leisure centres based on a needs assessment carried out by the council in 2012 and supported by the market research and consultation with 853 residents during this phase.

It is proposed that the procurement effort itself is split into two workstreams separating the construction process from the leisure management contract. This separation is possible due to the work done through the feasibility study, which has more clearly defined what the council wanted to achieve and what it is capable of achieving given the limitations of its leisure centre estate, and the current financial constraints.

## **Recommendations**

**That the Policy and Resources Committee**

- 1. Approves that the Danegrove Playing Field, Victoria Recreation Ground and Copthall sites are taken through to the next stage of the project for further public consultation and consideration by planning (section 4 Feasibility Study).**
- 2. Approves capital funding of £23.2m, including associated professional fees, for the re-provision of Church Farm and Copthall leisure centres. ( section 4 Feasibility Study and Affordability Analysis).**
- 3. Approves the use of £3.4m from CIL through the Infrastructure Reserve funding to contribute to the £23.2m capital costs required to fund the re-provision of Church Farm and Copthall leisure centres.**
- 4. Approves the use of capital receipts from the existing Church Farm site to contribute to the £23.2m capital costs required to fund the re-provision of Church Farm and Copthall Leisure Centres.**
- 5. Approves the commencement of the procurement work-streams featuring a competitive procedure with negotiation (a new procurement procedure) for the leisure centre management contract and utilising existing government construction frameworks for the design and build contract of Church Farm and Copthall leisure centres (section 9 procurement strategy).**
- 6. Delegates authority to the Commercial and Customer Services Director to enter into dialogue with the council to look at the possibility of using Schedule 40 of the Capita / Barnet partnering agreement to commission CSG to provide managing agent services, both for the existing leisure management contract and the new arrangement once it is procured (section 9 Procurement Strategy).**
- 7. Approves a maximum budget of £440k for the delivery of the pre-implementation phases of the project (Section 10.2.1)**

## **1. WHY THIS REPORT IS NEEDED**

- 1.1 The Revised Outline Business Case (ROBC) takes forward the OBC prepared in July 2014 and incorporates new information gathered by the project team as part of the feasibility study, the market research / consultation process, the council's public health outcomes and market and stakeholder engagement
- 1.2 The current leisure management contract with Greenwich Leisure Limited (GLL) to operate the council's five leisure centres at Cophall, Hendon, Burnt Oak, Finchley and Church Farm, expires on 31st December 2017.
- 1.3 This current arrangement does not deliver the health outcomes Barnet requires for its residents and, in a period of financial austerity, it does not offer the required services in the most cost effective manner.
- 1.4 Despite negotiations, most recently held between September 2013 and March 2014, the current provider, GLL, has not been able to offer the council any option to reduce the current management fee or to improve public health outcomes without having to commission additional activities above and beyond the existing contract terms.
- 1.5 In September 2011, Cabinet Resources Committee (CRC) approved the negotiation of terms with GLL for termination of the current Leisure Management Contract.
- 1.6 In October 2012, CRC approved the Sport and Physical Activity Strategic Outline Case, including the draft SPA Strategy Statement.
- 1.7 An Outline Business Case was approved by CRC in November 2013 to address the short term Medium Term Financial Strategy (MTFS) savings gap and gave approval for the project to investigate a more sustainable, long-term solution for the leisure contract.
- 1.8 In June 2014, the Health and Wellbeing Board (HWBB) approved the establishment of the Fit and Active Barnet (FAB) Partnership Board and noted the Sport and Physical Activity (SPA) Strategy delivery plan.
- 1.9 In July 2014, the Policy & Resources Committee (P&R) approved an outline business case setting out a recommendation for a re-procurement of the leisure contract, starting with a feasibility study/pre-procurement phase in August 2014.
- 1.10 The previous Outline Business Case recommended a two stage competitive dialogue procurement process, and provided some high level costings on how much these re-provisioned facilities might cost. The current ROBC goes into detail around the specifics of the procurement process and more accurate costings of how the current leisure estate can be improved to increase the expected life of the buildings and better serve the council's residents.

- 1.11 The overall aim of the project is to procure a new contract for the operation and maintenance of the five leisure facilities, to improve the participation levels in sport and physical activity across the borough and to deliver sport and physical activity services at revenue neutral position to the council.

## **2. REASONS FOR RECOMMENDATIONS**

- 2.1 The reasons for the report recommendations are drawn from three main project workstreams;

### **2.2 Feasibility Study**

- 2.2.1 The council's leisure centres vary significantly in age with the oldest centres; Church Farm (constructed around 1960) and Barnet Copthall (constructed approximately 1975) now reaching the end of their economic lives. Recent work completed on the roof at Church Farm has given it an additional estimated three years of life, while major investment is required at Copthall to replace its aging tanks and plant room. These measures will provide only temporary fixes and will not overcome the inherent problems of both centres. Therefore, this report recommends the replacement of the centres with new facilities. Doing so now, will minimise the on-going revenue costs of providing five leisure centres and extend the life of leisure services provision in the Borough.

- 2.2.2 The project will re-provide the leisure centres at Church Farm and Copthall at the estimated cost of £23.2m. This takes account of indicative layouts, and is based on market trends for similar sized facilities.

- 2.2.3 The cost of construction will be fully funded from estimated income, £3.4m Infrastructure Reserve money, £500k from capital receipts, a potential £750k from Sport England Strategic Investment Facilities Fund and remaining leisure budget.

- 2.2.4 Lack of investment in the leisure facilities will result in increased operational costs and may make the whole portfolio less attractive to potential suppliers bidding for the council's leisure management contract.

### **2.3 Resident Consultation and Market Research**

- 2.3.1 The consultation and market research work showed that residents value the council's leisure centres but think that they could be improved. Swimming, particularly at Copthall, is important to residents as is the gymnastics provision at Hendon.

- 2.3.2 Finchley Lido is the council's most successful centre with significant support from residents for it to remain on its current site when the time comes to refurbish or re-provisioned.

- 2.3.3 All Church Farm workshop attendees (and members of the Women's Group) acknowledged that the current leisure centre site is too small to accommodate a modern facility, which was considered essential for the area. As such, they supported the centre's relocation - and none felt they would be sorry to see it



go. Danegrove Playing Fields and Victoria Recreation Ground received significant support from residents.

2.3.4 The recommendations in the Revised OBC are in line with the consultation and market research conducted during this phase.

## **2.4 Procurement**

2.4.1 The previous Outline Business Case recommended a comprehensive procurement exercise consisting of a two stage competitive dialogue process for the for the leisure management contract and three Design, Build, Operate and Maintain (DBOM) contracts, to cover the re-provision of the Church Farm, Finchley and Copthall centres.

2.4.2 The work done during this phase of the project has added more clarity to what the council wants to achieve and what it is capable of achieving moving the council to recommend the separation of the construction procurement from the leisure centre management re-procurement.

2.4.3 The proposed approach offers a shorter management contract, 10 years, and provides the council with specialist suppliers for each discipline. It would also remove the need for a lengthy and costly competitive dialogue process, maximise the potential income and allow potential suppliers to concentrate on innovative solutions that contribute to the council's public health outcomes.

2.4.4 The scale of both contracts means that the procurements must comply with the OJEU regulations.

## **3 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

### **3.1 Re-Tendering the Management Contract with no Capital Investment**

3.1.1 If the current management contract is simply re-tendered the feasibility study estimates a potential annual management fee of £527k payable by the council to any new operator, giving a total commitment of £5.27m over a 10 year period. There is a further risk with this approach that the market would not be prepared to manage Church Farm in its current state as part of the leisure portfolio This option also cannot address public health outcomes in line with the councils aspirations, nor guarantee that there will be no closure of leisure centres as the required management fee of £527k per annum is in excess of the Council's available budget for leisure centres. This option was therefore dismissed.

### **3.2 Closure of Church Farm and Copthall Leisure Centres**

3.2.1 To reach a revenue neutral position without any investment the council would probably need to close Church Farm and Copthall, before the new management contract was re-tendered. This leaves the most popular leisure centre, Finchley, and the two most modern, Hendon and Burnt Oak to be part of the future leisure management contract. This severely restricts the council's

ability to deliver the desired public health outcomes that would enhance the health and wellbeing of Barnet residents. The option was dismissed.

### **3.3 Capital Investment Provided by a Supplier Through the Procurement Process**

3.3.1 The previous Outline Business Case had recommended a two stage competitive dialogue process and a Design, Build, Operate and Maintain (DBOM) contract, putting the risk of raising the required capital investment with the potential suppliers. This phase of the project has moved away from this recommendation for the following reasons;

- Any private sector developer seeking to borrow £23.2m to fund the capital investment into Church Farm and Finchley would need to borrow at commercial rates, probably 2% higher than prudential borrowing. The soft market testing has shown that potential suppliers would pass their borrowing costs straight through to the council, giving an additional cost of around £300k per annum.
- A DBOM contract would need to be 25 to 30 years or longer to enable the contractor to recover their investment and make a surplus. It is also likely that the income estimates would be smaller and suppliers might push for a profit (surplus) share rather than an income share.
- Competitive dialogue and a DBOM contract are lengthy and resource intensive by nature. Competition for this type of procurement is limited; initial soft market testing suggest that only 2-3 companies would have the financial capability or willingness to bid for this project.
- This type of procurement process focuses on suppliers who can deliver DBOMs rather than those who can specialise in helping the council achieve public health outcomes.
- Another option, previously considered, was for the council to borrow the entire capital sum and then lend it back to a potential supplier. This would put us back into the DBOM procurement with increased contract term and less focus on public health.

3.3.2 For these reasons the option of exploring supplier funded capital investment was dismissed.

## **4. POST DECISION IMPLEMENTATION**

4.1 Pending approval by the Policy and Resources Committee of the recommendations within the ROBC the project will begin the pre-implementation and procurement phases as described in Section 10 of the business case.

## **5. IMPLICATIONS OF DECISION**

### **5.1 Corporate Priorities and Performance**

5.1.1 The Corporate Plan 2013-16 sets out the following priorities:

- Promote responsible growth, development and success across the borough: the proposed re-provision of the council's leisure facilities will support growth

and create ‘destinations’ which integrate sport and physical activity with open and green spaces and places people want to go to.

- Support families and individuals that need it – promoting independence, learning and well-being: a new contract with a focus on sports development and public health measures will encourage people in Barnet to keep fit and active and therefore support their wellbeing as well as contribute to address issues such as social isolation.
- Improve the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study: the proposed re-provision of the council’s leisure estate will provide facilities that meet the needs of Barnet residents and that they can be proud of.

5.1.2 The project will directly support the themes of ‘wellbeing in the community’ and ‘how we live’ from the Health and Wellbeing Strategy through the delivery of the SPA Strategy by the FAB Partnership Board and the procurement specifications.

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

5.2.1 The capital funding required to support the re-provision of Church Farm and Copthall leisure centres will be financed from the sources listed below:

	<b>£m</b>
Prudential Borrowing	18.55
Infrastructure Reserve	3.40
Sport England	0.75
Capital Receipt	0.50
<b>TOTAL</b>	<b>23.20</b>

5.2.2 Based on the estimations from the feasibility study, from 2017/18 the income from the re-provisioned leisure centres will contribute to the repayment and interest on the prudential loan with the remaining expenditure covered by the residual leisure centre budget. The table below illustrates the income and expenditure in an average year.

5.2.3 The underpinning financial model has been based on a cautious view and makes the following assumptions;

- Potential income resulting from any ‘new’ Finchley and Hendon sites is not included.
- The report has assumed that the £9.4m and £11.5m capital required to re-provision these centres will come from the respective developers of these locations.
- The PWLB borrowing is over 25 years and at a 4.5% interest rate.

- The costs associated with the works identified in the condition survey for Finchley, Hendon and Burnt Oak have been included. These should be incurred if there is no re-provision (assumption 1).

	<b>£'000</b>
<b>New Leisure Contract Income</b>	
Church Farm	(205)
Barnet Copthall	(415)
Finchley	(243)
Hendon	(83)
Burnt Oak	(125)
<b>Total (Income)/Expenditure</b>	<b>(1,071)</b>
<b>Condition Survey Repairs</b>	
Finchley	24
Hendon	121
Burnt Oak	111
<b>Total Condition Survey Repairs</b>	<b>256</b>
<b>Net Revenue before Loan Costs</b>	<b>(815)</b>
Loan payments	1,250
<b>Net Expenditure/(Income)</b>	<b>435</b>
Residual Budget	(419)
Use of Reserve	(16)
<b>Under/(Overspend)</b>	<b>(0)</b>

5.2.4 The project will deliver an estimated annual income stream of £1.071m from two new leisure centres at Church Farm and Copthall; which will be used to offset the cost of capital investment from prudential borrowing.

5.2.5 The table below shows expected financial benefits that the project will deliver. The savings are profiled against the current management fee. It should be noted that the Council has previously assumed these savings and therefore this project will deliver the Council's previously agreed revenue saving of £967,000 per annum for leisure provision from 2017/18.

	2017/2018 £'000 pa	10 year costs £'000
<b>Baseline leisure management cost</b>	1,386	13,860
<b>Current budget <sup>1</sup></b>	419	4,190

<sup>1</sup> excludes budget for insurance

<b>Projected net expenditure<sup>2</sup></b>	0	0
<b>Savings</b>	<b>967</b>	<b>9,670</b>

5.2.6 Non-financial benefits include a 15% increase in participation in sport and physical activity over the duration of the new contract; increased satisfaction from council-owned leisure centres; better use of green spaces and a more integrated offer across sport and physical activity

### 5.2.7 Cost for the Next Project Phase

5.2.8 The costs shown in the table below represent costs required to complete pre-implementation phase and to procure a new leisure provider, totalling **£700k**. The amount required for the pre-implementation phase is for a further **£440k** to be funded from the Transformation Reserve, assuming that the £260k that remains unallocated from previous phases of the SPA project can be used to contribute towards the cost of next phase.

<b>Discipline</b>	<b>Resource</b>	<b>Cost</b>
Project management	Full-time	£65,000
Commercial lead	Full-time	£178,300
Procurement	Part-time	£125,000
Specialist Public Health England advice	Commissioned externally	£30,000
Specialist Leisure advice	Commissioned externally	£10,000
Specialist Legal advice (leisure management and D&B)	Commissioned externally	£100,000
Full public consultation	Part in house/ part commissioned	£80,000
Health & Safety due diligence	Commissioned externally	£5,500
Planning briefs & masterplan for Copthall	Part-time	n/a (costs covered in previous phase)
IT	Part-time	£15,000
15% Contingency	N/A	£91,170
<b>Total cost</b>		<b>£699,970 ≈ £700,000</b>
		<b>-£260,000 (underspend from pre-procurement phase)</b>
<b>One off Budget Requirement</b>		<b>£440,000</b>

5.2.9 Design and build costs - As outlined in previous sections, in order to complete the next phase there is a need to procure professional services to begin work

<sup>2</sup> the costs of borrowing and condition survey work has been offset by the estimated income, Transformation Reserves, capital receipts, SE funding and remaining leisure budget

on the design and build for Church Farm and Barnet Copthall leisure centres. After a procurement exercise, this work could start in second quarter of 2015. The project estimated that £3.03m is required to cover the cost of professional services. This cost has been calculated as a % of the total capital requirement (15% of £20,202,465 = £3,030,370), see table below;

<b>Facility</b>	<b>Capital (estimate)</b>	<b>Cost</b>	<b>Professional fees <sup>3</sup></b>	<b>Total Cost</b>
Church Farm	£7,765,950		£1,164,893	£8,930,843
Copthall	£12,436,515		£1,865,477	£14,301,992
	£20,202,465		£3,030,370	<b>£23,232,835</b>

5.2.10 The committee should note that professional fees on construction projects vary from 9-15%, a revised capital costs will be presented to P&R in December 2015 once the project finalises designs for Church Farm and Barnet Copthall.

#### 5.2.11 Staffing

5.2.12 Any changes to officer roles as a consequence of the Sport and Physical Activity Team restructure will be subject to the council's Managing Organisational Change Policy to consult employees potentially affected.

### 5.3 Legal and Constitutional References

5.3.1 As part of the previous business case, the council commissioned legal firm Trowers & Hamlins to provide advice on the existing leisure contract with GLL.

5.3.2 If the Committee approves the recommendation to start a re-procurement, the council will need to comply with its Contract Procedure Rules (CPR)

5.3.3 Constitution, Responsibility for Functions, Annex A, sets out the terms of reference of the Policy and Resources Committee.

5.3.4 HB Public will advise on the procurement process and will draft the contract documents for both the Design & Build and the Leisure Management Services Contract as required.

5.3.5 HB Public Law has been consulted on this matter and its comments have been incorporated into the body of this report.

### 5.4 Risk Management

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<sup>3</sup> Prices include VAT

- 5.4.1 The key risks relating to the recommended option are outlined below. A more complete list of risks and dependencies is included in the Revised Outline Business Case at section 10.9.
- 5.4.2 There are two high impact risks around the residents not supporting the SPA vision and the re-provision of Church Farm leisure centre. These will be addressed through the next phase of public consultation.
- 5.4.3 There are also no guarantees for achieving planning permissions for the re-location of Church Farm or the re-provision of Copthall. The risk this represents would have a high impact on the success of the project and has been partly addressed through the work already done in the feasibility study. Further work will be conducted as part of the development of Copthall masterplan and detailed planning briefs for Danegrove Playing Fields and Victoria Recreation Ground.
- 5.4.4 There are also risks around the procurement process attracting enough competition from the market. It is vital that the procurement process gets sufficient interest from the market to ensure a good competition for the leisure management contract. The work the council has done through the soft market testing has raised the profile of the council's upcoming procurement with the market. There will be further soft market testing with potential suppliers during the next phase of the project.

## **5.5 Equalities and Diversity**

- 5.5.1 The objectives of the project are to increase participation across all user groups and to ensure improved sport and physical activity provision for all residents in the borough.
- 5.5.2 The council and all other organisations exercising public functions on its behalf are required under the Equality Act 2010 to have due regard to the need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; advance equality of opportunity between those with a protected characteristic and those without; promote good relations between those with a protected characteristic and those without. Barnet considers the impact of its proposals on the groups identified as protected characteristics in the 2010 Equality Act -Age, disability, ethnicity race and national origins, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, religion and belief sexual orientation.
- 5.5.3 The following other individuals and groups who might need extra help/can experience barriers and disadvantage are also included as relevant:
- Disabled people
  - Women
  - Carers
  - Lone parents
  - Unemployed people
  - Young people not in employment education or training
  - People with a low income

- 5.5.4 The council published its Strategic Equalities Objective as part of the 2013 – 2016 Corporate Plan. The objective is enshrined in the constitution and states that citizens will be treated equally, with understanding and respect; have equal opportunity with other citizens; and receive quality services provided to Best Value principles.
- 5.5.5 As part of the Outline Business Case, initial consultation and engagement was conducted with a sample of Barnet's residents with representatives from the varied communities and user groups within the borough, including residents with protected characteristics, to understand their needs and views on the current and future leisure service provision and to inform a desktop equality impact assessment (EIA).
- 5.5.6 This early equality analysis suggests that the outcomes of the project will not discriminate against any group and indicate a potential overall positive impact for the proposals. The proposals will also contribute to Barnet's strategic equalities objective by enabling all Barnet's residents to share the benefits of growth and improve life expectancy. Latest public health data (May 2014) shows the borough life expectancy for 2010-12 as Male life expectancy at birth as 81.4 years (2010-12 data) and Female life expectancy at birth as 84.5 years (2010-12 data). Men in Barnet live on average 2.2 years longer than the England average and women 1.5 years longer than the England average
- 5.5.7 Bespoke analysis using ONS Census data 2011 suggests life expectancy for BME groups is broadly in line with the national average and white population. This research shows the lowest life expectancy for Black Caribbean men, Bangladeshi men (77.13) and Pakistani women (80.77). Source Portrait of Modern Britain policy exchange.org.uk.
- 5.5.8 Public Health uses a slope index of inequality based on local deprivation deciles which suggests that men in the most deprived 10% of Barnet live on average 7.8 years less than men in the least deprived 10% of the borough. Women in the most deprived 10% of the borough live on average 5.6 years less than the least deprived 10% of the borough.
- 5.5.9 The current Health and Wellbeing Strategy (2012 to 2015) coordinates a range of different partner priorities. This recognises the particular needs of older people, younger people (particularly NEETs and Troubled Families), people with learning disabilities and mental health problems and people with a lower socio-economic status and all these groups can benefit from the sports and physical activity proposals.
- 5.5.10A rapid Health Impact Assessment (HIA) was also carried out as part of the previous Outline Business Case to evaluate the impact of the options put forward. The conclusions drawn from the rapid HIA were that the overall benefit of a re-procurement of the contract outweighs all other in terms of achieving sustainable, long-term and cost effective public health outcomes. If this option is approved, it is recommended that a full HIA is conducted in the next phase. A detailed HIA will provide valuable information into the effects of



any such changes on the local community especially the vulnerable groups.

5.5.11 The EIA is attached to the Revised OBC at Appendix 3. It is currently showing a significant positive impact.

5.5.12 Both the EIA and HIA will be updated in the next phase of the project to inform further decisions required by Members.

## **5.6 Consultation and Engagement**

5.6.1 As part of the pre-procurement phase the council carried out the third stage of consultation associated with the SPA project, including a market research exercise and an open online survey with 853 residents.

5.6.2 The purpose of this phase was to allow LBB to engage with, and listen to, members of the public about a wide range of important issues relating to sport and physical activity, including:

- current use of leisure facilities
- drivers and barriers to participation
- facilities mix for future council-owned leisure centres
- public views on receiving health services on site
- improvements to park-based activities
- testing scenarios for relocation options for Church Farm and Finchley Lido and
- leisure management alternatives.

5.6.3 SPA consultation was split into two streams, namely open consultation and market research.

- The open consultation included a borough wide online survey which was promoted through Engage Barnet website and the council's Communities Together network. Promotional posters were distributed at leisure centres and libraries. A paper copy of the survey was also available upon request. In addition, LBB worked in collaboration with Mencap to prepare and promote an easy read version of the survey.
- Market research exercise was carried out by Opinion Research Services (ORS), a company procured by the council for this purpose. ORS conducted a telephone survey; four area based workshops taking place in the catchment area of each centre; and four focus groups aimed at priority groups and those covered by protective characteristics. All participants were randomly recruited by researchers at the ORS Social Research Call Centre using a combination of Random Digit Dialling (RDD) and a purchased sample of mobile telephone numbers targeted at residents aged under 35. Targets were set for ORS research activities to ensure there was a cross section of the population, in terms of age, gender, ethnicity, faith and disability etc.

5.6.4 Findings from the SPA consultation exercise were used to inform the feasibility study report to ensure all options are thoroughly tested and key

decisions and appraisal of the potential options can be made in an informed manner.

- 5.6.5 The next, final phase of SPA consultation (planned for May 2015) will include full public consultation and stakeholder engagement.
- 5.6.6 Stakeholder management is outlined in Section 10.11. Public consultation is included in a high level timeline, Section 10.5
- 5.6.7 Finally, a summary of findings from consultation is presented below; see Appendix 5 for the full report.

## **6. BACKGROUND PAPERS**

- 6.1 Cabinet Resources Committee, 27 September 2011 (Decision item 15) – approved the negotiation of terms, with the Contractor, Greenwich Leisure Limited, for termination of the current Leisure Management Contract. <http://barnet.moderngov.co.uk/CeListDocuments.aspx?Committeeld=151&MeetingId=456&DF=27%2f09%2f2011&Ver=2>
- 6.2 Cabinet Resources Committee, 18 October 2012 (Decision item 15) – approved the Sport and Physical Activity Strategic Outline Case, including the draft SPA Strategy Statement. <http://barnet.moderngov.co.uk/ieDecisionDetails.aspx?ID=4416>
- 6.3 Cabinet Resources Committee, 4 November 2013 (Decision item 5) – approved the Sport and Physical Activity Outline Business Case. <http://barnet.moderngov.co.uk/ieDecisionDetails.aspx?ID=5035>
- 6.4 Health and Well-Being Board, 12 June 2014 (agenda item 14) – approved the establishment of the Fit and Active Barnet (FAB) Partnership Board and noted the Sport and Physical Activity (SPA) Strategy delivery plan <http://barnet.moderngov.co.uk/documents/s15393/Fit%20and%20Active%20Barnet%20Partnership%20Board%20and%20Sport%20and%20Physical%20Activity%20Strategy%20Delivery%20Plan.pdf>
- 6.5 Policy and Resources Committee, 21 July 2014 (agenda Item 8) – approved the Sport and Physical Activity Outline Business Case. <http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=7860>



## **The London Borough of Barnet SPA Project**



## **Final Report for Phase 3 of the Consultation Outcomes**

**Opinion Research Services  
January 2015**



## The London Borough of Barnet SPA Project



## Final Report for Phase 3 of the Consultation Outcomes by Opinion Research Services

### Opinion Research Services

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As with all our studies, findings from this survey are subject to Opinion Research Services' Standard Terms and Conditions of Contract.

Any press release or publication of the findings of this survey requires the advance approval of ORS. Such approval will only be refused on the grounds of inaccuracy or misrepresentation

This study was conducted in accordance with ISO 20252:2012 and ISO 9001:2008

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We also wish to thank the members of the public who took part in the Workshops and Focus Groups and shared their views readily. They were patient in listening to background information before entering positively into the spirit of open discussions.

At all stages of the project, ORS' status as an independent organisation consulting the public as objectively as possible was recognised and respected. We are grateful for that trust and hope this report will contribute to LBB's SPA Project.



# 1. Introduction

## Introduction

- 1.1 Barnet council, and its public health partner, are currently conducting a review of Sport and Physical Activity (SPA) in Barnet. This project seeks to set the future direction for how sport and leisure is provided to residents in Barnet.
- 1.2 The 3<sup>rd</sup> Phase of the consultation consisted of a borough-wide survey that sought views on the way that services are provided through leisure centres across the whole of Barnet; area based workshops that took place in the catchment area of each centre; and focus groups aimed at priority groups and those covered by protective characteristics. In particular, Phase 3 of the consultation looked at:
  - » Current use of leisure facilities
  - » Drivers and barriers for usage
  - » Facilities mix for future LBB leisure centres
  - » Public views on receiving health advice and services on site
  - » Site Options
  - » Management Alternatives
- 1.3 The main aims of the 3<sup>rd</sup> Phase of the project were to:
  - » Understand stakeholders' and residents' views in depth on the high level options provided by the first phase of a feasibility study for the future of the council's five leisure sites
  - » Ensure stakeholders are engaged and consulted throughout the project so that key decisions and appraisal of the potential options can be made in an informed and timely manner
  - » Use findings from consultation to feed into the feasibility study report
  - » Inform a revised outline business case which will define the next (procurement) phase of the project

## Consultation Overview

- <sup>1.4</sup> In order to ensure that the project was informed by public opinion, LBB commissioned Opinion Research Services (ORS) to undertake a SPA review survey with residents throughout the borough of Barnet. The council also commissioned ORS to design, recruit, facilitate and report four deliberative workshops and four focus group discussions with a wide cross-section of Barnet residents during November 2014.
- <sup>1.5</sup> The SPA review survey was conducted via telephone interviewing, and aimed to find out how residents currently use local leisure facilities and what would encourage them to participate in sport and physical activities further, as well as identify which facilities and services are seen as important, preferences for additional health and wellbeing services and attitudes towards outdoor forms of exercises; specifically in parks. The results from 601 completed survey interviews in total have been used in this report.
- <sup>1.6</sup> LBB also made these questions available to all residents of the borough of Barnet as an open online questionnaire via the council website. The results from 238 completed online questionnaires in total have been used in this report. In addition, easy read paper versions of the questionnaire were made available by the council and subsequently completed by 14 respondents.
- <sup>1.7</sup> The workshops and focus groups were intended to supplement the findings of the representative telephone survey and non-representative online questionnaire, and achieve extra understanding of the issues raised by enabling a more open-ended discussion around the key themes. They also enabled LBB to engage with, and listen to, members of the public about a wide range of important issues relating to sport and physical activity. In total, there were 82 diverse participants at the four workshops and 33 diverse participants at the focus groups which represented a broad cross-section of residents from the local area.

## 2. Executive Summary

- 2.1 This section provides a summary of overall findings and inferences, followed by some broad conclusions arising from the survey and workshops.
- 2.2 This section is followed by a full range of graphics for each question in the survey, including overall results and charts showing differences in results by sub-groups of the population. The final section deals with the detailed findings from the Workshops and Focus Groups.

### Terms and clarifications

- 2.3 All residents were asked whether they currently use any leisure facilities for sport and physical activity purposes outside their home, and subsequently categorised as User (defined as residents who currently use any leisure facilities for sport and physical activity purposes outside their home) or Non-User (defined as residents who do not currently use any leisure facilities for sport and physical activity purposes outside their home). A similar methodology was employed to categorise respondents to the online questionnaire as either Users or Non-Users.
- 2.4 Please note that the terms ‘changing facilities’ or ‘changing rooms’ mentioned throughout the executive summary and the remainder of the report refer to changing facilities/rooms used before/after wet facilities (e.g. swimming pools).
- 2.5 Please note that comments regarding Users who answered questions through the easy read paper questionnaires refer to a small number of respondents (N=11 in total) who answered a slightly modified and more accessible version of the paper questionnaire and were identified as Users. Due to the small base size, these results should be interpreted with caution.
- 2.6 The Barnet Customer Segments have been developed from CAMEO Lifestyle Segmentation which uses 200 million data records to discriminate 26 million UK households into discrete clusters. The clusters have 17 life stages that represent distinct demographic, socio-economic and behavioural characteristics which make up the Barnet Customer Segments. A more detailed description of each segment can be found in Appendix A.

### Current use of facilities

- 2.7 The survey showed that just over six in ten (62%) residents are Users, and use leisure facilities for sport and physical activity purposes outside their home.
- 2.8 Online results suggest a higher proportion of questionnaire respondents (87%) use these facilities.

- 2.9 Residents significantly more likely to be Users are those that are from a White-British ethnic background, home owners with a mortgage and Accomplished Singles. In contrast, residents who are aged 55+, from Black and 'other' ethnic backgrounds, disabled or Contemporary Elders are significantly less likely to use leisure facilities.
- 2.10 Considering results for facilities and locations that fall within LBB, 26% of all residents who are Users frequent a LBB council-run leisure centre. 15% of Users frequent a private/commercial leisure centre within Barnet, and 18% frequent a fitness centre/gym within Barnet.
- 2.11 For online respondents, 67% use a LBB council-run leisure centre, while 16% use a fitness centre/gym within Barnet. Also, online results suggest 20% use a pure sports club and 17% use roads/streets/pavements – within Barnet.
- 2.12 Users who answered this question through the easy read paper questionnaire unanimously named the Finchley Lido leisure centre as their most frequented facility.
- 2.13 *Qualitative insight:*
- » Data indicates that though usage of LBB's leisure centres was not universal, many workshop and focus group participants swim or attend various activities at one of the five sites – mainly for reasons of convenience or cost (relative to private sites).
  - » Many other participants use or attend gyms, exercise classes and other activities at private facilities such as Virgin Active, LA Fitness, David Lloyd, Venue in Borehamwood and DHC in Potters Bar. They typically use such places for reasons of convenience, or because they apparently offer better amenities than council-owned facilities.
- 2.14 Considering results for facilities and locations that fall outside of LBB, 7% of all Users frequent a council-run leisure centre outside the borough, 4% frequent a private/commercial leisure centre and 9% frequent a fitness centre/gym elsewhere.
- 2.15 *Qualitative insight:*
- » Several residents use provision (both public and private) outside Barnet. They prefer to use facilities elsewhere as they feel they are higher quality, but would certainly use LBB services if they were improved to the same standard.
  - » In addition to walking around Barnet's parks, many people use (and were complimentary about) the outdoor gyms on offer in some of them.
- 2.16 Across all residents, 26% of all Users utilise outdoor parks or green spaces for leisure activities, whereas for online respondents, results suggest 37% use outdoor parks or green spaces.
- 2.17 When residents who are Users were asked which leisure facility they use most, 'fitness centres and gyms within Barnet' and 'Outside – parks and green spaces' were the most frequent answers given by 16% (each). The centres most used by Users are 8% Finchley Lido, 5% Barnet Copthall, and 2% each for Burnt Oak, Church Farm and Hendon. For online respondents, results suggest the most often used facility is the Barnet Copthall leisure centre (41%), followed by Finchley Lido (17%).

- 2.18 Specific mentions for ‘Outside – parks and green spaces’ that appeared multiple times include Oak Hill Wood, Victoria Recreation Ground, Childs Hill Park, Hendon Park, Brook Farm/Wyatts Farm, Golders Hill Park and Hampstead Heath.
- 2.19 *Qualitative insight:*
- » The physical activities most commonly undertaken by participants across all deliberative sessions are: walking; swimming; attending the gym or exercise classes at a leisure centre, private facility or community venue; cycling; and football (at a formal club or in the park). Other popular activities are: tennis; table tennis; athletics; ice skating; golf; running/jogging; badminton; basketball; bowls; karate and aqua aerobics.
- 2.20 5% of residents who are Users mentioned schools as their most-often used leisure facilities, while 3% of noted a community centre or village/church hall in that respect.

## Drivers and barriers for usage

### Users

- 2.21 The most common answers given by residents who are Users when they are asked why they use their chosen leisure facilities evolve around convenience, i.e. it is close to where they live (35%) or ‘it is convenient’ (23%). For a further 7% the fact that the facility is close to where they work is important. Conversely, only 2% mentioned longer opening hours as a reason.\*
- 2.22 The facility catering for the activity that Users are interested in is another common answer (19%), as well the quality of the facility (16%) and providing a pleasant environment (11%). Price considerations come thereafter with the cost (i.e. cheap or offering good value for money) noted by 14% of Users.\*
- 2.23 Online respondents suggest that convenience is important, with 33% of respondents answering ‘close to my house’ and 29% answering ‘convenient’– but these are considered less important than the main driver, which appears to be the perception of whether the facility caters for the activity that respondents are interested in (48%).\*
- 2.24 Users who answered this question through the easy read paper questionnaire noted location (it being near to where they live) and accessibility as important factors for using a particular leisure facility.
- 2.25 Residents who are Users were asked to rank five options that would encourage them to further participate in sport and physical activity, with 1 being most likely to encourage them and 5 being least likely to encourage them. ‘More affordable prices’ was ranked 1<sup>st</sup> (average score of 2.1) making it the most likely to encourage further participation by residents who are Users. Thereafter, ‘Better quality facilities’ was ranked 2<sup>nd</sup> (average score of 2.4), ‘Flexible opening hours’ was ranked 3<sup>rd</sup> (average score of 2.7), and ‘Improved public transport links’ was ranked 4<sup>th</sup> (average score of 3.4). The option that was ranked 5<sup>th</sup> and hence least likely to encourage further participation by general residents who are Users

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\* This was a multiple choice question and total value may exceed 100%

is 'Crèche/nursery facilities' (average of 4.5), although of course this option is likely to be a bigger priority for those with babies and children.

- 2.26 Online respondents ranked 'Better quality facilities' as 1<sup>st</sup> (average score of 2.3) and most likely to encourage them to participate further in sport and physical activity. 'More affordable prices' was ranked 2<sup>nd</sup> (average score of 2.6), and a ranking order that seems to be in line with the main data was noted for the remainder of the options.
- 2.27 When residents who are Users were asked if there is anything else not mentioned that would encourage their participation further, 66% answered that nothing would. 14% noted that a wider range of programmes would encourage them, while an additional 4% mentioned that improved cleanliness of the facilities would encourage them to participate further. Additional reasons that would encourage further participation include more information and advertising (3%), better or more local access (3%) and introducing programs for specific groups of the population (3%).\*
- 2.28 In contrast to the survey data, online respondents appear to be motivated to further participate through a range of themes, most notably by improved quality of facilities (61%), improved cleanliness (57%), more available leisure centres (40%) and a wider range of programs (32%).\*
- 2.29 Users who answered this question through the easy read paper questionnaire noted that having more available support from their carers or from staff (e.g. special instructors) as being important factors that would make it easier for them to use leisure facilities.
- 2.30 Residents who are Users were asked what their main mode of transport is when travelling to the facility they use most for sport and physical activity. Answers included by car (56%), on foot (30%), by public transport (13%) and by bicycle (1%).
- 2.31 Online data also suggests respondents travel mostly by car (74%) while a smaller proportion answering 'On foot' (16%) when compared to the residents survey.

### Non-Users

- 2.32 When residents who are Non-Users were asked what would encourage them to use leisure facilities for sport and physical activity purposes, a common answer - given by 22% of residents related to lower cost (i.e. 'more affordable prices'). Other common themes include improved access (7%), improved range of exercise programmes (7%), more free time (7%) and introducing programmes for specific groups of the population (6%), among others. \*
- 2.33 30% of residents who are Non-Users state that nothing would encourage them to use leisure facilities for sport and physical activity.\*
- 2.34 Online data suggests that for respondents, lower cost (more affordable prices) is still most important. Half (50%) of respondents gave this reason as something that would encourage them to use leisure facilities for sport and physical activity.\*
- 2.35 *Qualitative insight:*

---

\* This was a multiple choice question and total value may exceed 100%

- » Some common themes (for both Users and Non-Users) around barriers to participation have been identified. These include:

### ***Accessibility***

- » Across all eight deliberative sessions, access was one of the main cited barriers to participation. Participants' main issues were around travel and transport, parking and opening hours.
- » Many people highlighted the difficulties involved in travelling across the borough, both in terms of traffic congestion and poor public transport links. With regard to the LBB sites, Hendon and especially Copthall appear to be problematic: the area around the former apparently suffers significant traffic congestion; and a particular issue for Copthall is that public transport alights some distance from centre itself, meaning visitors must walk down a badly lit path to access it. This apparently discourages usage.
- » A lack of parking or too short parking hours at certain LBB facilities (Hendon and Finchley Lido in particular) is an apparent barrier for some.
- » Many people in all areas (but especially at Hendon) complained of inconvenient opening hours and poorly timed sessions at LBB's leisure centres. They strongly desired more of a focus on the later evening and weekend which, it was felt, would help working people in particular to access the range of activities on offer.
- » A couple of participants at the Over 55s and Women's focus groups complained that, while they would like to undertake classes at their local leisure centre, they are often oversubscribed some time in advance. They strongly desired the provision of more sessions.

### ***Awareness***

- » Thinking of why people may not use LBB's leisure centres, there was widespread lack of awareness of both the facilities themselves and the activities provided within them among workshop and focus group participants. In fact, a significant number of attendees admitted to not being aware of the existence of their local leisure centre prior to being invited to a discussion on its future. It should also be noted that some of LBB's leisure centres are viewed as 'hidden' and poorly signposted, which contributes to people's lack of awareness of them.
- » In terms of overcoming barriers to participation then, the most common suggestion made across all eight sessions was more and better targeted advertising and promotion of local facilities and activities.
- » Generally, while online material was considered useful, many residents cannot access it. As such, the need to provide 'hard copy' information was considered imperative. Further, it was said that people tend to proactively search for specific information online, which prevents them from accessing information 'in passing' about something they might be interested in.
- » Younger participants though strongly advocated the greater use of social media to advertise and promote leisure services insofar as it tends to be their primary source of information in today's digital age. Indeed, a couple of participants suggested that social media could be used to bring leisure centre users together by, say, setting up a Facebook page that allows people to register their interest in particular activities and link to others who have done the same.

- » For those who do source their information online, the leisure centre websites themselves were thought to be in need of improvement in terms of both content and layout.

#### ***Financial cost***

- » The cost of using leisure facilities was noted as a barrier across all workshops, where participants particularly cited expensive gym memberships and swimming sessions. Lower prices were thus considered an important enabler - especially for low income households.
- » A couple of people mentioned the high cost of privately-run facilities but said they are prepared to pay extra for better standards. Many would, however, prefer to use cheaper council-run facilities if standards, and the range of activities available, could be improved.
- » It was said that a lack of incentivisation on the part of LBB's leisure centres can be a barrier to using them, especially when private facilities (which are generally seen as being of superior standard) are offering discounts and incentives that can make them relatively cheap to use.

#### ***Condition of existing facilities***

- » Again with reference to LBB's leisure centres, the poor quality of existing services was an often stated barrier to using them. The most commonly criticised facilities were the changing rooms: these were variously described as old, outdated, dirty, smelly, cold, hazardous and unhygienic and were thought to be vastly in need of improvement.

#### ***Other barriers***

- » Others stated barriers to participation are a lack of time and a lack of childcare – and some participants admitted to apathy, a lack of motivation and reluctance to expend effort on physical activity. Also, the fact that cycling around Barnet is so dangerous was a cited barrier in some of the workshops, where participants claimed they would cycle more if there were better provision for doing so.

## Facilities mix

- <sup>2.36</sup> When asked to rank wet facilities in terms of relative importance, residents ranked the 25m pool 1<sup>st</sup> and most important (average score of 1.8) and the Learner pool was ranked 2<sup>nd</sup> (average score of 2.9). The remainder options were ranked very closely together with the splash/play pool ranked 3<sup>rd</sup> (average score of 3.3), the outside pool (lido) ranked 4<sup>th</sup> (average score of 3.5) and the diving pool ranked 5<sup>th</sup> and least important (average score of 3.5).
- <sup>2.37</sup> Online data suggests similar trends in terms of the 1<sup>st</sup> and 2<sup>nd</sup> ranks – although average scores are lower. Respondents ranked the diving pool 3<sup>rd</sup> (3.3) rather than 5<sup>th</sup> as with the residents survey, the splash/play pool was ranked 4<sup>th</sup> by respondents (3.7) rather than 3<sup>rd</sup> as with the residents survey and the outside pool/lido was ranked 5<sup>th</sup> by respondents (3.9) rather than 4<sup>th</sup> as with the residents survey.
- <sup>2.38</sup> As mentioned previously (in the 'Current use of facilities' section), compared to the residents survey where 5% of residents who are Users indicated that Copthall was their most-used facility, 41% of online respondents indicated this. Interestingly, Copthall is the only leisure centre within Barnet that offers a 25m swimming pool and diving facilities, while at the same time many comments from online respondents (when asked what other facilities and services they would like to see in the future) relate to the importance of and improvements to swimming and diving facilities.



- 2.39 Thus, there is a possibility for a certain degree of over-representation of participants who use the Copthall leisure centre and/or participants who use the 25m swimming pool and diving facilities within the overall sphere of online respondents - although no such association can be established with certainty.
- 2.40 Users who rated the importance of wet facilities through the easy read paper questionnaire noted the learner pool as the most important to them, followed by the splash/play pool as second most important. Other wet facilities were not noted as being particularly important.
- 2.41 *Qualitative insight:*

#### **25 Metre Pool**

- » When asked ‘what facilities would you expect to see in a leisure centre?’ participants (almost without exception) said a swimming pool. It would thus be fair to say that a 25 metre pool would be essential within any future leisure centre provision.
- » Participants at Copthall were adamant that their 25 metre pool should be retained, albeit following extensive renovations – whereas those who use Church Farm and Finchley Lido were particularly keen to see the length of their swimming pools increased from 18 to 25 metres in order to negate the need to travel to Copthall (or in some cases to Harrow) for ‘proper swimming’. Those at Hendon considered that lack of any wet facility at their leisure centre to be very detrimental to the local community.
- » The need for more 25 metre swimming pools in Barnet was certainly considered acute - highlighted by the high demand for sessions at Copthall and the fact it can be difficult to swim there as it is so crowded. With respect to the latter point, several people expressed a need for more adult lane swimming sessions for those wishing to swim in a child-free environment.
- » There was some demand for a 50 metre pool in the borough – particularly as it could be partitioned off to offer two 25 metre facilities, one for ‘serious’ swimmers to train and the other for the general public to swim for leisure.
- » Finally with respect to swimming pools, several people complained about the cold water temperature at Copthall and Church Farm and asked that this be taken into consideration within any future provision.

#### **Learner pools**

- » These were generally thought to be required, especially by participants at Copthall who said that 25 metre pools are unsuitable for teaching children to swim. Further, it was said that such facilities can be used as rehabilitation pools for adults in need of gentle exercise to overcome illness or injury.
- » It should also be noted here that, when discussing the different types of pool, several participants suggested the provision of a multi-purpose pool with a moveable floor that could be used for swimming, learning and other activities such as aqua aerobics.

#### **Splash/Play Pool**

- » Some participants at Church Farm saw little value in having a dedicated splash pool at a new local leisure centre given there is already such a facility at Finchley Lido. However, other

participants (at Church Farm and at other workshops and focus groups) felt that splash pools provide a solid swimming foundation for very young children, who can then progress to learner and 25 metre pools over time – and that they allow families to spend time swimming together in an appropriate environment.

- » Play pools with slides were also attractive to many participants, who felt they would greatly appeal to both families and teenagers.

### ***Diving Pool***

- » Some attendees at the Copthall and Church Farm workshops and the deprived areas and women's focus groups supported the provision of a diving pool on the grounds of the sport's current high profile following the Olympics and the fact that increasing numbers of young people are involving themselves in it. Others, though, felt that diving is somewhat specialist and too 'niche' for council-owned leisure centres – although again some welcomed the idea of a multi-purpose pool that incorporates a 'fun' diving board.

### ***Outdoor Pool***

- » Many participants felt that - while they are a nice idea in principle - outdoor pools are something of a luxury given they are expensive to run yet are only used during certain months of the year. Some others though felt they would be attractive, and there was support for at least retaining the one at Finchley given its 'iconic' status.

2.42 When asked to rank indoor facilities in terms of relative importance, residents ranked the fitness/gym facility 1<sup>st</sup> and most important (average score of 1.8), the sport halls were ranked 2<sup>nd</sup> (average score of 2.4), the dance/exercise studio facilities were ranked 3<sup>rd</sup> (average score of 2.6) and the Gymnastics facilities were ranked 4<sup>th</sup> and least important (average score of 3.2).

2.43 Online data suggests very similar trends for respondents of the online questionnaire.

2.44 Users who answered this question through the easy read paper questionnaire noted all four options as relatively important, with Gymnastics slightly less so.

2.45 *Qualitative insight:*

### ***Gym/Fitness Suite***

- » A gym or fitness suite was another almost universal answer to the question 'what would you expect to see in a leisure centre?' It was considered an essential provision, providing it offers value for money and a diverse range of equipment.
- » One particular issue with regard to gyms is the off-putting nature of monthly contracts – suggesting that pay-as-you-use might be more attractive to a larger number of people. During the Hendon workshop some people suggested introducing rolling/ 'no strings attached' contracts to allow greater flexibility.
- » More gym sessions for 'beginners' were considered important not only for those wishing to embark upon a fitness improvement programme, but also for those who would prefer to stay at such a level due to confidence issues and feeling intimidated in an open session. It was also said that a peer support system (whereby people can get help with, say, gym equipment or

their technique from other gym users rather than personal trainers) may be useful for those with lower confidence levels.

### ***Sports Hall***

- » Participants in all deliberative sessions would expect and want to see a multi-purpose sports hall incorporated into future leisure centre provision insofar as it could host many different activities. Badminton, table tennis, squash, five-a-side football, basketball and volleyball were all suggested – as well as more ‘unusual’ activities such as roller skating, Ultimate Frisbee and children’s parties.

### ***Exercise/Dance Studios***

- » Exercise and dance studios were considered an integral part of leisure centre provision. The most popular suggestions for classes were yoga, Pilates, tai-chi, zumba, aerobics and boxercise – although others thought providing ‘different’ sessions such as martial arts and fencing would be attractive to a wider range of people (though they also suggested a possible need for taster sessions to establish demand for these).
- » Participants in the older persons’ focus group and Finchley Lido workshop suggested that the resurgent interest in dancing brought about by programmes such as Strictly Come Dancing could be capitalised upon by providing a range of dance-based classes at leisure centres.
- » In terms of whether sessions should be single or mixed sex, the general sense was that most should be available to all but that some single sex activities should be offered to those who prefer to exercise in such an environment.
- » As aforementioned, inconveniently timed activities can be a significant barrier to exercise – and it was thus said that flexibly timed exercise classes must be offered late into the evening and on weekends, particularly for commuters.
- » Finally, the lack of exercise classes of interest to men was noted (as was the need to provide attractive activities such as kickboxing and self-defence to attract them) – and it was suggested that more ‘fun’ activity rather than sports-based sessions for children and families would be beneficial.

### ***Gymnastics***

- » The immense popularity of the gymnastics programme at Hendon was cited as evidence of the need for more such provision in the Borough.

<sup>2.46</sup> When asked to rank outdoor facilities in terms of relative importance, residents ranked the outdoor courts (e.g. basketball, tennis) as 1<sup>st</sup> and most important (average score of 1.8). Subsequent ranks followed with grass pitches (e.g. for football) ranked 2<sup>nd</sup> (average score of 2.0) and artificial pitches (e.g. artificial grass, sand pitches) ranked 3<sup>rd</sup> and least important (average score of 2.2).

<sup>2.47</sup> Online data suggests a slightly different range of average scores given by respondents, and Grass pitches are ranked 3<sup>rd</sup> and not 2<sup>nd</sup> – but 1<sup>st</sup> rank is still for outdoor courts, in line with the results from the residents survey.

<sup>2.48</sup> Users who answered this question through the easy read paper questionnaire noted all three options as more or less equally important.

2.49 *Qualitative insight:***Outdoor Pitches and Courts:**

- » Participants typically supported the provision of artificial (especially 3G) and grass pitches and outdoor courts, with some again advocating the use of multi-purpose facilities to save on space and ensure continuous use. It was, though, suggested that these need not necessarily be co-located with a leisure centre due to the availability of sports clubs and outdoor facilities (or at least the potential to develop these) in parks and schools currently.
- » However, there was some concern that exercising in parks after dark can be a somewhat uninviting prospect given the lack of lighting, adequate facilities and supervision. This, it was said, would have to be rectified if more use is to be made of such amenities.

2.50 When residents were asked about other facilities, features, services or activities they would be interested in that have not been mentioned so far, 50% said no/none. Other mentions include Better/more children activities/facilities (6%), Climbing facilities (4%), Spa/Sauna facilities (4%), Better/more outdoor courts/gyms/facilities (3%) and Yoga/Pilates/toning classes (3%). Other mentions include Tennis facilities, running areas/tracks, Table Tennis and more. \*

2.51 Online respondents provided slightly different answers, with bigger emphasis on suggestions regarding swimming pools (mostly 50m lanes, 25m lanes to a lesser extent) as well as providing comments relating to refurbishment and cleanliness of existing facilities, indoor courts, sauna/steam rooms, children facilities/services and activities relating to specific groups (e.g. the elderly, disabled people etc.).

2.52 *Qualitative insight:*

- » Sauna or Jacuzzi was suggested as a further facility that could be provided at LBB's leisure centres in future (with some claiming they would visit a leisure centre solely to use it).
- » It was also said that leisure centre providers could consider offering less 'traditional' activities such as: street running; rock climbing; archery; indoor golf simulators; active video gaming sessions; assault courses; and facilities for extreme sports such as BMX and skateboarding.
- » The development of more group activities for those with an interest in a particular sport (such as netball and football) but no-one to play it with was suggested at the Hendon and Church Farm workshops and the women's focus group.
- » It was said more than once that modern leisure centres are simply sports centres and that the 'leisure' aspect of their provision has been lost – and the need to transform leisure centres into 'community hubs' for those wishing to undertake both sporting activity and more leisurely activities was noted at all sessions. As such, some people would be keen to see the introduction of activities such as exhibitions, painting and music classes and soft play to entice in those wishing to undertake something other than sport. This, it was said, would not only be of community benefit but would also offer an opportunity to engage people with sport and physical activity who may have otherwise been uninterested.

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\* This was a multiple choice question and total value may exceed 100%

- » Finally, a café serving healthy options was considered essential for a modern leisure centre in terms of revenue generation, giving parents somewhere to wait (with other parents) while their children are undertaking activities and, again, creating a ‘community’ atmosphere whereby people can meet friends for a drink in a convivial location.

2.53 Users and Non-Users were asked about their preference for changing facilities. A clear preference is noted by both groups for separate single-sex changing rooms and family changing rooms (preferred by 72% of Users and 73% of Non-Users).

2.54 A close match for these results is noted for respondents of the online questionnaire, while Users who answered this question through the easy read paper questionnaire also noted a similar preference.

2.55 *Qualitative insight:*

- » As aforementioned, participants strongly desired improvements to the changing rooms at their local leisure centres. When asked whether such improvements should include single sex or unisex changing rooms, most opted for the former on the grounds that they offer greater privacy and comfort. Further, there was a strong sense that single sex facilities would be more appropriate for members of particular faith groups.
- » A minority either favoured unisex facilities with (adequately sized) individual cubicles for changing or had no preference one way or the other.
- » Either way, there was a very strong desire for more family changing rooms in all sessions.

#### ***Activities and Facilities for Specific Groups***

- » Some common themes that should be considered by LBB in their aim to better meet the needs of specific populations have been identified. These include –
- » Older people: Older people said they can feel intimidated within the leisure centre environment and thus desired more ‘gentle’ physical activities (including gym and swimming sessions and sports teams) aimed at their age group that can allow them to take things at their own pace. They also requested more sedentary activities such as chess and bridge clubs at leisure centres to offering something more ‘social’ for those requiring the company of their peers.
- » Disabled people: Facilities and activities specifically for disabled people - both physically and learning disabled - were also considered imperative to ensure inclusivity. Swimming (in properly accessible swimming pools and with sessions at different times of the day) and gentle exercise classes were suggested as especially appropriate.
- » With specific regard to swimming pools, some members of the disabled persons’ focus group reiterated the concerns outlined above around the temperature of the water at LBB’s leisure centres, with one participant in particular giving this as the reason for not attending such facilities any more: *my condition makes it difficult for me to maintain my body temperature and the pools make it even harder. I don’t go any more.* (Disabled Persons’ Focus Group)
- » Catering for disabled children was considered imperative by the disabled persons’ and women’s groups. One participant has an autistic son and another knows an autistic child and

both were keen to see more sensory activities and facilities such as sensory rooms, rock climbing and trampolining (suggesting also that the latter two would appeal to all children).

- » Finally with regard to disabled people, one participant is an elite wheelchair athlete who cannot use any of the equipment within LBB's leisure centres as it is apparently unsuitable for wheelchair users. They considered this somewhat ironic insofar as *they provided me with a sponsorship, but I can't use any of their facilities!*
- » Faith groups: Given Barnet's ethnic and religious diversity, the need to offer culturally-sensitive activities such as single-sex swimming sessions (with female lifeguards) and exercise classes for faith groups was noted.
- » Pregnant women: At Hendon it was said that more activities are needed for pregnant women – and that LBB should consider offering more diverse sessions than the 'usual' aqua aerobics.
- » Overall, the importance of providing a multi-functional, integrated facility (incorporating both sport and leisure activities) was noted by many participants – as was the need to ensure that the facilities mix is inclusive enough to attract all sectors of the community.

## Public health

- 2.56 All residents were asked about their preference for receiving health-related services at leisure centres.
- 2.57 Overall, residents seem very comfortable to receive all the public health services they were asked about - more so for help and advice regarding weight loss, health checks and advice on becoming more active (87-89% positive rating for each).
- 2.58 Help and advice to recover after a stroke/heart attack/major illness/fall also received high positive ratings (83%), and to a slightly lesser extent the same can be said about help and advice in managing a long term condition (79%).
- 2.59 Online data suggests respondents are relatively comfortable to receive some services, although their acceptance rates for 'help and advice to recover after stroke, heart attack, major illness or fall' and 'help and advice with managing a long term condition or illness' appear lower when compared to residents who answered the survey.
- 2.60 Users who answered this question through the easy read paper questionnaire were overall positive about receiving all the above services at leisure centres.
- 2.61 *Qualitative insight:*
- » Participants were generally positive about the idea of receiving some health checks (blood pressure and BMI checks specifically) and help and advice at leisure centres – as well as for the provision of self-checking facilities, nutrition advice, physiotherapy and massage therapy.
  - » There was, however, some concern that undertaking health checks in leisure centres could result in increased pressure on the local primary care service as people could become unduly concerned about their health - and there was less support for assistance and advice with medical conditions such as diabetes, strokes and heart conditions. This, it was felt, should be kept within the medical profession.

- » Frequent references were made to the GP exercise referrals offered in other areas (and that apparently used to be offered in Barnet). These were considered of enormous value and it was widely agreed that their extension could strongly benefit those who must exercise in a controlled environment.

## Parks

- <sup>2.62</sup> All residents were asked about their potential preference for taking part in park-based sport and physical activity.
- <sup>2.63</sup> Overall, residents seem fairly interested in taking part in all the activities they were asked about, with positive interest ranging from 57-63% throughout, with the least interest noted for cycling groups (57%) compared to the other four suggestions. Online data suggests that respondents are less interested in and more indecisive about park-based activities in comparison to residents that answered the main survey.
- <sup>2.64</sup> Users who answered this question through the easy read paper questionnaire were overall positive about all the above park-based activities, most notably group walks.

## Site options (Qualitative insight only)

### Finchley Lido

- <sup>2.65</sup> The general consensus among those who use it (and those who do not but are aware of its present condition) was that Finchley Lido is in need of refurbishment.
- <sup>2.66</sup> In terms of future options, participants at the Finchley workshop were shown and asked to comment on four possible site options for future leisure centre provision (the existing site, Glebelands Open Space, Finchley Memorial Hospital and the Bowls Club Site). They almost without exception supported the development of new leisure centre provision on the existing site insofar as positive links with other site occupants would be maintained and that the site has good access via both private and public transportation. It was also said the Lido has a historic tradition that should be maintained and enhanced.

### Church Farm

- <sup>2.67</sup> Participants at the Church Farm workshop were asked to comment on six possible site options for future leisure centre provision: the existing site; Oakhill Park; New Southgate Recreational Ground; Victoria Recreation Ground; Brunswick Park; and Danesgrove Playing Fields.
- <sup>2.68</sup> All Church Farm workshop attendees (and members of the Women's Group) acknowledged that the current leisure centre site is too small to accommodate a modern facility, which was considered essential for the area. As such, they supported the centre's relocation - and none felt they would be sorry to see it go.
- <sup>2.69</sup> Of the remaining sites, Danesgrove Playing Fields received significant support at the workshop, primarily as the site apparently has good transport links, is in a good location and is sufficiently large to

accommodate the enhanced facilities needed for the area's growing population. There was some minor concern however about the loss of a school playing field.

- 2.70 East Barnet/Victoria Recreation Ground was also a popular option as there are convenient bus links to the area and because of the lack of facilities in the north of the borough. It was also said that the area is in need of regeneration, that its population is growing and that there are many primary schools there that would make use of the facility. Others felt, though, that the site is in the 'middle of nowhere' and that a leisure centre there could not be self-sustaining – and there was also some concern about the small size of the site.
- 2.71 Of the other two park options – Brunswick and Oakhill – the former was preferred due to its larger size and good transport links, the same arguments used by some in support of the New Southgate Recreational Ground. However, one participant felt that the New Southgate site would require a 'lot of work' to accommodate a leisure centre; and another recognised that siting a centre there could place it in direct competition for users with Finchley Lido.
- 2.72 With particular regard to Oakhill Park, the workshop was attended by a member of the East Barnet Residents' Association, who strongly objected to developing a leisure centre there on the grounds that the site is currently occupied by a number of well-used facilities (a café, an outdoor gym, outdoor courts and two children's play and recreation areas) that could potentially be lost if a leisure centre was to be developed there.
- 2.73 Some participants expressed no preference so long as there are adequate transport links to, and parking facilities at the centre - and that the site chosen is large enough to provide properly enhanced and integrated facilities.

## Leisure centre management (Qualitative insight only)

- 2.74 Several workshop participants expressed dissatisfaction with the way LBB's leisure centres are currently run by Greenwich Leisure Limited (GLL) - though it should also be noted that many others were unaware of the current management arrangements. People were primarily unhappy with what they perceived to be an unjustifiable increase in cost since the service was outsourced – especially since the quality of service and maintenance has apparently decreased in the same period.
- 2.75 Looking to the future, most participants felt strongly that LBB should retain ownership of its leisure centres – and a considerable number were opposed to the continued outsourcing of leisure centre management, primarily because of their perceptions that the contractor would: prioritise profit over the needs of local residents; not value its staff to a sufficient degree; offer only the bare minimum in terms of services due to a lack of vested interest in the community; and be unable to offer centres with a 'community feel' in the same way a local council can.
- 2.76 Finally, other suggested alternative management options included: merging facilities across borough boundaries; community ownership; and transferring the ownership of sites to a third party organisation via a long lease from which the council could easily extricate itself if required.



## Sub-group differences (based on the telephone residents survey)

<sup>2.77</sup> Based on the survey data, certain sub-groups of residents have been identified as being more/less likely to exhibit certain behaviours or voice different opinions. These are summarised in the table overleaf.

<sup>2.78</sup> As mentioned previously, the Barnet Customer Segments have been developed from CAMEO Lifestyle Segmentation which uses 200 million data records to discriminate 26 million UK households into discrete clusters. The clusters have 17 life stages that represent distinct demographic, socio-economic and behavioural characteristics which make up the Barnet Customer Segments. A more detailed description of each segment can be found in Appendix A.

**Table 1: Summary of statistically significant findings relating to different sub-groups**

Group	Statistically significant findings
<b>Aged 16-34</b>	<p><i>More likely to....</i></p> <ul style="list-style-type: none"> <li>• Have no preference for the type of changing rooms (Users)</li> <li>• Be interested in (park-based) cycling groups</li> <li>• Be interested in (park-based) team sports</li> </ul> <p><i>Less likely to....</i></p> <ul style="list-style-type: none"> <li>• Use a facility due to it catering for the activity they are interested in</li> <li>• Prefer separate single-sex changing rooms and family changing rooms (Users)</li> <li>• Be interested in (park-based) group walks</li> </ul>
<b>Aged 35-54</b>	<p><i>More likely to....</i></p> <ul style="list-style-type: none"> <li>• Be interested in (park-based) circuit gym classes using outdoor gym equipment</li> <li>• Be interested in (park-based) group walks</li> </ul>
<b>Aged 55+</b>	<p><i>More likely to....</i></p> <ul style="list-style-type: none"> <li>• Feel comfortable receiving help and advice to recover after a stroke, heart attack, major illness or fall at leisure centres</li> <li>• Be interested in (park-based) group walks</li> </ul> <p><i>Less likely to....</i></p> <ul style="list-style-type: none"> <li>• Use leisure facilities for sports and physical activity</li> <li>• Use a fitness centre or gym <u>outside</u> Barnet</li> <li>• Use a school for sport or physical activity</li> <li>• Be encouraged to use leisure facilities in the future by <u>having more free time</u> (Non Users)</li> <li>• Prefer Unisex changing rooms (Non-Users)</li> <li>• Want to see better/more children's activities/facilities</li> <li>• Be interested in (park-based) circuit gym classes using outdoor gym equipment</li> <li>• Be interested in (park-based) cycling groups</li> <li>• Be interested in (park-based) team sports</li> </ul>
<b>Male</b>	<p><i>More likely to....</i></p> <ul style="list-style-type: none"> <li>• Have no preference for the type of changing rooms (Users)</li> <li>• Have no preference for the type of changing rooms (Non-Users)</li> <li>• Be interested in (park-based) cycling groups</li> <li>• Be interested in (park-based) team sports</li> </ul> <p><i>Less likely to....</i></p> <ul style="list-style-type: none"> <li>• Use council-run leisure centres <u>within</u> Barnet</li> <li>• Prefer separate single-sex changing rooms and family changing rooms (Users)</li> <li>• Prefer separate single-sex changing rooms and family changing rooms (Non-Users)</li> <li>• Be interested in (park-based) open-air classes</li> <li>• Be interested in (park-based) group walks</li> </ul>
<b>Female</b>	<p><i>More likely to....</i></p> <ul style="list-style-type: none"> <li>• Use council-run leisure centres <u>within</u> Barnet</li> <li>• Prefer separate single-sex changing rooms and family changing rooms (Users)</li> <li>• Prefer separate single-sex changing rooms and family changing rooms (Non-Users)</li> </ul>

	<ul style="list-style-type: none"> <li>• Be interested in (park-based) open-air classes</li> <li>• Be interested in (park-based) group walks</li> </ul> <p><i>Less likely to....</i></p> <ul style="list-style-type: none"> <li>• Have no preference for the type of changing rooms (Users)</li> <li>• Have no preference for the type of changing rooms (Non-Users)</li> <li>• Be interested in (park-based) cycling groups</li> <li>• Be interested in (park-based) team sports</li> </ul>
<b>Retired</b>	<p><i>More likely to....</i></p> <ul style="list-style-type: none"> <li>• Be further encouraged to use leisure facilities by <u>nothing</u> (Users)</li> <li>• Prefer separate single-sex changing rooms and family changing rooms (Users)</li> <li>• Feel comfortable receiving help and advice to recover after a stroke, heart attack, major illness or fall at leisure centres</li> <li>• Be interested in (park-based) group walks</li> </ul> <p><i>Less likely to....</i></p> <ul style="list-style-type: none"> <li>• Use council-run leisure centres <u>within</u> Barnet</li> <li>• Use council-run leisure centres <u>outside</u> Barnet</li> <li>• Use a school for sport or physical activity</li> <li>• Use private/commercial leisure centres <u>outside</u> of Barnet</li> <li>• Use a facility due to it being cheap</li> <li>• Be encouraged to use leisure facilities in the future by <u>having more free time</u></li> <li>• Be further encouraged to use leisure facilities by <u>having a wider range of programmes available</u> (Users)</li> <li>• Have no preference for the type of changing rooms (Users)</li> <li>• Be interested in (park-based) circuit gym classes using outdoor gym equipment</li> <li>• Be interested in (park-based) cycling groups</li> <li>• Be interested in (park-based) team sports</li> </ul>
<b>Otherwise not working</b>	<p><i>Less likely to....</i></p> <ul style="list-style-type: none"> <li>• Use private/commercial leisure centres <u>outside</u> of Barnet</li> <li>• Use a facility due it being close to where they live</li> </ul>
<b>White British</b>	<p><i>More likely to....</i></p> <ul style="list-style-type: none"> <li>• Currently use leisure facilities</li> </ul> <p><i>Less likely to....</i></p> <ul style="list-style-type: none"> <li>• Be interested in (park-based) team sports</li> </ul>
<b>White Other</b>	<p><i>Less likely to....</i></p> <ul style="list-style-type: none"> <li>• Be encouraged to use a facility by more affordable prices</li> </ul>
<b>Black and Other Ethnic group</b>	<p><i>More likely to....</i></p> <ul style="list-style-type: none"> <li>• Travel by foot as their main mode of transportation to a leisure facility</li> <li>• Have no preference for the type of changing rooms (Non-Users)</li> <li>• Feel comfortable receiving health and advice with managing a long-term condition or illness at leisure centres</li> <li>• Be interested in (park-based) cycling groups</li> <li>• Be interested in (park-based) team sports</li> </ul> <p><i>Less likely to....</i></p> <ul style="list-style-type: none"> <li>• Currently use leisure facilities</li> <li>• Be encouraged to use leisure facilities if they addressed the needs of certain groups</li> <li>• Use a car as their main mode of transport when traveling to a leisure facility</li> </ul>
<b>Asian ethnic background</b>	<p><i>More likely to....</i></p> <ul style="list-style-type: none"> <li>• Prefer separate single-sex changing rooms and family changing rooms (Non-Users)</li> <li>• Feel comfortable receiving health checks at leisure centres</li> <li>• Feel comfortable receiving health and advice with managing a long-term condition or illness at leisure centres</li> <li>• Be interested in (park-based) cycling groups</li> <li>• Be interested in (park-based) team sports</li> </ul> <p><i>Less likely to....</i></p> <ul style="list-style-type: none"> <li>• Use a fitness centre or gym <u>outside</u> Barnet</li> <li>• Have no preference for the type of changing rooms (Non-Users)</li> </ul>

	<ul style="list-style-type: none"> <li>Prefer Unisex changing rooms (Non-Users)</li> </ul>
<b>Owns property outright</b>	<p><i>More likely to....</i></p> <ul style="list-style-type: none"> <li>Want to see no other facilities, features, services or activities than those mentioned</li> <li>Be interested in (park-based) group walks</li> </ul> <p><i>Less likely to....</i></p> <ul style="list-style-type: none"> <li>Use a community centre or village/church hall for sport and physical activity</li> <li>Use a school for sport or physical activity</li> <li>Use a bus as their main mode of transport when traveling to the leisure facility they use most</li> <li>Prefer Unisex changing rooms (Users)</li> <li>Be encouraged to use leisure facilities in the future by <u>having more free time</u> (Non Users)</li> <li>Be interested in (park-based) circuit gym classes using outdoor gym equipment</li> <li>Be interested in (park-based) cycling groups</li> <li>Be interested in (park-based) team sports</li> </ul>
<b>Owns property with a mortgage or loan</b>	<p><i>More likely to...</i></p> <ul style="list-style-type: none"> <li>Prefer separate single-sex changing rooms and family changing rooms (Non-Users)</li> </ul> <p><i>Less likely to....</i></p> <ul style="list-style-type: none"> <li>Use a facility due to it being cheap</li> <li>Have no preference for the type of changing rooms (Non-Users)</li> </ul>
<b>Private rent</b>	<p><i>More likely to....</i></p> <ul style="list-style-type: none"> <li>Be interested in (park-based) team sports</li> </ul> <p><i>Less likely to....</i></p> <ul style="list-style-type: none"> <li>Use parks and green spaces for sports and physical activity</li> <li>Be encouraged to use leisure facilities in the future by <u>more flexible opening hours</u> (Non Users)</li> <li>Want to see better/more children's activities/facilities</li> </ul>
<b>Social rent</b>	<p><i>More likely to....</i></p> <ul style="list-style-type: none"> <li>Feel comfortable receiving health checks at leisure centres</li> <li>Feel comfortable receiving health and advice with managing a long-term condition or illness at leisure centres</li> <li>Want to see better/more children's activities/facilities</li> <li>Be interested in (park-based) circuit gym classes using outdoor gym equipment</li> </ul> <p><i>Less likely to....</i></p> <ul style="list-style-type: none"> <li>Use a school for sport or physical activity</li> <li>Use a facility due to it catering for the activity they are interested in</li> </ul>
<b>Disabled</b>	<p><i>More likely to....</i></p> <ul style="list-style-type: none"> <li>Use a community centre or village/church hall for sport and physical activity</li> </ul> <p><i>Less likely to...</i></p> <ul style="list-style-type: none"> <li>Currently use leisure facilities</li> <li>Use a fitness centre or gym <u>outside</u> Barnet</li> <li>Be encouraged to use leisure facilities in the future by <u>having more free time</u> (Non Users)</li> <li>Use a facility due to more information/better advertising</li> <li>Use a facility if it were to introduce programmes that address the needs of a specific group</li> <li>Use a facility due to it being close to where they work</li> <li>Use the tube/train as their main mode of transport when traveling to the leisure facility they use most</li> <li>Be interested in (park-based) cycling groups</li> </ul>
<b>Of Jewish religion or belief</b>	<p><i>More likely to....</i></p> <ul style="list-style-type: none"> <li>Be encouraged to use leisure facilities in the future by <u>nothing</u> (Non Users)</li> <li>Prefer separate single-sex changing rooms and family changing rooms (Non-Users)</li> </ul> <p><i>Less likely to....</i></p> <ul style="list-style-type: none"> <li>Be encouraged to use leisure facilities in the future by <u>more flexible opening hours</u> (Non Users)</li> </ul>

	<ul style="list-style-type: none"> <li>• Be encouraged to use leisure facilities in the future by <u>having more free time</u> (Non Users)</li> <li>• Have no preference for the type of changing rooms (Users)</li> <li>• Have no preference for the type of changing rooms (Non-Users)</li> <li>• Prefer Unisex changing rooms (Non-Users)</li> </ul>
<b>Of an 'other' religious background</b>	<p><i>More likely to...</i></p> <ul style="list-style-type: none"> <li>• Use a community centre or village/church hall for sport and physical activity</li> <li>• Feel comfortable receiving health and advice with managing a long-term condition or illness at leisure centres</li> <li>• Be interested in (park-based) team sports</li> </ul> <p><i>Less likely to...</i></p> <ul style="list-style-type: none"> <li>• Use a fitness centre or gym <u>outside</u> Barnet</li> <li>• Use a pure sports club</li> <li>• Use a facility due to it being close to where they work</li> <li>• Prefer Unisex changing rooms (Users)</li> <li>• Prefer Unisex changing rooms (Non-Users)</li> </ul>
<b>No religion</b>	<p><i>More likely to...</i></p> <ul style="list-style-type: none"> <li>• Have no preference for the type of changing rooms (Users)</li> </ul> <p><i>Less likely to...</i></p> <ul style="list-style-type: none"> <li>• Be encouraged to use leisure facilities in the future by <u>more flexible opening hours</u> (Non Users)</li> <li>• Prefer separate single-sex changing rooms and family changing rooms (Users)</li> <li>• Use a car as their main mode of transport to the leisure facility they use most.</li> </ul>
Barnet Customer Segment	
<b>(A) Accomplished Singles</b>	<p><i>More likely to...</i></p> <ul style="list-style-type: none"> <li>• Currently use leisure facilities</li> <li>• Be interested in (park-based) circuit gym classes using outdoor gym equipment</li> <li>• Be interested in (park-based) cycling groups</li> <li>• Be interested in (park-based) team sports</li> </ul> <p><i>Less likely to...</i></p> <ul style="list-style-type: none"> <li>• Use a facility due to it being convenient for them to use</li> </ul>
<b>(C) Family Feelgoods</b>	<p><i>Less likely to...</i></p> <ul style="list-style-type: none"> <li>• Use private/commercial leisure centres <u>within</u> Barnet</li> <li>• Be encouraged to use leisure facilities in the future by <u>more flexible opening hours</u> (Non Users)</li> </ul>
<b>(E) Sophisticated Singles</b>	<p><i>Less likely to...</i></p> <ul style="list-style-type: none"> <li>• Use private/commercial leisure centres <u>outside</u> of Barnet</li> <li>• Be encouraged to use leisure facilities in the future by <u>more flexible opening hours</u> (Non Users)</li> <li>• Feel comfortable receiving help and advice to recover after a stroke, heart attack, major illness or fall at leisure centres</li> <li>• Feel comfortable receiving health and advice with managing a long-term condition or illness at leisure centres</li> <li>• Use a facility due to more information/better advertising</li> <li>• Use a facility by improving the range of exercise programmes available</li> </ul>
<b>(F) Contented Greys</b>	<p><i>Less likely to...</i></p> <ul style="list-style-type: none"> <li>• Use a pure sports club</li> <li>• Use a facility due to it being a good quality facility</li> <li>• Use a facility due to it being close to where they work</li> <li>• Use a bus as their main mode of transport when traveling to the leisure facility they use most</li> </ul>
<b>(G) Contemporary Elders</b>	<p><i>More likely to...</i></p> <ul style="list-style-type: none"> <li>• Prefer separate single-sex changing rooms and family changing rooms (Non-Users)</li> <li>• Be interested in (park-based) group walks</li> </ul> <p><i>Less likely to...</i></p>

	<ul style="list-style-type: none"> <li>• Have no preference for the type of changing rooms (Non-Users)</li> <li>• Prefer Unisex changing rooms (Non-Users)</li> <li>• Feel comfortable receiving health and advice with becoming more active at leisure centres</li> </ul>
<b>(K) Friends Together</b>	<p><i>More likely to...</i></p> <ul style="list-style-type: none"> <li>• Feel comfortable receiving health checks at leisure centres</li> </ul> <p><i>Less likely to...</i></p> <ul style="list-style-type: none"> <li>• Use parks and green spaces for sport and physical activity</li> <li>• Use a facilities due to it offering good value for money</li> <li>• Have no preference for the type of changing rooms (Users)</li> </ul>
<b>(L) Comfortable Older Families</b>	<p><i>More likely to...</i></p> <ul style="list-style-type: none"> <li>• Use a facility due it being close to where they live</li> </ul> <p><i>Less likely to....</i></p> <ul style="list-style-type: none"> <li>• Use a fitness centre/gym within Barnet for sports and physical activity.</li> <li>• Use council-run leisure centres <u>outside</u> Barnet</li> <li>• Use private/commercial leisure centres <u>within</u> Barnet</li> </ul>
<b>(M) Mature and Stable Sedentaries</b>	<p><i>Less likely to...</i></p> <ul style="list-style-type: none"> <li>• Be interested in (park-based) team sports</li> </ul>
<b>(R) Proud Parents Coping Alone</b>	<p><i>More likely to...</i></p> <ul style="list-style-type: none"> <li>• Feel comfortable receiving weight-loss advice at leisure centres</li> <li>• Feel comfortable receiving health checks at leisure centres</li> <li>• Feel comfortable receiving health and advice with becoming more active at leisure centres</li> </ul>
<b>(S) Penny-wise Pensioners</b>	<p><i>More likely to...</i></p> <ul style="list-style-type: none"> <li>• Feel comfortable receiving health and advice with becoming more active at leisure centres</li> </ul>

## 3. The Residents Survey

### Survey Overview

- 3.1 The SPA survey was conducted via telephone interviewing and aimed to find out views on the way services are provided through leisure centres across the whole of Barnet, what other leisure facilities are used, what would encourage further participation and what services and facilities future LBB leisure centres should include.
- 3.2 The survey contained questions on the following topics:
- » Current use of leisure facilities
  - » Drivers and barriers for usage
  - » Facilities mix for future LBB leisure centres
  - » Public views on receiving health advice and services on site
  - » Site Options
  - » Management Alternatives
- 3.3 LBB also made this survey available online in the form of an open questionnaire via the council website. The open online questionnaire achieved 238 responses. Easy read paper versions of the questionnaire were completed by 14 respondents, 11 of them indicated they currently use leisure facilities for sport and physical activity ('Users').

### Survey Response

- 3.4 The results in this report are based on 601 telephone interviews conducted with a sample of Barnet residents. The 601 interviews were completed between 11th November 2014 and 27th December 2014 using Random Digit Dialling (RDD) and a purchased sample of mobile phone numbers to ensure coverage of households without a landline.
- 3.5 Quotas were set on age, gender, ethnicity, working status, tenure and ward groups in order to achieve a representative cross-section of responses.

### Weighting the Data

- 3.6 The extent to which results can be generalised from a sample depends on how well the sample represents the population from which it is drawn. As for all surveys of this type, although a random

sample of telephone numbers was selected, and quotas were set on key demographics, the achieved sample was still subject to some variation in the levels of response from certain profile groups.

- 3.7 Under these circumstances, inferences about the views of the population can be improved by calculating weights for any under or over-sampling of particular groups. Weights are assigned by comparing the sample proportions for particular groups with known population characteristics from other sources for the same groups. Each observation is then multiplied by its weight to ensure that the weighted sample will conform to the known population characteristics.
- 3.8 In this case, the achieved sample was compared against 2013 Greater London Authority (GLA) projections on age, gender and ethnicity and Census 2011 data for working status, tenure, ward and disability/illness. The data was then subsequently weighted by age, tenure, ethnicity and ward.
- 3.9 The weighted data should, therefore, be representative of the population of Barnet and will be treated as being so throughout this report. When the un-weighted data is discussed the report refers to 'respondents' but for weighted data it refers to 'residents'.
- 3.10 The tables below show the profile characteristics of respondents to the survey. Any value denoted by a \* represents a percentage which is less than 1%.

**Table 2: Gender – All Respondents**

Gender	Un-weighted count	Un-weighted valid %	Weighted valid %
Male	263	44	48
Female	338	56	52
Total	601	100	100

**Table 3: Age – All Respondents**

Age Band	Un-weighted count	Un-weighted valid %	Weighted valid %
Aged 16 to 17	14	2	3
Aged 18 to 24	55	9	11
Aged 25 to 34	152	25	23
Aged 35 to 44	94	16	16
Aged 45 to 54	124	21	19
Aged 55 to 64	78	13	13
Aged 65 to 74	56	9	10
Aged 75 or over	28	5	5
Total	601	100	100

**Table 4: Employment Status – All Respondents**

Employment Status	Un-weighted count	Un-weighted valid %	Weighted valid %
An employee in a full time job (31 hours or more per week)	222	37	33
An employee in a part time job (Less than 31 hours per week)	81	13	11
Self-employed (full or part-time)	92	15	14
In full time education at school, college or university	40	7	9
Unemployed and available for work	32	5	7
Permanently sick or disabled	11	2	3
Wholly retired from work	87	14	15

Looking after the home	30	5	6
Doing something else	6	1	1
Total	601	100	100

**Table 5: Ethnicity – All Respondents**

Ethnicity	Un-weighted count	Un-weighted valid %	Weighted valid %
White - British	320	53	51
White - Irish	11	2	2
White - Greek or Greek Cypriot	12	2	2
White - Turkish or Turkish Cypriot	1	*	*
White - Any other White background	78	13	13
Mixed - White and Black Caribbean	3	*	1
Mixed - White and Black African	8	1	2
Mixed - White and Asian	8	1	1
Mixed - Any other mixed background	5	1	1
Asian or Asian British - Indian	57	9	8
Asian or Asian British - Pakistani	13	2	2
Asian or Asian British - Bangladeshi	1	*	*
Asian or Asian British - Chinese	10	2	2
Asian or Asian British - Any other Asian or Asian British background	19	3	4
Black or Black British - Caribbean	13	2	2
Black or Black British - African	24	4	4
Black or Black British - Any other Black or Black British background	1	*	*
Arab	14	2	4
Other - ethnic group Other	3	*	1
Total	601	100	100

**Table 6: Tenure – All Respondents**

Tenure	Un-weighted count	Un-weighted valid %	Weighted valid %
Own - Owns outright	162	27	24
Own - Owns with a mortgage or loan	233	39	35
Both - Part owns and part rents (shared ownership)	2	*	*
Rent - Rents (with or without housing benefit) from a housing association, housing co-operative, charitable trust, registered social landlord	30	5	6
Rent - Rents (with or without housing benefit) from a council (local authority)	46	8	8
Rent - Rents (with or without housing benefit) from a private landlord or letting agency	101	17	21
Rent - Rents (with or without housing benefit) other	3	*	*
Rent - Lives here rent free	24	4	6
Total	601	100	100

**Table 7: Disability – All Respondents**

Disability	Un-weighted count	Un-weighted valid %	Weighted valid %
Yes	59	10	13
No	540	90	87



Not Known	2	-	-
Total	601	100	100

**Table 8: Religion/Belief – All Respondents**

Religion/Belief	Un-weighted count	Un-weighted valid %	Weighted valid %
Agnostic	14	2	3
Atheist	36	6	7
Buddhist	5	1	1
Christian (all denominations e.g. Catholic, C of E, Baptist)	260	45	45
Hindu	43	7	7
Humanist	1	*	*
Jain	3	1	*
Jewish	85	15	13
Muslim	44	8	9
Sikh	4	1	1
No religion	80	14	14
Other religion/belief	4	1	1
Not Known	22	-	-
Total	601	100	100

**Table 9: Sexual Orientation – All Respondents**

Sexual Orientation	Un-weighted count	Un-weighted valid %	Weighted valid %
Bisexual	8	1	1
Gay	5	1	1
Heterosexual	542	97	97
Other definition	1	*	*
Not Known	45	-	-
Total	601	100	100

**Table 10: Barnet Customer Segments – All Respondents**

Barnet Customer Segments	Un-weighted count	Un-weighted valid %	Weighted valid %
A Accomplished Singles	42	8	9
B Go getting DINKYs	9	2	2
C Family Feelgoods	78	16	15
D Maintained Single Parents	17	3	4
E Sophisticated Singles	68	14	16
F Contented Greys	38	8	7
G Contemporary Elders	37	7	7
H Secure Singles	10	2	2
J Poundstretching Twosomes	3	1	1
K Friends Together	46	9	9
L Comfortable Older Families	29	6	6
M Mature and Stable Sedentaries	28	6	5
N Young Optimists	6	1	1
P Constrained Solos	27	5	5
Q Struggling Families	5	1	1
R Proud Parents Coping Alone	29	6	6
S Penny-wise Pensioners	31	6	5
Not Known	98	-	-
Total	601	100	100

<sup>3.11</sup> The tables below outline the ward groups that were used in order to ensure a proportional spread across Barnet in terms of sample size. Each ward group has an approximately equal population of adults (aged 16+), and each ward group has at least one leisure centre.

**Table 11: Ward groups**

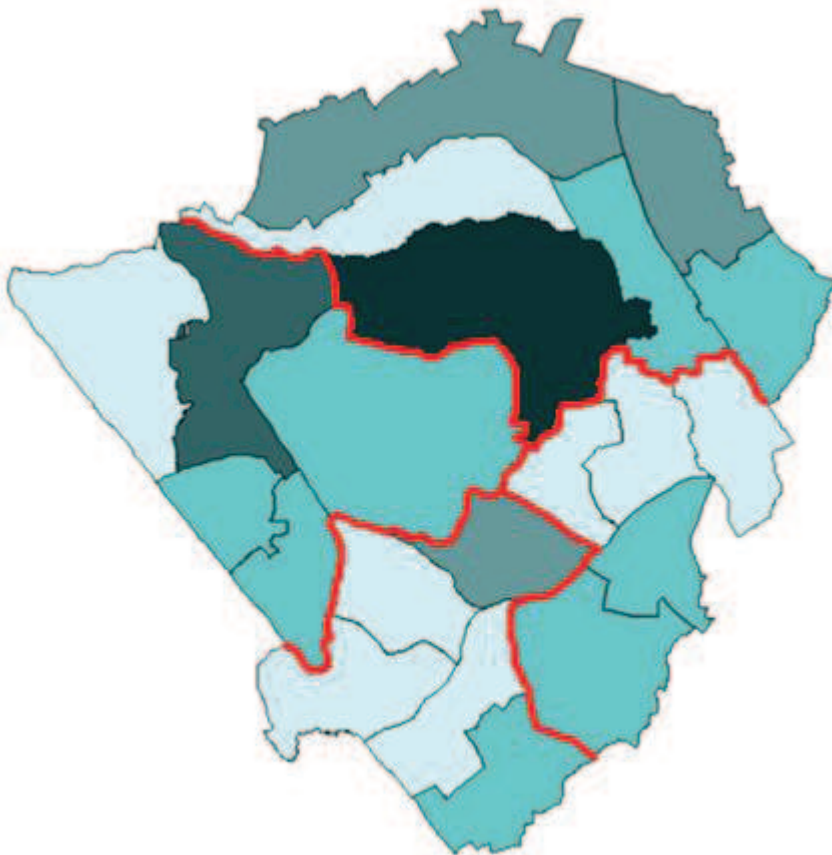
Ward Group	Un-weighted count	Un-weighted valid %	Weighted valid %
North East	181	30	27
South East	125	21	24
South West	146	24	25
North West	149	25	24
Total	601	100	100

**Table 12: Ward groups (breakdown)**

Ward Group	DETAILS
North East	Brunswick Park, East Barnet, High Barnet, Oakleigh, Totteridge, Underhill
South East	Coppetts, East Finchley, Garden Suburb, West Finchley, Woodhouse
South West	Childs Hill, Finchley Church End, Golders Green, Hendon, West Hendon
North West	Burnt Oak, Colindale, Edgware, Hale, Mill Hill

<sup>3.12</sup> The following map illustrates the geographical borders between each ward group.

**Figure 1: Barnet map showing ward groups**



## Interpretation of the Data

- 3.13 Where percentages do not sum to 100, this may be due to computer rounding, the exclusion of “don’t know” categories, or multiple answers. Throughout the volume an asterisk (\*) denotes any value less than half a per cent.
- 3.14 In some cases figures of 2% or below have been excluded from graphs.
- 3.15 Graphics are used extensively in this report to make it as user friendly as possible. The pie charts and other graphics show the proportions (percentages) of residents making relevant responses. Where possible, the colours of the charts have been standardised with a ‘traffic light’ system in which:
- Green shades represent positive responses
  - Beige and purple/blue shades represent neither positive nor negative responses
  - Red shades represent negative responses
  - The bolder shades are used to highlight responses at the ‘extremes’, for example, very satisfied or very dissatisfied
- 3.16 It should be remembered that a sample, and not the entire population of the borough, has been interviewed. In consequence, all results are subject to sampling tolerances, which means that not all differences are statistically significant. When considering differences between different groups within the population, differences have been analysed using appropriate statistical means to check for statistical significance (i.e. not happened ‘by chance’). Differences that are not said to be ‘significant’ or ‘statistically significant’ are indicative only. When comparing results between demographic sub-groups, only results which are significantly different are highlighted in the text. Statistical significance is at a 95% level of confidence.
- 3.17 In this report reference has been made to ‘rank analysis’. This occurs when respondents have been asked to rank or prioritise a selection of different options. For rank analysis each priority is given a score (e.g. 1<sup>st</sup> priority is given one point, 2<sup>nd</sup> priority two points, 3<sup>rd</sup> priority three points etc.). A total score for each response option is then calculated. This total score is then divided by the number of respondents to give an average score. The response options are then ranked according to their average score, the lowest average score receiving the 1<sup>st</sup> rank - and being the highest priority.
- 3.18 For example, consider a question that asked respondents to rank five options with ‘1’ being the most important and ‘5’ being the least important. Results for this rank analysis will show the 1<sup>st</sup> rank with the lowest average score (e.g. 1.1) as being most important. The 2<sup>nd</sup>, 3<sup>rd</sup> and 4<sup>th</sup> ranks will be reported as being less important respectively (with average scores of e.g. 1.4, 1.5 and 1.6 respectively). The 5<sup>th</sup> rank will be reported as being the least important overall (with an average score of e.g. 1.9).

## Results of the online questionnaire

- 3.19 Throughout this report, the results of the online questionnaire are referred to alongside those of the telephone survey. However, unlike the telephone survey - which was designed to be representative of the population of Barnet - the open online questionnaire was open to any respondents inside or outside Barnet who had an interest and is therefore not representative of the population of Barnet.
- 3.20 Tables 13-17 below outline the profile of respondents to the online questionnaire by key demographics and compared to LBB population estimated by GLA 2013 projections and Census 2011 data. It can be seen that there are substantial differences between online respondents' profile and the profile of LBB's population as a whole.
- 3.21 Subsequently, the un-weighted answers of online respondents can't be directly compared to the weighted responses of the residents who completed the telephone survey, and any interpretation of the online results should be taken with care. It is also worth noting that respondents to the online questionnaire were able to select their answers (particularly for multi-response questions) from a pre-selected list on-screen, whereas the residents in the telephone survey had to supply many of their responses unprompted. Further, some missing or invalid answers were recorded throughout the answers for the online questionnaire (N=238 completes in total but several with missing data) and as a result base sizes vary substantially across the questions and when compared to the main results from the telephone survey.

**Table 13: Gender – All Respondents (ONLINE)**

Gender	Un-weighted count	Un-weighted valid %	LBB Population % based on GLA 2013 projections
Male	73	40	48
Female	109	60	52
(Missing values)	56	-	-
Total	238	100	100

**Table 14: Age – All Respondents (ONLINE)**

Age	Un-weighted count	Un-weighted valid %	LBB Population % based on GLA 2013 projections
16-24	11	6	14
25-34	25	14	22
35-54	87	49	35
55+	53	30	29
(Missing values)	62	-	-
Total	238	100	100

**Table 15: Employment Status – All Respondents (ONLINE)**

Employment Status	Un-weighted count	Un-weighted valid %	LBB Population % based on Census 2011
Working	144	75	59
Retired	27	14	15
Otherwise not working	21	11	26
(Missing values)	46	-	-
Total	238	100	100

**Table 16: Ethnicity – All Respondents (ONLINE)**

Ethnicity	Un-weighted count	Un-weighted valid %	LBB Population % based on GLA 2013 projections
White	140	83	66
Asian	15	9	20
Black	7	4	8
Other	7	4	8
(Missing values)	69	-	-
Total	238	100	100

**Table 17: Tenure – All Respondents (ONLINE)**

Tenure	Un-weighted count	Un-weighted valid %	LBB Population % based on Census 2011
Owned	161	85	60
Social Rent	14	7	12
Private Rent	15	8	28
(Missing values)	48	-	-
Total	238	100	100

<sup>3.22</sup> For reference purposes, tables 18-20 provide further profiling information for online respondents.

**Table 18: Disability – All Respondents (ONLINE)**

Disability	Response count	Un-weighted valid %
Disability	17	10
No disability	156	90
(Missing values)	65	-
Total	238	100

**Table 19: Religion/Belief – All Respondents (ONLINE)**

Religion/Belief	Response count	Un-weighted valid %
Christian	80	51
Jewish	16	10
Other	11	7
No religion	49	31
(Missing values)	82	-
Total	238	100

**Table 20: Sexual Orientation – All Respondents (ONLINE)**

Sexual Orientation	Response count	Un-weighted valid %
Heterosexual	129	94
Gay/Bisexual/other	8	6
(Missing values)	101	-
Total	238	100

<sup>3.23</sup> Results of the easy read paper questionnaire are occasionally discussed throughout this report alongside other results, however given the very small base size these are noted for additional reference only and should be interpreted with care. For similar reasons a demographic breakdown of respondents who answered the easy read paper questionnaire is not available.

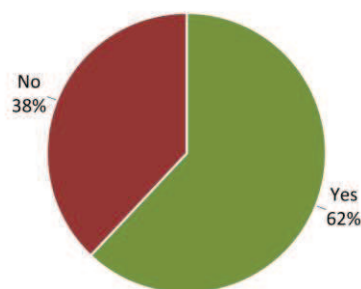
## 4. Detailed Results

### Current use of facilities

***Do you currently use any leisure facilities for sport and physical activity purposes outside your home?***

*By leisure facilities I mean any facility that you use to take part in sport, physical activities or any other form of exercise outside your home. It could include leisure centres (council run and or private/commercial), sports clubs, fitness centres or gyms, golf clubs, parks, schools, community/Church Halls etc. This can be within or outside of the Borough of Barnet.*

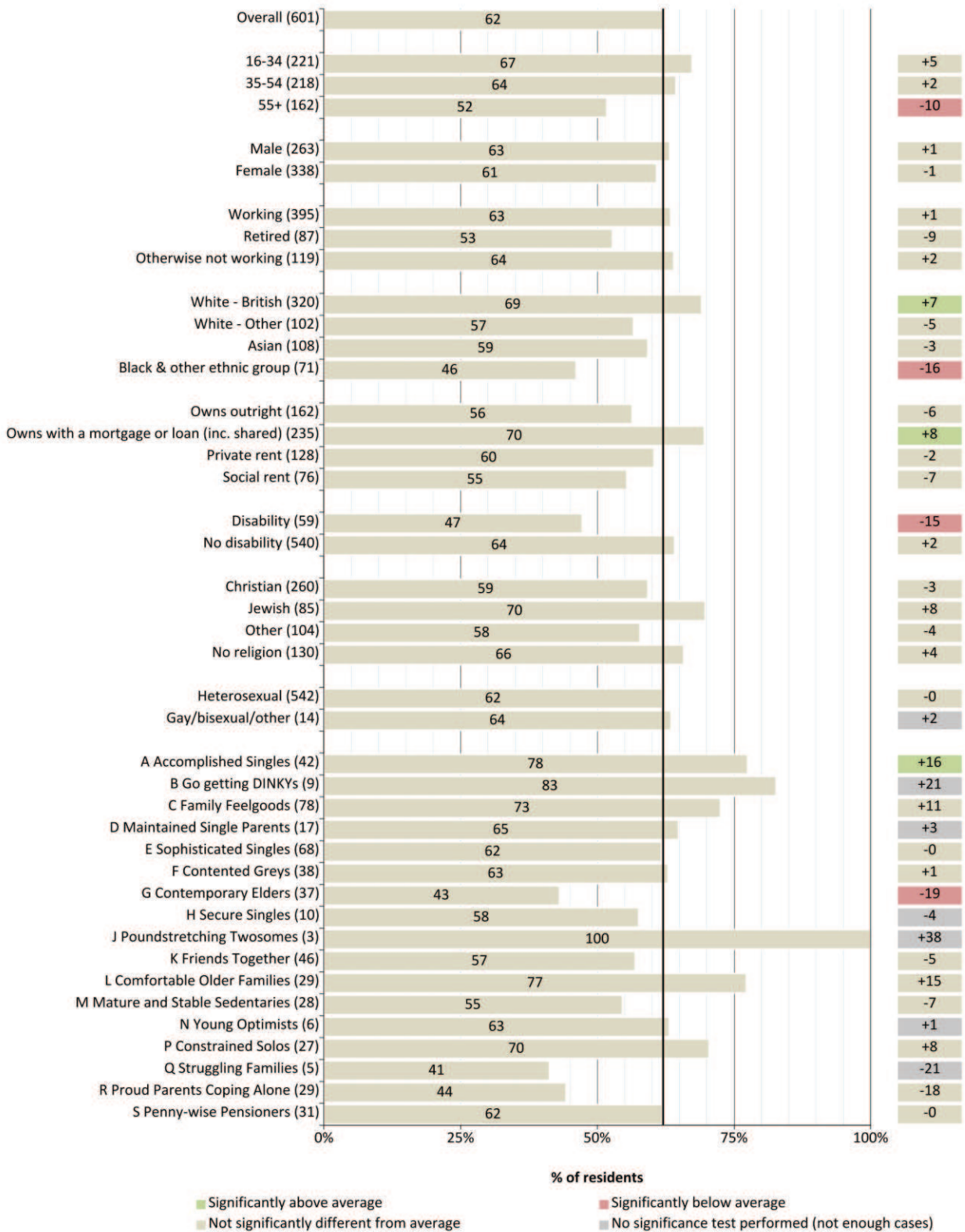
Figure 2: Do you currently use any leisure facilities for sport and physical activity purposes outside your home?



**Base: All residents (601)**

- 4.1 Overall, over three fifths (62%) of residents currently use some form of leisure facilities for sport and physical activity purposes outside their home.
- 4.2 Online results suggest a higher proportion of questionnaire respondents (87%) use these facilities.

Figure 3: Differences by sub-groups for those who CURRENTLY USE leisure facilities



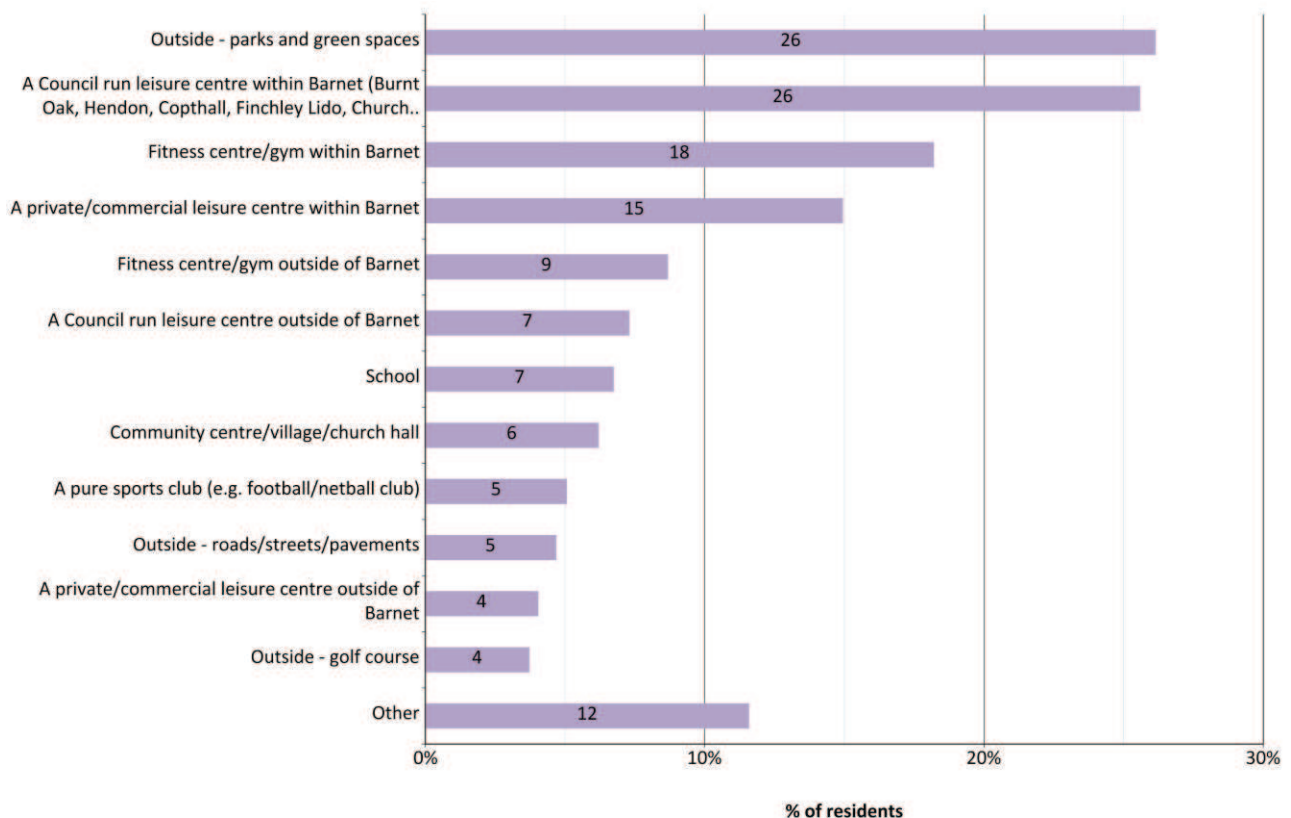
Base: All residents (number of residents shown in brackets)

4.3 The chart above shows how the responses for this question vary across different sub-groups who currently use leisure facilities.

- 4.4 Residents who are from a **White-British ethnic** background, **home owners with a mortgage** and **Accomplished Singles** are significantly more likely to use leisure facilities.
- 4.5 Residents who are aged **55+**, from **Black and 'other'** ethnic backgrounds, **disabled**, or **Contemporary Elders** are significantly less likely to use leisure facilities.

### What leisure facilities do you use?

Figure 4: What leisure facilities do you use?



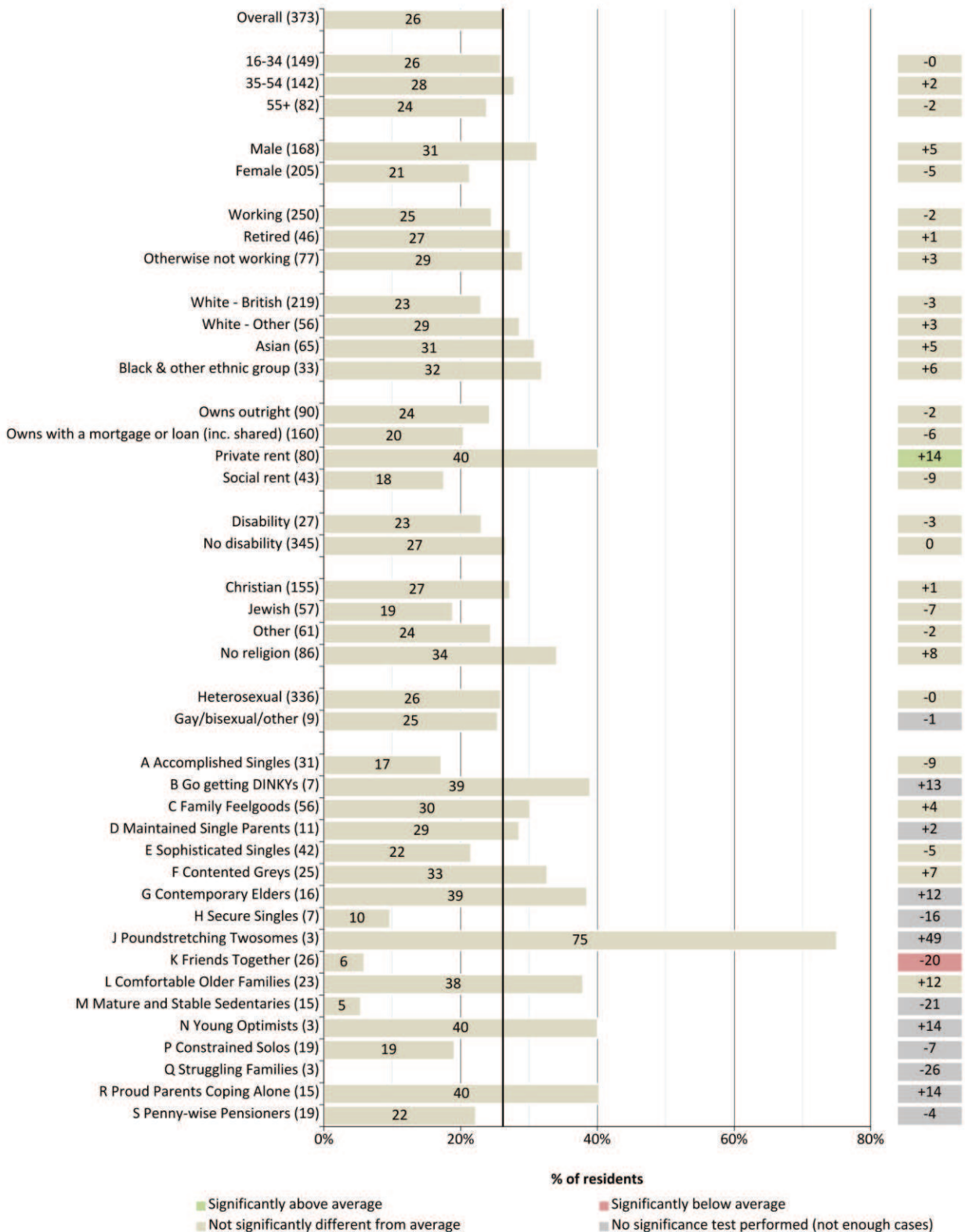
Base: Users - all residents who use a leisure facility (373)

- 4.6 Considering results for facilities that are within Barnet, 26% of all residents who are Users frequent a Barnet council-run leisure centre, while 15% frequent a private/commercial leisure centre within Barnet and 18% frequent a fitness centre/gym within Barnet.
- 4.7 Online results suggest 67% of respondents use a Barnet council-run leisure centre, while 16% use a fitness centre/gym within Barnet.
- 4.8 Considering results for facilities outside of Barnet, 9% of all residents who are Users frequent a fitness centre/gym outside Barnet, 7% use a council-run leisure centre outside of Barnet, and 4% frequent a private/commercial leisure centre outside Barnet.
- 4.9 Over a quarter (26%) of all residents who are Users utilise outdoor parks or green spaces for leisure activities, 7% use a school and 6% use a community centre or village/church hall.



- 4.10 Online results suggest 37% of respondents use outdoor parks or green spaces for sport and physical activity.
- 4.11 Less frequent answers given by residents who are Users include using a pure sports club (5%), roads/streets/pavements (4%) and golf courses (2%).
- 4.12 Online results suggest 20% of respondents use a pure sport club and 17% use roads/streets/pavements. Other valid answers include (very small base sizes): 5-a-side facilities outside Barnet, The Royal National Orthopaedic Hospital (Stanmore), Art centres, council-run tennis courts, Green corridor walking/Dollis Brook and University facilities.
- 4.13 The following section will look at significant differences in sub-groups for this question for answers given by 5% or more of residents who are Users.

Figure 5: Differences by sub-groups for users of parks and green spaces

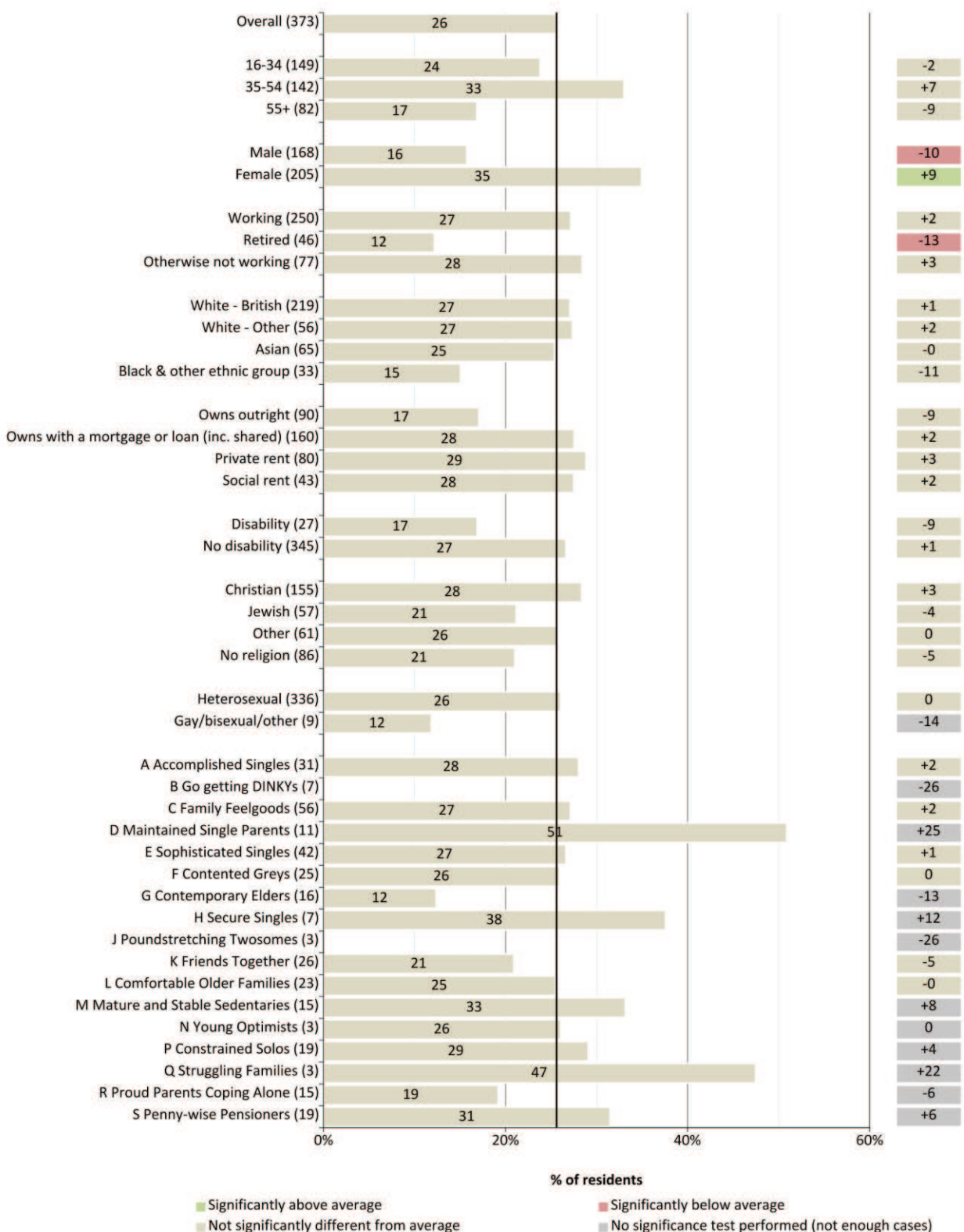


Base: Users (number of Users shown in brackets)

4.14 The chart above shows how the responses for this question vary across different sub-groups who currently use parks and green spaces.

4.15 Private renters are significantly more likely to use parks and green spaces for sports and physical activity. Friends Together are significantly less likely to use parks and green spaces for this purpose.

Figure 6: Differences by sub-groups for users of council-run leisure centres within Barnet

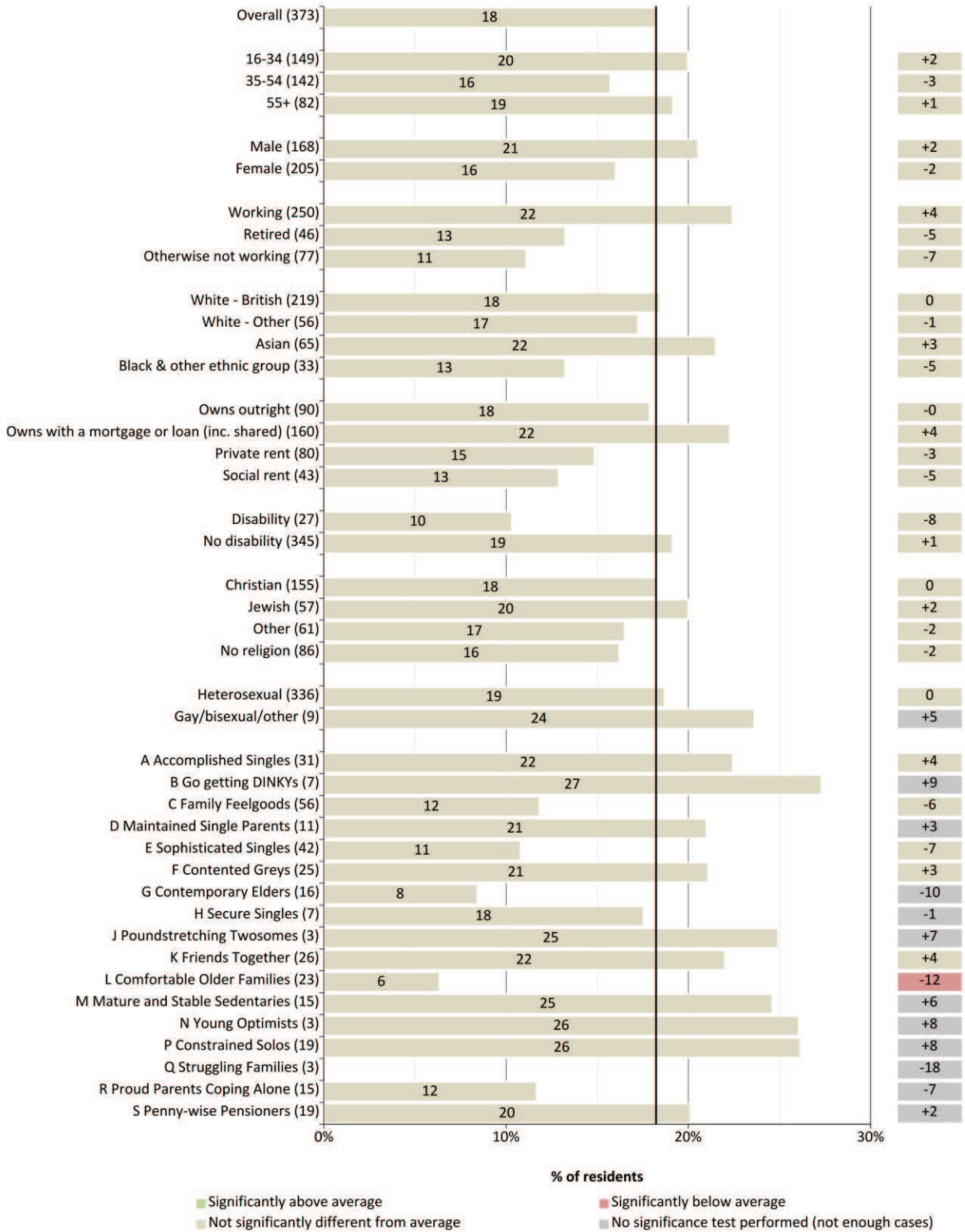


Base: Users (number of Users shown in brackets)

<sup>4.16</sup> The chart above shows how the responses for this question vary across different sub-groups who currently use council-run leisure centres within Barnet.

4.17 **Female** residents are significantly more likely to use a council-run leisure centre within Barnet, while **male** residents and **retired** residents are significantly less likely to use council-run leisure centres within Barnet.

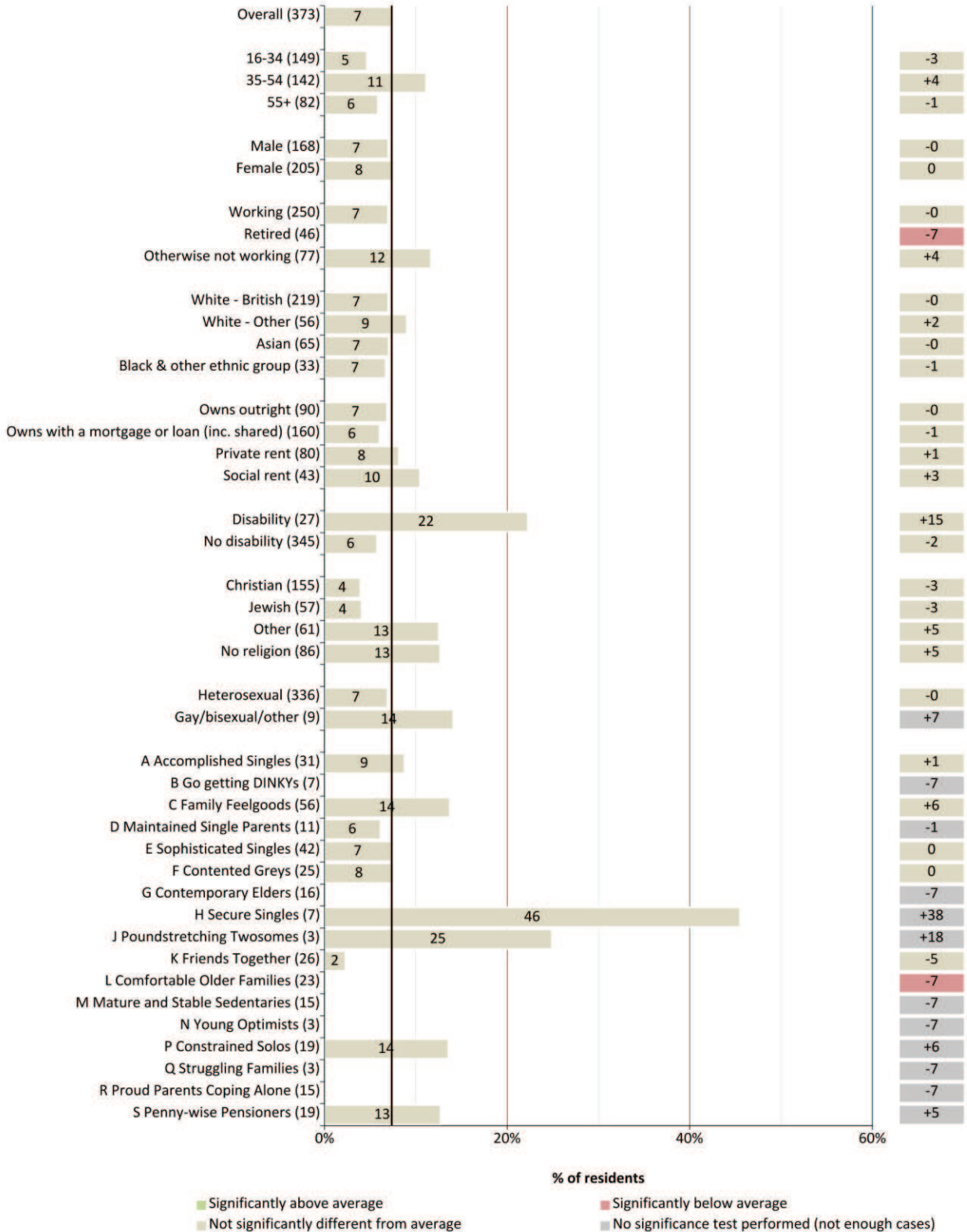
Figure 7: Differences by sub-groups for users of a fitness centre/gym within Barnet



Base: Users (number of Users shown in brackets)

- 4.18 The chart above shows how the responses for this question vary across different sub-groups who currently use **fitness centre/gym within Barnet**.
- 4.19 **Comfortable Older Families** are significantly less likely to use a fitness centre/gym within Barnet for sports and physical activity.

**Figure 8: Differences by sub-groups for users of a council-run leisure centres outside of Barnet**

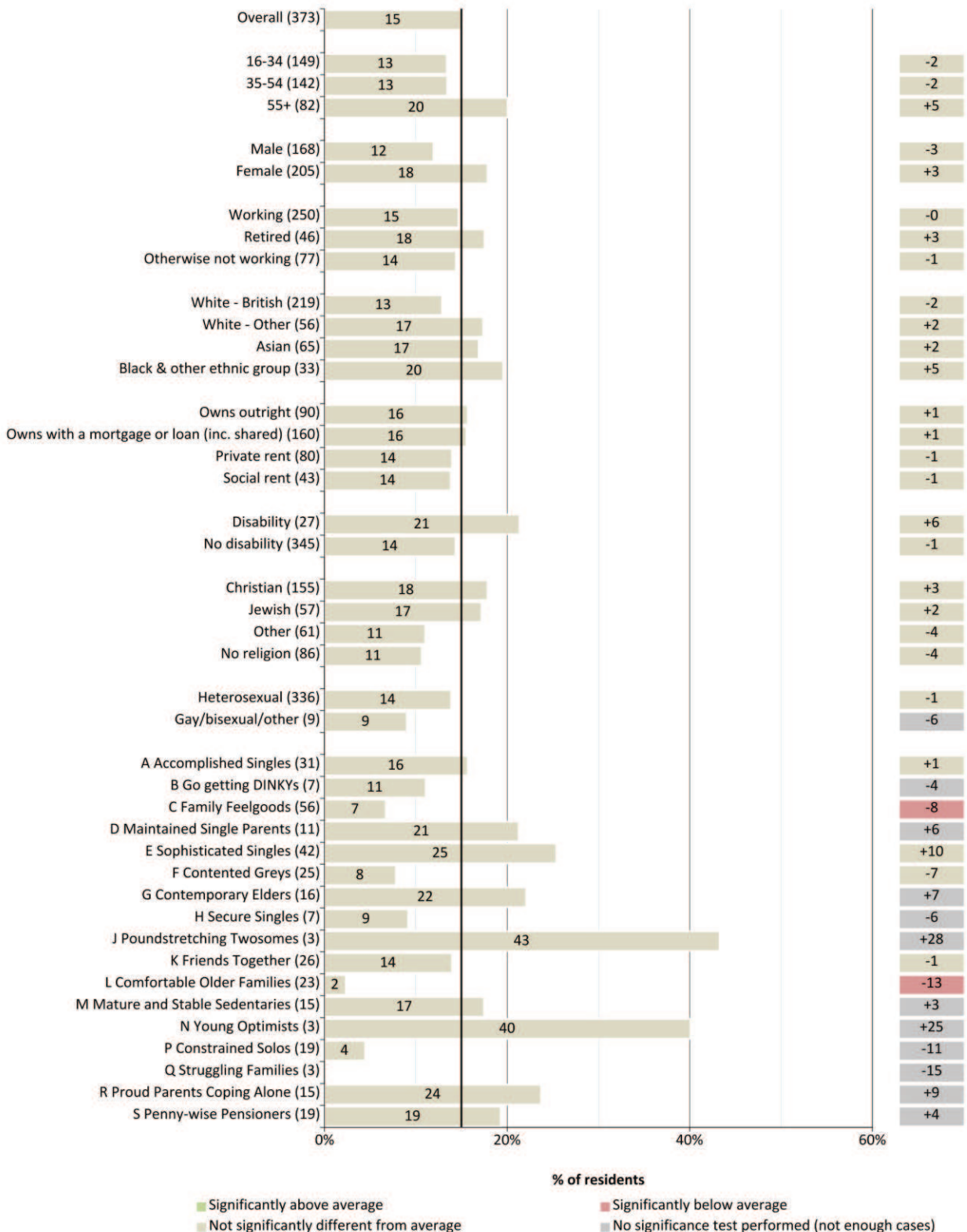


Base: Users (number of Users shown in brackets)

4.20 The chart above shows how the responses for this question vary across different sub-groups who currently use **council-run leisure centres outside of Barnet**.

4.21 Residents who are **retired** and **Comfortable Older Families** are significantly less likely to use council-run leisure centres outside of Barnet.

Figure 9: Differences by sub-groups for users of a private/commercial leisure centre within Barnet

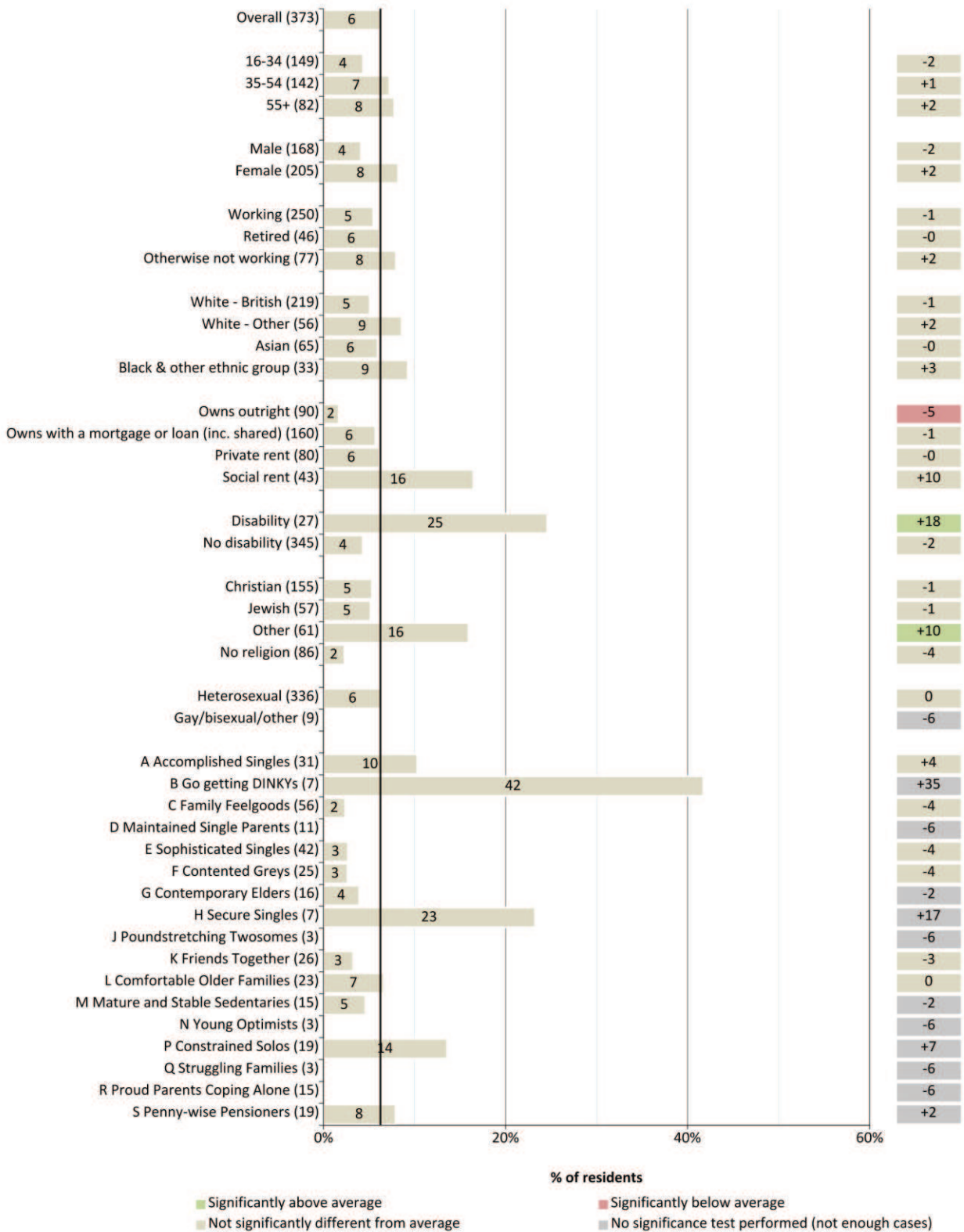


Base: Users (number of Users shown in brackets)

<sup>4.22</sup> The chart above shows how the responses for this question vary across different sub-groups who currently use private/commercial leisure centres within Barnet.

4.23 Residents who are **Family Feelgoods** and **Comfortable Older Families** are significantly less likely to use private/commercial leisure centres within Barnet.

Figure 10: Differences by sub-groups for users of a community centre or village/church hall

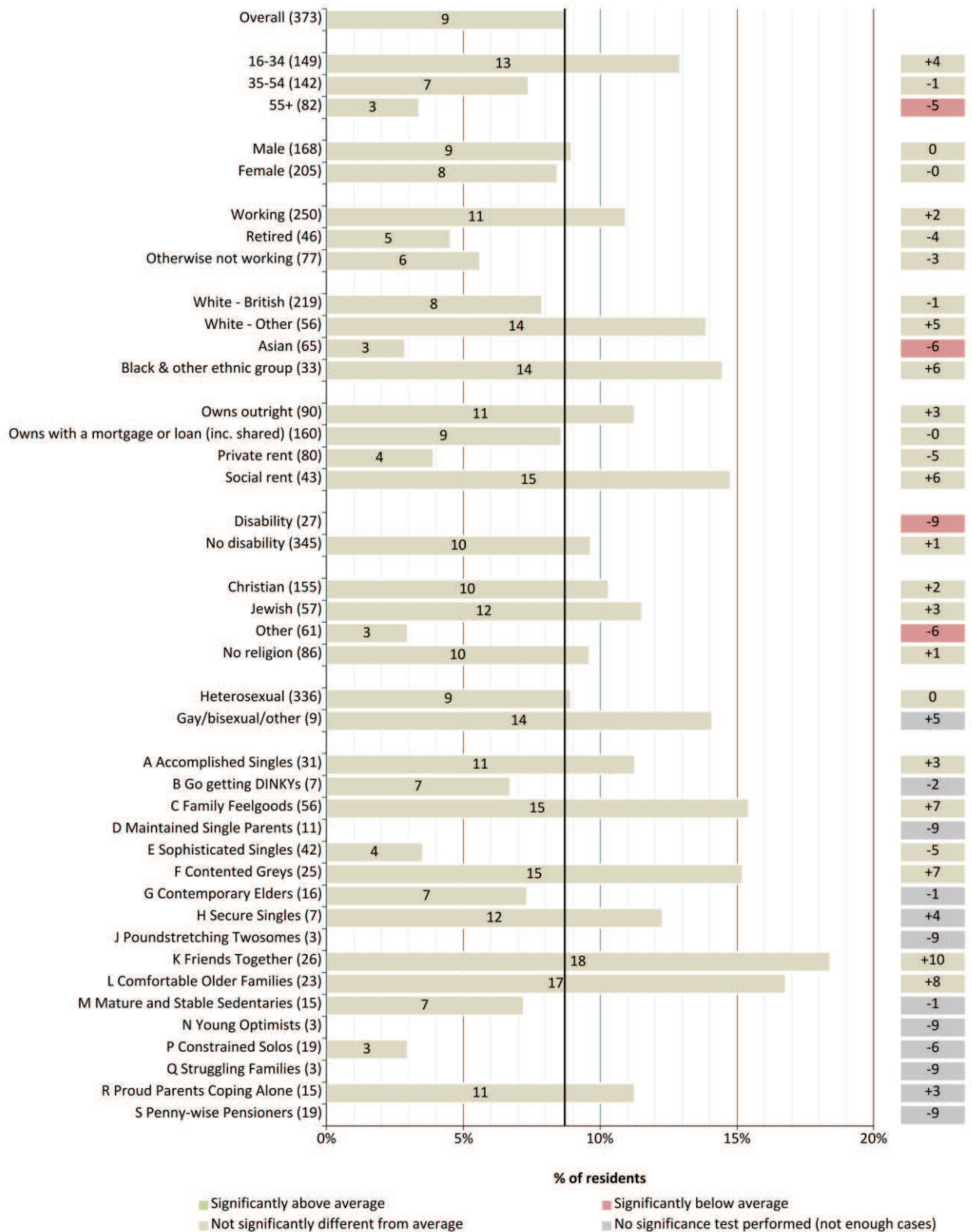


Base: Users (number of Users shown in brackets)



- 4.24 The chart above shows how the responses for this question vary across different sub-groups who currently use a **community centre or village/church hall**.
- 4.25 Residents who have a **disability** and residents from an **'Other'** religious background are significantly more likely to use a community centre or village/church hall for sport and physical activity.
- 4.26 Residents who **own their property outright** are significantly less likely to use a community centre or village/church hall.

Figure 11: Differences by sub-groups for users of a fitness centre or gym outside Barnet

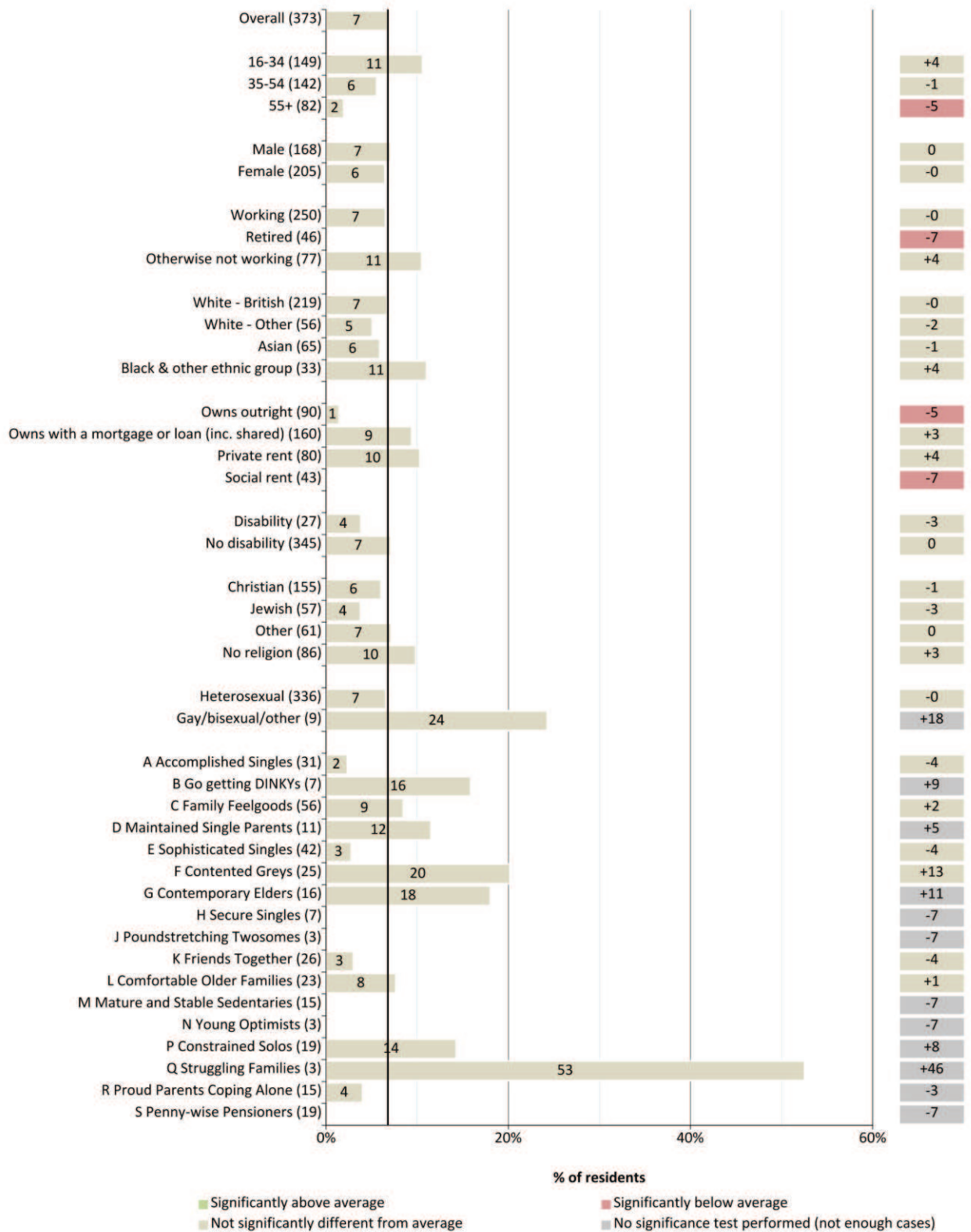


Base: Users (number of Users shown in brackets)

4.27 The chart above shows how the responses for this question vary across different sub-groups who currently use a **fitness centre or gym outside Barnet**.

4.28 Residents who are **aged 55+**, residents from an **Asian ethnic background**, **disabled** residents and residents from an **'Other' religious background** are significantly less likely to use a fitness centre or gym outside Barnet.

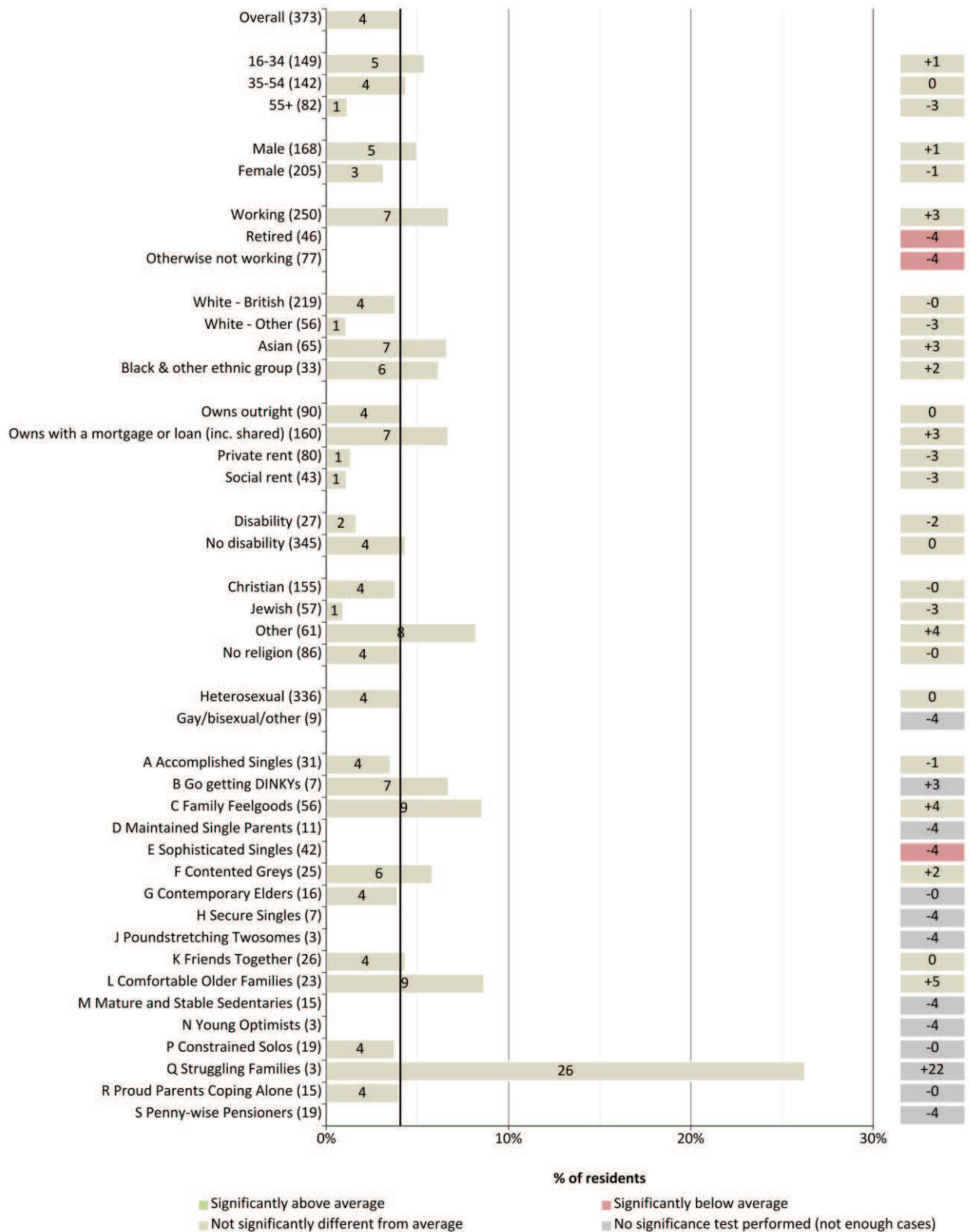
Figure 12: Differences by sub-groups for users of a school



Base: Users (number of Users shown in brackets)

- 4.29 The chart above shows how the responses for this question vary across different sub-groups who currently use a **school** for sport or physical activity.
- 4.30 Residents who are **aged 55+, retired** residents, residents who **own their own homes outright** or are **living in social housing** are significantly less likely to use a school for sport or physical activity.

Figure 13: Differences by sub-groups for users of a private/commercial leisure centre outside of Barnet

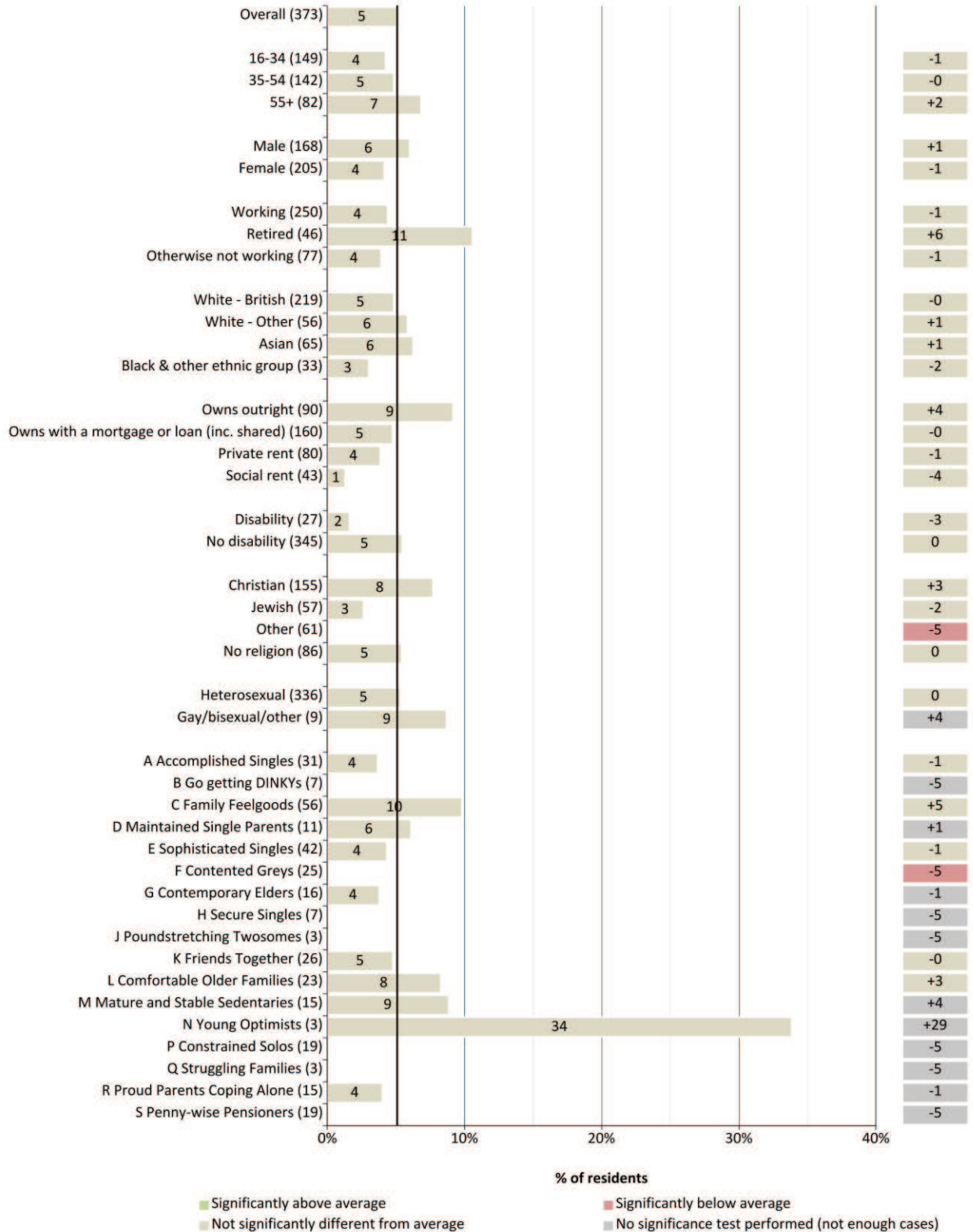


Base: Users (number of Users shown in brackets)

<sup>4.31</sup> The chart above shows how the responses for this question vary across different sub-groups who currently use a private/commercial leisure centre outside of Barnet.

4.32 Residents who are **retired** or **otherwise not working** and **Sophisticated Singles** are significantly less likely to use private/commercial leisure centres outside of Barnet.

Figure 14: Differences by sub-groups for users of a pure sports club

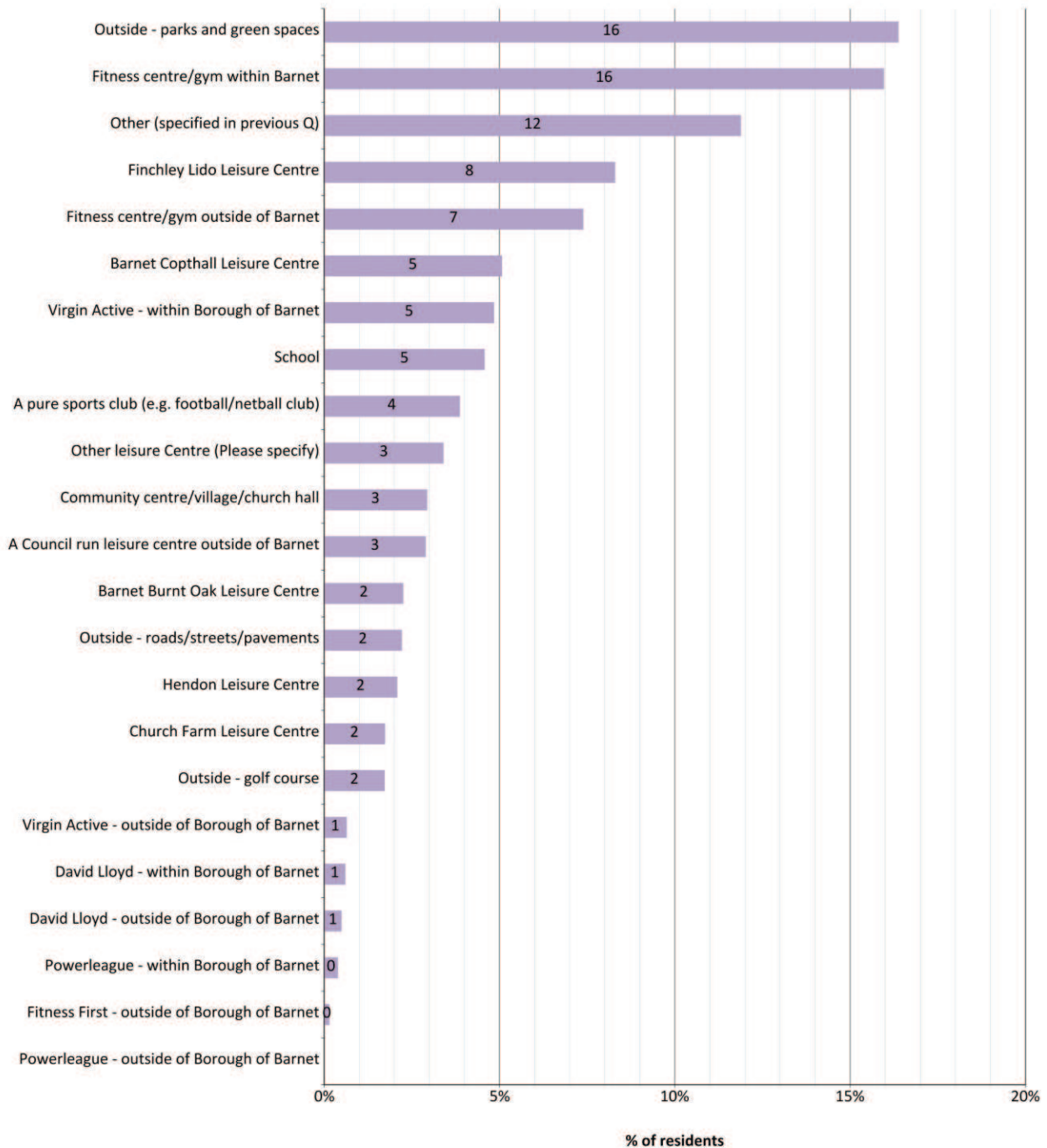


Base: Users (number of Users shown in brackets)

- 4.33 The chart above shows how the responses for this question vary across different sub-groups who currently use a **pure sports club**.
- 4.34 Residents from ‘**Other**’ religious backgrounds and **Contented Greys** are significantly less likely to use a pure sports club.

*Which one do you use most often?*

Figure 15: Which one do you use most often?

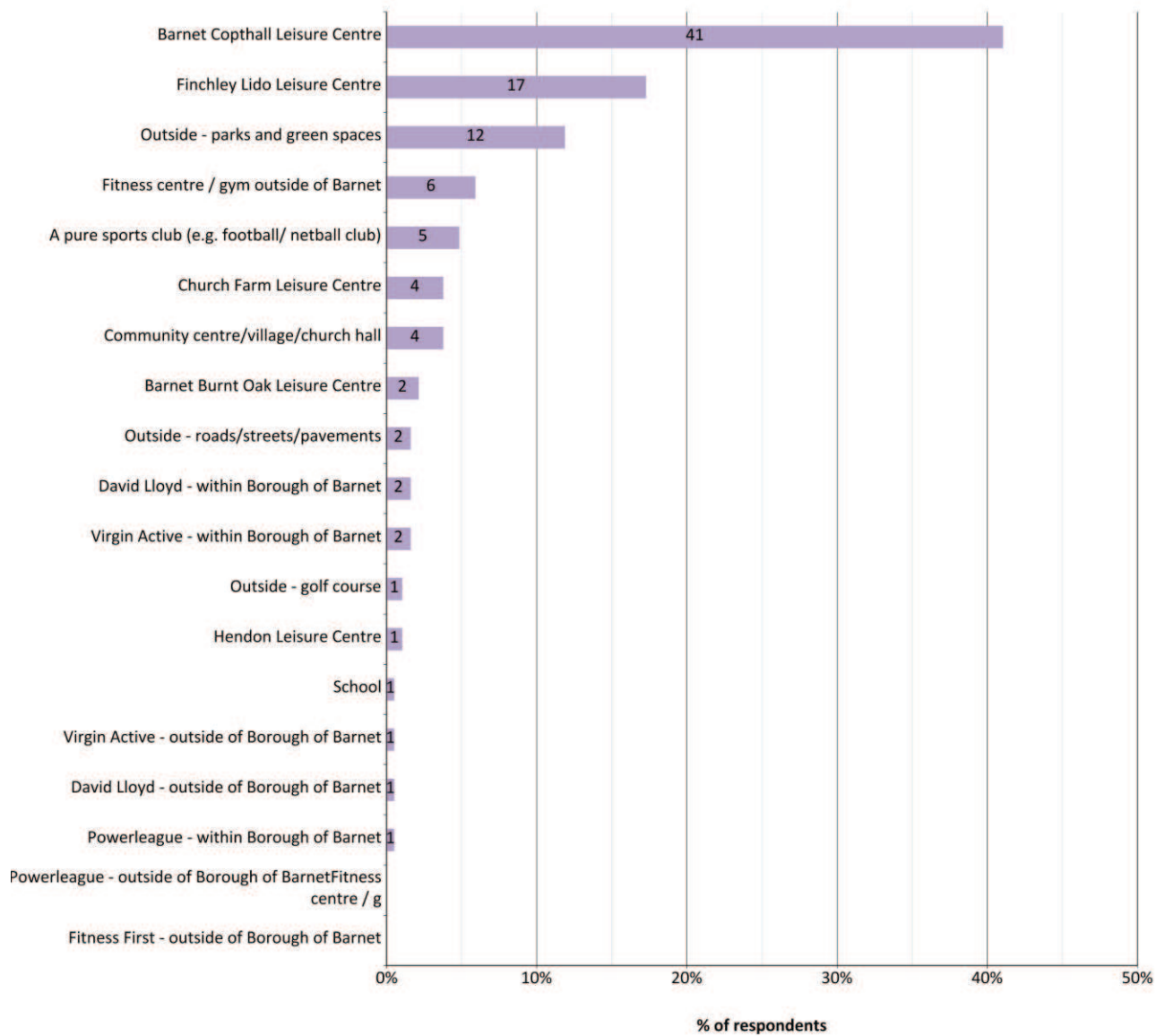


Base: Users (367)

- 4.35 When considering which facility is used most often for leisure activities by residents who are Users, outside parks and open spaces for sport and physical activity (16%) is the most frequent answer. Specific references include: Brooke farm open space, Childs hill park, Clitterhouse park, Darland's Nature Reserve, Dollis Valley Greenwalk, Edgwarebury park, Finchley central park, Friern park, Golders hill, Hampstead Heath Park, Hendon Park, King George the 5th Recreation Ground, Oakhill park, Sunny hill park, Trent Park, and the grounds within Hendon Football Club.
- 4.36 Barnet council-run leisure centres are mentioned by 8% (Finchley Lido), 5% (Barnet Copthall) and 2% (for Barnet Burnt Oak, Hendon and Church Farm).
- 4.37 12% of residents who are Users note 'other' leisure facilities as their most-often used leisure facility. Specific mentions include LA Fitness (most frequently mentioned), Aspire, Muktajeevan Swamibapa Complex, MyGym, Nuffield, Temple Fortune Squash Club and The laboratory.
- 4.38 5% of Users mention a school as their most-often used leisure facility. Specific mentions include Marlborough, Mill Hill, Queen Elizabeth, St Albans High School and Stanborough.
- 4.39 3% of Users note a community centre or village/church hall as their most-often used leisure facility. Specific mentions include Church house, Kilburn, St James's church (New Barnet), St. Peters Parish Hall and The Methodist church on East Finchley road.
- 4.40 Online results suggest the most often used facility by respondents is the Barnet Copthall leisure centre (41%), followed by Finchley Lido (17%), while offering a similar trend for Outside parks and open spaces (12%).
- 4.41 A breakdown of the results from the online data is provided overleaf.



**Figure 16: Which one do you use most often? (ONLINE)**



**Base: Respondents who are Users (185)**

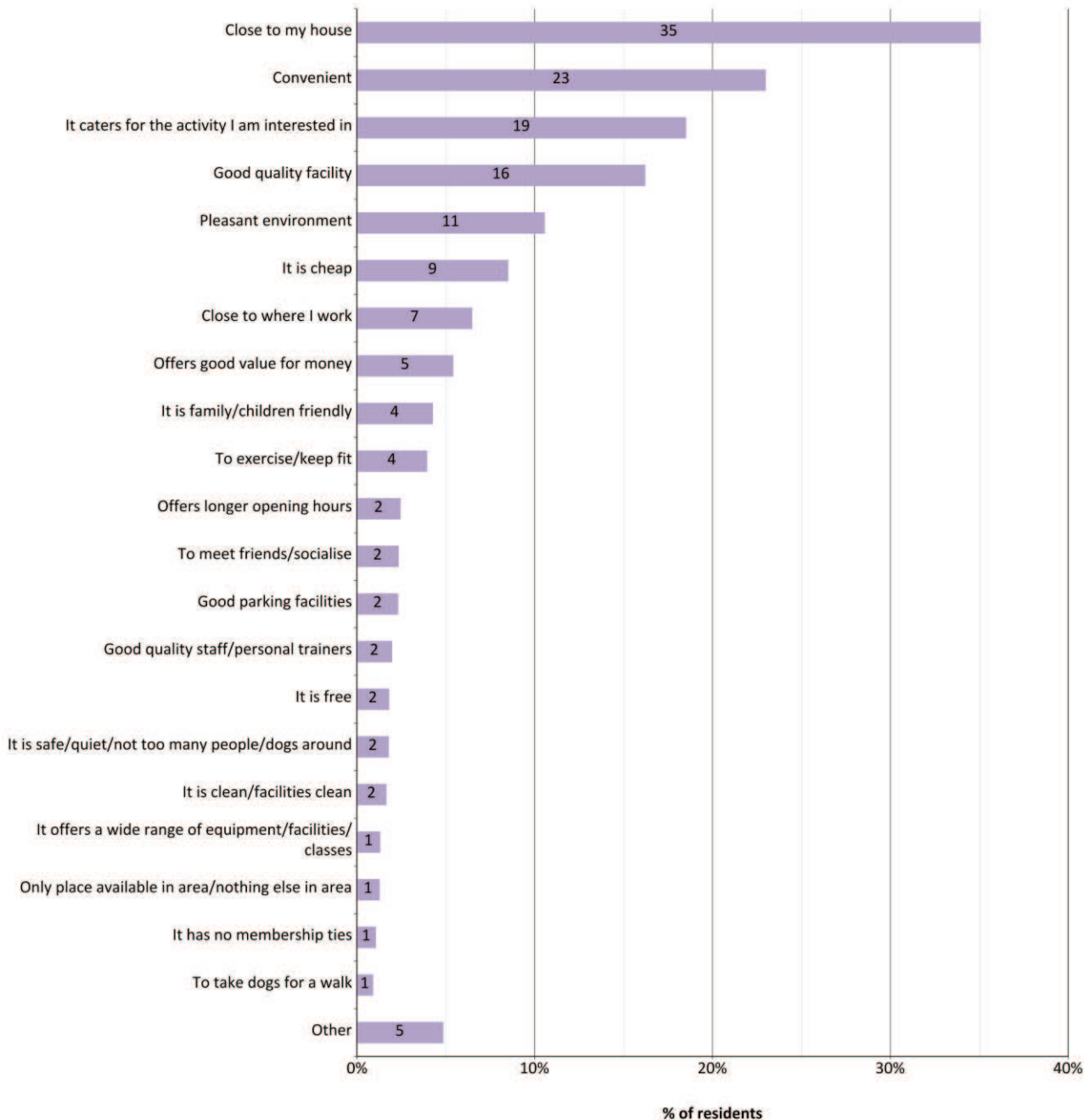
4.42 Users who answered this question through the easy read paper questionnaire unanimously named the Finchley Lido leisure centre as their most frequented facility.

## Drivers and barriers for usage

**Thinking about the facility you most often use, why do you use that particular leisure facility?**

[MULTIPLE CHOICE QUESTION - TOTAL MAY EXCEED 100%]

**Figure 17: Thinking about the facility you most often use, why do you use that particular leisure facility?**

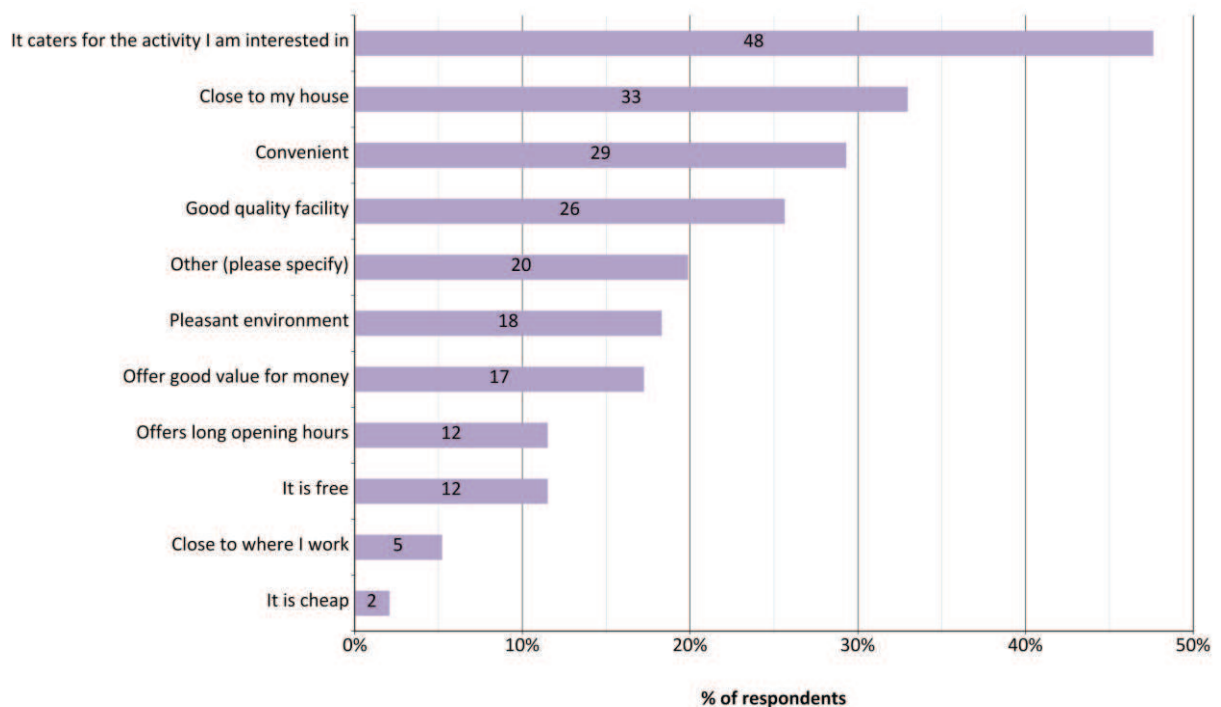


**Base: Users (373)**

<sup>4.43</sup> The most common answers given by residents who are Users when they are asked why they use their chosen leisure facilities revolve around convenience, i.e. it is close to where they live (35%) or it is convenient (23%). For a further 7% the fact that the facility is close to where they work is important. Only 2% mention longer opening hours as a reason.

- 4.44 The fact that it caters for the activity that they are interested in is important for almost a fifth (19%) of Users. Quality of the facility is another common answer (16%), and providing a pleasant environment (11%).
- 4.45 Price considerations come next, with the cost being cheap or offering good value for money noted by 9% and 5% of Users respectively, and the facility being free noted by a further 2%.
- 4.46 A variety of other reasons have been provided. A few key themes that arise include social reasons (e.g. recommendation by others, a meeting place for specific activities, going along with family members or friends etc.), having a wide range of services on offer (e.g. lots of choice, specific facilities such as swimming pools, tennis courts etc.) and staff related (e.g. welcoming attitude, specific instructors or teachers, specific classes etc.). Also mentioned are themes around availability of parking, volume of users (e.g. not too busy), cleanliness, no membership ties and the advantages of being outdoors.
- 4.47 Online respondents suggest that convenience is still important, with 33% of respondents answering 'close to my house' and 29% answering 'convenient'– but these are considered less important than the main driver, which appears to be the perception of whether the facility caters for the activity that respondents are interested in (48%).
- 4.48 A breakdown of the results from the online data is provided below.

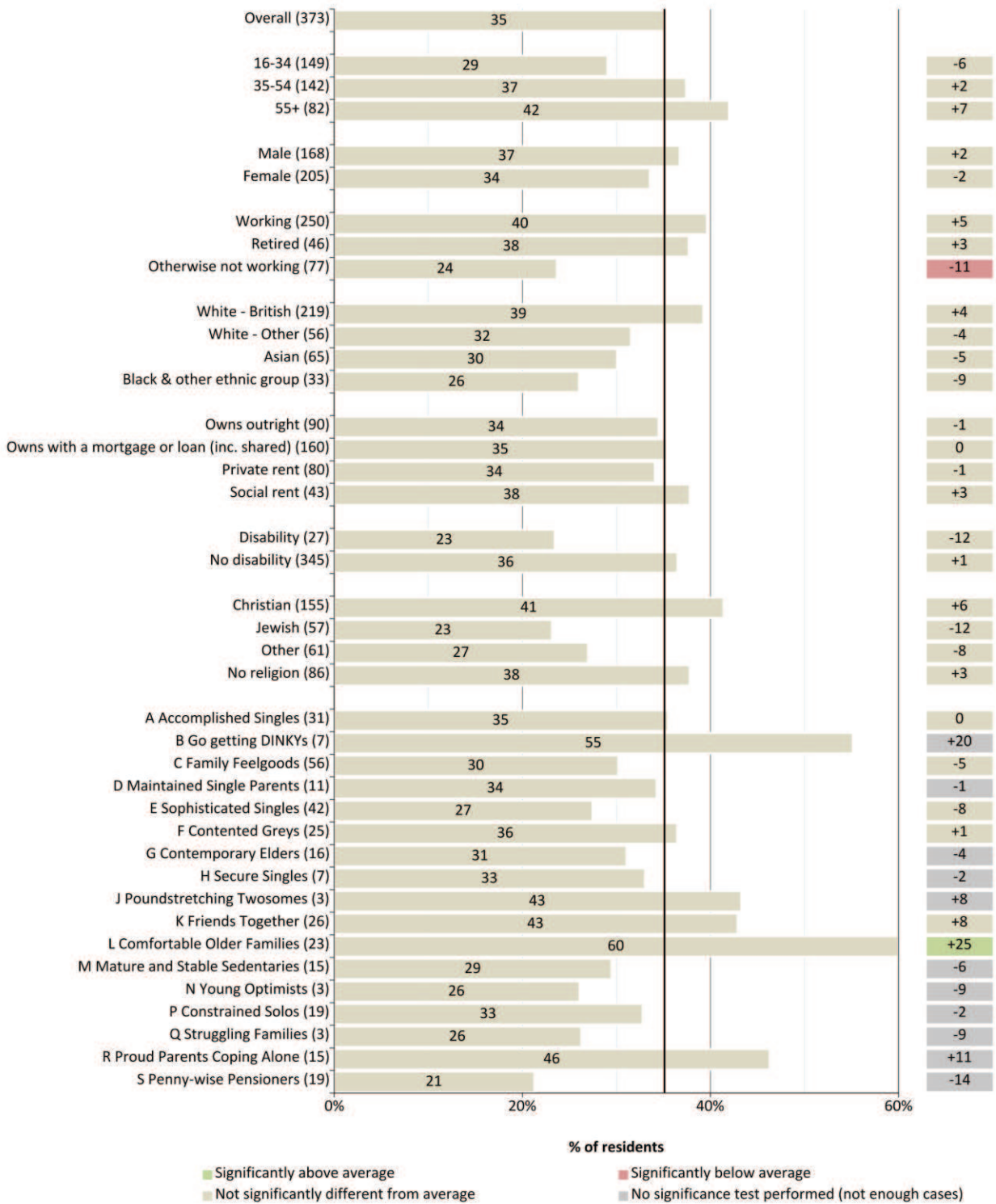
**Figure 18: Thinking about the facility you most often use, why do you use that particular leisure facility? (ONLINE)**



**Base: Respondents who are Users (191)**

- 4.49 Users who answered this question through the easy read paper questionnaire noted location (it being near) and accessibility as important factors for using a particular leisure facility.
- 4.50 The following section will look at significant differences in sub-groups for this question for answers given by 5% or more of Users. Across these, no significant differences for sub-groups have been found for those who use a facility due to it offering a pleasant environment; hence the associated analysis chart will not be outlined.

Figure 19: Differences by sub-groups who use a facility due to it being close to where they live

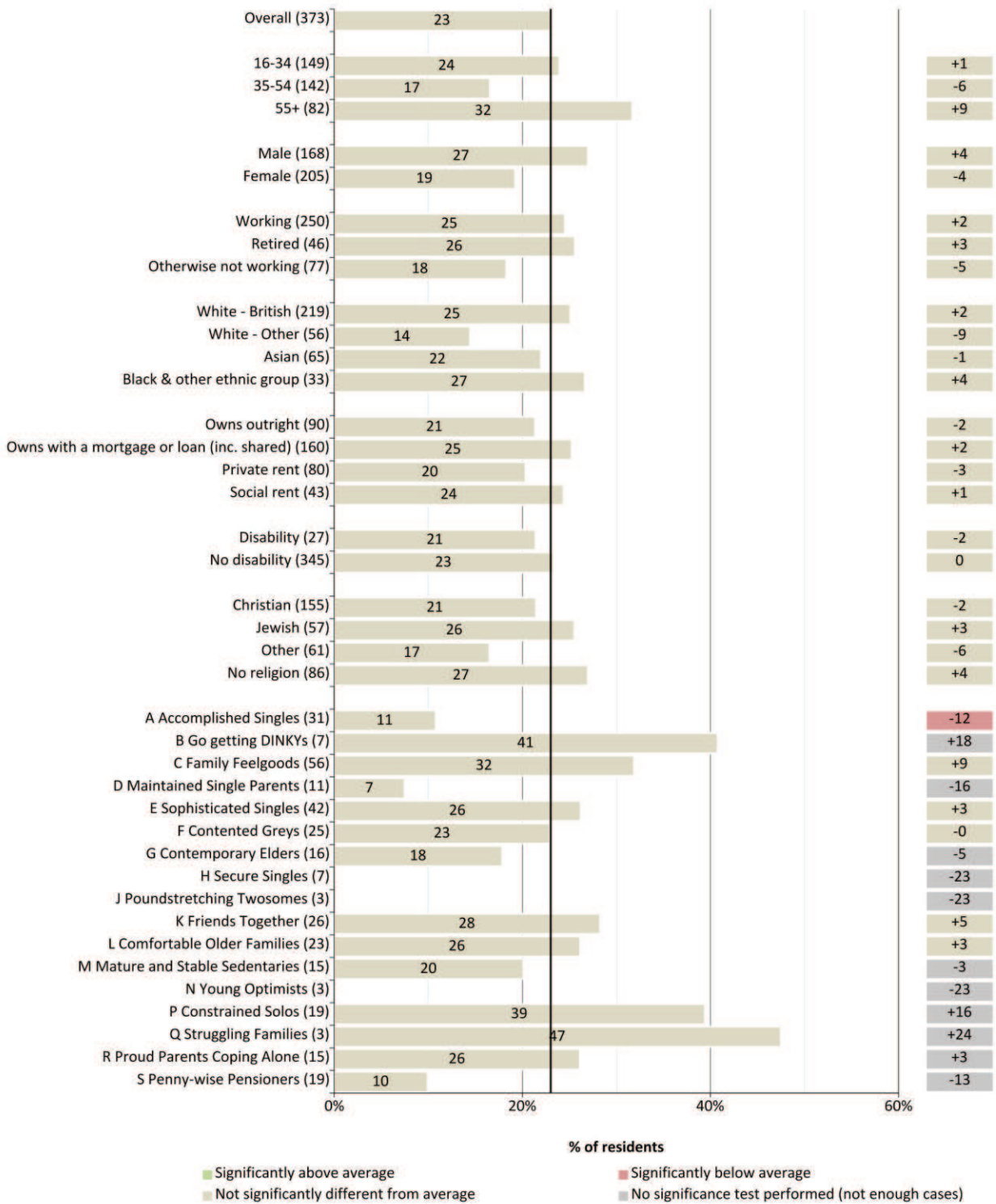


Base: Users (number of Users shown in brackets)

4.51 The chart above shows how the responses for this question vary across different sub-groups who use a facility due to it being close to where they live.

4.52 **Comfortable Older Families** are significantly more likely to use a facility due it being close to where they live, while residents who are **otherwise not working** are significantly less likely to use a facility for this reason.

Figure 20: Differences by sub-groups who use a facility due to it being convenient to use

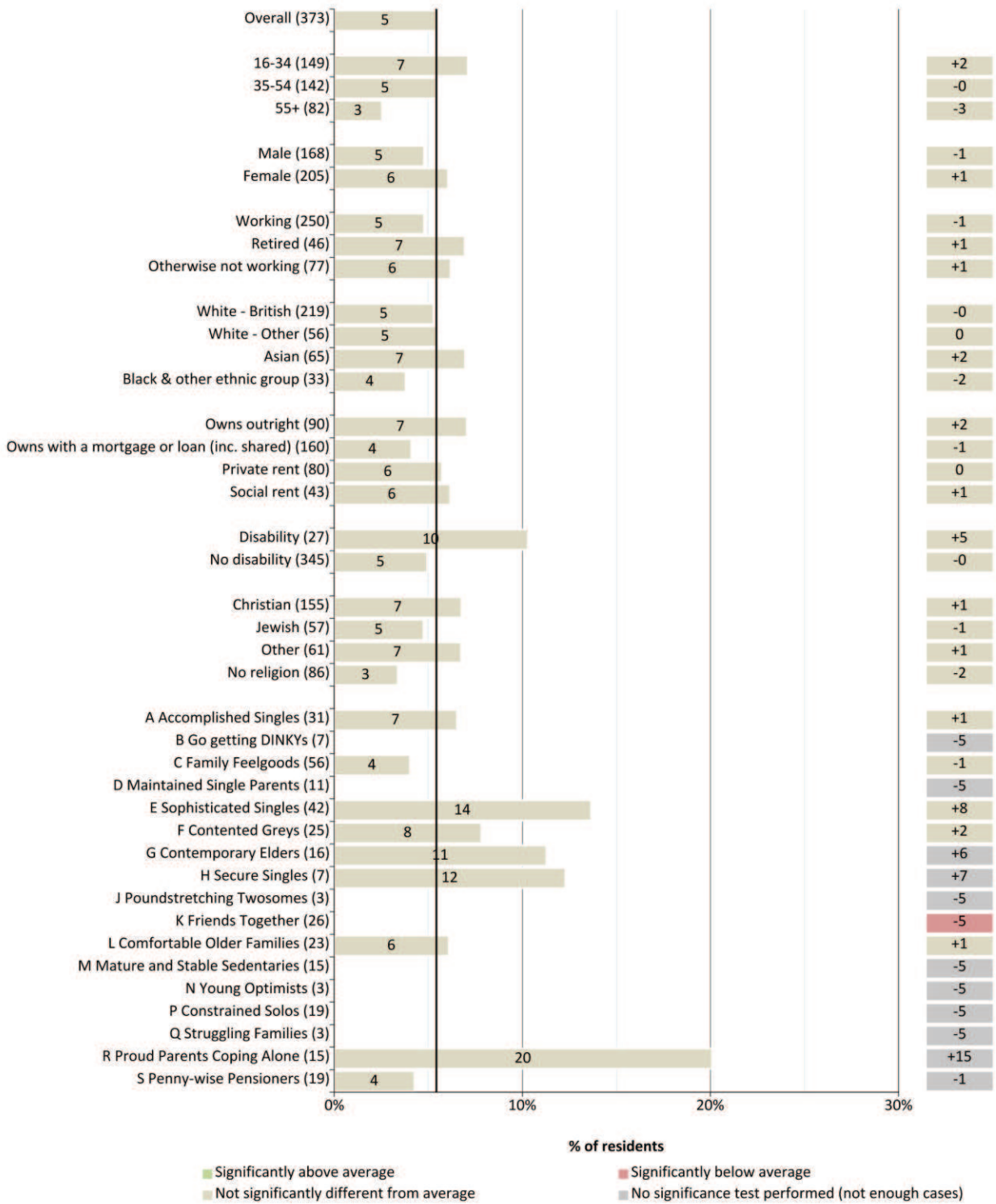


Base: Users (number of Users shown in brackets)

4.53 The chart above shows how the responses for this question vary across different sub-groups who use a facility due to it being convenient to use.

4.54 Accomplished singles are significantly less likely to use a facility due to it being convenient for them to use.

Figure 21: Differences by sub-groups who use a facility due to it offering good value for money

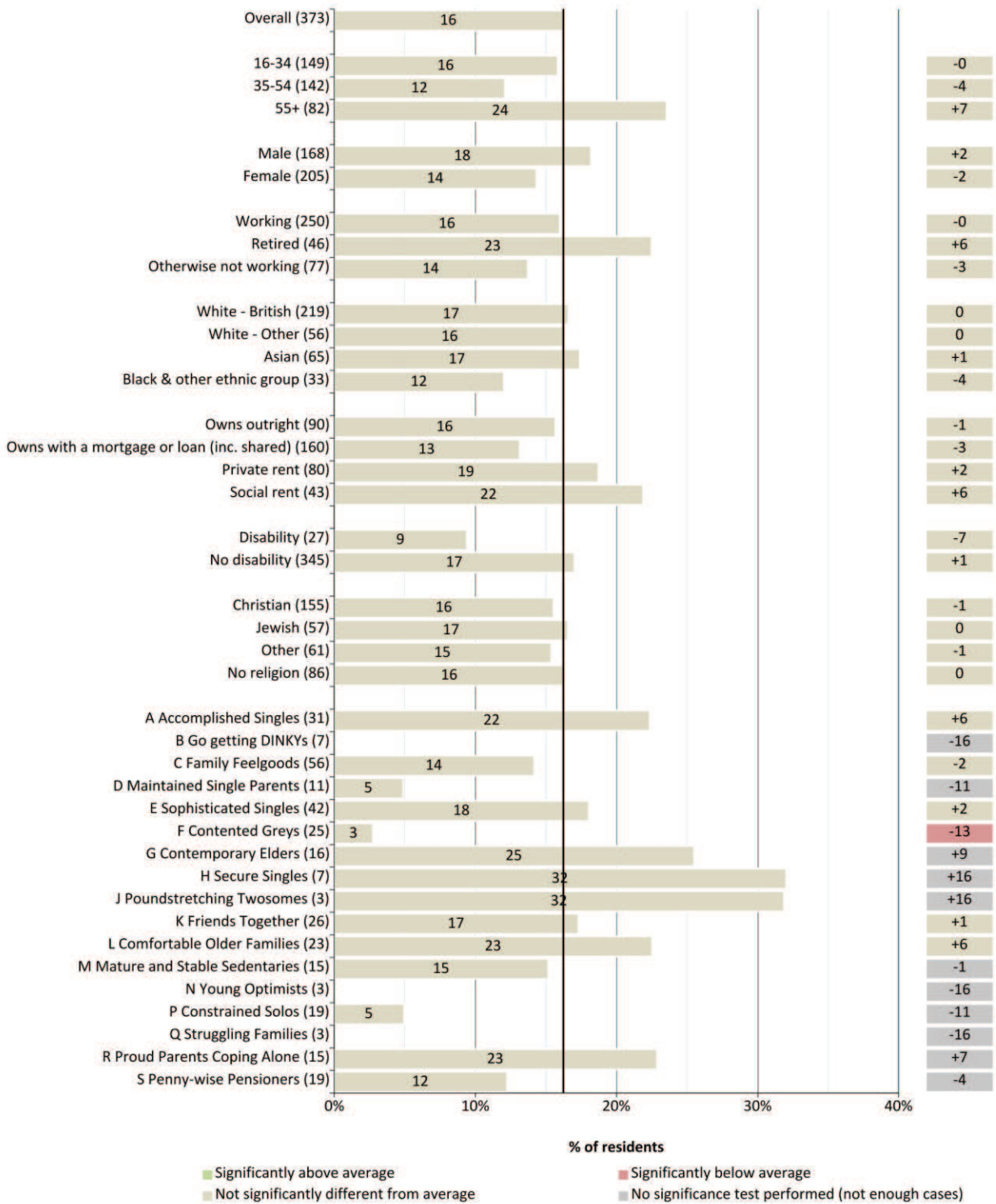


Base: Users (number of Users shown in brackets)

4.55 The chart above shows how the responses for this question vary across different sub-groups who use a facility due to it offering **good value for money**.

4.56 **Friends Together** are significantly less likely to use a facility due to it offering good value for money.

Figure 22: Differences by sub-groups who use a facility due to it being a good quality facility

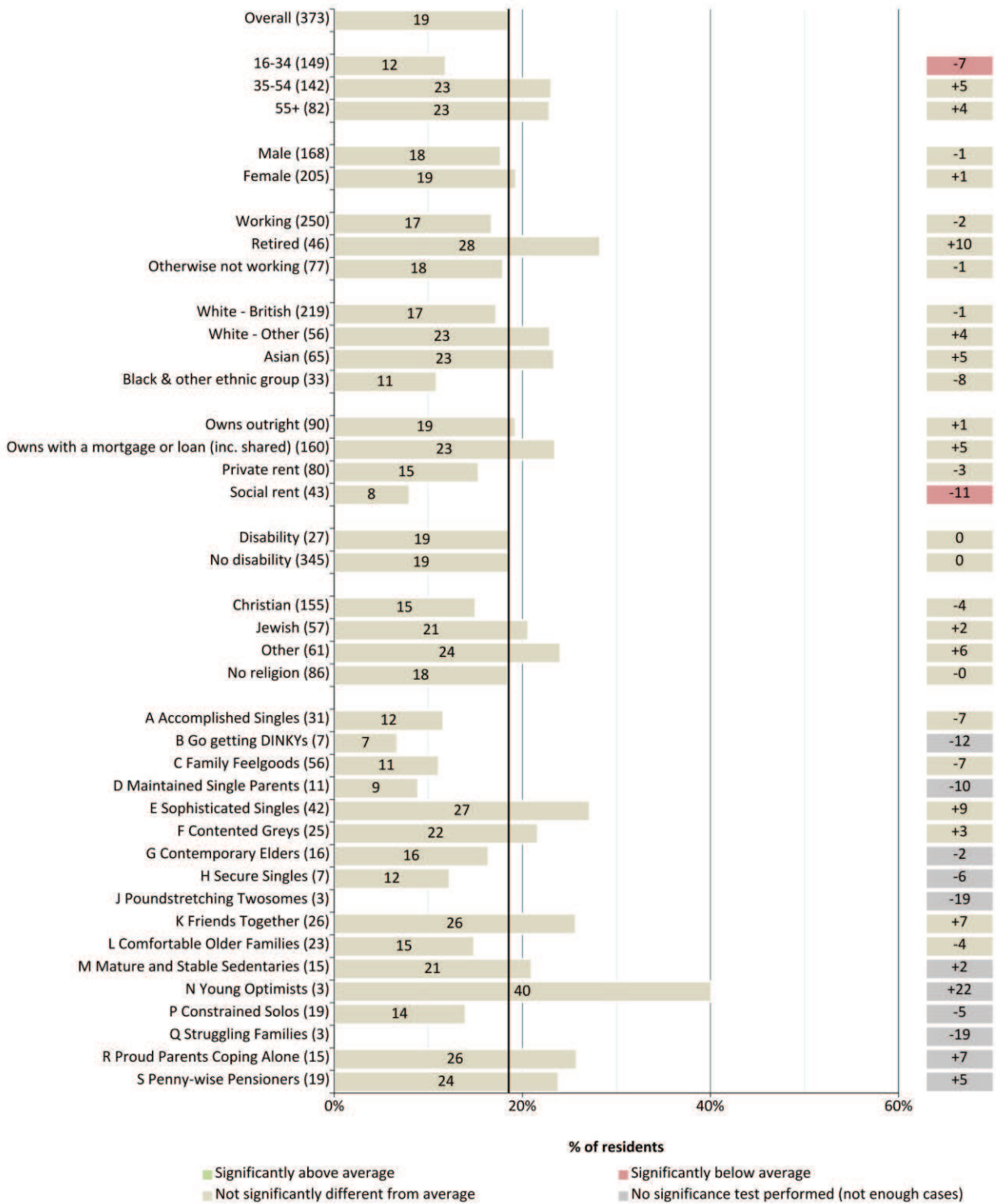


Base: Users (number of Users shown in brackets)

4.57 The chart above shows how the responses for this question vary across different sub-groups who use a facility due to it being a **good quality facility**.

4.58 **Contented Greys** are significantly less likely to use a facility due to it being a good quality facility.

Figure 23: Differences by sub-groups who use a facility due to it catering for the activity they are interested in



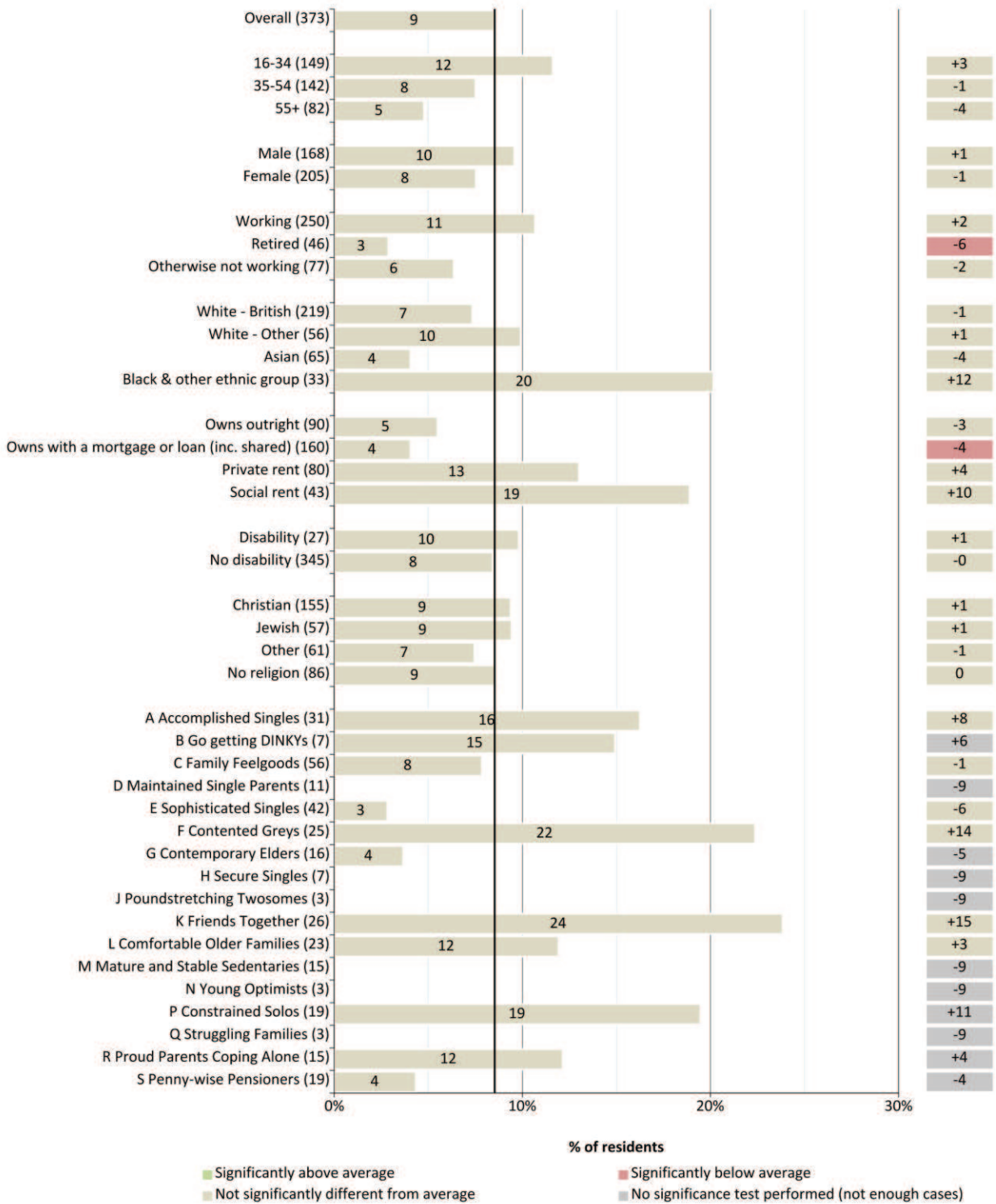
Base: Users (number of Users shown in brackets)

4.59 The chart above shows how the responses for this question vary across different sub-groups who use a facility due to it catering for the activity they are interested in.

4.60 Residents who are aged 16-34 and social renters are significantly less likely to use a facility due to it catering for the activity they are interested in.



Figure 24: Differences by sub-groups who use a facility due to it being cheap

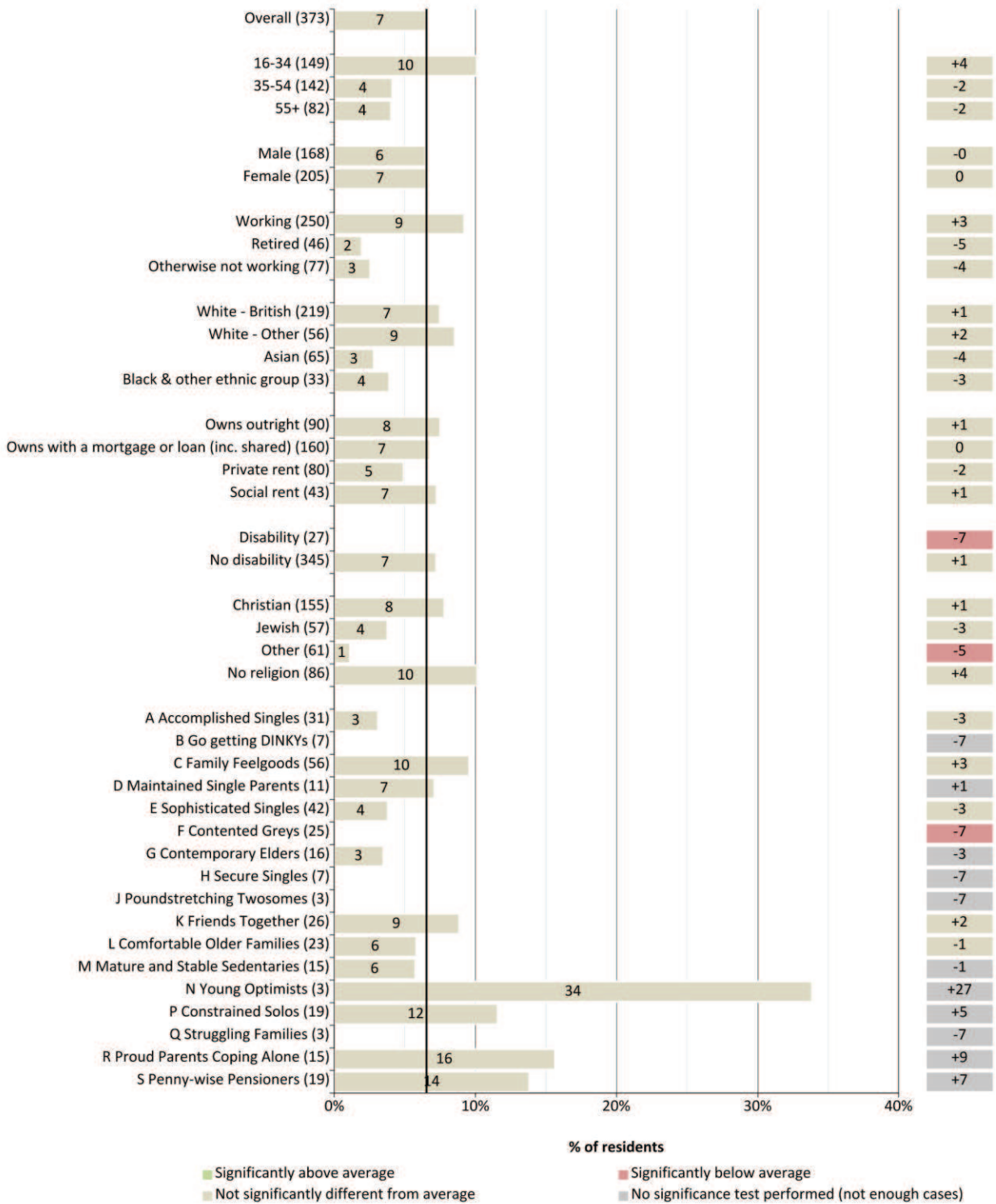


Base: Users (number of Users shown in brackets)

4.61 The chart above shows how the responses for this question vary across different sub-groups who use a facility due to it being cheap.

4.62 Residents who own their property with a mortgage/loan or are retired are significantly less likely to use a facility due to it being cheap.

Figure 25: Differences by sub-groups who use a facility due to it being close to where they work



Base: Users (number of Users shown in brackets)

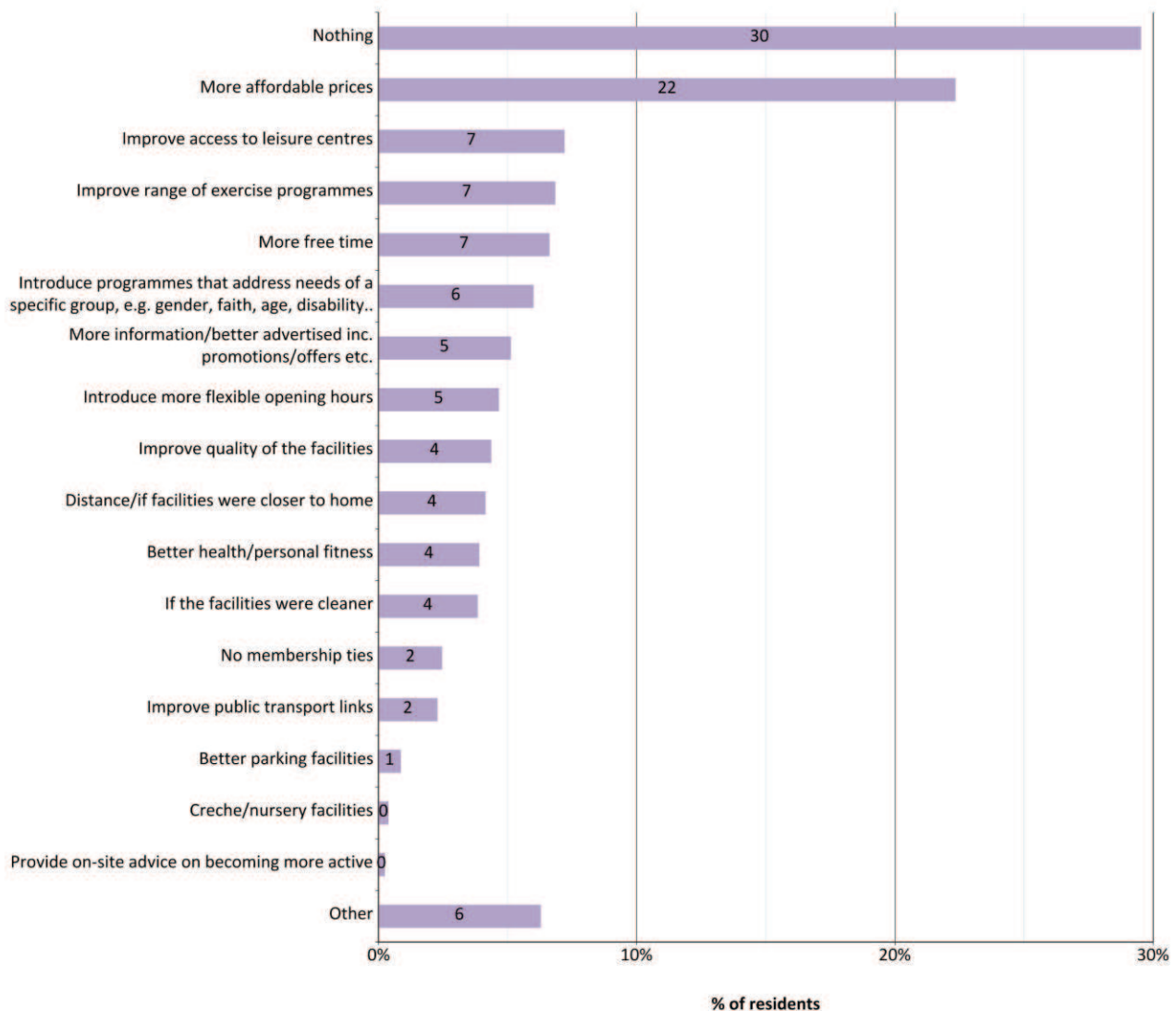
4.63 The chart above shows how the responses for this question vary across different sub-groups who use a facility due to it being **close to where they work**.

4.64 Residents who are **disabled**, from an **'Other'** religious background, and **Contented Greys** are significantly less likely to use a facility due to it being close to where they work.

### What would encourage you to use leisure facilities for sport and physical activity purposes?

[MULTIPLE CHOICE QUESTION - TOTAL MAY EXCEED 100%]

Figure 26: What would encourage you to use leisure facilities for sport and physical activity purposes?

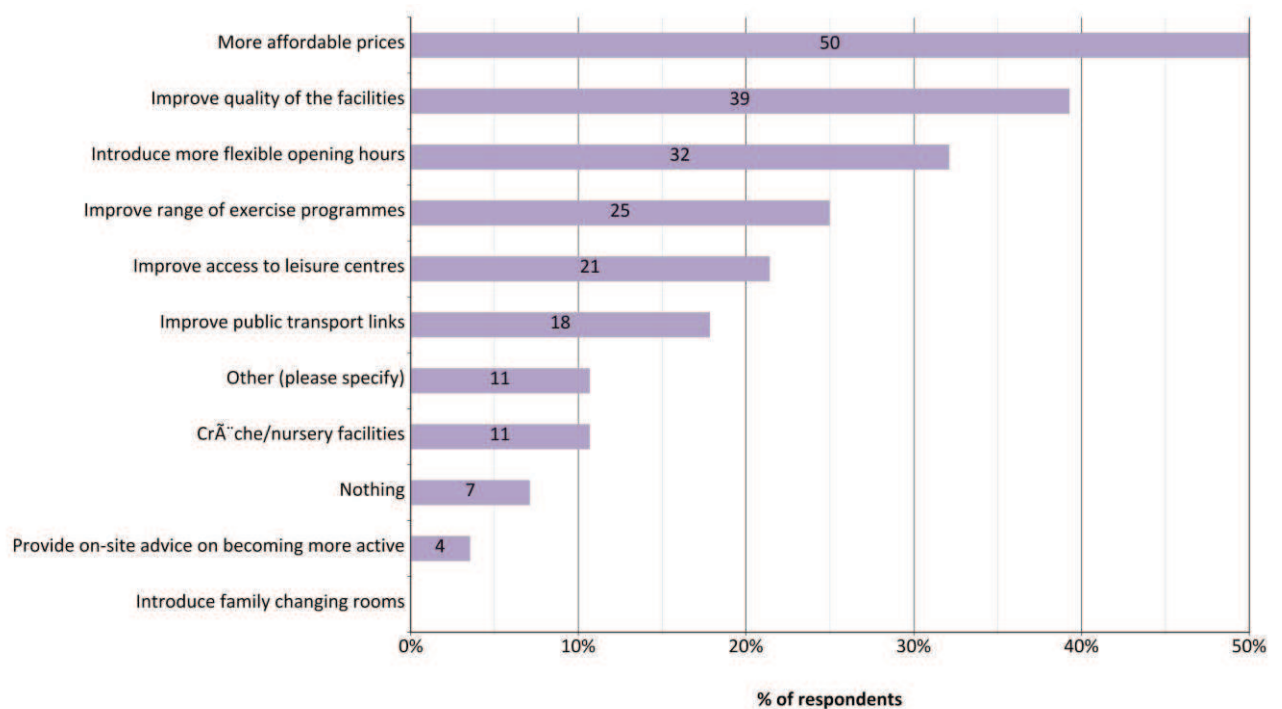


Base: Non-Users - all residents who do not use a leisure facility (228)

- <sup>4.65</sup> When Non-Users (all residents who do not currently use a leisure facility) were asked what would encourage them to use leisure facilities for sport and physical activity purposes, the most common answer (22%) relates to cost (more affordable prices).
- <sup>4.66</sup> Also noted are comments regarding improved access (7%), improved range of exercise programmes (7%), and the introduction of programmes addressing the needs of specific groups (6%).
- <sup>4.67</sup> Other themes mentioned include cleanliness of facilities (e.g. changing areas, swimming pools), better choice/quality of facilities, group activities that allow socialising and better information/advertising available regarding locations, services and price incentives.

- 4.68 30% of Non-Users state that nothing would encourage them to use leisure facilities for sport and physical activity.
- 4.69 Online data suggests that lower cost (more affordable prices) is still most important for respondents, with half (50%) giving this as a reason that would encourage them to use leisure facilities for these purposes. Other results vary significantly – note the small base size.
- 4.70 A breakdown of the results from the online data is provided below.

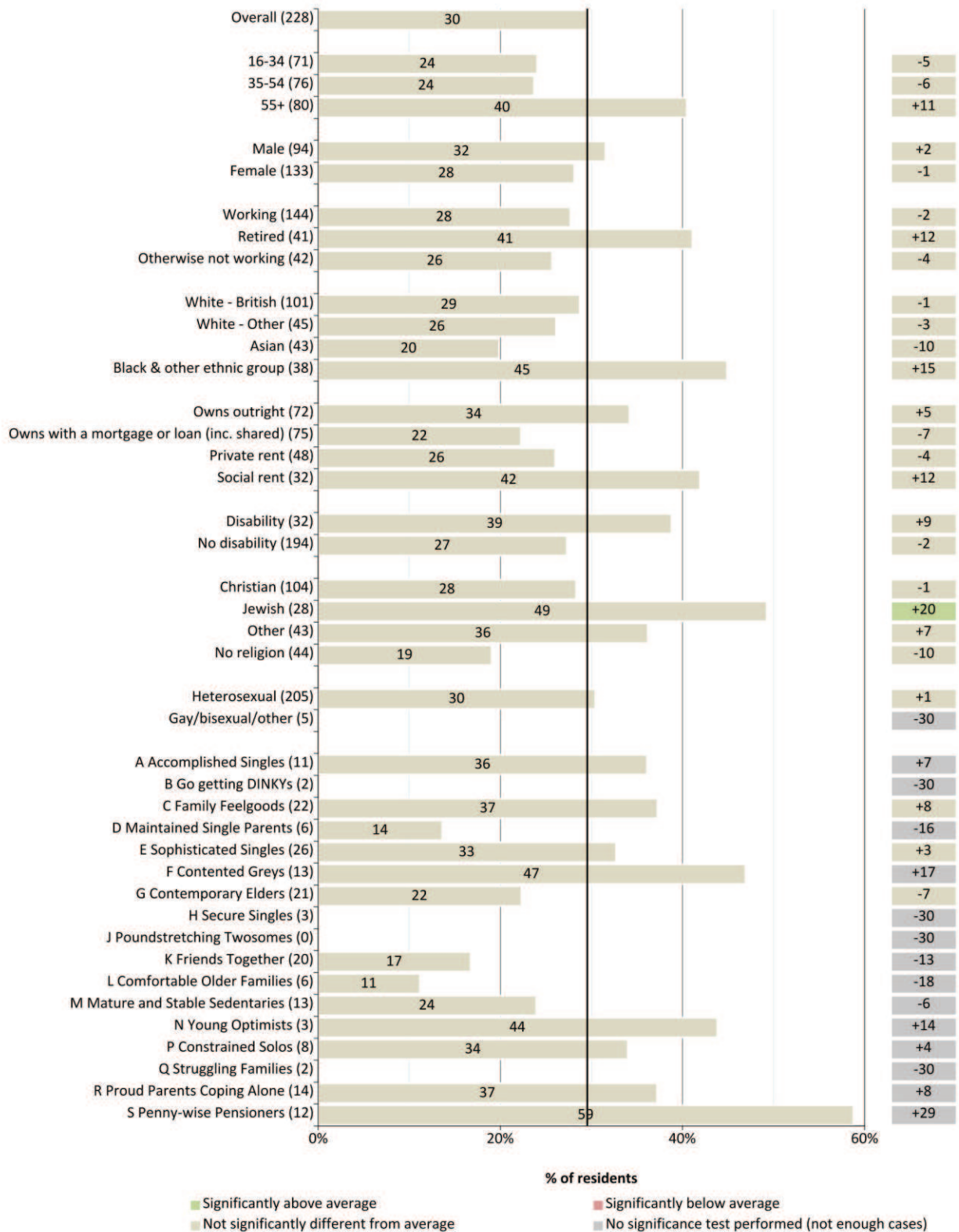
**Figure 27: What would encourage you to use leisure facilities for sport and physical activity purposes? (ONLINE)**



**Base: Respondents who are Non-Users (32)**

- 4.71 The following section will look at significant differences in sub-groups for this question for answers given by 5% or more. Across these, no significant differences for sub-groups have been found for those who would be encouraged to use facilities for sport and leisure due to improved access; hence the associated analysis charts will not be outlined.

Figure 28: Differences by sub-groups who stated that **nothing** would encourage them to use facilities

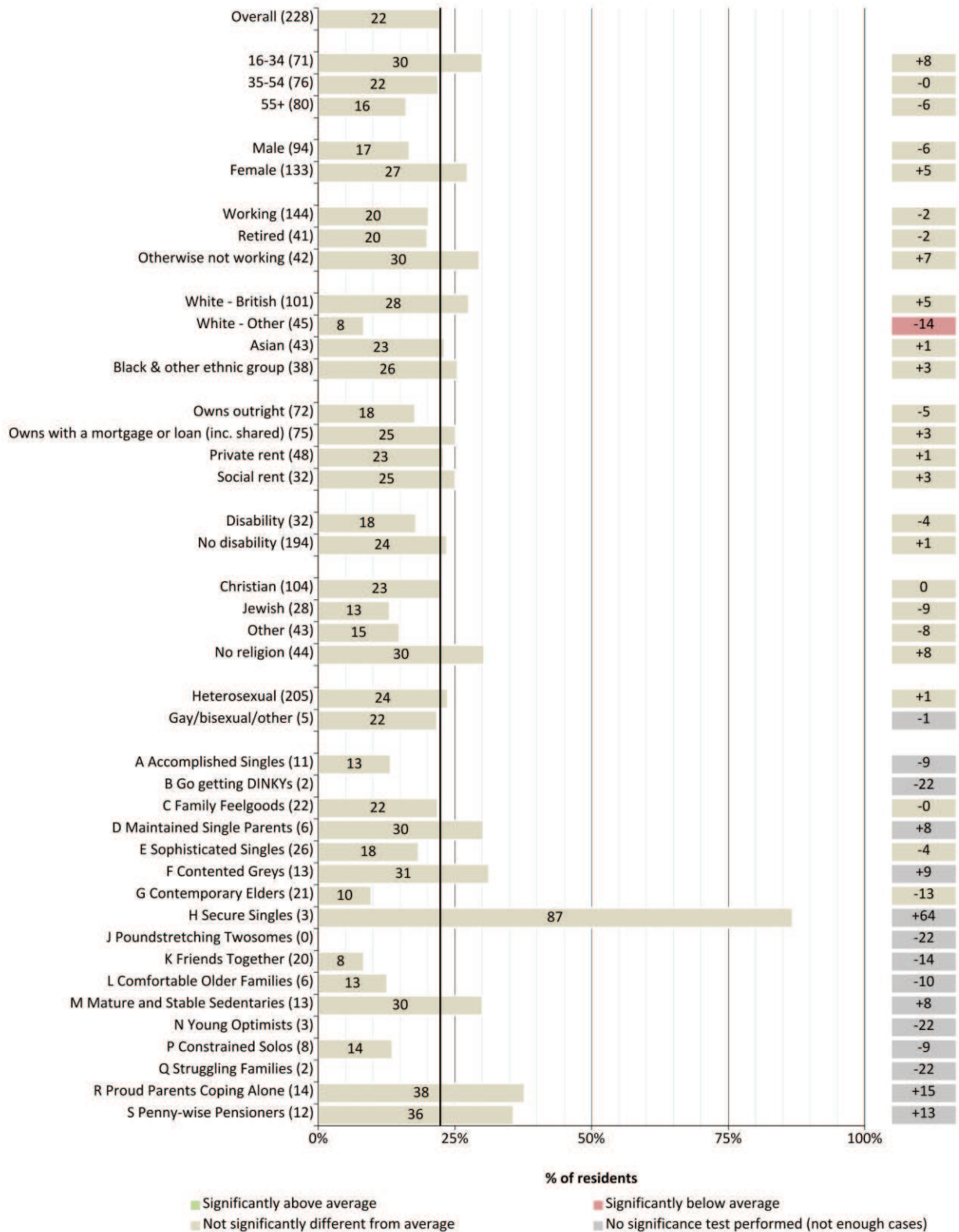


Base: Non-Users (number of Non-Users shown in brackets)

<sup>4.72</sup> The chart above shows how the responses for this question vary across different sub-groups who stated that **nothing** could encourage them to use facilities in the future.

4.73 Residents from a **Jewish** religious background are significantly more likely to say that nothing would encourage them to use leisure facilities in the future.

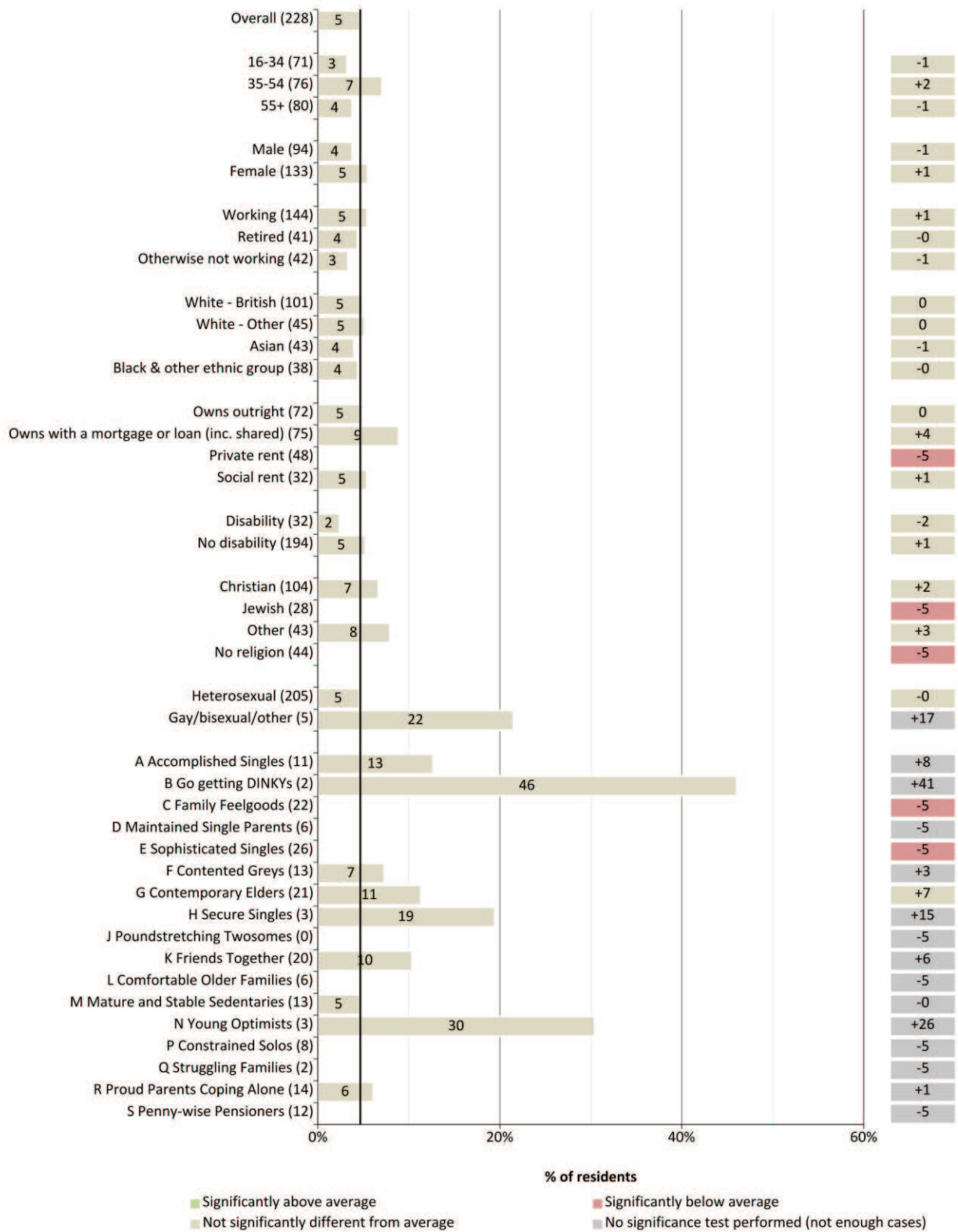
Figure 29: Differences by sub-groups who would be encouraged to use facilities by more affordable prices



Base: Non-Users (number of Non-Users shown in brackets)

- 4.74 The chart above shows how the responses for this question vary across different sub-groups who stated that **more affordable prices** could encourage them to use facilities in the future.
- 4.75 Non-Users from a **White – Other** ethnic background are significantly less likely to be encouraged to use facilities by more affordable prices

Figure 30: Differences by sub-groups who would be encouraged to use facilities by more flexible opening hours



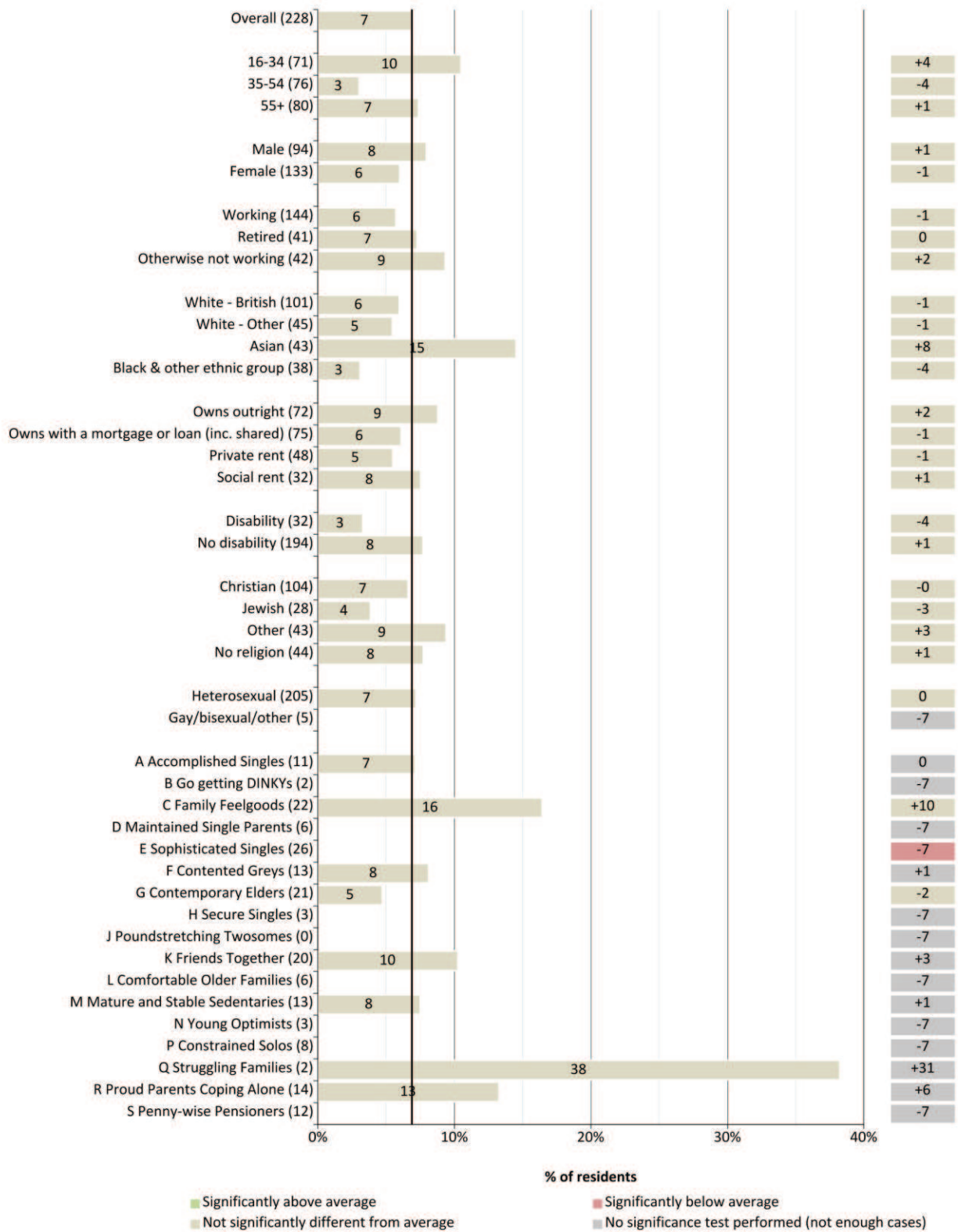
Base: Non-Users (number of Non-Users shown in brackets)

<sup>4.76</sup> The chart above shows how the responses for this question vary across different sub-groups who would be encouraged to use facilities by **more flexible opening hours**.



- 4.77 Residents who **privately rent** their accommodation, residents who are **not religious** or from a **Jewish background, Family Feelgoods and Sophisticated Singles** are significantly less likely to be encouraged to use facilities by more flexible opening hours.

Figure 31: Differences by sub-groups who would be encouraged to use facilities by improving the range of exercise programmes available

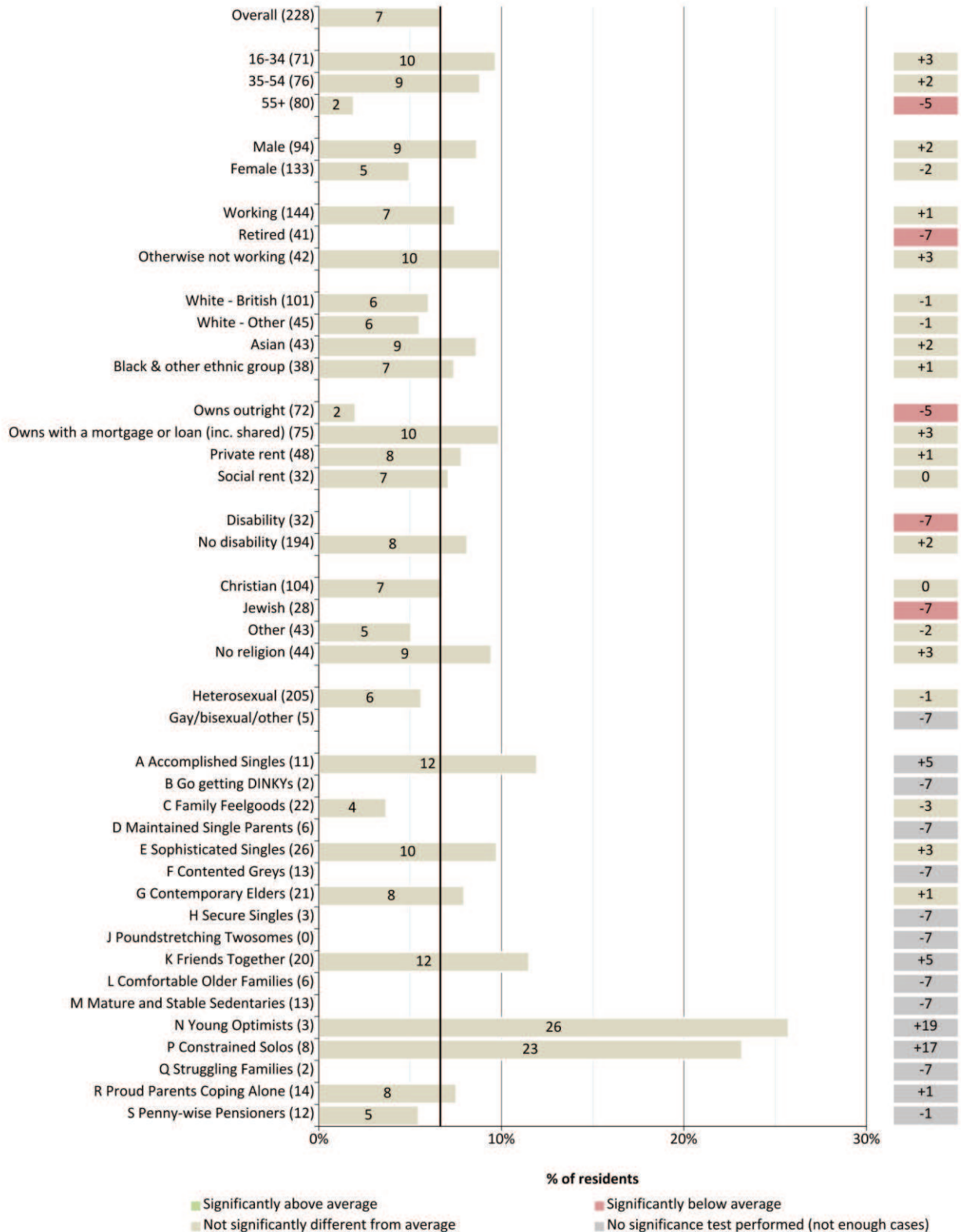


Base: Non-Users (number of Non-Users shown in brackets)

<sup>4.78</sup> The chart above shows how the responses for this question vary across different sub-groups who would be encouraged to use facilities by **improving the range of exercise programmes available**.

4.79 **Sophisticated Singles** are significantly less likely to be encouraged to use facilities by improving the range of exercise programmes available.

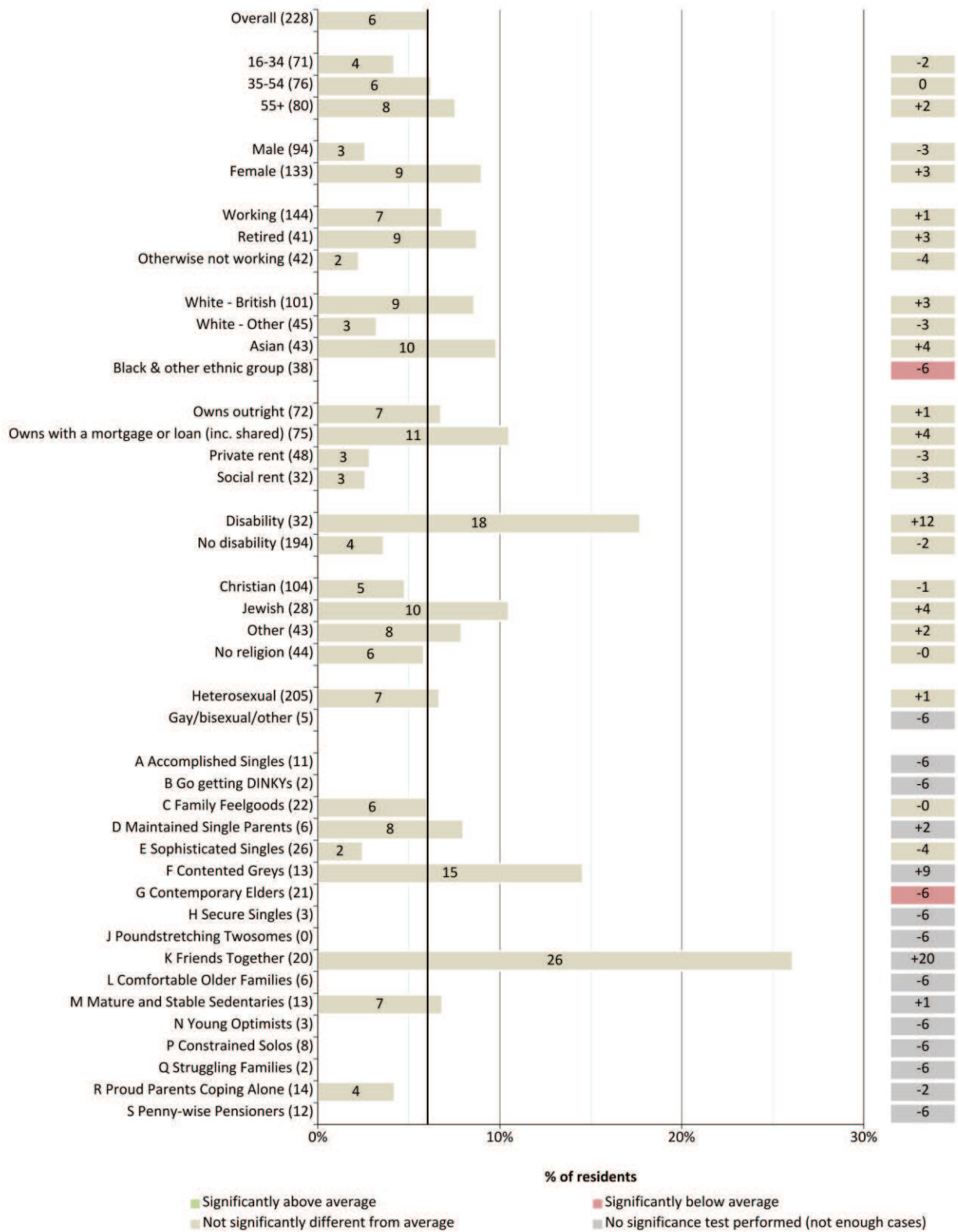
Figure 32: Differences by sub-groups who would be encouraged to use facilities by having more free time



**Base: Non-Users (number of Non-Users shown in brackets)**

- <sup>4.80</sup> The chart above shows how the responses for this question vary across different sub-groups who would be encouraged to use facilities by **having more free time**.
- <sup>4.81</sup> Residents who are aged **55+**, **retired** residents, residents who **own their property outright**, **disabled** residents and residents from a **Jewish** religious background are significantly less likely to be encouraged to use facilities by having more free time.

Figure 33: Differences by sub-groups who would be encouraged to use facilities by introducing programmes that address needs of a specific group

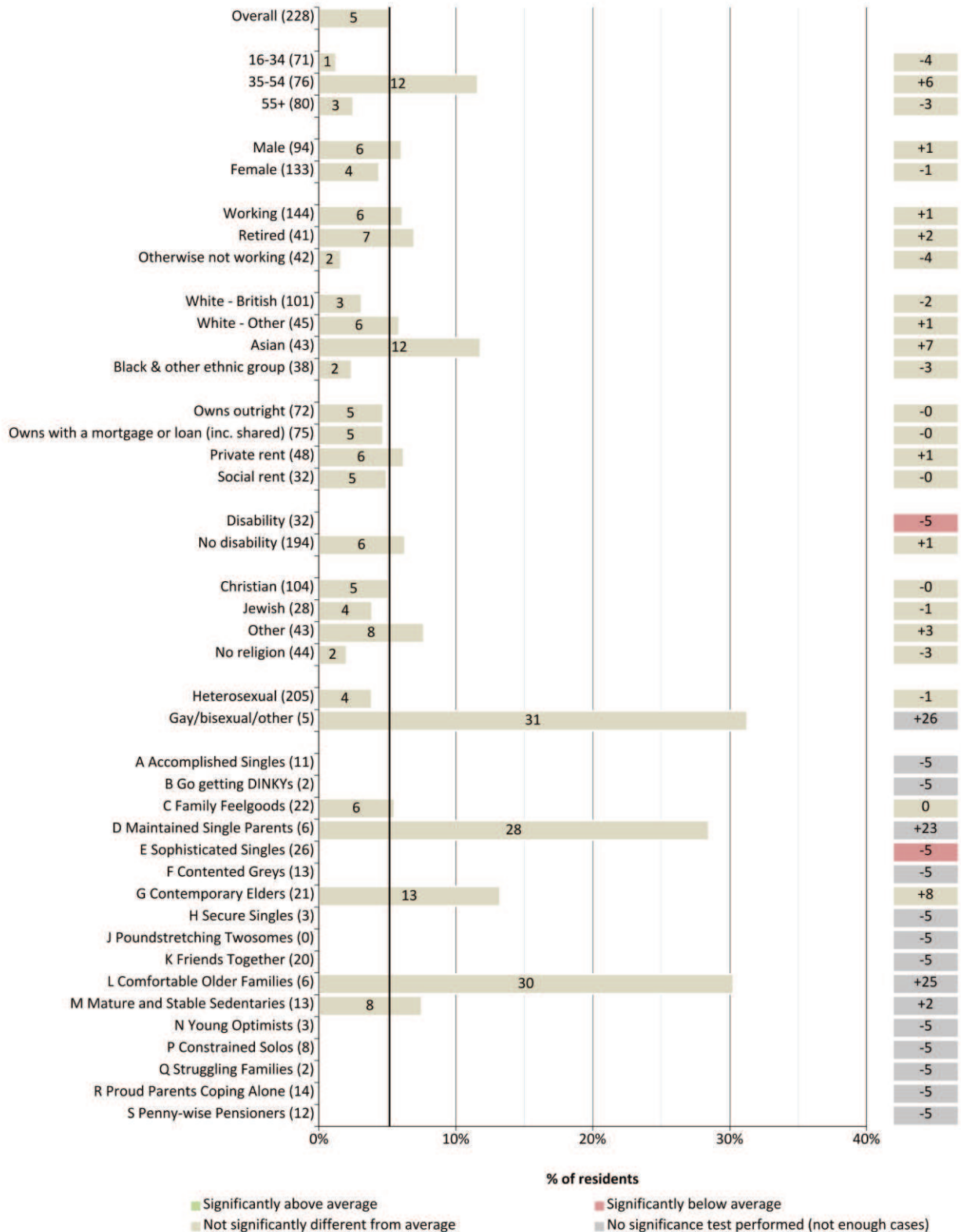


Base: Non-Users (number of Non-Users shown in brackets)

<sup>4.82</sup> The chart above shows how the responses for this question vary across different sub-groups who would be encouraged to use facilities by **introducing programmes that address the needs of a specific group**.

4.83 Residents from **Black & Other** ethnic groups and **Contemporary Elders** are significantly less likely to use a facility if it were to introduce programmes that address the needs of a specific group.

Figure 34: Differences by sub-groups who would be encouraged to use facilities by more information/better advertisements

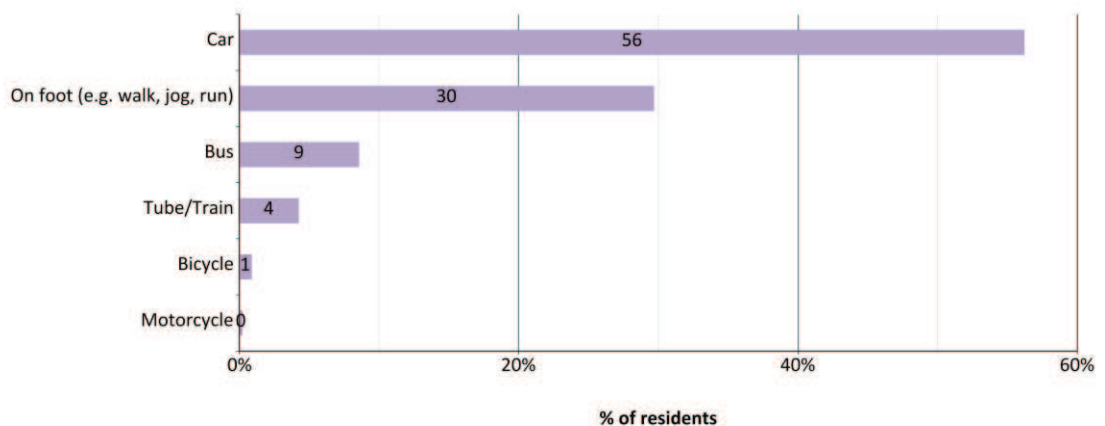


**Base: Non-Users (number of Non-Users shown in brackets)**

- 4.84 The chart above shows how the responses for this question vary across different sub-groups who would be encouraged to use facilities by **more information/better advertising**.
- 4.85 **Disabled** residents and **Sophisticated Singles** are significantly less likely to use a facility due to **more information/better advertising**.

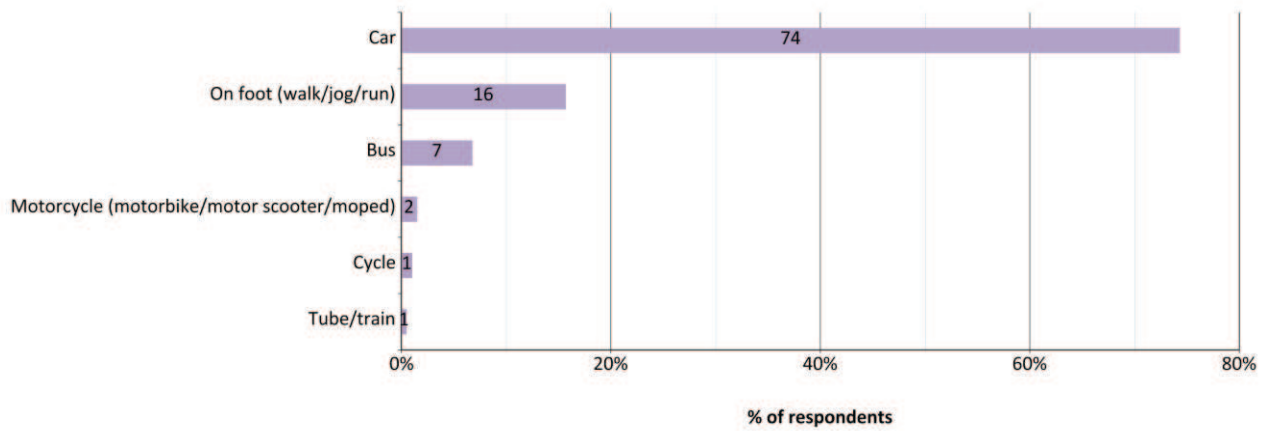
*What is your main mode of transport when travelling to the facility you use most often for sport and physical activity?*

**Figure 35: What is your main mode of transport when travelling to the facility you use most often for sport and physical activity?**

**Base: Users (372)**

- 4.86 When residents who are Users were asked about their main mode of transport when travelling to the facility they use most often, the most frequent answer was by car (56%). 'On foot' (Walking/jogging/running) was the second most common answer (30%).
- 4.87 Less than 13% of Users answered that public transport (Bus and Tube/Train combined) is their main mode of travel. Only 1% answered Bicycle.
- 4.88 Online data also suggests respondents travel mostly by car (74%) while a smaller proportion answering 'On foot' (16%) when compared to the residents survey.
- 4.89 A breakdown of the results from the online data is provided overleaf.

**Figure 36: What is your main mode of transport when travelling to the facility you use most often for sport and physical activity? (ONLINE)**

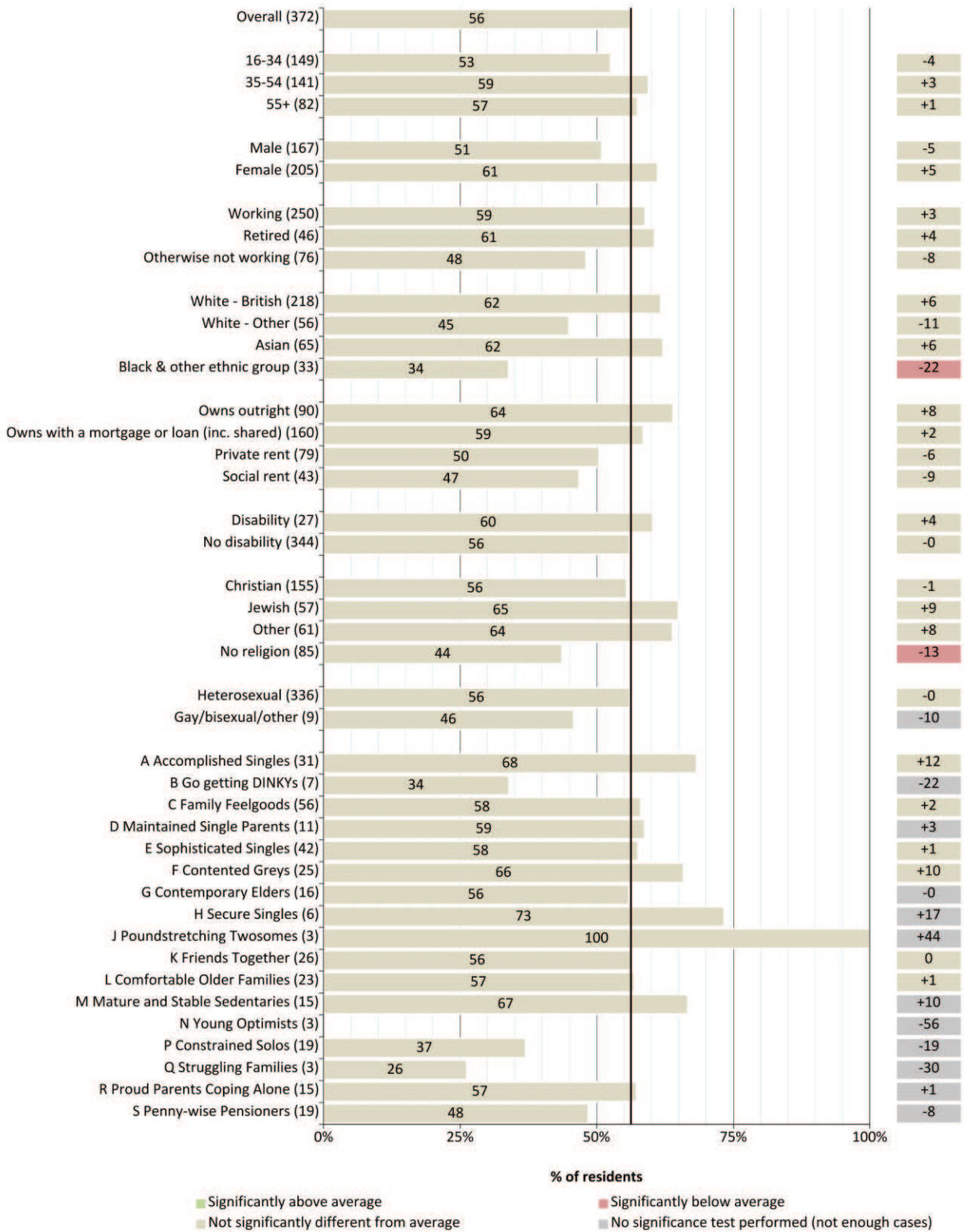


**Base: Respondents who are Users (191)**

<sup>4.90</sup> The following section will look at significant differences in sub-groups for this question for answers given by 5% or more.



Figure 37: Differences by sub-groups whose main mode of transport to the facility is by car

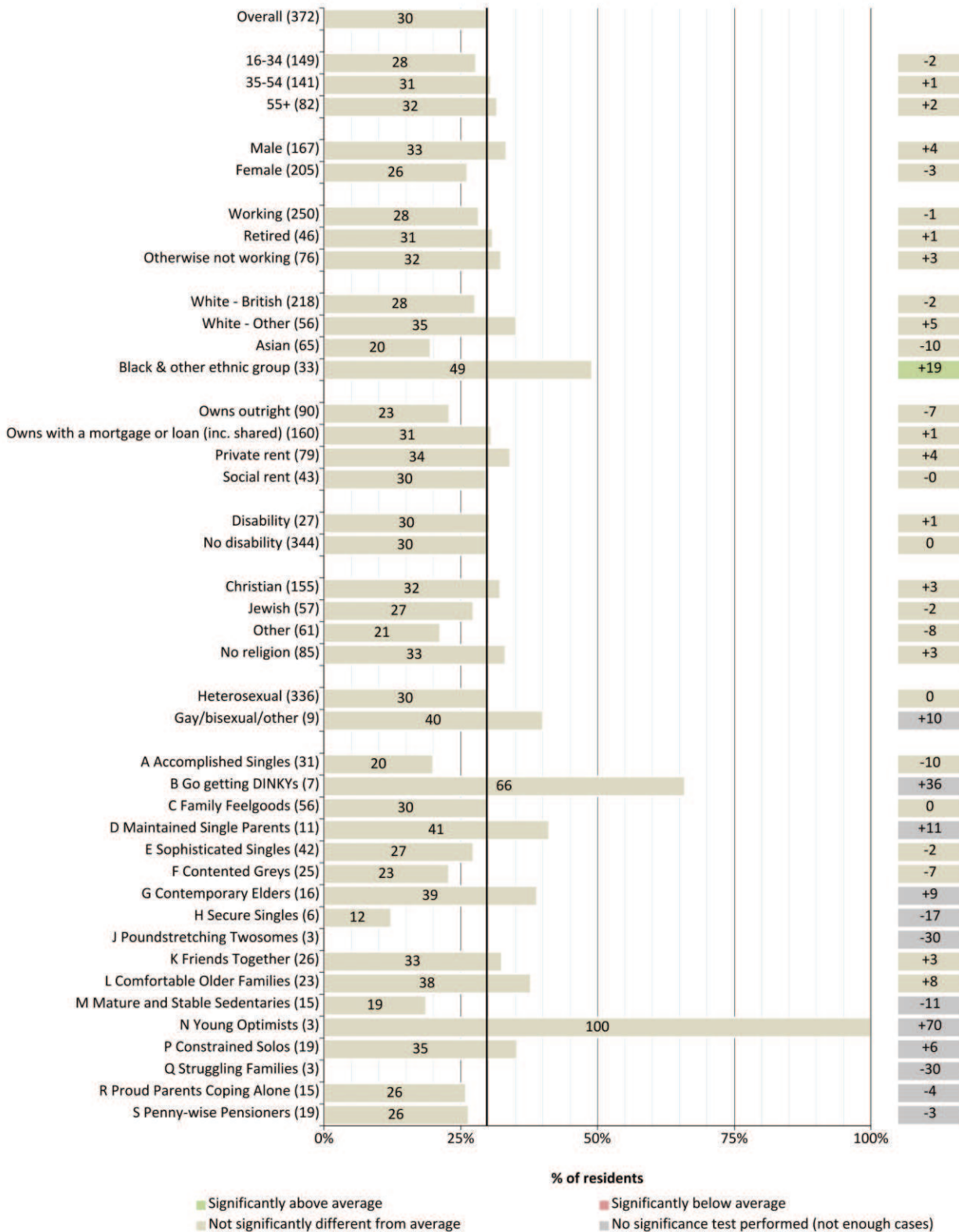


Base: Users (number of Users shown in brackets)

<sup>4.91</sup> The chart above shows how the responses for this question vary across different sub-groups who use a car as their main mode of transport when traveling to the leisure facility they use most.

4.92 Residents who are from a **Black & other** ethnic group, or are **not religious** are significantly less likely to use a car as their main mode of transport when traveling to the leisure facility they use most.

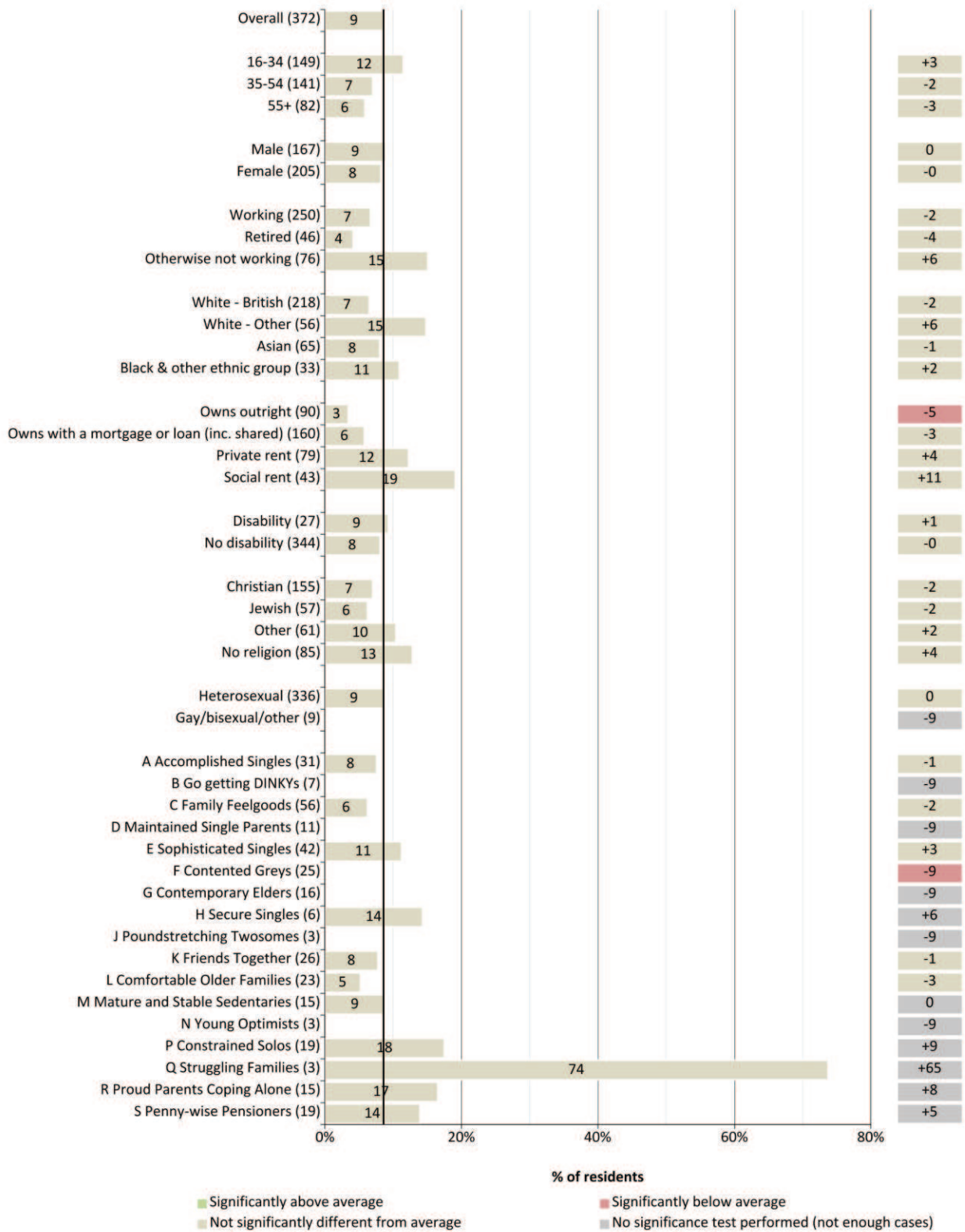
Figure 38: Differences by sub-groups whose main mode of transport to the facility is on foot



Base: Users (number of Users shown in brackets)

- 4.93 The chart above shows how the responses for this question vary across different sub-groups who travel **on foot** as their main mode of transport when traveling to the leisure facility they use most.
- 4.94 Residents who are from a **Black & other** ethnic group are significantly more likely to travel by foot as their main mode of transport when traveling to the leisure facility they use most.

Figure 39: Differences by sub-groups whose main mode of transport to the facility is by bus



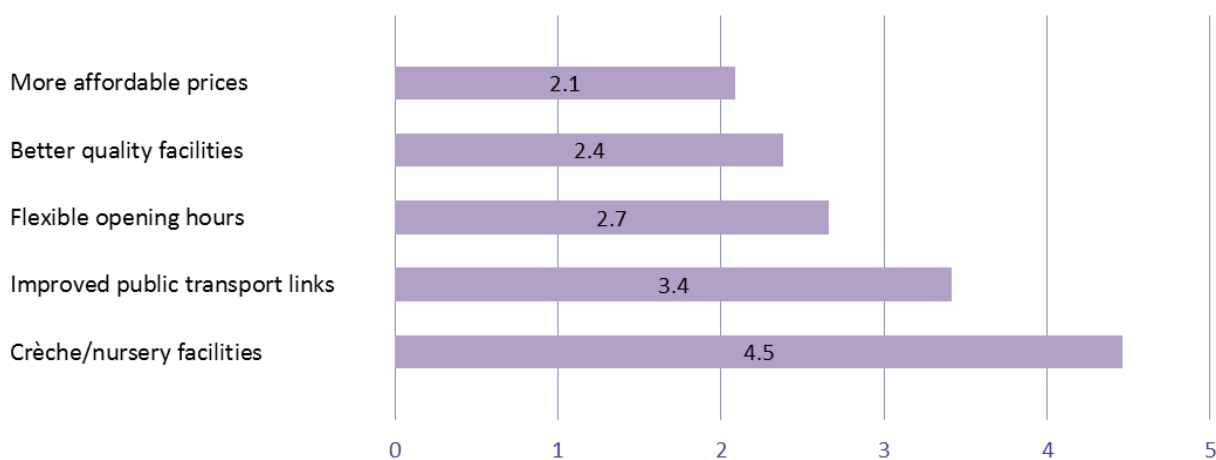
Base: Users (number of Users shown in brackets)

<sup>4.95</sup> The chart above shows how the responses for this question vary across different sub-groups who use a bus as their main mode of transport when traveling to the leisure facility they use most.

4.96 Residents who **own their properties outright** and **Contented Greys** are significantly less likely to use a bus as their main mode of transport when traveling to the leisure facility they use most.

*I'm going to read out 5 options, please rank them on a scale of 1-5 where 1 would most encourage you to further participate, and 5 would least encourage you to further participate in sport and physical activity.*

Figure 40: Ranking options related to further encouragement of participation in sport and physical activity



Base: Users (366)

4.97 Residents who are Users ranked 'More affordable prices' at the highest position with an average score of 2.1, making this option the most likely to encourage further participation.

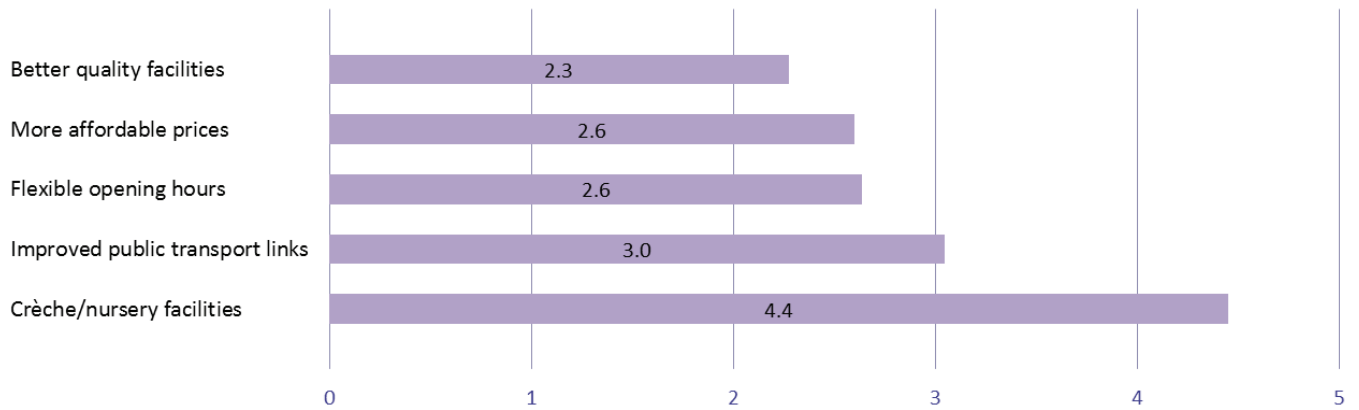
4.98 'Better quality facilities' is the second most likely option to encourage participation, with an average score of 2.4, and 'Flexible opening hours' came third with an average score of 2.7.

4.99 The option ranked fourth ('Improved public transport links') received an average score of 3.4, and following a bigger gap again, 'Crèche/nursery facilities' received the lowest rank score with an average of 4.5 - making this option the least likely to encourage further participation.

4.100 Online respondents ranked 'Better quality facilities' as 1<sup>st</sup> (average score of 2.3) and most likely to encourage them to participate further in sport and physical activity. 'More affordable prices' was ranked 2<sup>nd</sup> (average score of 2.6), and a ranking order similar to the main data was noted for the remainder of the options.

4.101 A breakdown of the results from the online data is provided overleaf.

**Figure 41: Ranking options related to further encouragement of participation in sport and physical activity (ONLINE)**

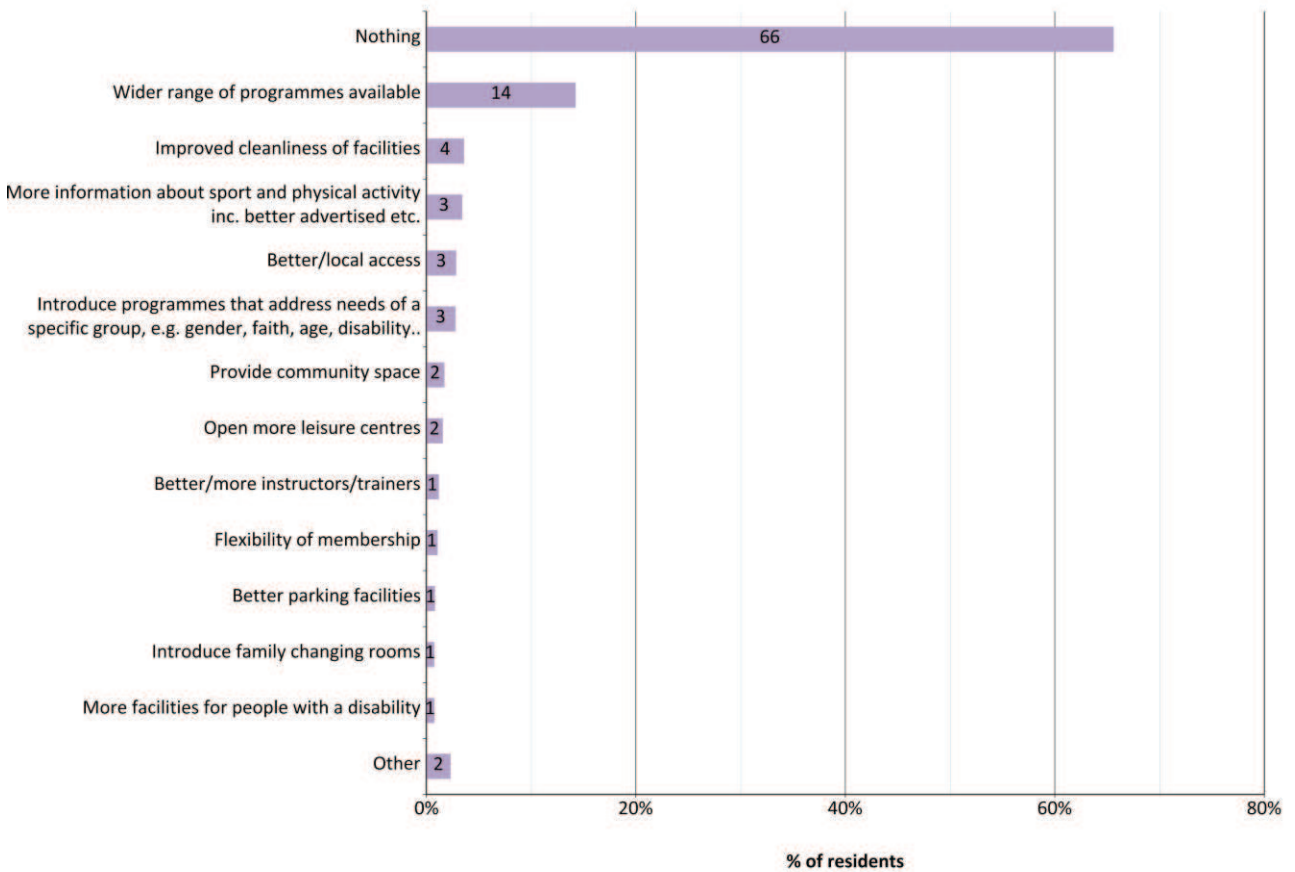


Base: Respondents who are Users (132)

*Is there anything else that I have not mentioned that would encourage you to further participate in sport and physical activity?*

[MULTIPLE CHOICE QUESTION - TOTAL MAY EXCEED 100%]

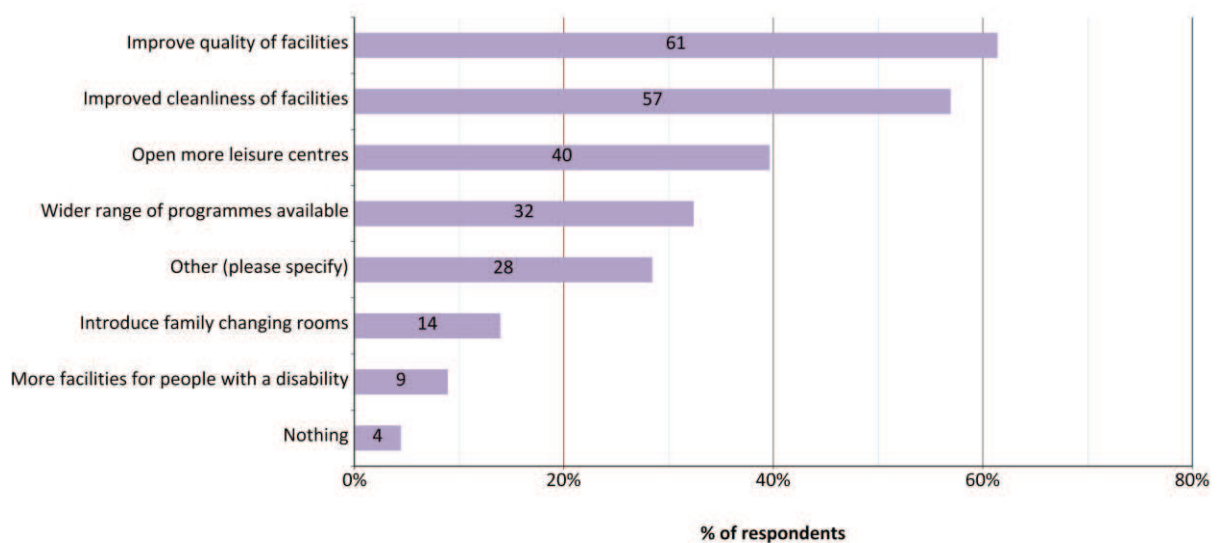
**Figure 42: Is there anything else that would encourage you to further participate in sport and physical activity?**



Base: Users (373)

- 4.102 66% of Residents who are Users stated that nothing else would encourage them to further participate in sport and physical activity.
- 4.103 14% noted that a wider range of programmes would encourage them to further participate, while an additional 4% mention cleanliness of the facilities as motivational factors.
- 4.104 More information about sport and physical activity, better/local access and introducing programmes that address the needs of a specific group were mentioned by 3% of Users as factors that would encourage further participation.
- 4.105 Other mentions include themes around pricing and membership (e.g. special offers, packages and concessions, more flexible membership options), improved advertising and information, more local/nearer facilities, staff (e.g. customer service, personal trainers, knowledgeable instructors) and usage volume issues (prefer less crowded facilities).
- 4.106 In contrast to the survey data, online data suggests respondents would be motivated to further participate through a range of actions, most notably by improved quality of facilities (61%), improved cleanliness (57%), more available leisure centres (40%) and a wider range of programs (32%).
- 4.107 A breakdown of the results from the online data is provided below.

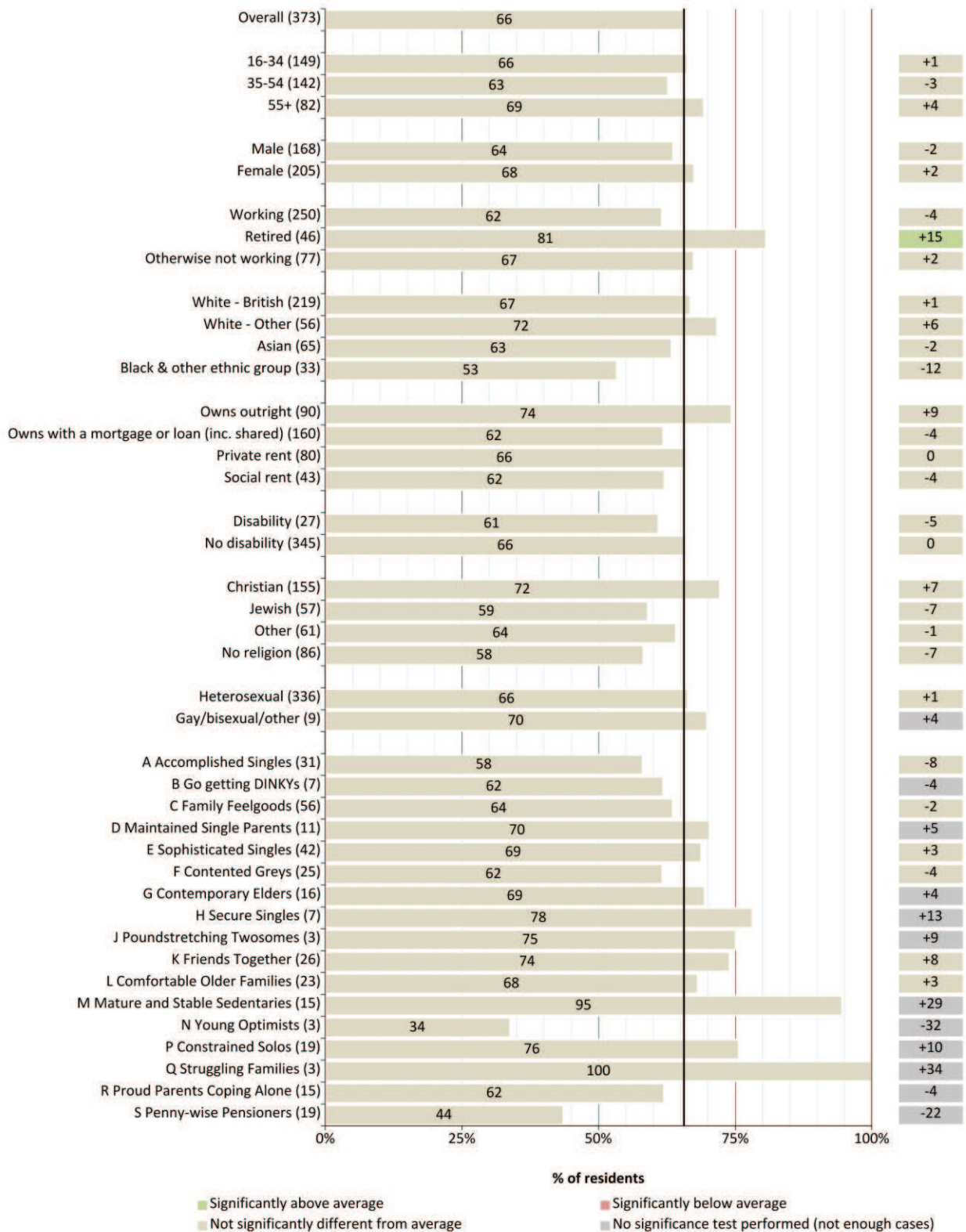
**Figure 43: Is there anything else that would encourage you to further participate in sport and physical activity? (ONLINE)**



**Base: Respondents who are Users (205)**

- 4.108 Users who answered this question through the easy read paper questionnaire noted that having more available support by carers or staff (e.g. special instructors) as being important factors that would make it easier for them to use leisure facilities.
- 4.109 The following section will look at significant differences in sub-groups for this question for answers given by 5% or more.

Figure 44: Differences by sub-groups who stated that nothing else would further encourage their use of facilities



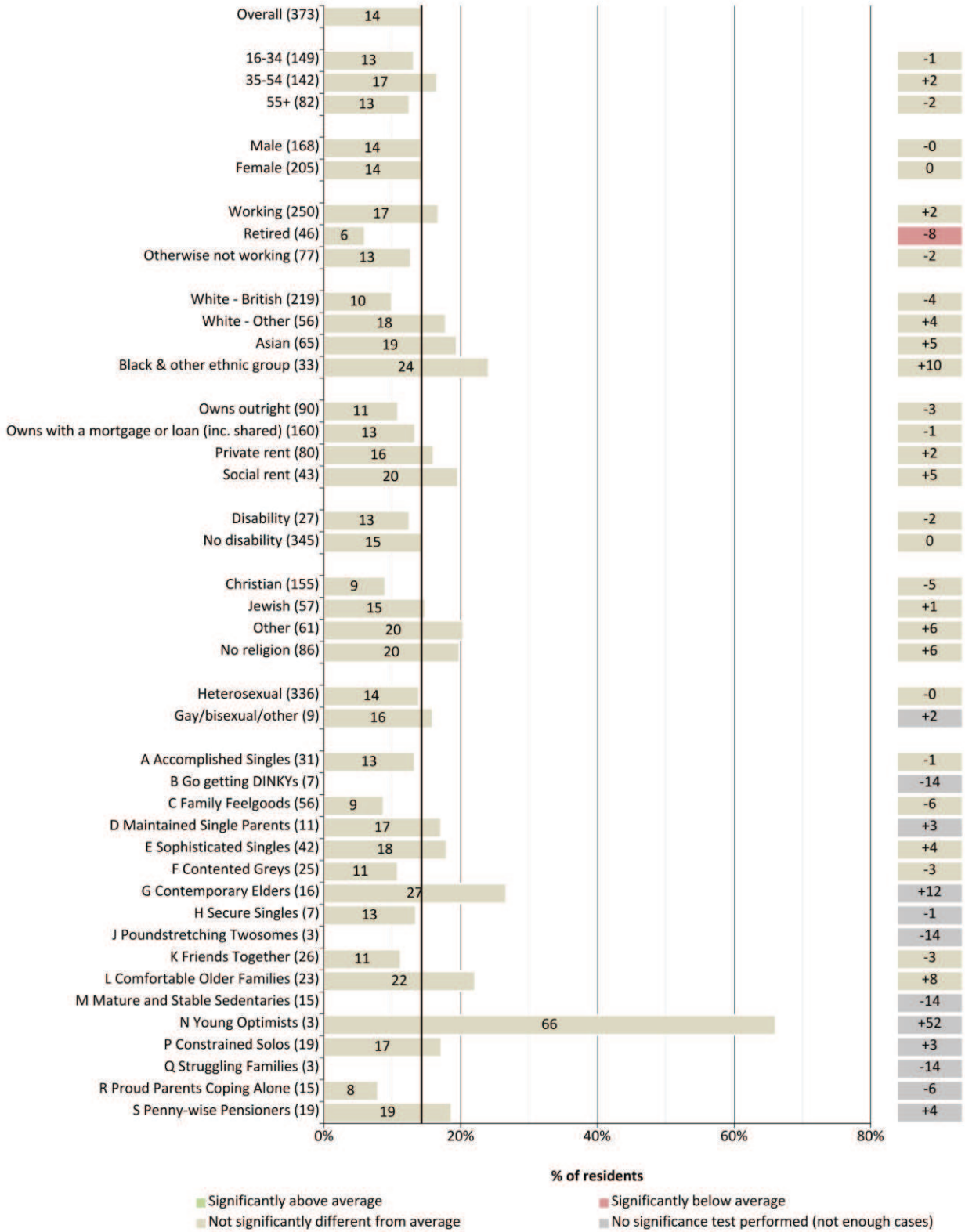
Base: Users (number of Users shown in brackets)

<sup>4.110</sup> The chart above shows how the responses for this question vary across different sub-groups who said that **nothing would further encourage them** to use leisure facilities for sport and physical activity.



4.111 Residents who are **retired** are significantly more likely to say that nothing would further encourage them to use leisure facilities for sport and physical activity.

**Figure 45: Differences by sub-groups who mentioned that a wider range of available programmes would further encourage their use of facilities**



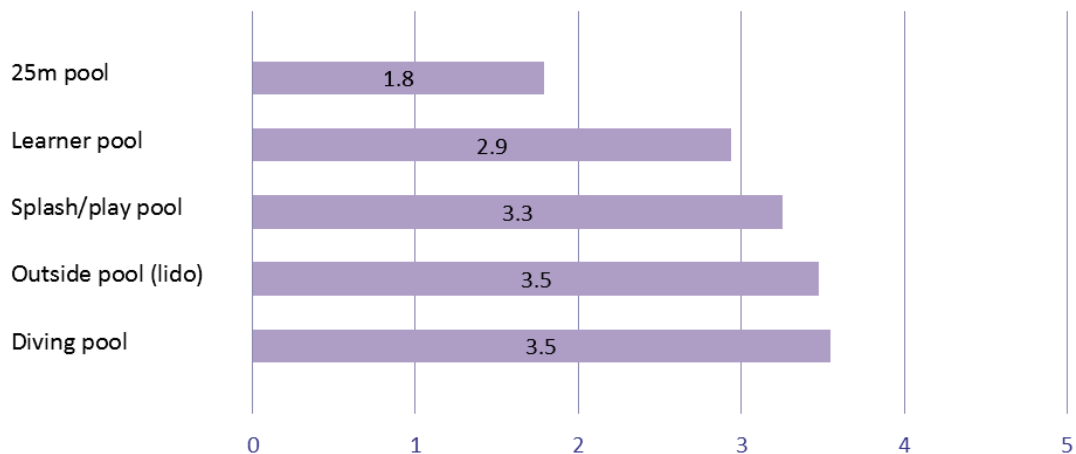
Base: Users (number of Users shown in brackets)

- <sup>4.112</sup> The chart above shows how the responses for this question vary across different sub-groups who said that **having a wider range of programmes available would further encourage them** to use leisure facilities for sport and physical activity.
- <sup>4.113</sup> Residents who are **retired** are significantly less likely to say that having a wider range of programmes available would further encourage them to use leisure facilities for sport and physical activity.

## Facilities mix

*Thinking about wet facilities in a leisure centre, I'm going to read out 5 options - please rank them on a scale of 1-5, where 1 is most important to you and 5 is least important.*

**Figure 46: Ranking options related to wet facilities**



**Base: All residents (557)**

4.114 Residents ranked the 25m pool as the most important wet facility, with an average score of 1.8.

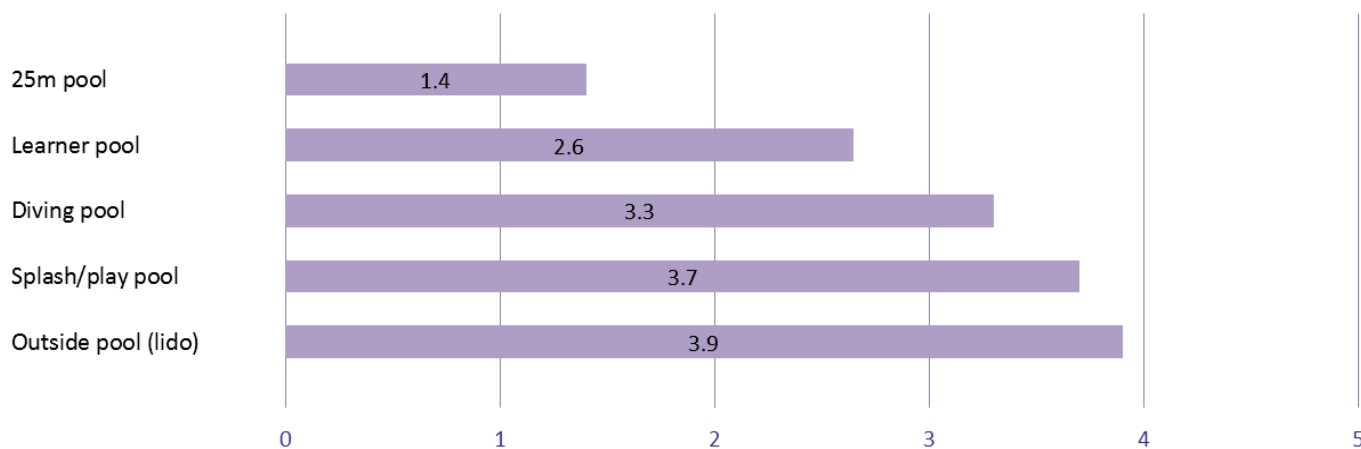
4.115 The Learner pool was ranked as 2nd most important wet facility with an average score of 2.9.

4.116 The remainder options were ranked very closely together.

4.117 Online data for respondents suggests similar trends in terms of the 1<sup>st</sup> and 2<sup>nd</sup> ranks – although average scores are lower. The diving pool was ranked 3<sup>rd</sup> (3.3) rather than 5<sup>th</sup> as with the residents survey, the splash/play pool was ranked 4<sup>th</sup> (3.7) rather than 3<sup>rd</sup> as with the residents survey and the outside pool/lido was ranked 5<sup>th</sup> (3.9) rather than 4<sup>th</sup> as with the residents survey.

4.118 A breakdown of the results from the online data is provided overleaf.

**Figure 47: Ranking options related to wet facilities (ONLINE)**

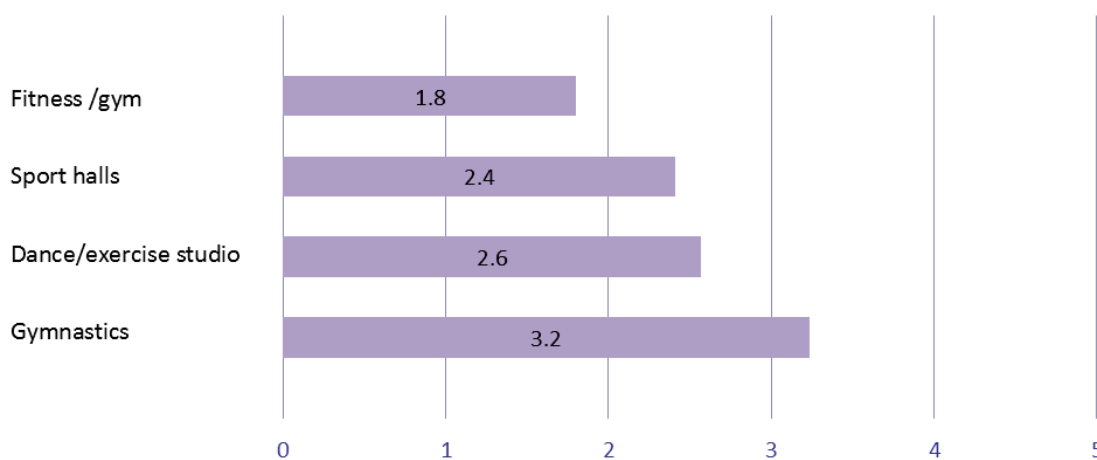


**Base: Respondents who are Users (177)**

<sup>4.119</sup> Users who answered this question through the easy read paper questionnaire noted the learner pool as the most important to them, followed by the splash/play pool as second most important. Other wet facilities were not noted as being particularly important.

*Thinking about indoor facilities at a leisure centre, I'm going to read out 4 options - please rank them on a scale of 1-4, where 1 is most important to you and 4 is least important.*

**Figure 48: Ranking options related to indoor facilities**



**Base: All residents (590)**

4.120 Residents ranked the Fitness/gym option 1<sup>st</sup> and as the most important indoor facilities to them, with an average score of 1.8.

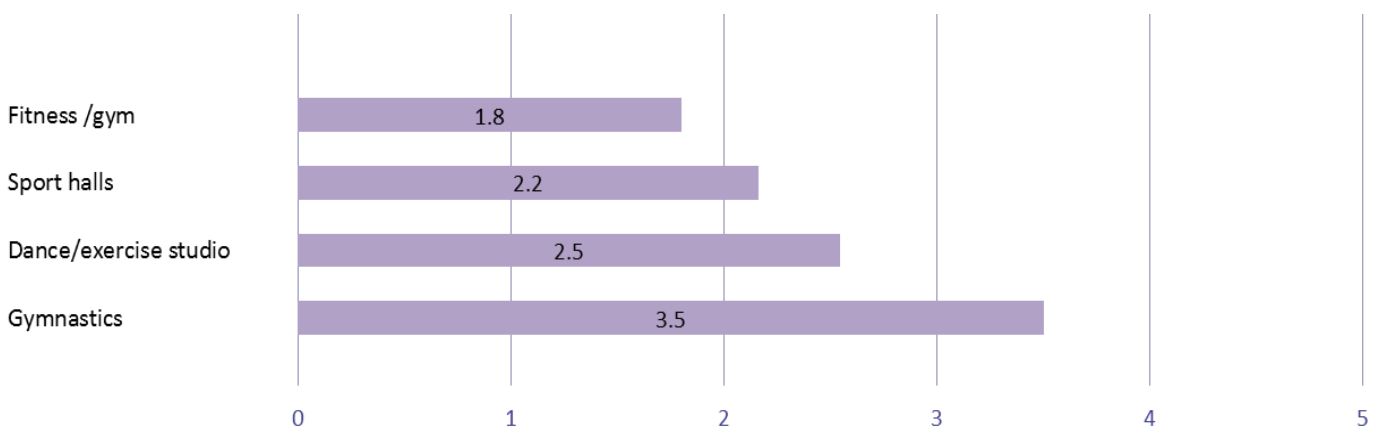
4.121 Sport halls were ranked as the 2<sup>nd</sup> most important indoor facilities with an average score of 2.4, while the Dance/exercise studio option was ranked as 3<sup>rd</sup> most important with an average score of 2.6.

4.122 Gymnastics were ranked 4<sup>th</sup> and least important.

4.123 Online data suggests very similar trends for respondents.

4.124 A breakdown of the results from the online data is provided below.

**Figure 49: Ranking options related to indoor facilities (ONLINE)**

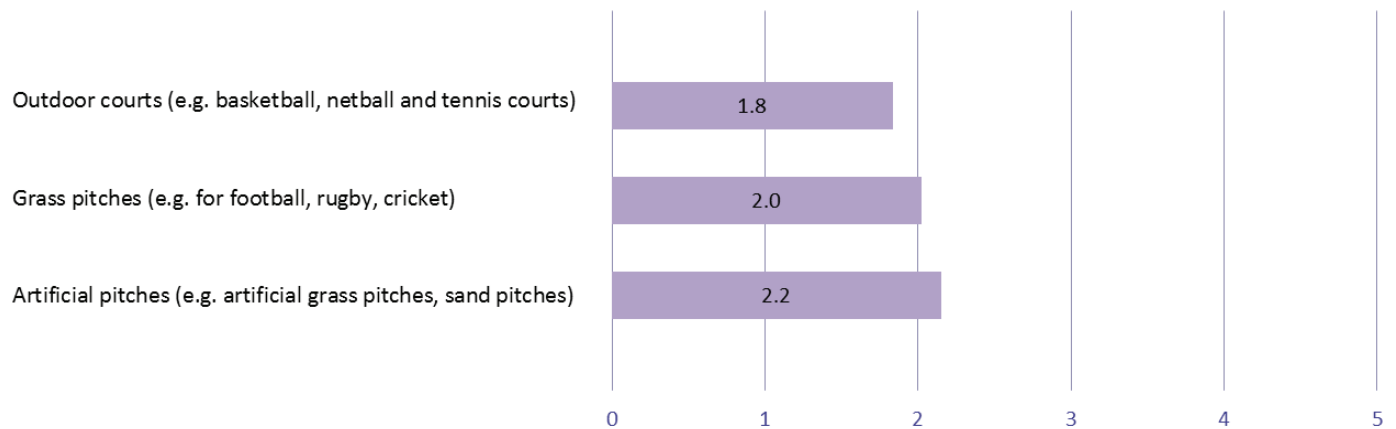


**Base: Respondents who are Users (174)**

4.125 Users who answered this question through the easy read paper questionnaire noted all four options as relatively important, with Gymnastics slightly less so.

*Thinking about outdoor facilities that a leisure centre might have, I'm going to read out 3 options - please rank them on a scale of 1-3, where 1 is most important to you and 3 is least important.*

**Figure 50: Ranking options related to outdoor facilities**



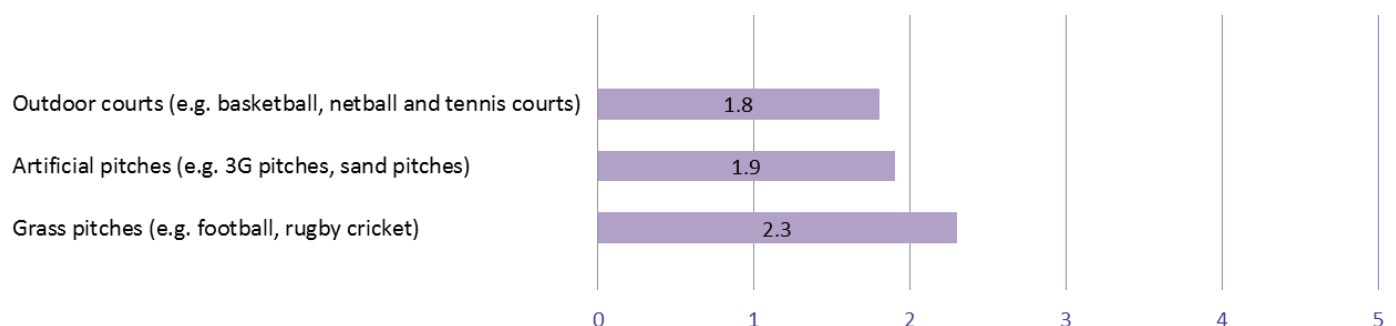
**Base: All residents (564)**

<sup>4.126</sup> Residents ranked the Outdoor courts as the most important outdoor facilities to them with an average score of 1.8, while the Grass pitches and Artificial pitches were ranked very closely thereafter with average scores of 2.0 and 2.2 respectively.

<sup>4.127</sup> Online data suggests a slightly different range of average scores given by respondents, and Grass pitches are ranked 3<sup>rd</sup> and not 2<sup>nd</sup> – but 1<sup>st</sup> rank is still for outdoor courts.

<sup>4.128</sup> A breakdown of the results from the online data is provided overleaf.

**Figure 51: Ranking options related to outdoor facilities (ONLINE)**



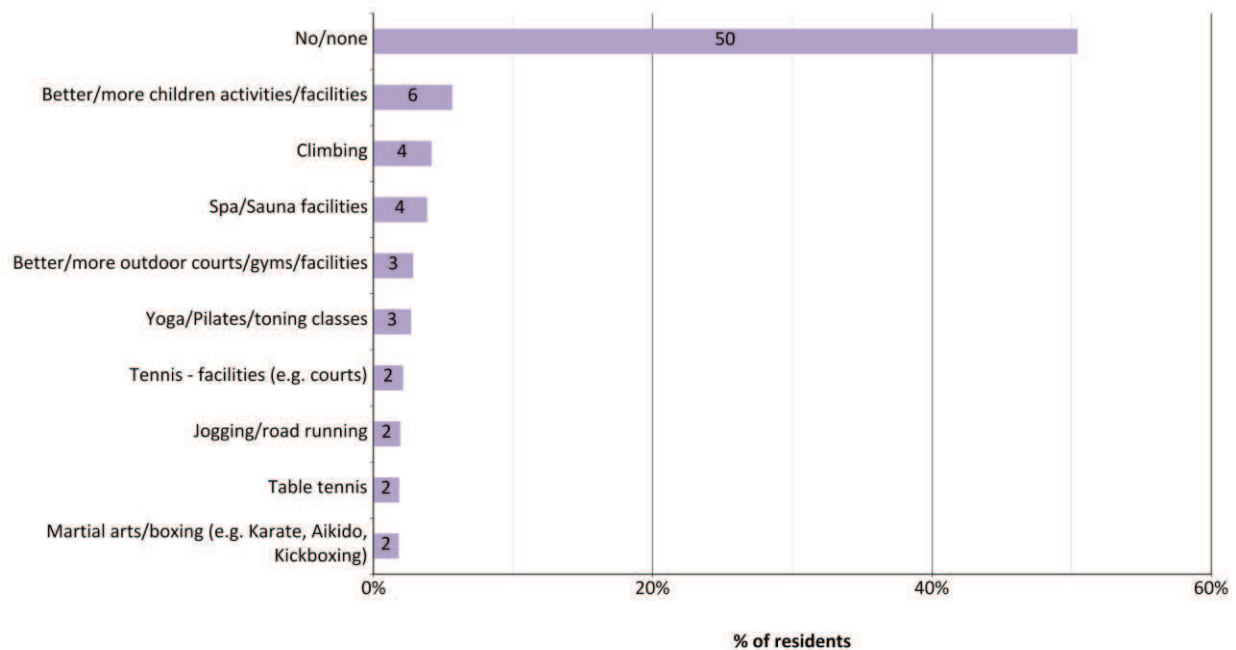
**Base: Respondents who are Users (140)**

<sup>4.129</sup> Users who answered this question through the easy read paper questionnaire noted all three options as more or less equally important.

**Are there any other facilities, features, services or activities that you would like to see at leisure centres in Barnet – that haven't been mentioned so far?**

[MULTIPLE CHOICE QUESTION - TOTAL MAY EXCEED 100%]

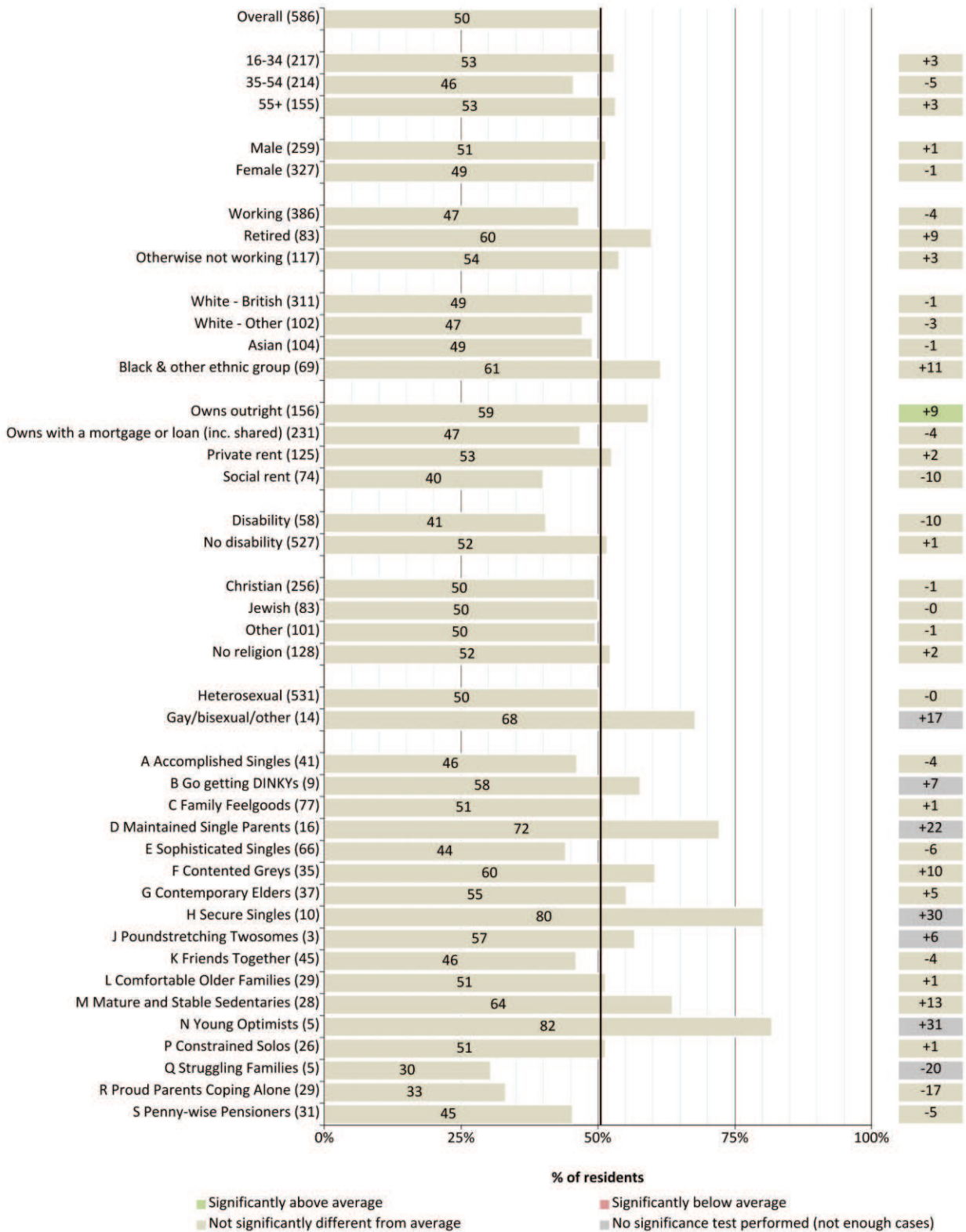
**Figure 52: Are there any other facilities, features, services or activities that you would like to see**



**Base: All residents (586)**

- 4.130 Due to the range of other answers, this chart displays the top ten responses.
- 4.131 Half (50%) of all residents did not mention any other facilities, services or activities that they would like to see.
- 4.132 Better/more children activities/facilities was the most frequently response regarding what residents would like to see at their leisure centre. 4% of residents also wanted to see climbing and spa/sauna facilities at their leisure centre.
- 4.133 A further 2-3% mentioned better/more outdoor courts/gyms/facilities, yoga/Pilates/toning classes, tennis facilities, jogging/road running, table tennis and martial arts/boxing.
- 4.134 Online respondents provided slightly different answers, with bigger emphasis on suggestions regarding swimming pools (mostly 50m lanes, 25m lanes to a lesser extent) as well as providing comments relating to refurbishment and cleanliness of existing facilities, indoor courts, sauna/steam rooms, children facilities/services and activities relating to specific groups (e.g. the elderly, disabled people etc.).

Figure 53: Differences by sub-groups for residents who would like to see no other facilities, features, services or activities



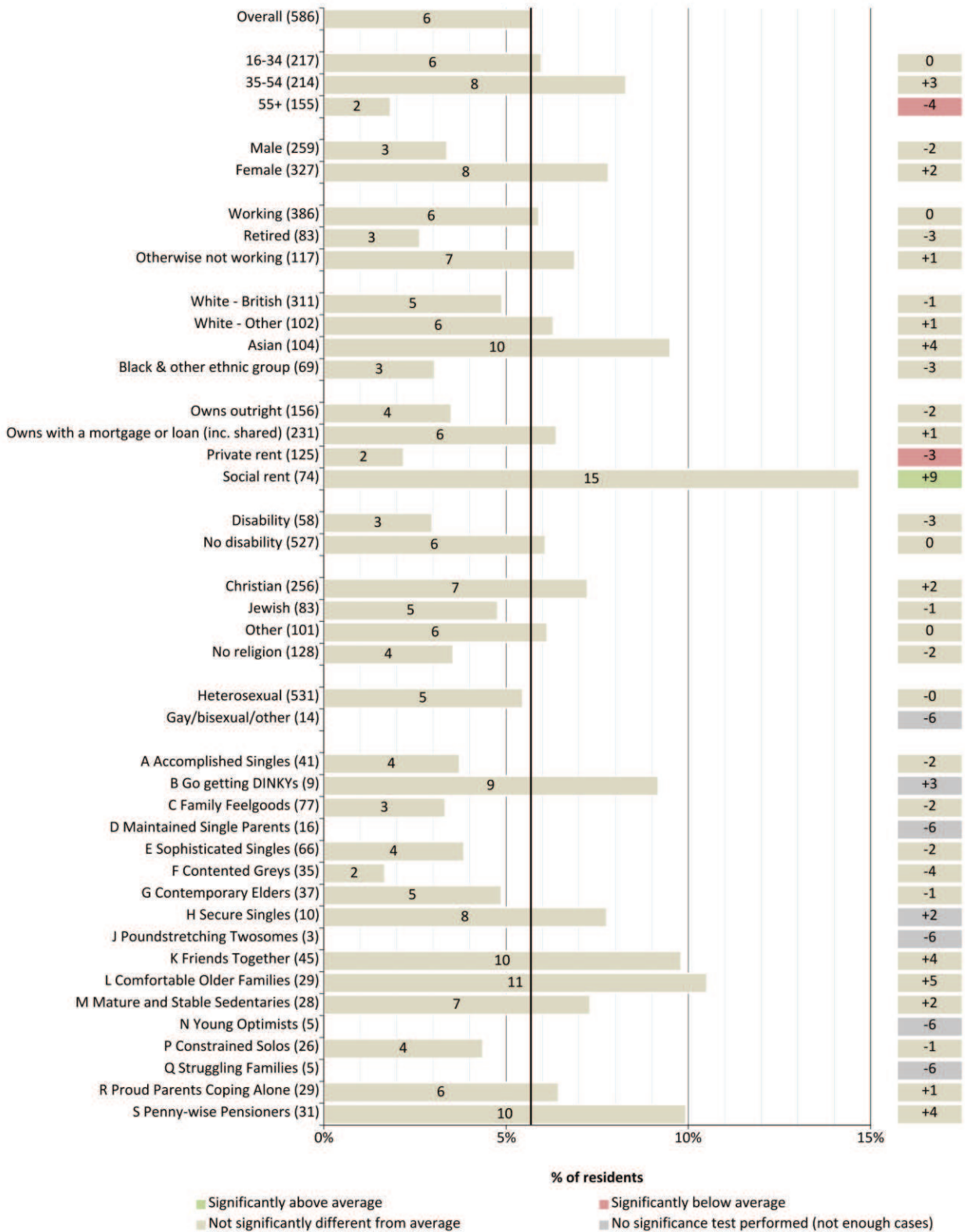
Base: All residents (number of residents shown in brackets)

<sup>4.135</sup> The chart above shows how the responses for this question vary across different sub-groups for residents who would like to see no other facilities, features, services or activities than those mentioned.



4.136 Residents who **own their property outright** are significantly more likely to want to see no other facilities, features, services or activities.

Figure 54: Differences by sub-groups for residents who would like to see better/more children’s activities/facilities



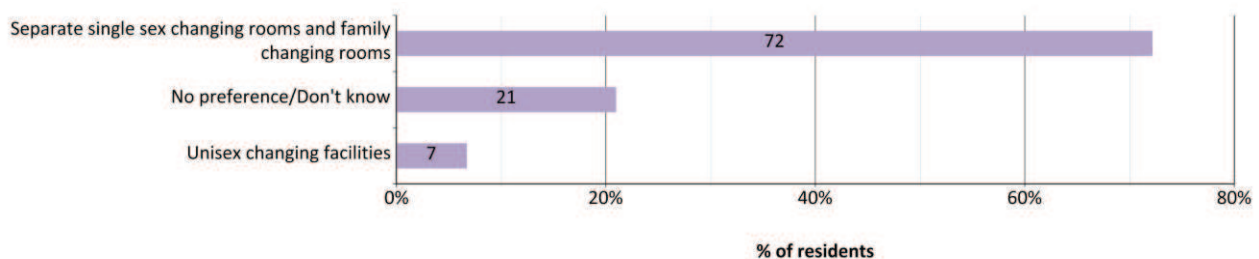
Base: All residents (number of residents shown in brackets)

4.137 The chart above shows how the responses for this question vary across different sub-groups for residents who would like to see better/more children’s activities/facilities.

4.138 **Social renters** are significantly more likely to want to see better/more children’s activities/facilities, while residents **aged 55+** and **private renters** are significantly less likely to want to see these features.

*When going swimming, which of the following changing facilities would you prefer to have at your leisure centre?*

Figure 55: Which of the following changing facilities would you prefer to have at your leisure centre? (Users)



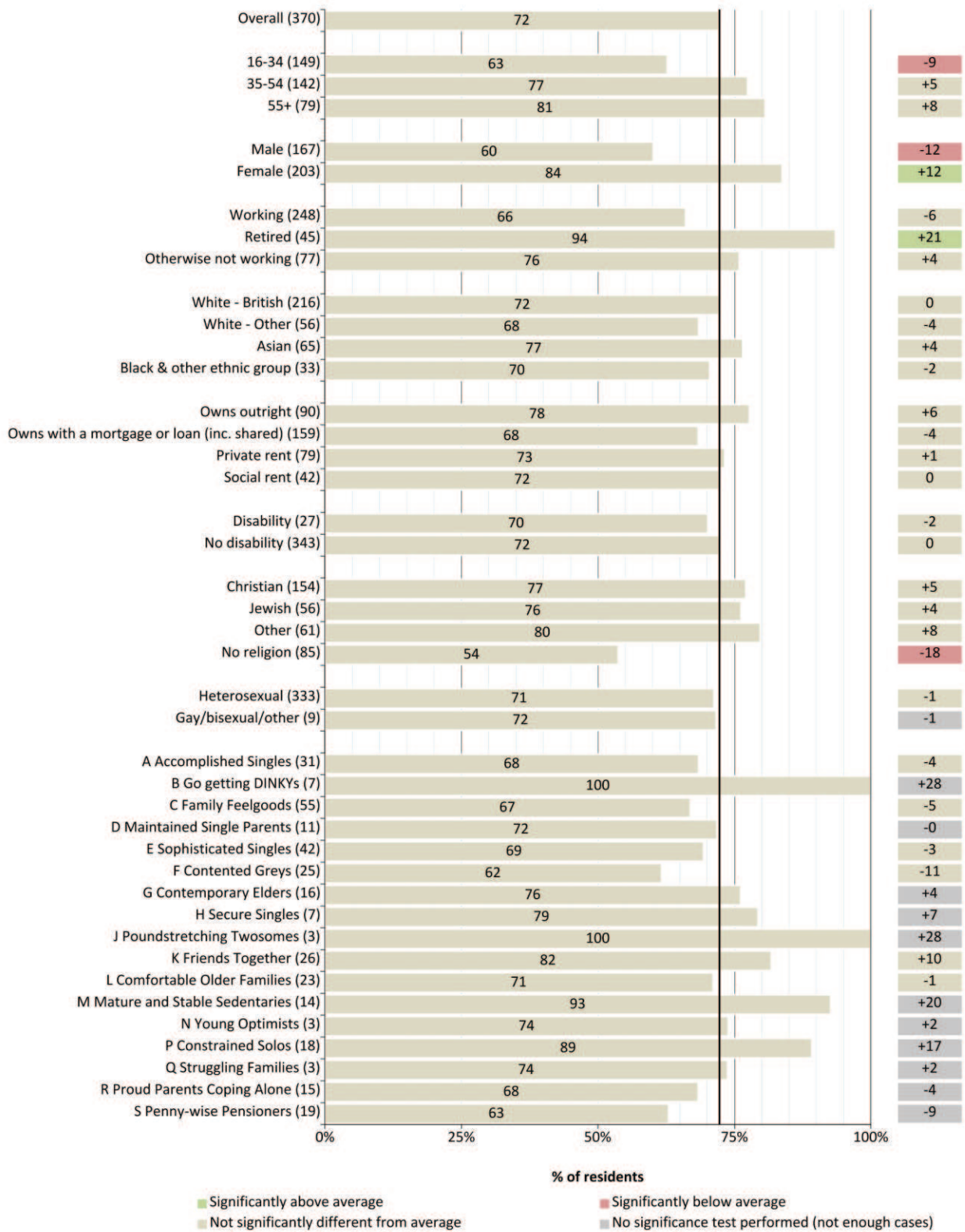
Base: Users (370)

4.139 A clear preference by residents who are Users is noted for separate single sex changing rooms and family changing rooms (to be used before/after wet facilities such as swimming pools), with just under three quarters (72%) stating this as their preference.

4.140 A near exact match for these results is noted for online data for respondents.

4.141 Users who answered this question through the easy read paper questionnaire noted a similar preference for separate single sex changing rooms and family changing rooms.

Figure 56: Differences by sub-groups for Users who prefer Separate single-sex changing rooms

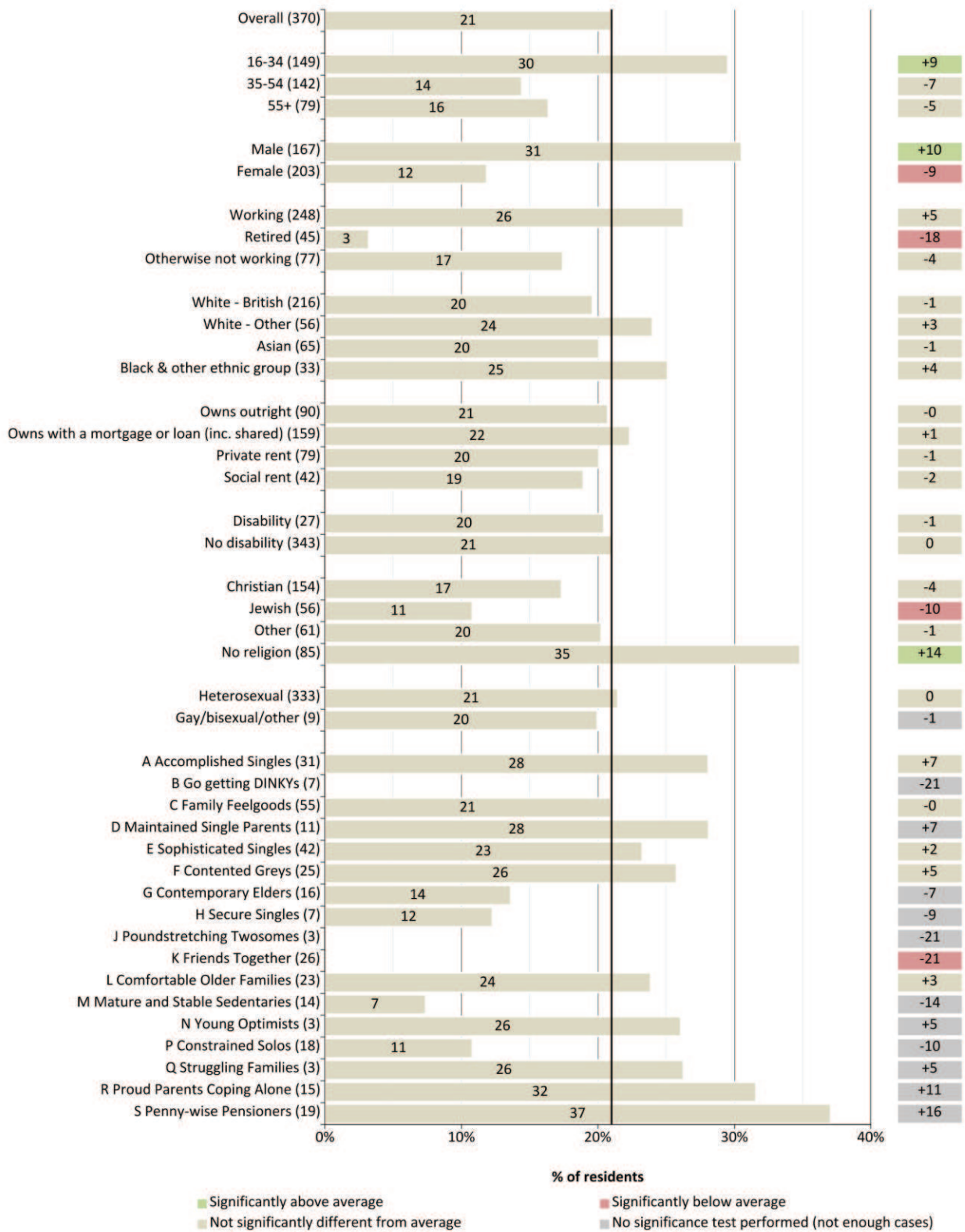


Base: Users (number of Users shown in brackets)

<sup>4.142</sup> The chart above shows how the responses for this question vary across different sub-groups for Users who prefer **Separate single-sex** changing rooms.

<sup>4.143</sup> **Female** and **retired** Users are significantly more likely to prefer Separate single-sex changing rooms. **Male** Users, Users **aged 16-34** and Users who are **not religious** are significantly less likely to prefer Separate single-sex changing rooms.

Figure 57: Differences by sub-groups for Users with no preference for the type of changing rooms

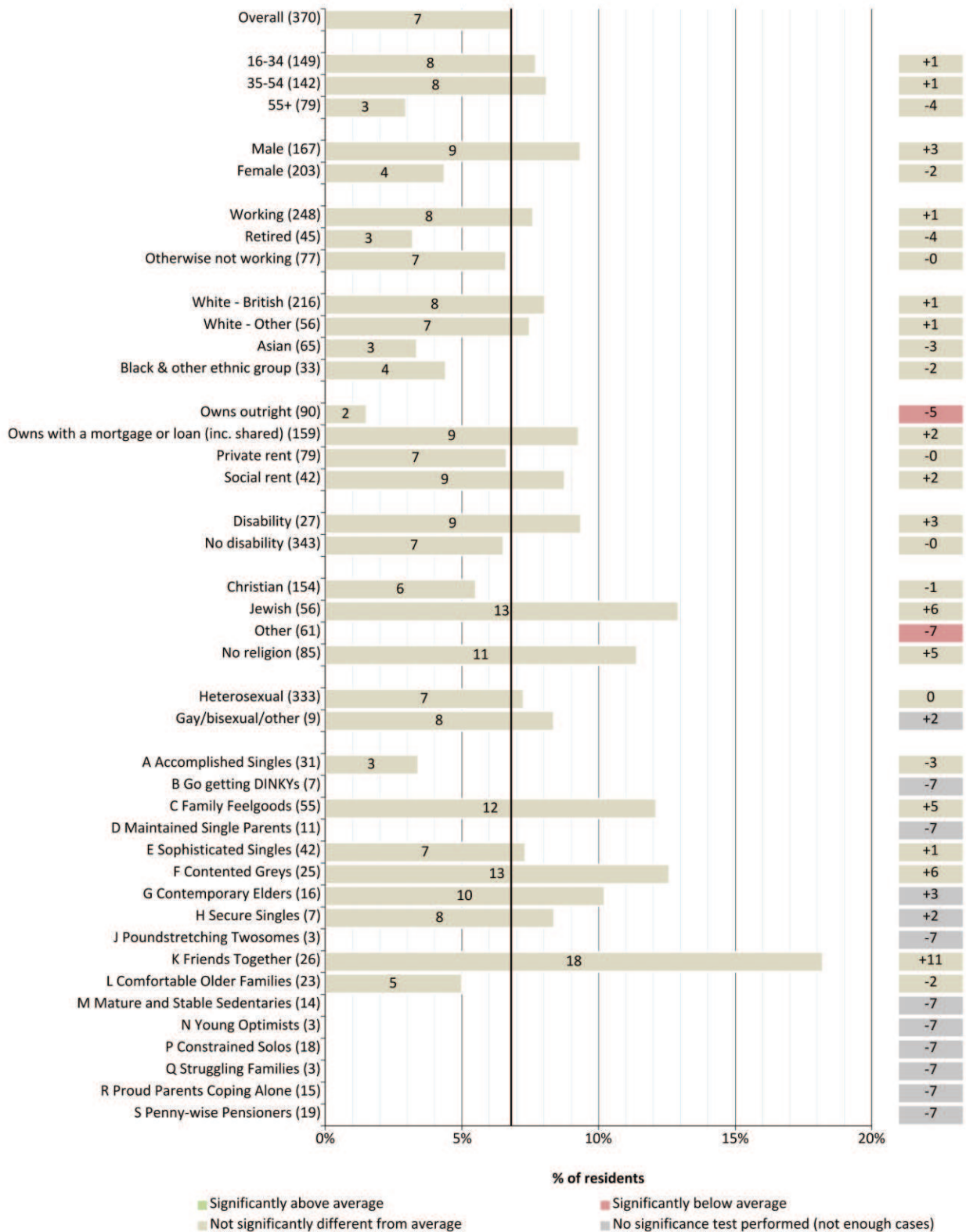


Base: Users (number of Users shown in brackets)

<sup>4.144</sup> The chart above shows how the responses for this question vary across different sub-groups for Users who have **no preference** for the type of changing rooms.

<sup>4.145</sup> Users **aged 16-34, Male** Users and Users that are **not religious** are significantly more likely to have no preference for the type of changing rooms, while **female** Users, **retired** Users, Users from a **Jewish** religious background and **Friends Together** are significantly less likely to express no preference.

Figure 58: Differences by sub-groups for Users who prefer Unisex changing rooms



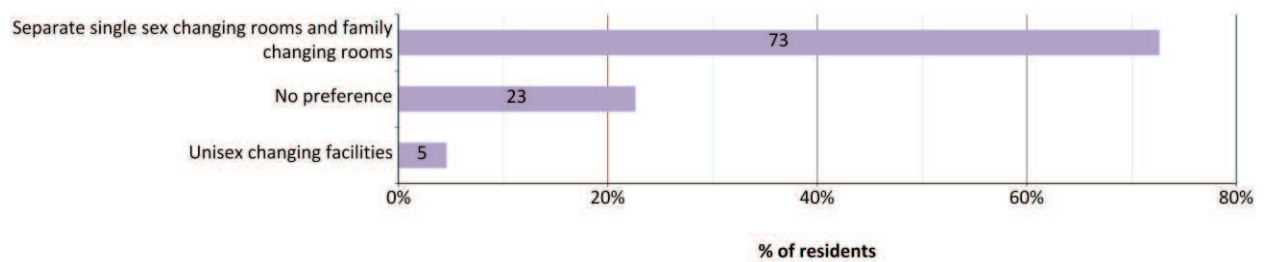
Base: Users (number of Users shown in brackets)

<sup>4.146</sup> The chart above shows how the responses for this question vary across different sub-groups for Users who prefer **Unisex** changing rooms.

- 4.147 Users who **own their property outright** and Users from an **‘Other’ religious background** are significantly less likely to prefer **Unisex** changing rooms.

*If you were to use leisure centres for swimming, which of the following changing facilities would you prefer?*

Figure 59: Which of the following changing facilities would you prefer if you were to use leisure centres for swimming? (Non-Users)

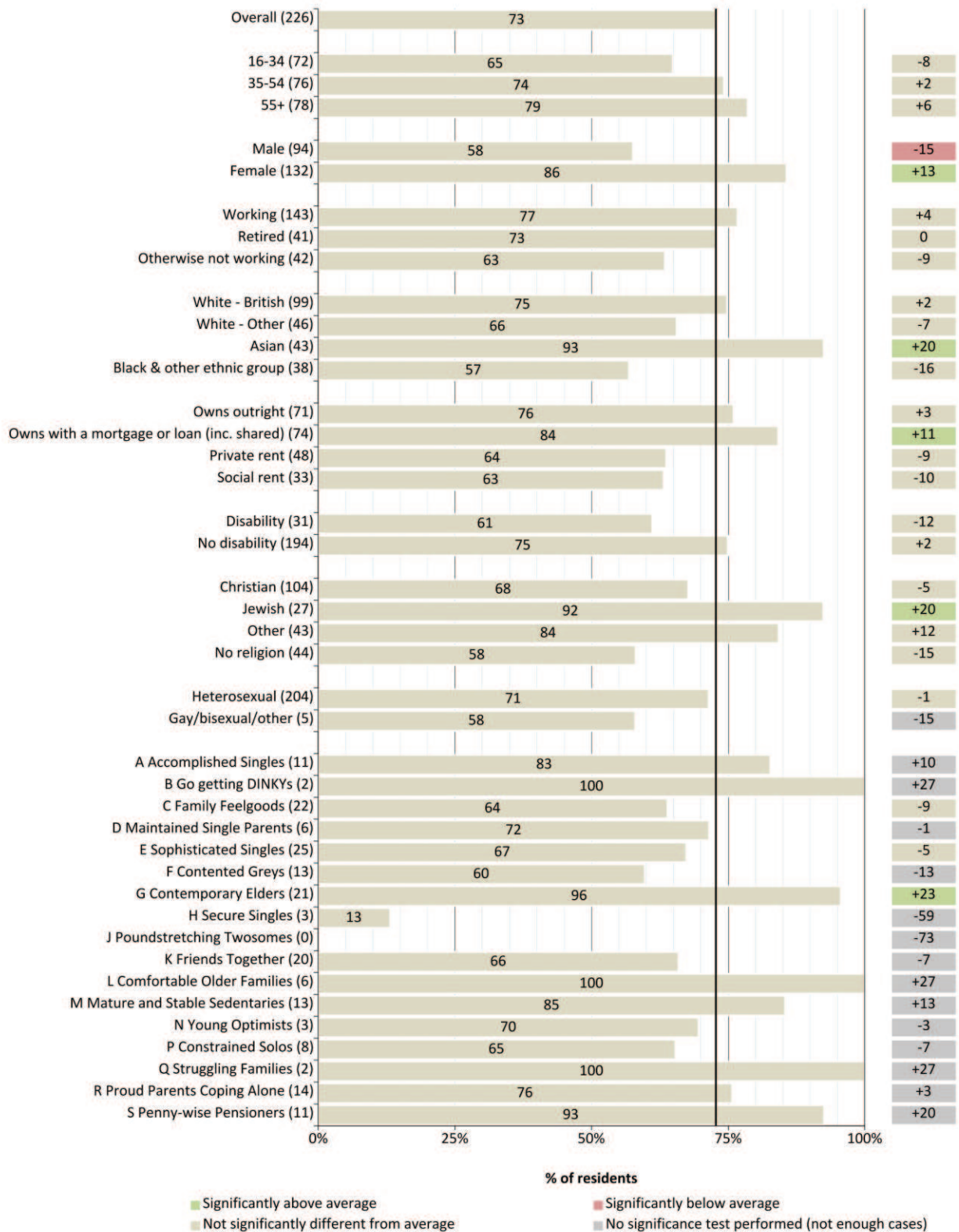


Base: Non-Users (226)

- 4.148 A clear preference by residents who are Non-Users is noted for Separate single sex changing rooms and family changing rooms (to be used before/after wet facilities such as swimming pools), with just under three quarters (73%) stating so.
- 4.149 Online data suggests respondents who are Non-Users (base size = 22) have a clear preference for Separate single-sex changing rooms and family changing rooms (82%), with the rest of results generally following the trend set out in the main data.



Figure 60: Differences by sub-groups for Non-Users who prefer separate changing rooms

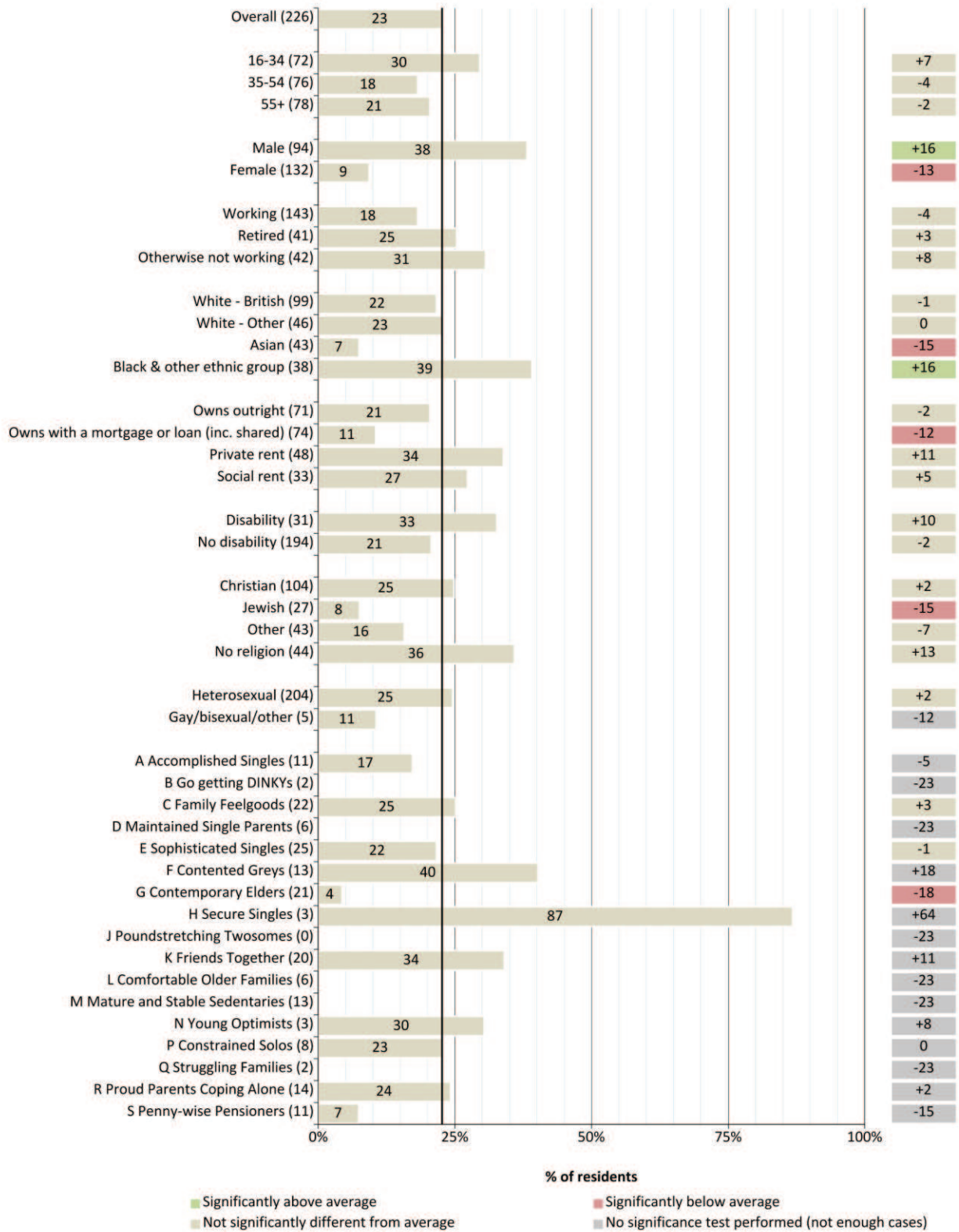


Base: Non-Users (number of Non-Users shown in brackets)

<sup>4.150</sup> The chart above shows how the responses for this question vary across different sub-groups for Non-Users who prefer **separate** changing rooms.

<sup>4.151</sup> Non-Users who are **Female**, from an **Asian** ethnic background, **Own their property with a mortgage or loan**, are from a **Jewish** religious background and **Contemporary Elders** are significantly more likely to prefer separate changing rooms. **Male** Non-users are significantly less likely to express a preference for separate single sex changing rooms.

Figure 61: Differences by sub-groups for Non-Users with no preference for the type of changing rooms

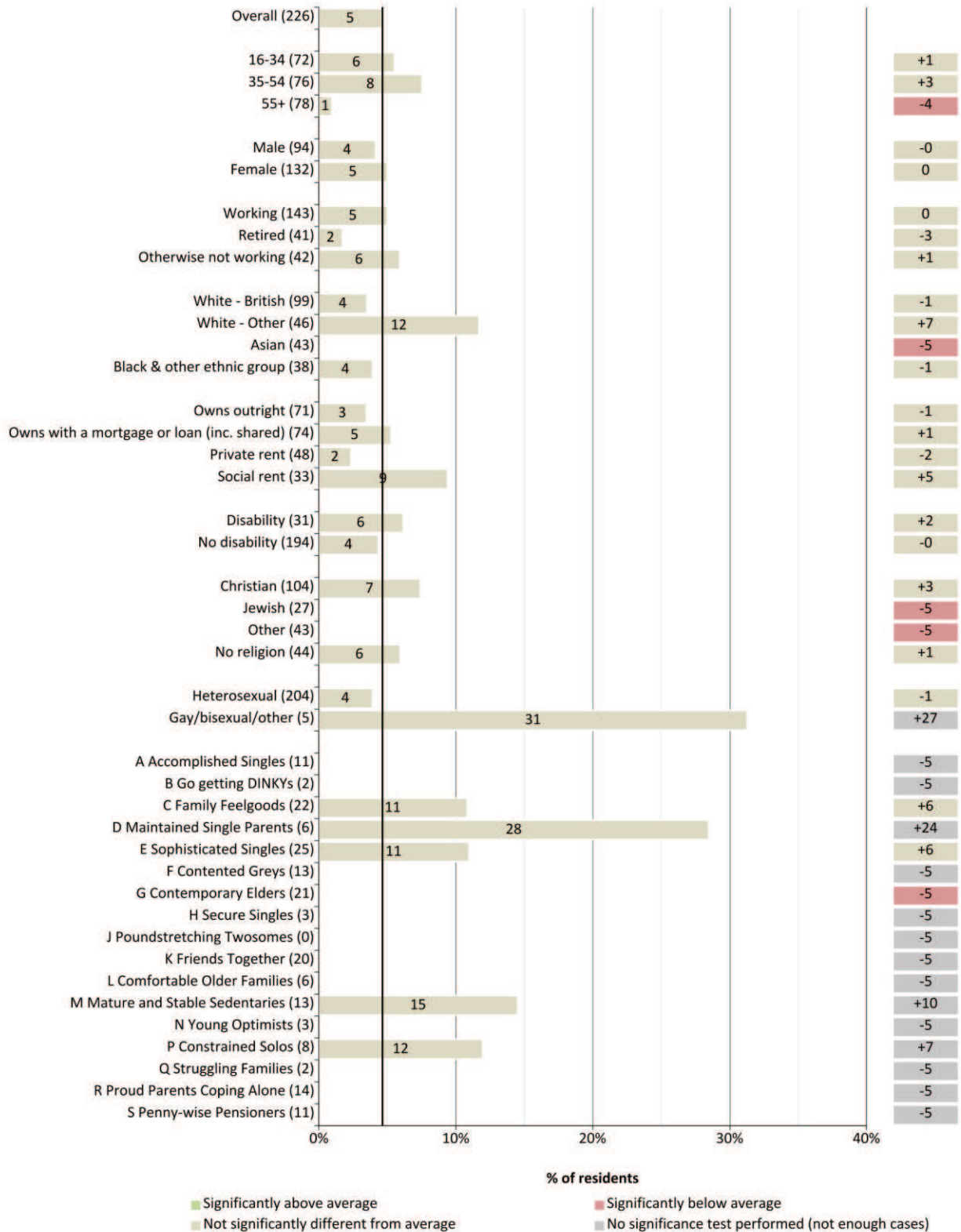


Base: Non-Users (number of Non-Users shown in brackets)

<sup>4.152</sup> The chart above shows how the responses for this question vary across different sub-groups for Non-Users who have **no preference** for changing rooms.

4.153 **Male** Non-Users and Non-Users from a **Black & Other** ethnic background are significantly more likely to have no preference for the type of changing rooms, while **female** Non-users, **Asian** Non-Users, Non-Users who **own their property with a mortgage or loan**, Non-Users from a **Jewish** religious background and **Contemporary Elders** are significantly less likely to express no preference.

Figure 62: Differences by sub-groups for Non-Users who prefer Unisex changing rooms



Base: Non-Users (number of Non-Users shown in brackets)

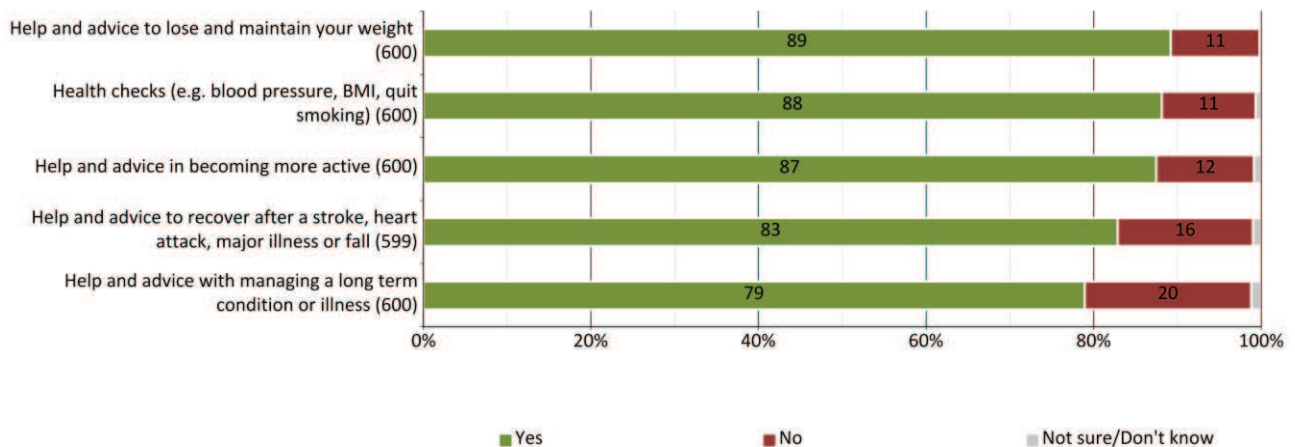
<sup>4.154</sup> The chart above shows how the responses for this question vary across different sub-groups for Non-Users who prefer **Unisex** changing rooms.

<sup>4.155</sup> Non-Users who are **aged 55+**, Non-Users from an **Asian** ethnic background, from a **Jewish** or **‘Other’** religious background, and **Contemporary Elders** are significantly less likely to have a preference for Unisex changing rooms.

## Public health

*Would you feel comfortable receiving the following services at your leisure centre?*

**Figure 63: Would you feel comfortable receiving the following public health services at your leisure centre?**



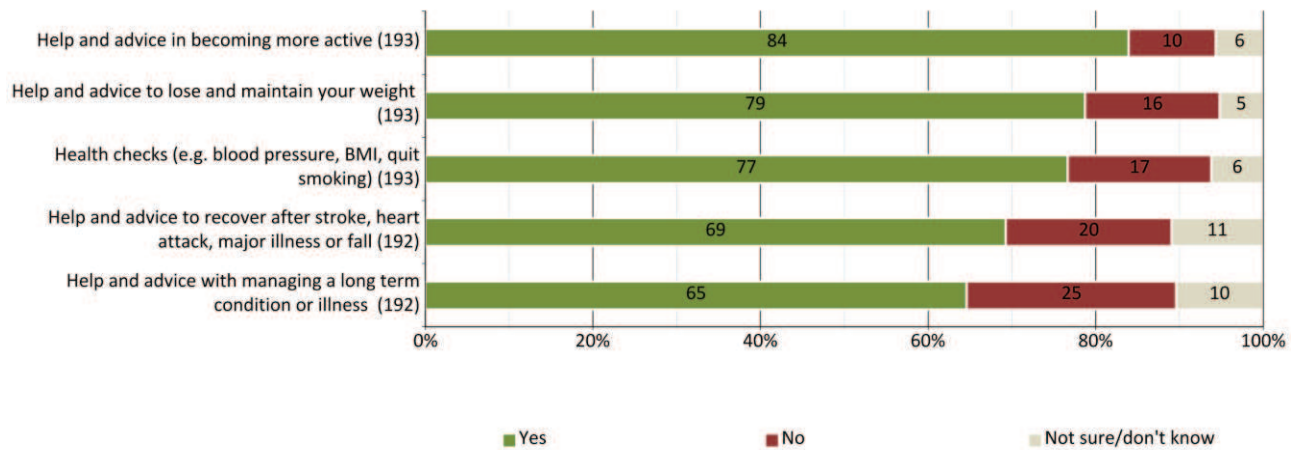
**Base: All residents (numbers shown in brackets)**

4.156 Residents seem overall very comfortable to receive all the public health services they were asked about, more so for help and advice regarding weight loss, health checks and advice on becoming more active (87-89% each).

4.157 A slightly lower acceptance rate is noted for help and advice on recovery from a stroke/heart attack/major illness/fall (83%) and slightly lower again acceptance rates are noted for help and advice managing a long term condition (79%).

4.158 Online data suggests respondents are relatively comfortable to receive some services, although their acceptance rates vary slightly from the main data. For services with lower acceptance rates such as 'help and advice to recover after stroke, heart attack, major illness or fall' and 'help and advice with managing a long term condition or illness', ratings are lower when compared to the main data.

4.159 A breakdown of the results from the online data is provided below.

**Figure 64: Would you feel comfortable receiving the following public health services at your leisure centre? (ONLINE)**

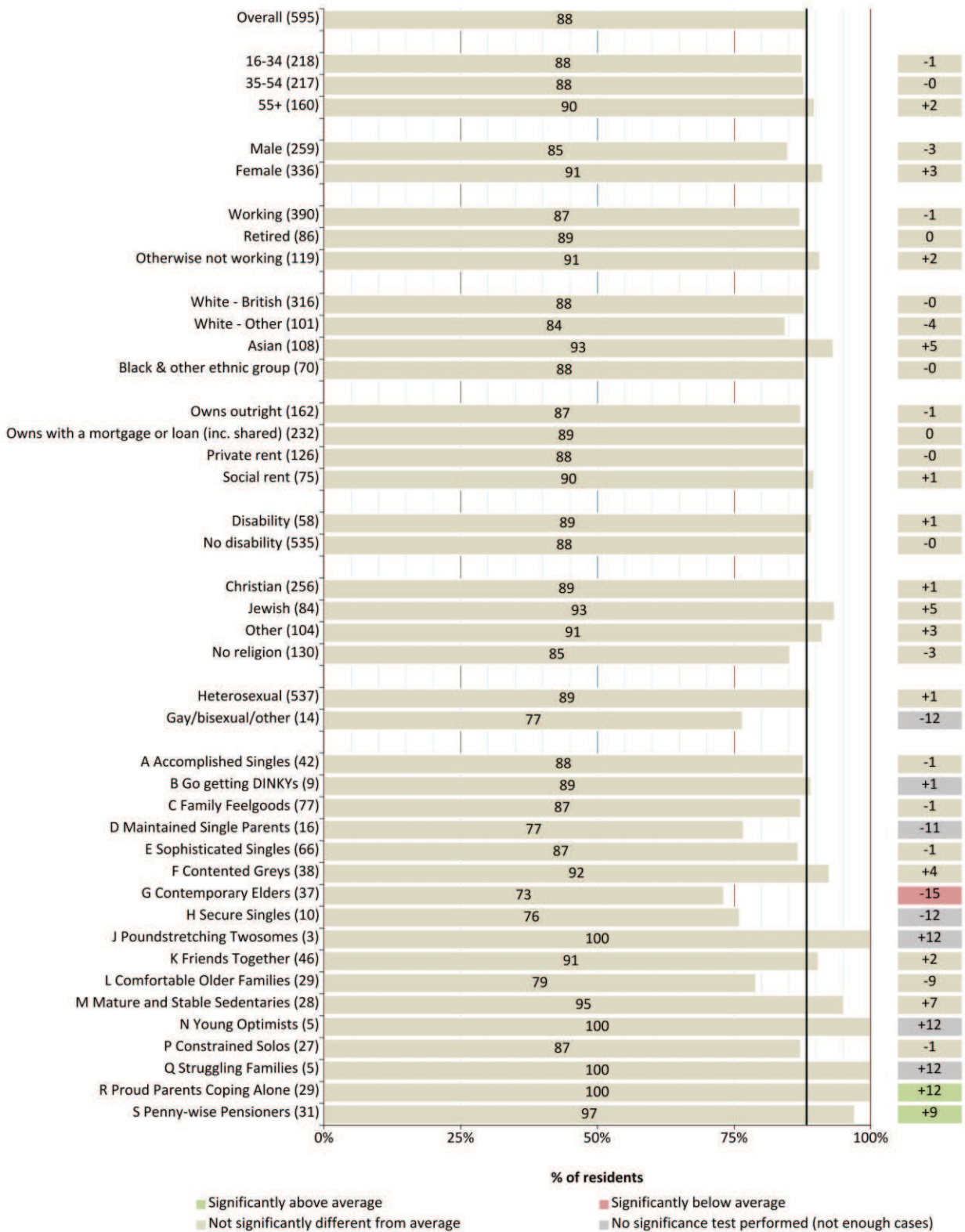
**Base: All respondents (shown for each row)**

<sup>4.160</sup> Users who answered this question through the easy read paper questionnaire were overall positive about receiving all the above services at leisure centres.

<sup>4.161</sup> The following section will look at significant differences in sub-groups for answering this question.



Figure 65: Differences by sub-groups for residents who would feel comfortable to receive help and advice becoming more active

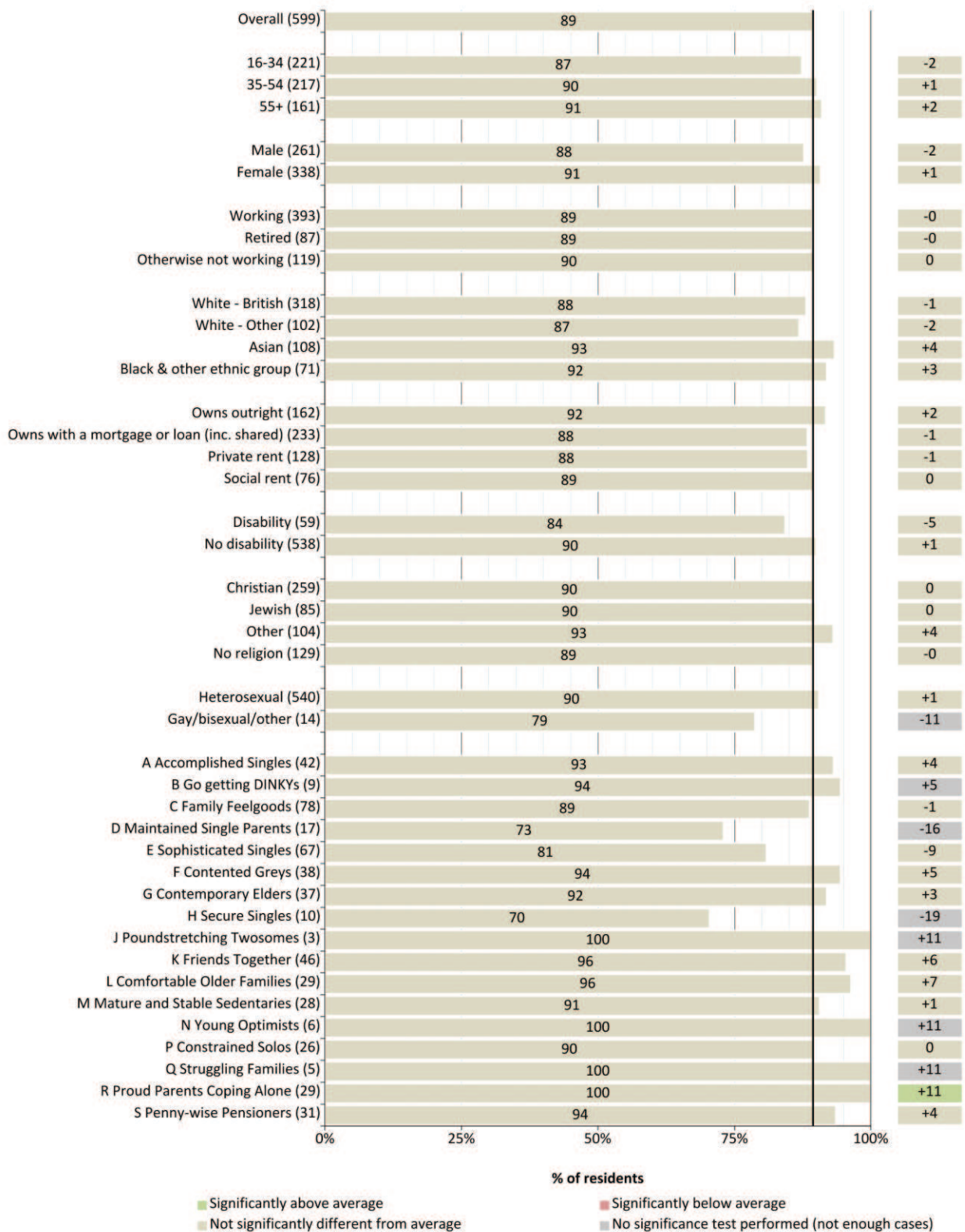


Base: All residents (number of Residents shown in brackets)

<sup>4.162</sup> The chart above shows how the responses for this question vary across different sub-groups for residents who would feel comfortable to receive **help and advice in becoming more active**.

4.163 **Proud Parents Coping Alone** and **Penny-wise Pensioners** are significantly more likely to feel comfortable receiving help and advice in becoming more active, while **Contemporary Elders** are significantly less likely to feel comfortable receiving these services.

Figure 66: Differences by sub-groups for residents who would feel comfortable to receive weight-loss advice

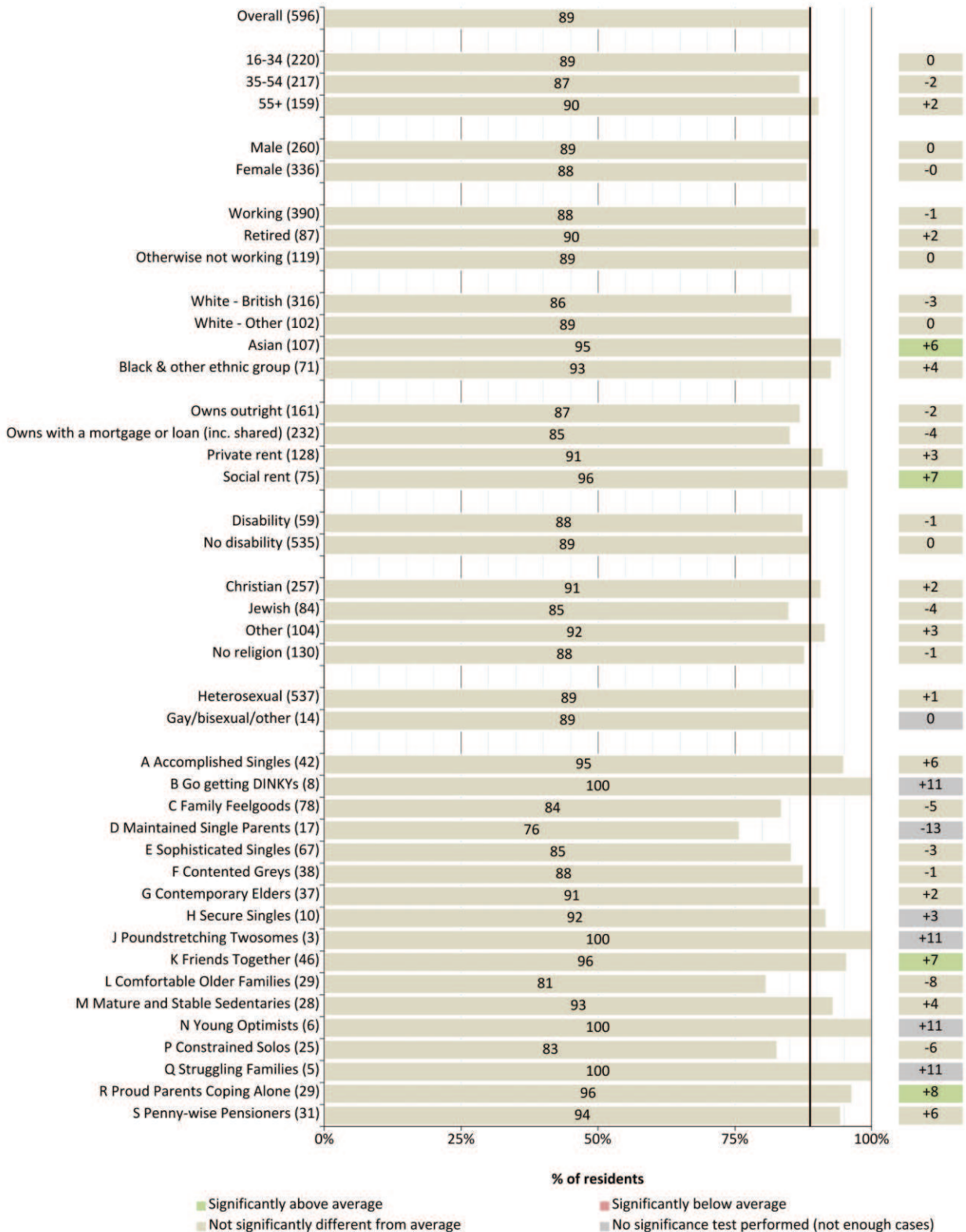


Base: All residents (number of Residents shown in brackets)

4.164 The chart above shows how the responses for this question vary across different sub-groups for residents who would feel comfortable to receive **weight-loss advice** at a leisure centre.

4.165 **Proud Parents Coping Alone** are significantly more likely to feel comfortable to receive weight-loss advice at a leisure centre.

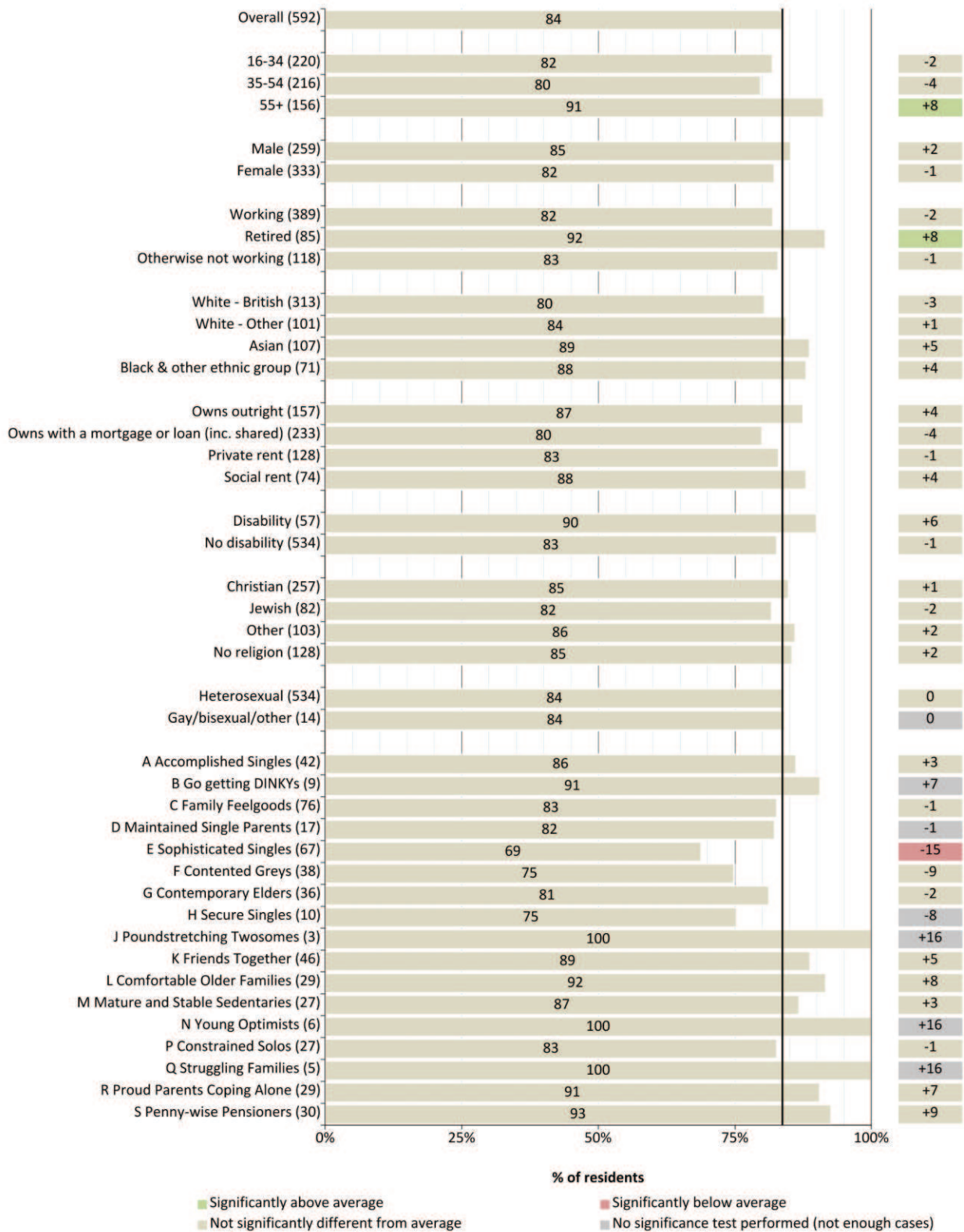
Figure 67: Differences by sub-groups for residents who would feel comfortable to receive health checks



**Base: All residents (number of Residents shown in brackets)**

- <sup>4.166</sup> The chart above shows how the responses for this question vary across different sub-groups for residents who would feel comfortable to receive **health checks** at a leisure centre.
- <sup>4.167</sup> Residents who are from an **Asian** ethnic background, **social renters** or those who are **Friends together** or **Proud Parents Coping Alone** are significantly more likely to feel comfortable to receive health checks at a leisure centre.

**Figure 68: Differences by sub-groups for residents who would feel comfortable to receive help and advice to recover after a stroke, heart attack, major illness or fall**

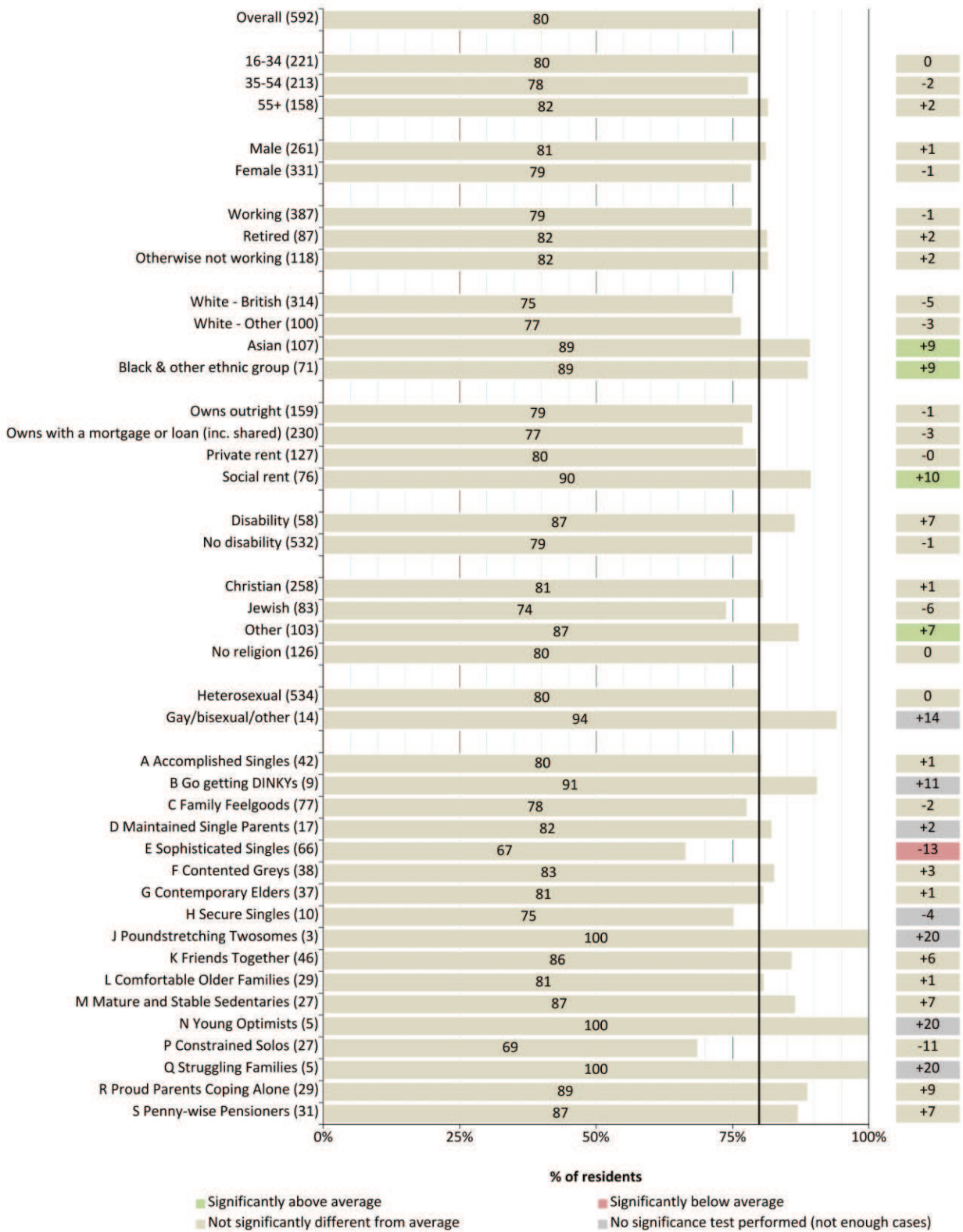


Base: All residents (number of Residents shown in brackets)

<sup>4.168</sup> The chart above shows how the responses for this question vary across different sub-groups for residents who would feel comfortable to receive help and advice to recover after a stroke, heart attack, major illness or fall.

<sup>4.169</sup> Residents who are aged **55+** and **retired** residents are significantly more likely to be happy to receive help and advice to recover after a stroke, heart attack, major illness or a fall at a leisure centre. **Sophisticated Singles** are significantly less likely to feel comfortable receiving these services.

Figure 69: Differences by sub-groups for residents who would feel comfortable to receive help and advice with managing a long term condition or illness (e.g. diabetes, heart disease)



Base: All residents (number of Residents shown in brackets)

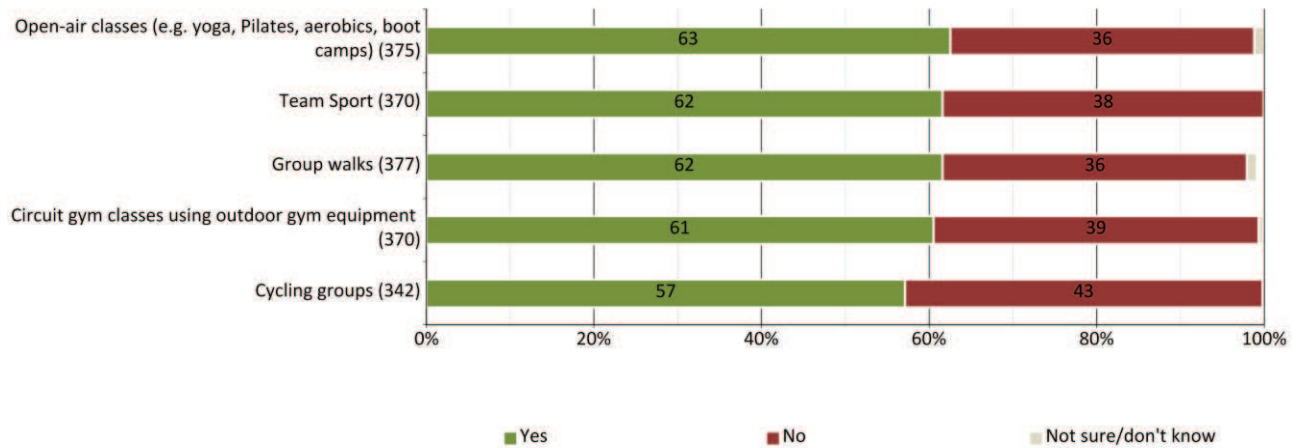
- <sup>4.170</sup> The chart above shows how the responses for this question vary across different sub-groups for residents who would feel comfortable to receive **help and advice with managing a long term condition or illness (e.g. diabetes, heart disease)**.
- <sup>4.171</sup> Residents who are from **Asian** and **Black and Other** ethnic groups, residents who are **living in social housing** or are from **'Other'** religious backgrounds are significantly more likely to be comfortable receiving help and advice to manage a long term condition or illness. **Sophisticated Singles** are significantly less likely to feel comfortable receiving these services.



# Parks

**Which of the following park-based activities would you like to take part in?**

**Figure 70: Which of the following park-based activities would you like to take part in?**



**Base: All residents (number of residents shown in brackets)**

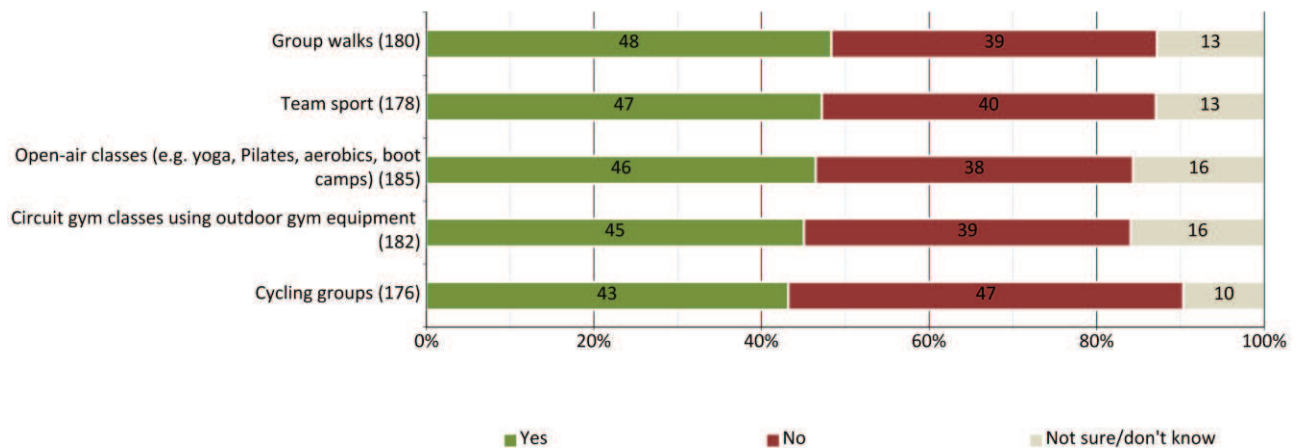
4.172 Residents were asked which park based sport and physical activities they would like to take part in. Residents overall seem more interested than not in taking part in park-based activities, with interest in activities ranging from 57%-63% throughout. Open-air classes appear to top the list with interest figures of 63%.

4.173 Less than three fifths (57%) of residents overall would like to participate in cycling groups.

4.174 Online data suggests respondents are less interested in and more indecisive about park-based activities compared to the main data.

4.175 A breakdown of the results from the online data is provided overleaf.

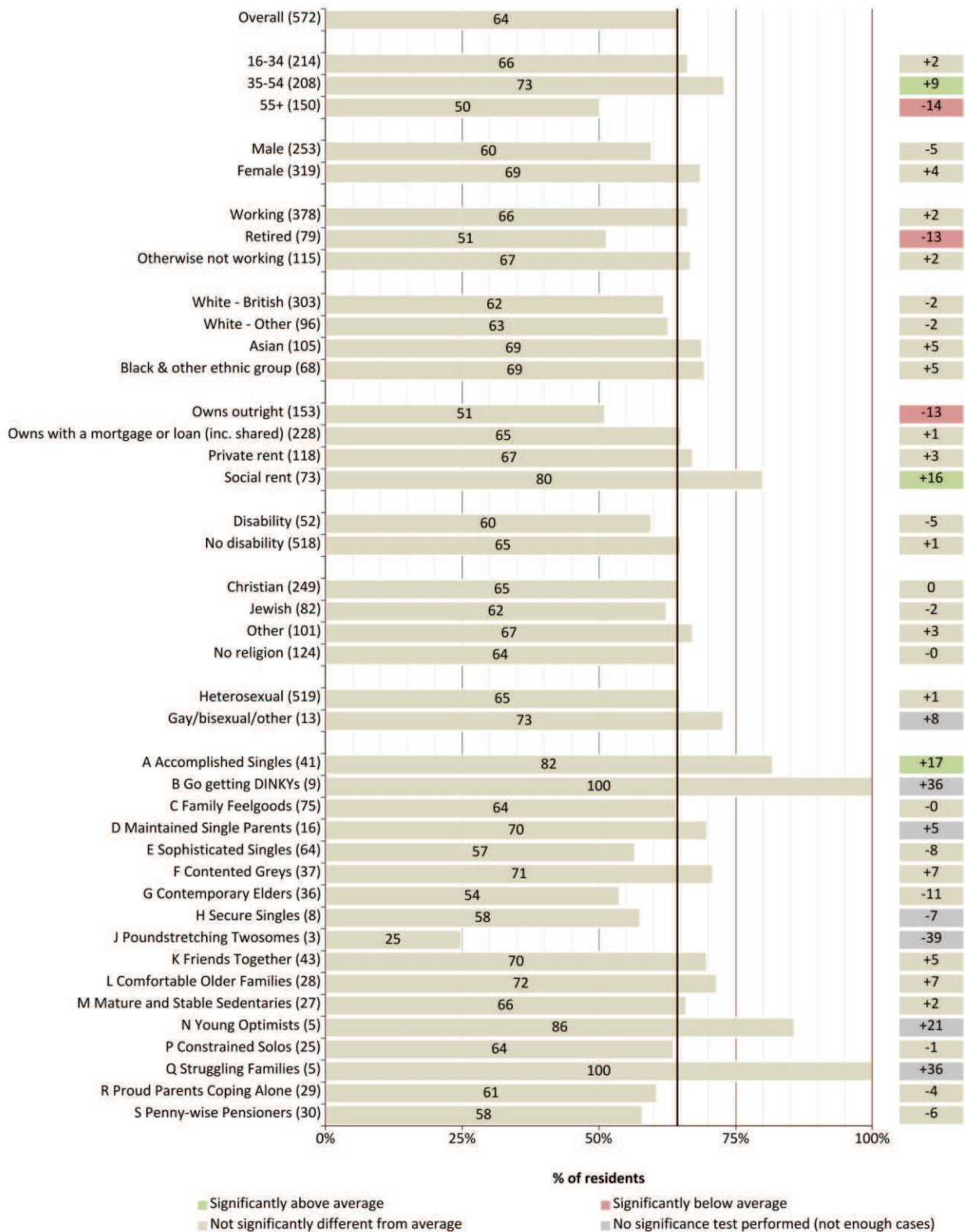
**Figure 71: Which of the following park-based activities would you like to take part in? (ONLINE)**



**Base: All respondents (shown for each row)**

- 4.176 Users who answered this question through the easy read paper questionnaire were overall positive about all the above park-based activities, especially group walks.
- 4.177 The following section will look at significant differences in sub-groups for this question for the activities that received the highest (63%) and lowest (57%) acceptance rates.
- 4.178 In the answers for these questions there are no significant differences between Users and Non-users.

Figure 72: Differences by sub-groups for residents who would like to take part in gym classes using outdoor gym equipment



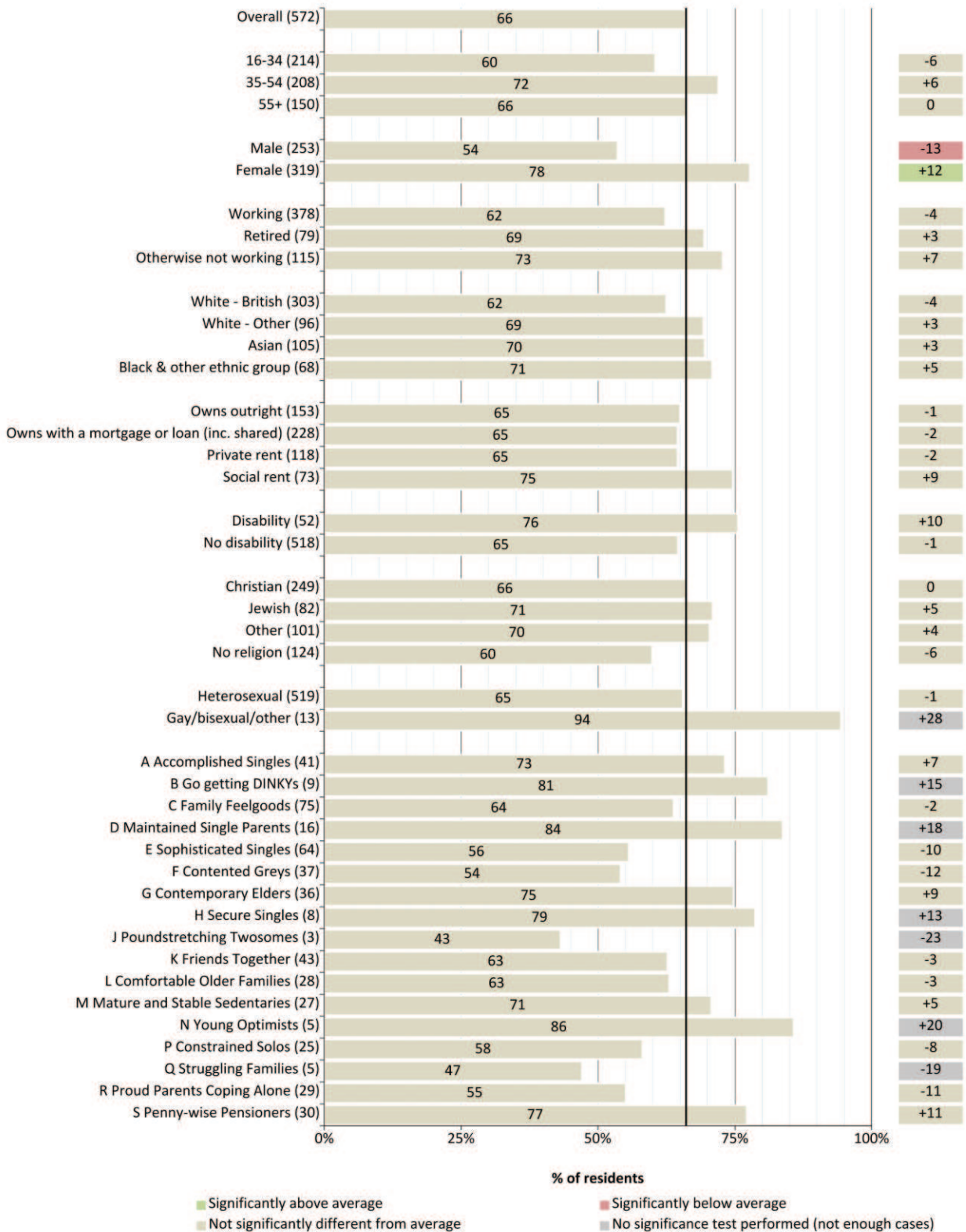
Base: All residents (number of residents shown in brackets)

4.179 The chart above shows how the responses for this question vary across different sub-groups for residents who would like to take part in circuit gym classes using outdoor gym equipment.

4.180 Residents aged 35-54, residents living in social housing and Accomplished Singles were significantly more likely to say they would like to take part in circuit gym classes using outdoor gym equipment.

Residents aged **55+**, **retired** residents and residents who **own their property outright** however were significantly less likely to express interest in circuit gym classes.

Figure 73: Differences by sub-groups for residents who would like to take part in Open-air classes

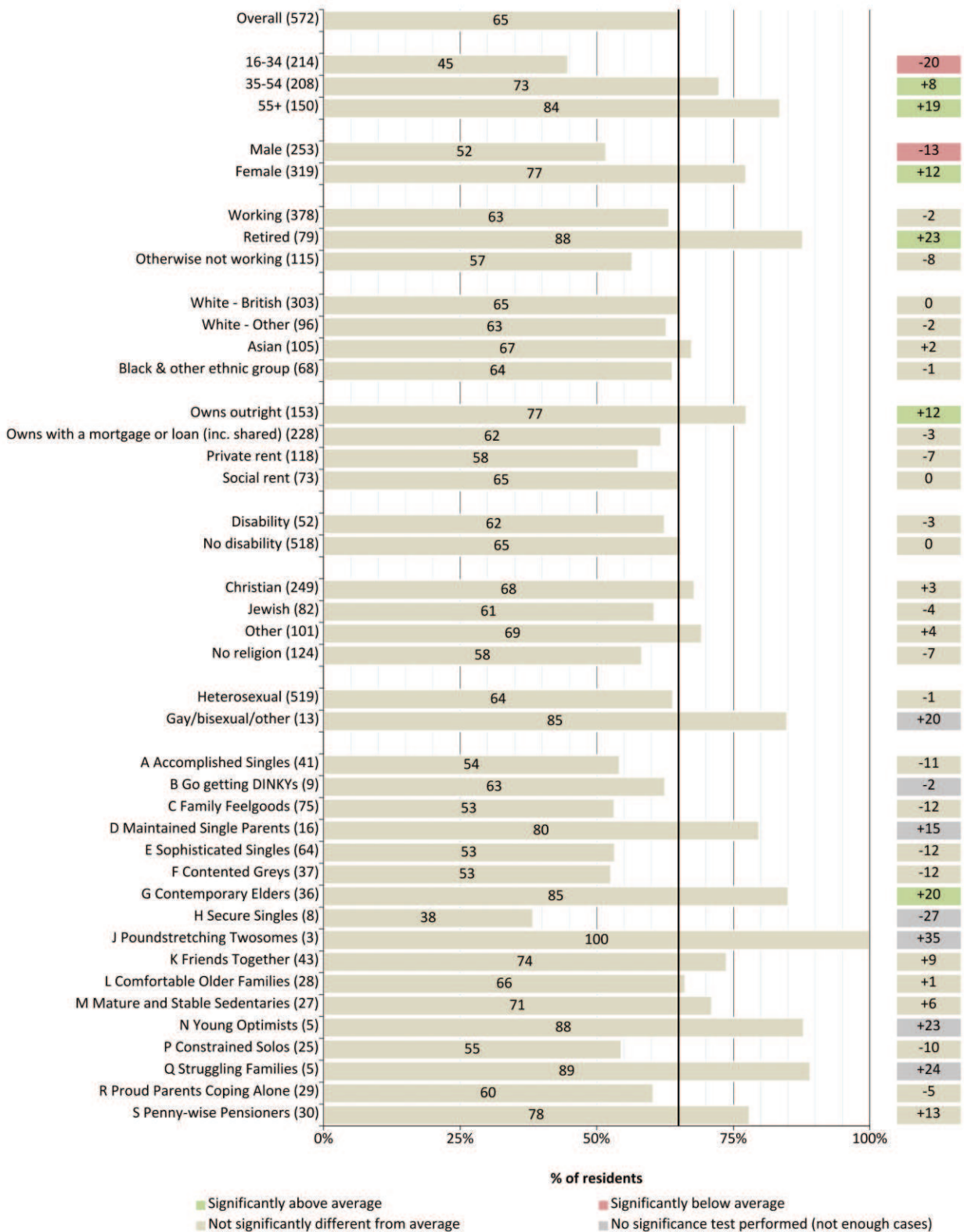


Base: All residents (number of residents shown in brackets)

<sup>4.181</sup> The chart above shows how the responses for this question vary across different sub-groups for residents who would like to take part in open-air classes.

4.182 **Female** residents were significantly more likely to want to take part in open-air classes. **Male** residents were significantly less likely to want to take part in open-air classes.

Figure 74: Differences by sub-groups for residents who would like to take part in Group walks

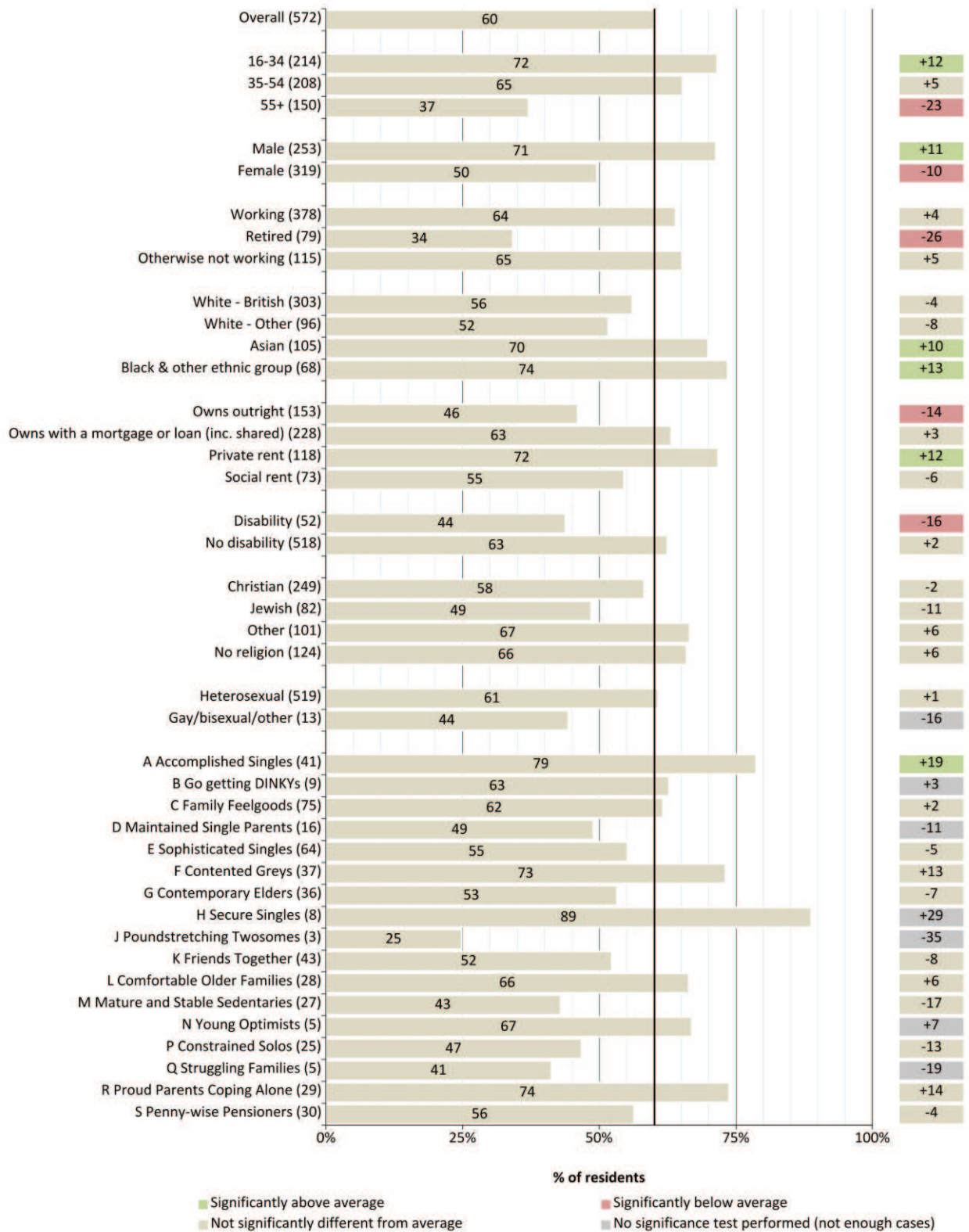


Base: All residents (number of residents shown in brackets)

4.183 The chart above shows how the responses for this question vary across different sub-groups for residents who would like to take part in group walks.

<sup>4.184</sup> Residents aged **35+**, **retired** residents, **female** residents, residents who **own their property outright** and **Contemporary Elders** were significantly more likely to express interest in taking part in group walks, while **male** residents and residents aged **16-34** were significantly less likely to do so.

Figure 75: Differences by sub-groups for residents who would like to take part in Cycling Groups



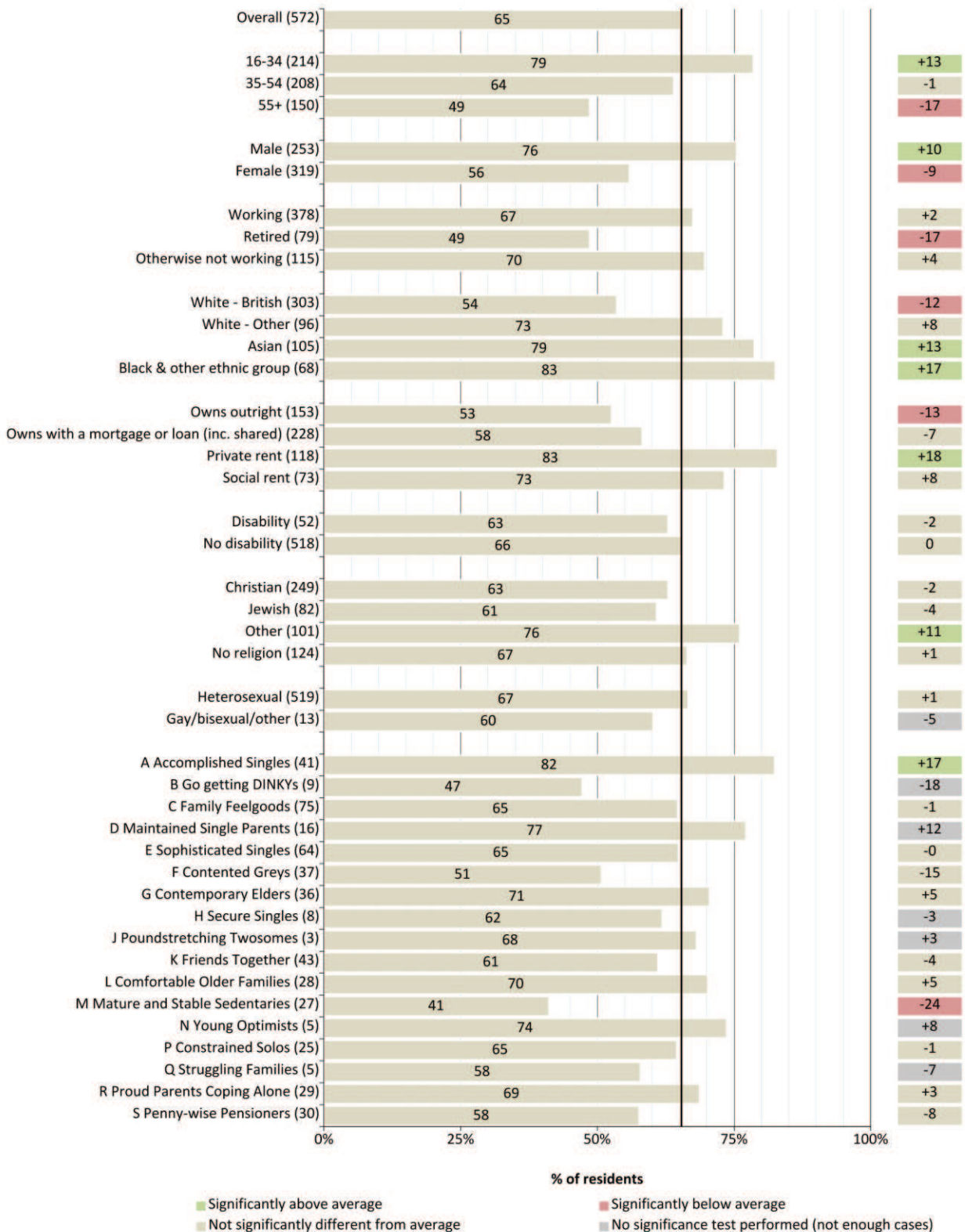
Base: All residents (number of residents shown in brackets)

<sup>4.185</sup> The chart above shows how the responses for this question vary across different sub-groups for residents who would like to take part in cycle groups.

<sup>4.186</sup> Residents ages **16-34**, **male** residents, residents from **Asian** or **Black & Other** ethnic backgrounds and those who are **Accomplished Singles** were significantly more likely to want to take part in cycle groups. Residents aged **55+**, **retired** residents, **female** residents, residents who **own their property outright** and **disabled** residents were significantly less likely to express interest in taking part in cycle groups.



Figure 76: Differences by sub-groups for residents who would like to take part in Team Sport



Base: All residents (number of residents shown in brackets)

<sup>4.187</sup> The chart above shows how the responses for this question vary across different sub-groups for residents who would like to take part in team sport.

- <sup>4.188</sup> Residents aged **16-34**, **male** residents, residents in **private renting**, residents from **Asian** or **Black & Other** ethnic backgrounds, residents from an **'Other' religious background** and those who are **Accomplished Singles** were significantly more likely to want to take part in team sport.
- <sup>4.189</sup> Residents aged **55+**, **retired** residents, **female** residents, residents who **own their property outright**, **White British** residents and **Mature and Stable Sedentaries** were significantly less likely to want to take part in team sport.

# 5. Workshops and Focus Groups

## Overview

### The Commission

- 5.1 As part of its SPA Review, LBB commissioned Opinion Research Services (ORS) to design, recruit, facilitate and report: four deliberative workshops with a wide cross-section of Barnet residents during November and December 2014; and four focus groups with residents covered by protective characteristics (older people aged 55 or over, residents from deprived areas or low socio-economic backgrounds, residents with disabilities or long-term health conditions and women [with due regard given to pregnant women and women on maternity leave]).
- 5.2 The purpose of the workshops and focus groups was to allow LBB to engage with, and listen to, members of the public about a wide range of important issues relating to sport and physical activity – and in particular about the future of their local leisure centres. The sessions were also intended to supplement the findings of the representative telephone survey and achieve extra understanding of the issues raised, by enabling a more open-ended discussion around the key themes.
- 5.3 ORS worked in collaboration with LBB to prepare informative stimulus material for the workshops and focus groups before facilitating the discussions and preparing this final report of findings.
- 5.4 Given that LBB's leisure centres were the focus of this research, the workshops were held in the areas where the existing centres are located: one workshop was held to cover both the Burnt Oak and Copthall catchment areas (reflecting the fact that the council intends making minimal changes at the former) and one each were held in the Church Farm, Finchley Lido and Hendon catchment areas.
- 5.5 Three of the four protected characteristics focus groups (older people, residents with disabilities or long-term health conditions and women) were intended to include residents from all over the borough and were thus held in a central location – whereas the group for residents from deprived areas or low socio-economic backgrounds was held in Burnt Oak as the south west of the borough was identified as having the highest levels of deprivation overall.

### Deliberative Research: Public Workshops

- 5.6 The consultation used a deliberative workshop approach because such meetings allow for:
  - Clear presentation of the issues and evidence
  - Questions and clarification of ambiguous or difficult points
  - Deliberation in which participants think through their responses while having an opportunity to listen to the evidence and the views of others.

- 5.7 The workshops and focus groups were ‘qualitative’ and ‘deliberative’ in order to encourage local residents to reflect in depth about their priorities in the context of sport and physical activity provision. They were asked to think about their personal and community priorities alongside the current provision of facilities and activities for LBB residents.

## Inclusiveness and Representativeness

### Workshops

- 5.8 In total, there were 82 diverse participants at the four workshops, which were held at Copthall Leisure Centre (Monday 17<sup>th</sup> November 2014), Finchley Memorial Hospital (Tuesday 18<sup>th</sup> November 2014), Hendon Leisure Centre (Wednesday 19<sup>th</sup> November 2014), and the North London Business Park (Thursday 20<sup>th</sup> November 2014).
- 5.9 Participants were randomly recruited by researchers at the ORS Social Research Call Centre using a combination of Random Digit Dialling (RDD) and a purchased sample of mobile telephone numbers. Having been initially contacted by phone, all participants were then written to - to confirm the invitation and the arrangements; and those who agreed to come then received telephone or written reminders shortly before the meeting. As standard good practice, participants were recompensed for their time and efforts in travelling and taking part.
- 5.10 In recruitment, care was taken to ensure that no potential participants were disqualified or disadvantaged by disabilities or any other factors, and the venues at which the workshops were held were all readily accessible. People’s special needs were all taken into account in the recruitment and at the venue. The telephone recruitment process was monitored to ensure social diversity in terms of a wide range of criteria – including, for example: gender; age; ethnicity and religion (LBB was particularly keen to get the views of people from the Muslim and Jewish communities given that they make up a sizeable proportion of the borough’s population). Further, participants were a mix of those who use LBB’s leisure centres and those who do not.
- 5.11 Overall, as shown below, participants were a broad cross-section of residents from the local area.

**Table 21: Workshops - participant profiles**

	<b>OVERALL</b>	<b>Cophall (22)</b>	<b>Finchley Lido (22)</b>	<b>Hendon (18)</b>	<b>Church Farm (20)</b>
<b>Gender</b>	<b>Male: 41 Female: 41</b>	<b>Male: 11 Female: 11</b>	<b>Male: 12 Female: 10</b>	<b>Male: 8 Female: 10</b>	<b>Male: 10 Female: 10</b>
<b>Age</b>	<b>16-34: 24 35-54: 26 55+: 32</b>	<b>16-34: 6 35-54: 7 55+: 9</b>	<b>16-34: 7 35-54: 8 55+: 7</b>	<b>16-34: 6 35-54: 5 55+: 7</b>	<b>16-34: 5 35-54: 6 55+: 9</b>
<b>Use of LBB Leisure Centres</b>	<b>Use: 40 Do not use: 42</b>	<b>Use: 14 Do not use: 8</b>	<b>Use: 8 Do not use: 14</b>	<b>Use: 11 Do not use: 7</b>	<b>Use: 7 Do not use: 13</b>
<b>Ethnicity</b>	<b>40 non White British</b>	<b>11 non White British</b>	<b>12 non White British</b>	<b>8 non White British</b>	<b>9 non White British</b>
<b>Religion</b>	<b>Jewish: 9 Muslim: 7</b>	<b>Jewish: 3 Muslim: 3</b>	<b>Jewish: 2 Muslim: 2</b>	<b>Jewish: 3 Muslim: 1</b>	<b>Jewish: 1 Muslim: 1</b>

<sup>5.12</sup> Workshops are typically ‘over-recruited’ to take account of unpredictable withdrawals at the last minute. On this occasion, the number of late withdrawals was low overall (though slightly higher at the Hendon workshop).

### Focus Groups

<sup>5.13</sup> In total, there were 33 diverse participants at the four focus groups, which were held as follows:

- Residents from deprived areas/low socio-economic backgrounds – Burnt Oak Leisure Centre, Monday 24th November 2014 (7 participants)
- Residents with disabilities or long-term health conditions – North Finchley Library, Tuesday 25<sup>th</sup> November 2014 (10 participants)
- Women - North Finchley Library, Tuesday 25<sup>th</sup> November 2014 (4 participants)
- Older people aged 55 or over – Barnet House, Wednesday 26<sup>th</sup> November 2014 (12 participants)

<sup>5.14</sup> Participants for the groups with residents from deprived areas or low socio-economic backgrounds, residents with disabilities or long-term health conditions and older people were randomly recruited by researchers at the ORS Social Research Call Centre using the aforementioned combination of Random Digit Dialling (RDD) and a purchased sample of mobile telephone numbers. The women’s group was recruited on-street to enable the recruiters to ‘sight screen’ both women in general but also pregnant women and women with small babies who were likely to be on maternity leave.

<sup>5.15</sup> Once again, care was taken to ensure that no potential participants were disqualified or disadvantaged by disabilities or any other factors, and the venues at which the workshops were held were all readily accessible. People’s special needs were all taken into account in the recruitment and at the venue. In addition to the specific ‘protected characteristics’ criteria attached to the groups,

they were also recruited to ensure diversity in terms of gender, age and ethnicity where appropriate. Overall, participants were a broad cross-section of residents from the local area: the age, gender and use of leisure centre splits were excellent and eight non White British people took part.

- 5.16 Focus groups are also typically ‘over-recruited’ to take account of unpredictable withdrawals at the last minute - 12 recruits to achieve eight participants was the goal on this occasion. The number of late withdrawals was low overall (indeed, all 12 recruits attended the older persons group), though only a disappointing four of 12 came along to the women’s group. Nonetheless, a full and frank discussion was had in this and all other groups.

## The Discussion Framework

- 5.17 ORS worked in collaboration with LBB to design an effective and relevant framework for the workshops. Each session began with a short presentation outlining the background to the SPA project, the consultation process to date and the discussion topics under consideration. Participants were then given the opportunity to ask any clarification questions before breaking into groups of up to eight for facilitated round-table discussions lasting approximately 90 minutes.
- 5.18 Broadly, the key questions asked during the round-table discussions were:

### Usage and Barriers

What, if any, leisure facilities do you use? Why do you use these?

If you do not use any leisure facilities or participate in sport and leisure, why not?

What, if any, are the main barriers to using leisure facilities and participating in sport and leisure?

What might encourage you to use (or make more use of) leisure facilities and participate in sport and leisure?

### Facilities Mix

What are the most important facilities for future LBB leisure centres?

On the wet side...

How important are: a 25m pool; a learner pool; a diving pool; a splash/play pool; and an outside pool (lido)?

When going swimming, would you prefer unisex changing facilities, separate single sex changing rooms and family changing rooms or do you have no preference?

On the indoor side...

How important are: sport halls; a fitness suite/gym; a dance/exercise studio; and a gymnastics hall?

On the outdoor side...

How important are: artificial pitches; grass pitches; and outdoor courts?

What, if any, other facilities, features, services or activities would you like to see at leisure centres in Barnet?

What, if any, facilities, features, services or activities should be provided for specific groups?

#### Site Options

Participants at the Finchley Lido and Church Farm workshops were shown and asked to comment on possible site options for future leisure centre provision. Specifically they were asked...

If the site was to move, which of these alternatives would you prefer and why?

#### Public Health

What are your views on receiving ... from healthcare professionals/trained leisure staff at your leisure centre?

Health checks (e.g. blood pressure, BMI)

Help and advice to lose and maintain weight and become more active

Help & advice to manage a long-term condition or illness (e.g. diabetes, heart disease) and recover after major illness or fall

#### Management Alternatives

Based on your experiences, to what extent are you happy or unhappy with the way leisure centres are managed?

Should the council continue to own the leisure centres? Why do you say this?

## Qualitative Research

<sup>5.19</sup> The kind of in-depth engagement used for the workshops and focus groups can be properly rigorous, inclusive and representative in the sense of involving diverse groups of people; but it should not be understood as achieving a 'statistical sample of individuals'. To say this is not to undermine or devalue the process but only to understand its nature as qualitative research – which seeks to learn a lot from relatively small numbers of diverse people, rather than to learn little from simple standardised questionnaires administered to large random samples of people. Qualitative research is about facilitating 'conversations' and 'discussions' about issues rather than gathering large numbers of standardised responses from large statistical samples of the population.

<sup>5.20</sup> So, like other forms of qualitative consultation, workshops and focus groups cannot be certified as statistically representative samples of public opinion, but the recruitment process gave a diverse range of residents the opportunity to comment in detail on LBB's SPA Review. We are thus satisfied that the outcomes of the consultation (as reported below) are broadly indicative of how opinion

would incline on the basis of similar discussions – and we were able to learn a considerable amount about the issues at the heart of this study.

## The Report

- <sup>5.21</sup> This report concisely reviews the considered judgements of participants after considering and discussing important information. Verbatim quotations are used, in indented italics, not because we agree or disagree with them – but for their vividness in capturing recurrent points of view. ORS does not endorse the opinions in question, but seeks only to portray them accurately and clearly. While quotations are used, the report is obviously not a verbatim transcript of the sessions, but an interpretative summary of the issues raised by participants in free-ranging discussions.

## Workshop Findings

### Introduction

- <sup>5.22</sup> This section reports the overall findings from the four workshops and four focus groups. It has not been necessary to report the findings from each session individually as participants shared a good deal of common ground – but where there were real differences in opinion the groups are compared and contrasted. Not all the individuals gave equal emphasis to each aspect of the discussion, but, taken overall, participants considered a wide range of issues that are reported fully below.

## Main Findings

### Participation in Sport and Physical Activity

#### Activities Undertaken

- <sup>5.23</sup> The physical activities most commonly undertaken by participants across all sessions (mostly to keep fit and healthy) are:

#### Walking

*I use the local park to walk for exercise. I use parks instead of leisure centres (Cophall Workshop)*

*I exercise when I walk the dog usually (Cophall Workshop)*

*I enjoy walking in the parks (Finchley Lido Workshop)*

*I walk with my dogs at Oakhill Park (Church Farm Workshop)*

*I walk to and from bus stops and tube stations, which probably comes to about a mile a day (Deprived Areas Focus Group)*

*I live next to a park, so sometimes I go there for walks (Disabled Persons Focus Group)*

#### Swimming

Attending the gym or exercise classes at a leisure centre, private facility or community venue

*I go to an exercise through music class at my local community centre. I take my husband there because he has Parkinson's so I join in as well (Hendon Workshop)*



*I do yoga at the community place near where I live (Hendon Workshop)*

#### Cycling

*I cycle every day, using the limited cycling routes that exist (Church Farm Workshop)*

Football (at a formal club or in the park).

- 5.24 Other popular activities are: tennis; table tennis; athletics; ice skating; golf; running/jogging; badminton; basketball; bowls; karate; dancing and aqua aerobics:

*I play table tennis for Barnet's club. It's very close to my heart (Older Persons' Focus Group)*

*I play tennis in Sunnyhill Park...I'm not too keen on sport indoors. I like to be outdoors (Hendon Workshop)*

*I play badminton three times a week at the church hall (Church Farm Workshop)*

*I also like the golf driving range at Copthall (Copthall Workshop)*

*I play a lot of sport indoor and outdoor; I use indoor and outdoor bowls and play football (Copthall Workshop)*

*Latin American dancing...and I mainly walk in the local parks and go swimming twice a week (Church Farm Workshop)*

*I jog around the local streets (Copthall Workshop)*

*I'm part of a karate club and a football club...I really enjoy it. (Finchley Lido Workshop)*

#### Facilities Used – Leisure/Fitness Centres

- 5.25 Though usage of LBB's leisure centres was by no means universal, many workshop and focus group participants swim or attend various activities at one of the five sites – mainly for reasons of convenience or cost (relative to private sites):

*I'm a big user of the facility because I have a family. We do gymnastics classes and use the climbing wall. My daughter dives at Copthall (Hendon Workshop)*

*I go swimming at Copthall about once a week. It's a good size pool (Church Farm Workshop)*

*I'll go swimming in North Finchley (Church Farm Workshop)*

*I use the gym at Finchley Lido because it's near to me (Finchley Lido Workshop)*

*I use a lot of the leisure centres with my son who has autism (Disabled Persons Focus Group)*

*My daughter's nearly 12 and she loves swimming. We go to Finchley Lido (Deprived Areas Focus Group)*

*I use Church Farm and Finchley Lido. I like the mother and toddler swim at Church Farm (Women's Focus Group)*

*I use both Church Farm and Finchley Lido for swimming. I use Finchley Lido for the kids, especially in the summer... (Women's Focus Group)*

*I use Church Farm as it's two minutes around the corner from me. (Women's Focus Group)*

*It's a cost thing for me. You'd be really hard pushed to find a private gym for the cost of a council-run place. I was flabbergasted by how cheap it was compared the alternatives. (Church Farm Workshop)*

- 5.26 Many other participants use or attend gyms, exercise classes and other activities at private facilities such as Virgin Active, LA Fitness, David Lloyd, Venue in Borehamwood and DHC in Potters Bar:

*I go to the David Lloyd gym (Church Farm)*

*I go to a private Pilates class. I also go to the gym in Borehamwood (Church Farm Workshop)*

*I don't use any of the public facilities. I use private at Virgin Active (Hendon Workshop)*

*I use the gym and the swimming pool in a private leisure centre in the winter (Older Persons' Focus Group)*

*I used to go to Copthall every week, but now I go to a private fitness class for over 50s. (Disabled Persons' Focus Group)*

- 5.27 They typically use such places for reasons of convenience, or because they apparently offer better amenities than council facilities (this is explored in more detail below):

*I'm part of a private gym which is better for me. They have a few around the country, which is good as I spend a lot of time outside London (Disabled Persons' Focus Group)*

*I only use private gyms. My experience with council-run leisure centres has been abysmal. They're old, dirty and they don't get repaired (Church Farm Workshop)*

*Some of the pools are expensive for a single swim but when you get there you can hardly swim because there are so many people in the pool going up and down. Half the showers are broken too; the facilities are poor (Church Farm Workshop)*

*The council facilities are not for the community: they're badly located; they're badly kept up; and facilities are badly provided (Deprived Areas Focus Group)*

*In Barnet there are good private facilities but there are no good public facilities (Older Persons' Focus Group)*

*We need better facilities. My son went to the David Lloyd club and then went to Finchley Lido. He said that you can't compare the facilities (Older Persons' Focus Group)*

*Public to private: the difference is incredible. The public sector needs to see what they can do to attract the people not to go to private clubs. (Older Persons' Focus Group)*

- 5.28 As highlighted above, several residents use provision (both public and private) outside Barnet. They prefer to use facilities elsewhere – as they feel they are higher quality, but would certainly use LBB services if they were improved to the same standard:

*I go to Potter's Bar. I find the facilities so much more child-friendly than around here. If there was something near of a similar standard I'd definitely use it. (Women's Focus Group)*

## Facilities Used – Parks and Open Spaces

- 5.29 In addition to walking in parks, many people use (and were complimentary about) the outdoor gyms in some of them:

*I go to the outdoor gym in Oakhill Park with my kids. We love it. We run around the park as a family and then we use that gym. It's fantastic (Church Farm Workshop)*

*I like the little exercise bikes that they have outside in some of the parks. Cost is an advantage there (Hendon Workshop)*

*In the summer I use the outdoor gyms in Barnet. They're a great idea. All the machines use your own body weight (Church Farm Workshop)*

*I use a lot of outdoor gym equipment in the parks. There's one in Victoria Recreation Ground which is very good and helpful (Older Persons' Focus Group)*

*I practically live in Oakhill Park. I sometimes use the gym equipment and I go on bike rides with my son. (Women's Focus Group)*

## Barriers to Participation

### Accessibility

- 5.30 Across all four workshops and focus groups, access was one of the main cited barriers to participation. Access of course takes many forms, but participants' main issues were around travel and transport, parking and opening hours.

- 5.31 With particular regard to travel and transport, many people highlighted the difficulties involved in travelling across the borough, both in terms of traffic congestion and poor public transport links. Of the LBB sites, Hendon and especially Cophall appear to be particularly problematic in this regard, as the following quotations highlight:

*It's so difficult to get from east to west here. We need to change the transport in the borough... (Finchley Lido Workshop)*

*Cophall is annoying to get to from a public transport point of view. It takes about 30 minutes to get there (Church Farm Workshop)*

*Cophall is very out on a limb. It's a long way from public transport (Hendon Workshop)*

*Traffic has stopped me from getting to Cophall (Church Farm Workshop)*

*I have to take two buses to get here; the public transport is awful (Hendon Workshop)*

*Where this is located the traffic is crazy... (Hendon Workshop)*

- 5.32 Several participants also noted the fact that public transport alights some distance from the leisure centre itself, meaning visitors must walk down a badly lit path to access the site. This apparently discourages many people from using the centre:

*Access is a problem here. You need to drive to get to Cophall as the public transport stops quite a way away (Cophall Workshop)*

*It's quite an uncomfortable site to get to. There's a path which feels quite unsafe because there's no lighting. You feel vulnerable walking down it (Cophthall Workshop)*

*The leisure centre in Cophthall is a long walk from the bus stop. You have to walk through these two rugby fields, and it's dark as well, which puts me off going (Disabled Persons' Focus Group)*

*Going to Barnet Cophthall from the nearest bus stop is about half a mile each way. It's probably the worst placed council leisure centre ever. It has no public transport links whatsoever... (Deprived Areas Focus Group)*

*Cophthall is unsafe: you're walking down a barely-lit or unlit path to an area you don't necessarily know...it's slightly threatening. (Deprived Areas Focus Group)*

- 5.33 On a related note, a lack of parking or too short parking hours at certain LBB facilities (Hendon and Finchley Lido in particular) is an apparent barrier for some:

*Parking hours are a bit short. I'd like them to be extended (Finchley Lido Workshop)*

*When you come to Finchley Lido at certain times it's impossible to park. When the movies and the restaurants are busy you have no chance of parking anywhere near there. I've gone there before and there hasn't been a spot anywhere so I had to drive right back out again! (Disabled Persons' Focus Group)*

*It's not easy to park at Church Farm or Finchley Lido. Parking facilities are very important. Time is of the essence; you don't want to be spending half an hour looking for a space. (Women's Group)*

- 5.34 Many people in all areas (but especially at Hendon) complained of inconvenient opening hours and poorly timed sessions at LBB's leisure centres. Indeed, one participant at Church Farm said that the more accessible opening hours at private facilities are the primary reason why they choose to use these over those owned by LBB:

*I go to the David Lloyd gym over the council ones. The opening hours are an advantage as they open at 5:30am and are open until late. (Church Farm Workshop)*

- 5.35 People thus strongly desired more of a focus on the later evening and weekend which, it was felt, would help working people in particular to access the range of activities on offer:

*Opening hours is a problem...the timing of the sessions is inconvenient (Hendon Workshop)*

*I don't use any leisure facilities as it's not convenient and the timing isn't right. Some of the classes start much earlier than I'd be able to get to. Something like 6.30pm would be too early. I'm usually not home until a bit later than that. There was also this free yoga thing which is 12.30pm to 1.30pm, which is something I couldn't possibly do. There's also one on a Monday at 5.30pm and I probably wouldn't be able to make that either (Hendon Workshop)*

*On Sundays there are only short programs at the gym... (Hendon Workshop)*

*Introduce more classes...especially at the weekends when people have more time (Hendon Workshop)*

*Timing is important. The ideal time for me would be 7pm onwards. I could do with some later sessions (Hendon Workshop)*

*A lot of people work hours like 2pm until 10pm. Opening times need to cater for these people (Church Farm Workshop)*

*They need a range of activities at different times. We are all different. (Hendon Workshop)*

- 5.36 Finally with regard to inaccessibility, a couple of participants at the Over 55s and Women’s focus groups complained that, while they would like to undertake classes at their local leisure centre, they are often oversubscribed quite some time in advance. They strongly desired the provision of more sessions:

*At Cophall they have an aqua aerobics class. You cannot book and it’s on a first come first serve basis. There are too many people waiting. We’ve asked them to put on more classes and they said no. You can’t get in at all...there should be more classes (Older Persons’ Focus Group)*

*I’ve tried to access some of the classes at Finchley Lido but they get so booked up in advance. I’ve tried a week before and have been unable to get on any classes. (Women’s Focus Group)*

## Awareness

- 5.37 Thinking specifically of why people may not use LBB’s leisure centres, there was widespread lack of awareness (of both the facilities themselves and the activities provided within them) among participants. In fact, a significant number of attendees admitted to not being aware of the existence of their local leisure centre prior to being invited to a discussion on its future. Some of the very many typical comments were:

*I didn’t know Cophall existed at first even though I’ve lived in Barnet for 10 years (Disabled Persons’ Focus Group)*

*I haven’t heard of some of the Cophall facilities. They need more publicity... (Cophall Workshop)*

*I knew there was a pool here but I didn’t know it was a physical activity centre and I did not know about the gym...There isn’t enough publicity and the marketing isn’t good (Cophall Workshop)*

*I was unaware that some of these facilities were available. Perhaps they could be advertised better through social media (Finchley Lido Workshop)*

*I’ve lived in the Barnet area for six years and I never knew Hendon was here! (Hendon Workshop)*

*I knew Hendon existed, but I didn’t know the facilities they had here. The facilities here and elsewhere in Barnet are not publicised very much (Hendon Workshop)*

*There is a lack of information about the leisure centres. I have no idea where they are (Church Farm Workshop)*

*I wasn’t aware that Church Farm was open to the public; I thought it was reserved for swimming clubs. I always assumed they never let the public use it... (Church Farm Workshop)*

*I didn’t know Church Farm existed, so that’s news to me! (Church Farm Workshop)*

*I didn’t even know the leisure centre was here. I found out about it today! (Church Farm Workshop)*

- 5.38 It should also be noted that some of LBB’s leisure centres are viewed as somewhat ‘hidden’ and poorly signposted, which appears to contribute to people’s lack of awareness of them:

*I did not know about this leisure centre...it’s kind of hidden (Hendon Workshop)*

*I’ve driven on the road that Church Farm is near and never knew there was anything there. That’s because there isn’t a great big nice sign telling me! (Church Farm Workshop)*

*You can’t tell that all the things are in here...you can’t see it! (Cophthall Workshop)*

*I drove here and there were no signs showing the leisure centre. It’s too hidden (Cophthall Workshop)*

*To get to Cophthall, somebody told me there’s a path. I never saw it and it wasn’t signposted. Allianz was signposted... (Church Farm Workshop)*

- 5.39 As might be expected in light of the above, in terms of overcoming barriers to participation and encouraging people to undertake more sport and physical activity, the most common suggestion made across all eight sessions was more and better targeted advertising and promotion of local facilities and activities. Generally speaking, while online material was considered useful, many residents cannot access it and, as such, the need to provide ‘hard copy’ information was considered imperative. Further, it was said that people tend to proactively search for specific information online, which prevents them from accessing information ‘in passing’ about something they might be interested in:

*There is a lack of information...I don’t know what facilities there are. There’s no information. I get two newspapers through my door every week and there’s nothing in there about leisure centres or prices or anything and when Barnet sends their magazine around, these facilities aren’t in there (Older Persons’ Focus Group)*

*I don’t use the internet very often, but everything is on the internet. I think that’s a problem...I usually get my information from reading the paper, but certainly not from the internet! (Hendon Workshop)*

*The council say that everything’s online, but not everybody goes and looks online. A lot of people cannot be bothered to do it...there should be something through the door on a quarterly basis (Disabled Persons’ Focus Group)*

*There is a lack of advertising and communication for us that don’t have access to online. You have to be looking for that information to find it (Cophthall Workshop)*

*You have to go looking for the information on the internet. You actually have to be motivated to type in ‘swimming in Barnet’ or whatever. (Hendon Workshop)*

- 5.40 However, younger participants strongly advocated the greater use of social media to advertise and promote leisure services insofar as it tends to be their primary source of information in today’s digital age:

*More advertising needs to be done on social media; that’s where people my age hear about things. If I’m interested in something or a particular subject I get Facebook updates from them, and then I’m more likely to go to something (Finchley Lido Workshop)*

*I use the internet and social media a lot to connect with friends. It would be nice if that was integrated into the advertisement of different services. (Finchley Lido Workshop)*

Indeed, a couple of participants suggested that social media could be used to bring leisure centre users together by, say, setting up a Facebook page that allows people to register their interest in particular activities and link to others who have done the same:

*I'd be a little bit apprehensive about booking stuff by myself as I'm not very familiar with it. It would be nice to have a link to send to other people inviting them to do certain things on certain nights (Finchley Lido Workshop)*

*If you're by yourself and you want to play table tennis you should be able to reach out to someone else and play it. You could register your interest in somewhere and then two beginners could meet together to play. (Finchley Lido Workshop)*

- 5.41 Further, for those who do source their information online, the leisure centre websites themselves were thought to be in need of improvement in terms of both content and layout – and there was some disappointment at Hendon that more has not been made of the Olympic legacy in their design:

*I went online yesterday and there wasn't a great deal there. No wonder awareness is so low (Cophall Workshop)*

*I don't like GLL's website. It's just so busy (Disabled Persons' Focus Group)*

*I didn't know there was a climbing wall here and I looked on the website (Hendon Workshop)*

*On the Barnet website to find leisure centres you have to go to "S" for sport and leisure, whereas everybody knows them as leisure centres. Also, parks are under open spaces (Finchley Lido Workshop)*

*GLL runs the design for all the websites. They could have got on the back of Cophall's diving during the Olympics. That would have been inspirational. (Hendon Workshop)*

## Financial Cost

- 5.42 The cost of using leisure facilities was noted as a barrier across all workshops, where participants particularly cited expensive gym memberships and swimming sessions. Further, one participant at the deprived areas focus group claimed to have been charged a significant sum just to watch their grandchild in a swimming gala at Cophall, which they considered 'outrageous':

*Cost is a huge barrier for people; the cost for services is way too high (Church Farm Workshop)*

*If it wasn't so costly I'd be more likely to join (Church Farm Workshop)*

*Cost is a major issue for me. Why would I go out and rent a badminton court for a load of money when I can just go to my local park? (Hendon Workshop)*

*I was a member of the gym but the membership got a bit much, so I gave up... (Cophall Workshop)*

*I used to go to the gym a lot, but when I became a student I struggled to pay the membership so I stopped (Church Farm Workshop)*

*I went to Cophall to watch my granddaughter swim in a competition. I had to pay £15 for me, my son and my daughter-in-law to just go in and watch. It's outrageous. (Deprived Areas Focus Group)*

- 5.43 As might be expected then, lower prices were considered an important enabler - especially for low income households:

*Leisure and sport activities should be near as dammit to free as they are of a benefit to the entire community. (Deprived Areas Focus Group)*

- 5.44 A couple of people mentioned the high cost of privately-run facilities but said they are prepared to pay extra for better standards. Many would, however, prefer to use cheaper council-run facilities if standards, and the range of activities available, could be improved – and it was suggested that LBB should attempt to learn from the private sector in this regard:

*I go to David Lloyd. I just swim and go to aqua aerobics. There is an outdoor heated pool so I can swim throughout the year, but it's become very expensive (Hendon Workshop)*

*The private gym near the Palace is brilliant, but if you want to go there just as a visitor it's £15, which is outrageous. The facilities are amazing though (Church Farm Workshop)*

*If you're going to have lower cost you're going to have lower quality...they need to improve to entice people back from private facilities (Hendon Workshop)*

*I'd go every day to a council one if it was decent and closer to me...at the moment I go to a private one Potter's Bar (Church Farm Workshop)*

*The council should learn from private sector leisure providers to improve leisure centre atmosphere and customer experience (Hendon Workshop)*

*It would be good if Barnet could provide leisure facilities so that everyone in our age group could afford them. It's a lot of money in the private gyms. (Older Persons' Focus Group)*

- 5.45 Similarly, it was said that the lack of incentivisation on the part of council-run leisure centres can be a barrier to using them, especially when private facilities (which are generally seen as being of superior standard) are offering discounts and incentives that can make them relatively cheap to use:

*There should be more incentives for local Barnet people to be encouraged to participate in leisure because it is quite expensive. They should provide a membership for people who live in the Borough where you get discounts and thing like that. They do it in Hertsmere (Women's Focus Group)*

*In private gyms there are incentives and discounts; they even cheapen your health insurance. Why would I move to a local facility? There are no incentives. (Disabled Persons' Focus Group)*

### Condition of Existing Facilities

- 5.46 Again with particular reference to LBB's leisure centres, the poor quality of existing services was an often stated barrier to using them. The most commonly criticised facilities were the changing rooms: these were variously described as old, outdated, dirty, smelly, cold, hazardous and unhygienic and were thought to be vastly in need of improvement. Some of the many typical comments were:

*The condition of the changing rooms in Finchley has been a barrier for me to be honest...the whole changing room area is dirty and muddy (Finchley Lido Workshop)*



*The changing rooms are filthy. They should separate the wet changing room from the dry changing room (Finchley Lido Workshop)*

*What I don't like about Finchley Lido is the changing facilities. It's just not properly looked after (Hendon Workshop)*

*If it wasn't for the filthy, smelly changing rooms I would be going to Finchley Lido every week. Due to my illness I'm quite prone to infection, so it's just not worth the risk (Disabled Persons)*

*The café is right next to the changing rooms and the shower...people often take food from the café into the changing rooms. It's unhygienic (Finchley Lido Workshop)*

*The facilities here in Copthall are old. It hasn't changed in 30 years with the swimming; water is dribbling out of the showers. It needs an update (Copthall Workshop)*

*There are huge problems in the changing rooms. It's really wet and dirty (Copthall Workshop)*

*The changing rooms are cold and it isn't pleasant for people with limited movement (Copthall Workshop)*

*There's a health and safety issue. It's often terribly slippery when you come out of the changing rooms. It's a serious issue; someone could fall and have an accident. It's hazardous to say the least, especially in Copthall (Older Persons' Focus Group)*

*Changing rooms are unhygienic. The urinals are so close to the showers and it smells of urine. They should separate them. (Hendon Workshop)*

<sup>5.47</sup> Other particular issues with existing facilities were that:

*Gym facilities are too small; I can wait up to 30 minutes to use the equipment I want (Hendon Workshop)*

*I'm finding it difficult to use the athletics track; the long jump is used as a sandpit for the youngsters (Copthall Workshop)*

*They will store things in the indoor facilities which means people can't use them. It's diabolical. (Copthall Workshop)*

## Other Barriers

<sup>5.48</sup> Other stated barriers to participation are a lack of time and a lack of childcare:

*I like swimming, but with the job that I do I find it difficult to fit it in; I will do it in the weekends and holidays though (Copthall Workshop)*

*Life gets in the way; I have no time (Finchley Lido Workshop)*

*I find it hard to find the time to do things...I get too tired after work to go to the gym. Working hours are killer to participation (Hendon Workshop)*

*I work, study and take care of my baby. There's not much time to enjoy the gym and things like that... (Hendon Workshop)*

*I find it difficult as I don't have family locally. I'd benefit from a crèche where I could leave my kids for an hour...the choices are limited locally (Women's Focus Group)*

*There are very few areas with crèches or babysitting. That's a personal barrier for me. I'd have to get my husband to look after my son otherwise. (Cophall Workshop)*

- 5.49 Some participants admitted to apathy, a lack of motivation and reluctance to expend effort on physical activity. One participant at Cophall even admitted that they would only be motivated to exercise should a *medical issue (such as a heart attack) force me to do so:*

*I joined the gym a while back to tone up my stomach a bit, but I got lazy (Cophall Workshop)*

*I'm just lazy...I wake up and think 'no, I'll do exercise tomorrow' (Finchley Lido Workshop)*

*The reason I don't exercise is pure laziness. I don't have enough time to schedule it into my life (Church Farm Workshop)*

*I'm lazy; I don't do anything. (Disabled Persons' Focus Group)*

- 5.50 Finally, the fact that cycling around Barnet is so dangerous was a cited barrier in some of the workshops, where participants claimed they would cycle more if there were better provision for doing so:

*There is no safe place for cyclists. I'd be happy to cycle to work, but it's too dangerous. We have large pavements in Barnet, but none are used for cyclists (Cophall Workshop)*

*Cycling on the roads is very dangerous around here. I would cycle more if things were different. (Finchley Lido Workshop)*

## Facilities Mix: Wet Side

### 25 Metre Pool

- 5.51 When asked 'what facilities would you expect to see in a leisure centre?' participants (almost without exception) said a swimming pool. It would thus be fair to say that a 25 metre pool would be essential within any future leisure centre provision:

*A 25 metre pool is by far the most important thing (Cophall Workshop)*

*A 25 metre pool is the foundation of any swimming facility (Cophall Workshop)*

*Swimming pools are very important for leisure centres in the borough. (Disabled Persons' Focus Group)*

- 5.52 Participants at Cophall were adamant that their 25 metre pool should be retained, albeit following extensive renovations:

*The pool here is tired and needs renovation. It's important that the 25 metre pool is retained (Cophall Workshop)*

*It's very rundown in the pool area here in Cophall...it's old and it needs updating (Cophall Workshop)*

*I would definitely use a renovated pool. (Cophall Workshop)*

The general sense was that *we have made Olympians in Cophall...it has a reputation for its swimming, so we need to get it right. (Cophall Workshop)*

- 5.53 Those at Church Farm and Finchley Lido were particularly keen to see the length of their swimming pools increased from 18 to 25 metres in order to negate the need to travel to Copthall (or even in some cases to Harrow) for ‘proper swimming’ – and those at Hendon considered that lack of any wet facility at their leisure centre to be very detrimental to the local community:

*We need a 25 metre pool; a big tick for that (Church Farm Workshop)*

*I think a 25 metre pool is needed in Church Farm. When the school kids from around here went to Copthall for a competition they really struggled to do a 25m length because they had been practicing in 18 metre pools (Church Farm Workshop)*

*The pool is quite small in Church Farm...it's not the best length for a good swim (Church Farm Workshop)*

*It's got to be Copthall for proper swimming but it's just too far away (Church Farm Workshop)*

*We go to a 25 metre one in Harrow, which is really good... (Women's Focus Group)*

*The pool at Finchley should be extended to 25 metres (Finchley Lido Workshop)*

*The lack of swimming pool here in Hendon is a massive barrier...the leisure centre would be much more attractive if it had a swimming pool (Hendon Workshop)*

*There definitely needs to be a 25 metre pool in Hendon; all the school children have to go to Copthall. (Hendon Workshop)*

- 5.54 Indeed, the need for more 25 metre swimming pools in Barnet was considered acute - highlighted by the current high demand for sessions at Copthall and the fact that it can be difficult to swim there due to its profile as a regional swimming facility:

*Barnet's quite a large area, so it's quite worrying that there are only three swimming destinations. It's really not enough...there are 300,000 residents and that's one swimming pool per 100,000 residents! (Older Persons' Focus Group)*

*There should be another swimming pool here. It's quite hard to use the public pool at Copthall as it's often used for Olympic training. If you go to Copthall with your family and you want to swim there's no space (Hendon Workshop)*

*In Copthall only one swimming lane is open to the public...the rest of the pool is occupied by schools and organised classes. (Hendon Workshop)*

- 5.55 With respect to the quotations above, several participants expressed a need for more adult lane swimming sessions for those wishing to swim in a child-free environment:

*I'd like lane swimming, without kids everywhere (Copthall Workshop)*

*You don't want to go swimming when there are a million children running around (Finchley Lido Workshop)*

*Timing is important with swimming. Sometimes people want to relax after work for swimming but there are kids everywhere (Hendon Workshop)*

*Adults-only swimming sessions are a good idea. It's more welcoming because there's no children shouting and kids jumping in which made me want to use it (Older Persons' Focus Group)*

*There are three swimming sessions a week in my private leisure centre where children aren't allowed. That's attractive to me (Older Persons' Focus Group)*

*There should be different times for adults and children swimming, or different lanes at least. There needs to be a separation as children will swim in any direction whatsoever! It's like a riot in the water. (Disabled Persons' Focus Group)*

- 5.56 There was some demand for a 50 metre pool in the borough – particularly insofar as it could be partitioned off to offer two 25 metre facilities, one for 'serious' swimmers to train and the other for the general public to swim for leisure:

*I think Barnet not having one Olympic-size 50 metre pool is a great shame (Church Farm Workshop)*

*You can cut it down the middle and have people training on one side and then more fun swimming on the other (Finchley Lido Workshop)*

*They should have more 50 metre pools so more people can get in the water. You can divide it down the middle and have different things (Disabled Person' Focus Group)*

*I'm looking through these facilities and there's nothing here for a serious swimming. 25 metre pool? No good for a serious swimmer. The people I know who use swimming pools swim a couple of miles. (Disabled Persons' Focus Group)*

- 5.57 Finally with respect to standard swimming pools, several people complained about the water temperature at Copthall and Church Farm and asked that this be taken into consideration within any future provision:

*My child swims in Copthall; he's always moaning about the temperature of the water (Hendon Workshop)*

*The water in Copthall is too cold. People go there and they dread the swimming lessons because it's so cold (Hendon Workshop)*

*Sometimes it gets a bit cold at Church Farm, that's something which put me off going when my son was very small. We quite often used to drive to a pool in Harrow just because it was warm. (Women's Focus Group)*

## **Learner Pool**

- 5.58 Learner pools were generally thought to be required, especially by participants at Copthall who said that 25 metre pools are unsuitable for teaching children to swim. Further, it was said that such facilities can also be used as rehabilitation pools for adults in need of gentle exercise to overcome illness or injury:

*Learner pools are important...main pools aren't conducive for children as they are too deep. They use the learner pools well though (Copthall Workshop)*

*I've been looking for swimming lessons for my son as the younger they are the easier they learn to swim. I couldn't find any water baby facilities that were provided by the council...there's a lack of learner pools (Finchley Lido Workshop)*

*What's missing for me is a teaching pool for young children. They're quite helpful...kids need to learn to swim (Hendon Workshop)*

*I'd definitely like to see a learner pool. They could graduate to a learner pool from the splash pool (Women's Focus Group)*

*It's important not to forget that a learner pool is not just for children, it's for adults as well. It could be a learner and treatment pool for rehabilitation. (Hendon Workshop)*

Indeed, for most these were second only to 25 metre pools in terms of need:

*I'd most like to see a 25 metre pool and a learner pool. You can have children's lessons locally, as well as enough room for slow, medium and fast lanes too. (Hendon Workshop)*

- 5.59 It should be noted here that, when discussing the different types of pool, several participants suggested the provision of a multi-purpose pool with a moveable floor that could be used for swimming, learning and other activities such as aqua aerobics:

*How about a pool that has a moveable floor? That could be used for learning and a normal pool (Hendon Workshop)*

*You could have the type of pools where you regulate the height. You could then use it for different things, both serious and leisure (Hendon Workshop)*

*They have multi-function pools these days. You could do water aerobics and then when you want to do lane laps you could drop the floor down. (Church Farm Workshop)*

## Splash/Play Pool

- 5.60 Some participants at the Church Farm workshop saw little value in having a dedicated splash pool at a new local leisure centre given there is already such a facility at Finchley Lido:

*I'm not sure a splash pool would be worth it in Church Farm. Do we really need two splash pools in the same area? (Church Farm Workshop)*

- 5.61 However, other participants (at Church Farm and at other workshops and focus groups) felt that splash pools provide a solid swimming foundation for very young children, who can then progress to learner and 25 metre pools over time – and that they allow families to spend time swimming together in an appropriate environment:

*I'd love to see a splash pool here in Copthall. There's one in Finchley and the kids seem to love that (Copthall Workshop)*

*A splash pool is a great way of getting kids into swimming. They enjoy it for about 10 months or so, but then they want to move on to a bigger pool. A splash pool, then, is quite important (Church Farm Workshop)*

*Progression is important; you take your little toddlers in the splash pool; then when the kids get to three or four you need to take them to learner pool; then you can go to the big pool (Finchley Lido Workshop)*

*If you want to do proper swimming, you've got the serious facilities at Copthall. What's important is having a family pool area...somewhere with slides and stuff where children can go and splash around (Hendon Workshop)*

*What puts Finchley above Copthall for my family is that it has a wave machine, whereas Copthall just has the normal pools. It's something great and fun for kids (Deprived Areas Focus Group)*

*I've visited quite a lot of splash pools. The kids love them. I know my daughter would love a splash pool and I think I would as well! (Women's Focus Group)*

- 5.62 Play pools with slides were also attractive to many participants, who felt they would greatly appeal to both families and teenagers:

*Some pools have a little slide on the side of them. I think that would be good (Hendon Workshop)*

*Me and friends would definitely go to a pool with slides (Finchley Lido Workshop)*

*The pool at Finchley has waves every half an hour. My grandchildren love that, so it's something I'd like to see (Hendon Workshop)*

*Slides are great. My kids would love that. I'd love a waterpark. (Hendon Workshop)*

## Diving Pool

- 5.63 Some attendees at the Copthall and Church Farm workshops and the deprived areas and women's focus groups supported the provision of a diving pool on the grounds of the sport's current high profile following the Olympics and the fact that increasing numbers of young people are involving themselves in it:

*There should be one diving board in the borough, if not two (Deprived Areas Focus Group)*

*My nieces are aged 7 and 12 and they love diving at Copthall (Women's Focus Group)*

*Diving really is a growth area so it is worth investing in (Copthall Workshop)*

*Diving is important. The Olympics and Tom Daley have really ignited it for the younger generation. A lot of younger kids want to get involved (Copthall Workshop)*

*I think more and more people are getting much more into diving. One of the reasons I used to go to Copthall was for the diving. (Church Farm Workshop)*

- 5.64 Further, one Hendon participant (whose daughter dives at Copthall) said that *Copthall only has a 5 metre board, so the kids who compete there can't progress beyond a certain standard. Also, they have no dry side facilities. The other diving pools have harnesses and trampolines to help with diving. This would help Copthall to become a recognised and well-respected diving facility.*

- 5.65 Others felt that diving is somewhat specialist and too 'niche' for council-run leisure centres – although again some welcomed the idea of a multi-purpose pool that incorporates a 'fun' diving board:

*Diving pools are the last thing I'd want with a swimming pool. It's a bit too much of a specialised thing* (Cophall Workshop)

*Diving's a little bit niche isn't it?* (Church Farm Workshop)

*We don't need a diving pool. It's quite specialist isn't it?* (Hendon Workshop)

*I don't think diving pools are important as it's way too specialist* (Finchley Lido Workshop)

*I think diving boards are fun but it doesn't have to be anything too extravagant – maybe just a really small one as part of another pool instead of a dedicated diving pool.* (Finchley Lido Workshop)

## Outdoor Pool

- <sup>5.66</sup> Many participants felt that - while they are a nice idea in principle - outdoor pools are something of a luxury given they are expensive to run yet are only used during certain months of the year:

*An outdoor pool is not reasonable as it would only be used six times a year* (Cophall Workshop)

*Our country is cold, wet and horrible. We need more all-year facilities* (Church Farm Workshop)

*I think if they've got limited money then the outdoor pool isn't the priority. It's not going to be used all the time and it's not going to be used by everyone* (Finchley Lido Workshop)

*I query an outdoor pool. There's no point. The weather doesn't lend to an outdoor pool.* (Disabled Persons' Focus Group)

- <sup>5.67</sup> Some others though felt they would be attractive – and there was support for a least retaining the one at Finchley given its 'iconic' status:

*I would love an outdoor pool; it would be wonderful* (Cophall Workshop)

*An outdoor splash and play pool would be good for the summer* (Hendon Workshop)

*I quite like the idea of an outdoor pool. They're lacking a bit aren't they? I'd certainly go there* (Church Farm Workshop)

*The outdoor pool at Finchley has historic value; it's almost iconic.* (Finchley Lido Workshop)

## Changing Rooms

- <sup>5.68</sup> As aforementioned, participants strongly desired improvements to the changing rooms at their local leisure centres. When asked whether such improvements should incorporate single sex or unisex changing rooms, most opted for the former on the grounds that they are more private and offer greater comfort:

*I'd prefer separate. Mixing men and women is a bit awkward in my opinion* (Hendon Workshop)

*Some people prefer privacy amongst complete strangers* (Finchley Lido Workshop)

*I don't think unisex changing facilities are appropriate at all. Not everybody would feel comfortable with it* (Deprived Areas Focus Group)

*My daughter's 12 and if she went swimming with her friends I wouldn't want her in a unisex changing room (Deprived Areas Focus Group)*

*I feel more comfortable in the separate sex changing rooms (Women's Focus Group)*

*Finchley Lido is unisex. I felt a bit awkward when my daughter went there. When I was helping her there were women everywhere. I felt a bit like a pervert...I felt conscious (Deprived Areas Focus Group)*

*A few years ago when I went to Finchley Lido it was unisex but with separate cubicles. I didn't like it. There could be men and women in cubicles right next to each other. I wasn't comfortable with that (Disabled Persons' Focus Group)*

*Changing rooms need to be separate sex for modesty reasons. I don't want to feel intimidated. You could get the odd gentleman looking you up and down, or the other way around. (Older Persons' Focus Group)*

- 5.69 Further, there was a strong sense that single sex facilities would be more appropriate for members of particular faith groups:

*It's got to be single sex for cultural reasons. Certain cultural groups would be barred completely if it was single sex (Church Farm Workshop)*

*I see single sex changing rooms being difficult for people of some religions and faiths. (Hendon Workshop)*

- 5.70 A minority either favoured unisex facilities with (adequately sized) individual cubicles for changing or had no preference one way or the other:

*I'm for unisex with separate cubicles. Everyone sees you in your bathing suit anyway so who cares? (Church Farm Workshop)*

*I'm for unisex. I base this on Center Parcs...you can move in and out and use the same cubicle and leave all your stuff there (Finchley Lido Workshop)*

*I think it's possible to design a decent unisex changing room that is private. A busy changing area makes it safer. People have to take responsibility and take care of their own children and grandkids. People say 'Barnet should do this and Barnet should do that' but maybe we should look after our own (Older Persons' Focus Group)*

*I have no preference to be honest. I'm fine with unisex. (Copthall Workshop)*

- 5.71 Either way, there was a strong desire for more family changing rooms in all sessions:

*A family changing room is a good idea. If a dad has young girls who he wants to supervise that would help (Church Farm Workshop)*

*It's quite nice to have a family space, especially when you have young children...you've got to feel safe as a parent (Hendon Workshop)*

*You do need family ones. I don't want my nine year old son on his own with all the men. It's dodgy (Finchley Lido Workshop)*

*Family changing rooms are definitely a good idea...sometimes there's a lack of facilities for men who take their children swimming (Deprived Areas Focus Group)*



*I like family cubicles, they're really good. You can get everyone in one room then. It's easy to shower her with my partner and deal with her between us (Women's Focus Group)*

*There needs to be a family changing room, so that there's a place where people can change their children out of the public view (Disabled Persons' Focus Group)*

*A family area where you're OK to go with your children is great. It makes you feel comfortable. (Older Persons' Focus Group)*

- 5.72 Further, future provision must, it was said, be suitable for both older people (who can require more space to sit while changing) and disabled people (who particularly require more accessible showers):

*Changing rooms need to accommodate people our age...they need to be larger as we are larger. We also need to sit down a bit when we're changing. Most of the changing cubicles are much too small (Older Persons' Focus Group)*

*They need to think about disabled people more...the main showers are a problem. They don't have to make them disabled, all they need to do is put a bar on the side. (Disabled Persons' Focus Group)*

## Facilities Mix: Indoor Side

### Gym/Fitness Suite

- 5.73 A gym or fitness suite was another almost universal answer to the question 'what would you expect to see in a leisure centre?' It was considered an essential provision, providing it offers value for money and a diverse range of equipment:

*A new gym is a given...a cross trainer, a running machine, the usual (Church Farm Workshop)*

*We certainly need a gym as there is no real gym in the area (Church Farm Workshop)*

*The younger generation doesn't seem to want to go out and play football anymore. It seems more like they all want to go out and go to the gym. Maybe a gym would be a good idea (Church Farm Workshop)*

*If there was a gym in a council leisure centre it must be cheaper than the private alternatives. It must also offer a range of activities if it's going to be a success. (Cophall Workshop)*

- 5.74 One particular issue with regard to gyms is the off-putting nature of monthly contracts – suggesting that pay-as-you-use might be more attractive for a larger number of people:

*I don't like having to pay for 12 months for a gym. There should be options to pay for a month (Cophall Workshop)*

*I would like to be able to pay monthly for a gym membership instead of having to be tied down for a yearly one (Finchley Lido Workshop)*

*I would never go to a gym where I had to pay a weekly fee because I wouldn't be able to use it. I'd prefer a pay as you go kind of thing (Finchley Lido Workshop)*

*The cost of going to a gym is unbelievable. In some of the private gyms the price of the memberships is completely obscene unless you are totally dedicated to it. Pay as you go would be a much better option. (Deprived Areas Focus Group)*

- 5.75 More gym sessions for ‘beginners’ were considered important not only for those wishing to embark upon a fitness improvement programme, but also for those who would prefer to stay at such a level due to confidence issues and feeling intimidated in an open session. It was also said that a peer support system (whereby people can get help with, say, gym equipment or their technique from other gym users rather than personal trainers) may be useful for those with lower confidence levels:

*When I got back from university I was looking for beginners’ gym classes but all I could find were private clubs or things for people with a certain level of expertise. It would be good to get encouragement if you’re unsure about starting sport, perhaps from people like you rather than personal trainers who can be intimidating (Finchley Lido Workshop)*

*We need gym sessions for people that feel intimidated by all the physically active people going around these areas. For people who are slightly overweight or sedentary these people are intimidating (Church Farm Workshop)*

*I find some gyms unapproachable...I went to a couple of trial sessions and they tried to rush me into it to lose weight. I want to do it slowly. (Deprived Areas Focus Group)*

- 5.76 It was also said that *there should be a more personalised approach for new gym members with increased interaction with staff...there should be more contact to maintain people’s interest in the gym and to ensure people know how to use the facilities.* (Hendon Workshop)

## Sports Hall

- 5.77 Participants in all sessions would expect and want to see a multi-purpose sports hall incorporated into future leisure centre provision insofar as many different activities could be undertaken there. Badminton, table tennis, squash, five-a-side football, basketball and volleyball were all suggested as activities to be provided – as well as more ‘unusual’ activities such as roller skating, ultimate Frisbee and children’s parties:

*A multi-purpose sports hall would work well, with different activities on different days (Cophall Workshop)*

*There needs to be a sports hall where you can do different things at different times on different days (Finchley Lido Workshop)*

*We need table tennis, squash and badminton (Cophall Workshop)*

*I think a big sports hall is very important. Those things can be used for badminton, football and everything... (Hendon Workshop)*

*Sports halls can be multi-purpose. The gymnastics area can be used just as easily for basketball and volleyball. It would be a versatile room. All you’d need is markings on the floor with blue lines (Deprived Areas Focus Group)*

*Young people love things like basketball (Hendon Workshop)*

*I would play volleyball indoors if it was offered in a sports hall (Hendon Workshop)*

*Stevenage have a big sports hall. It’s full of people playing things like ultimate Frisbee...something like that would be good (Women’s Focus Group)*

*Sports halls are good for kids’ parties (Cophall Workshop)*

*Roller skating events in sports halls would be great.* (Finchley Lido Workshop)

<sup>5.78</sup> Some Finchley Lido attendees were more reticent about building a new sports hall for the area, instead suggesting that LBB make use of current facilities such as school halls:

*Instead of expanding and wasting more money we should use what we already have. We should use school sports halls on Saturday and Sunday.* (Finchley Lido Workshop)

## Exercise/Dance Studios

- 5.79 Exercise and Dance studios were also considered an integral part of leisure centre provision:

*Studios are so multi-purpose. What can't you do in a studio? You've got loads of different classes you can do. You have the options, which is good as people have different preferences.* (Church Farm Workshop)

- 5.80 The most popular suggestions for classes were yoga, Pilates, tai-chi, Zumba, aerobics and boxercise – although others thought providing 'different' sessions such as martial arts and fencing would be attractive to a wider range of people (though they also suggested a possible need for taster sessions to establish demand for these):

*I'd quite like to see more martial arts. Karate and judo would attract a lot of the youngsters. It would be nice if this sort of thing was council-run* (Hendon Workshop)

*I'd like fencing classes. If someone set up a fencing school I'd definitely sign up* (Church Farm Workshop)

*Fencing would be an interesting and different thing to provide* (Hendon Workshop)

*They should do taster sessions to see what the demand is. Maybe do certain classes in small rooms and then expand to bigger rooms if there is demand.* (Cophthall Workshop)

- 5.81 Participants in the older persons' focus group and Finchley Lido workshop suggested that the resurgent interest in dancing brought about by programmes such as Strictly Come Dancing could be capitalised upon by providing a range of dance-based classes at leisure centres. These, they felt, would be hugely popular:

*With things like Strictly Come Dancing, certain things are becoming more popular. You could have salsa or even ballroom dancing. You could have Strictly Come Barnet!* (Finchley Lido Workshop)

*Strictly Come Dancing has reinvigorated dancing. Going dancing isn't ridiculed by young boys either; they can see there's a future and it's keep fit as well. Some of the breakdancers are actually gymnasts. There's a whole big area of growth to develop tomorrow's sportspeople. They should have breakdancing and ballroom classes* (Older Persons' Focus Group)

*They should bring back the old fashioned tea dances* (Older Persons' Focus Group)

*Dance is a good crossover between physical activity and socialising. The momentum it has is amazing. There's a lot to be tapped into by the council.* (Older Persons' Focus Group)

- 5.82 In terms of whether sessions should be single or mixed sex, the general sense was that most should be available to all but that some single sex activities should be offered to those who prefer to exercise in such an environment:

*Dance and fitness classes should all be unisex* (Finchley Lido Workshop)

*There should be the option for both mixed-sex and single sex classes. I had fun with my wife at a class once, but I'd like the choice* (Cophthall Workshop)

*Some women-only sessions sound like a good idea to me because young men don't know how threatening they are. They do things and they don't know they can frighten you. (Older Persons' Focus Group)*

- 5.83 As aforementioned, inconveniently timed activities can be a significant barrier to activity. As such, it was said that flexibly timed exercise classes must be offered late into the evening and on weekends, particularly for commuters:

*There are very few exercise classes in the evening for people that work in the centre of London and are coming home later. It would be nice for them to have access to later courses (Finchley Lido Workshop)*

*There needs to be greater availability of classes on the weekend. In some leisure centres I've been to they've been very early in the morning and there's nothing throughout the day. I'd prefer something on a Saturday afternoon (Finchley Lido Workshop)*

*The timing of certain classes is very important. There should be options for people to have classes both in the morning and the evening. (Deprived Areas Focus Group)*

- 5.84 Finally, the lack of exercise classes of interest to men was noted (as was the need to provide attractive activities such as kickboxing and self-defence to attract them) – and it was suggested that more 'fun' activity rather than sports-based sessions for children and families would be beneficial:

*There are lots of exercise classes for women, but not so many for men (Finchley Lido Workshop)*

*We need to think outside the box for men. Kickboxing and self-defence classes would be good. If you can get enough publicity people will come (Finchley Lido Workshop)*

*I think some organised classes would be good for children. I took my girl line dancing and she really enjoyed it. I was surprised how much I enjoyed it too. I think it would be quite good if kids and adults could do stuff like that together (Women's Focus Group)*

*There was a superhero class that my little boy went to. They dress up as superheroes and they have mini hurdles and it's all pow, pow, pow! It's not violent at all but it's very physical. They don't realise that they're exercising... (Women's Focus Group)*

## Gymnastics

- 5.85 The immense popularity of the gymnastics programme at Hendon was cited as evidence of the need for more such provision in the borough:

*Hendon's gymnastics is so popular that they've stopped the waiting list now. There is definitely demand for more gymnastics for young people in Barnet (Older Persons' Focus Group)*

*Gymnastics is still popular with children but you don't get many groups. You see the progress every week...you see them jumping off stuff and falling flat on their bottom one week, and then they land on their feet the next week. It's really nice and they get a lot from it. More is needed than just Hendon. (Women's Focus Group)*

- 5.86 Indeed, one parent even takes her child out-of-county to a gymnastics class at Furzeffield in Potters Bar (Hertfordshire) as they cannot access anything locally:

*My little boy does a gymnastics class in Furze field, it's for 3-4 year olds. They lower the equipment for the children. (Women's Focus Group)*

## Facilities Mix: Outdoor Side

### Outdoor Pitches and Courts

- <sup>5.87</sup> Participants typically supported the provision of artificial (especially 3G) and grass pitches and outdoor courts, with some again advocating the use of multi-purpose facilities to save on space and ensure continuous use:

*Grass pitches are very important and should be kept (Cophall Workshop)*

*An outdoor basketball court would benefit the area (Finchley Lido Workshop)*

*Artificial pitches are hands-down the only way we can do things in this country...they're good pitches. You're going to get the key demographics using them as well...the 13-30 year olds (Church Farm Workshop)*

*We need as many 3G pitches as we can possibly get in the borough. 3G pitches have to be the way forward. It would make money for the council too as you can charge sports clubs much more than individuals (Deprived Areas Focus Group)*

*A multi-purpose outdoor facility would be great. It could be used for football, basketball and tennis (Finchley Lido Workshop)*

*I think a multi-purpose outdoor pitch or sports court would be beneficial. (Cophall Workshop)*

- <sup>5.88</sup> It was, though, suggested that these need not necessarily be co-located with a leisure centre due to the availability of sports clubs and outdoor facilities (or at least the potential to develop these) in parks and schools currently:

*We need to have different activities going on in different places. We can't have it all pre-packaged in the same place. We should have skate parks in parks and other facilities elsewhere. It's about the community and these things need to develop around the area (Hendon Workshop)*

*I think it's important to have swimming and the gym on the same side, but I think the ball games and the racket games could be off-built somewhere else. I think parks and fields could host these kinds of things (Finchley Lido Workshop)*

*I don't think any outdoor things are needed...they are already provided in the parks (Cophall Workshop)*

*Maybe we should make better use of what's in the parks...they are already well used for cricket and things like that (Hendon Workshop)*

*I don't think these pitches have to be at leisure centres. I don't mind if it's at a park, as long as it's run properly (Women's Focus Group)*

*We don't need rugby and football pitches as there are clubs everywhere... (Cophall Workshop)*

*I think artificial pitches are pointless. All these facilities are already available in secondary schools without any membership or cost and these areas are already being maintained, so there's cost saved there. (Finchley Lido Workshop)*

- 5.89 However, there was some concern that exercising in parks after dark can be a somewhat uninviting prospect given the lack of lighting, adequate facilities and supervision. This, it was said, would have to be rectified if more use is to be made of such amenities – and particularly if parents are to be encouraged to leave their children there:

*Some parks are nice, but they're not lit at night. People are up for exercising up until midnight...just look at the 24 hour gyms (Church Farm Workshop)*

*Parks seem a very uninviting proposition after dusk as all the changing rooms and toilets are locked down. You can't even get into the parks because there are great big fences around them (Church Farm Workshop)*

*I would prefer for my children to be doing things outside in a leisure centre where there's lots of people and other things going on than in an unsupervised park (Finchley Lido Workshop)*

*The leisure centre is open every day, so you've always got people there managing it. In a park there are less people...teenagers might go into parks and things like that. (Women's Focus Group)*

- 5.90 Overall, it is fair to say that participants tended to prioritise indoor facilities over outdoor facilities at leisure centres because of the notoriously changeable British weather:

*Indoor would attract more people. It's usually too cold outside (Hendon Workshop)*

*You're limited with the weather with outdoor stuff so I'd prefer facilities indoors. I'd prefer indoor football, dodgeball and that kind of stuff. (Church Farm Workshop)*

## Facilities Mix: Other Suggestions

- 5.91 A sauna or Jacuzzi was suggested as a further facility that could be provided at LBB's leisure centres in future (with some claiming they would visit a centre solely to use it):

*A sauna would be nice; I would come to Copthall just to use a sauna (Copthall Workshop)*

*I think a sauna, Jacuzzi or spa would be nice...like the private gyms have (Hendon Workshop)*

*I think Copthall is completely underutilised. The provision of sauna facilities would encourage our age group to there. (Older Persons' Focus Group)*

- 5.92 It was also said that leisure centre providers could consider offering less 'traditional' activities such as: street running; rock climbing; archery; indoor golf simulators; active video gaming sessions; assault courses; and facilities for extreme sports such as BMX and skateboarding:

*I think they should do training for Parkour and free running. My daughter is in to that. You can do it indoors and outdoors. I think that would be very successful. We should recognise things that are more current (Hendon Workshop)*

*There is indoor rock climbing in Hendon. It would be nice to have that a bit closer (Church Farm Workshop)*

*My kids don't particularly like sports...they just like going to these climbing places (Deprived Areas Focus Group)*

*I think a climbing wall would be good for kids and they could be used for birthday parties (Hendon Workshop)*

*I'd quite like an archery range. It's an Olympic sport too. You can do it indoors (Hendon Workshop)*

*I'd love an archery club for youngster (Hendon Workshop)*

*We need more diversity in sports. Martial arts, fencing, archery and shooting would interest me (Older Persons' Focus Group)*

*Indoor golf pitches or golf simulators (Hendon Workshop)*

*Use technology to get other groups into the leisure centre...there are video games like the Wii Fit that can add an element of exercise (Church Farm Workshop)*

*I think leisure centres could cater for the more extreme side of sports; I know a lot of my friends would use a skate or BMX park (Finchley Lido Workshop)*

*I'd like to see more assault courses for young people. (Finchley Lido Workshop)*

- <sup>5.93</sup> The development of more group activities for those with an interest in a particular sport but no-one to play it with was suggested at the Hendon and Church Farm workshops and the Women's focus group:

*You're often operating solo at the gym so it would be so cool to have netball groups where you can have some sort of social health exercise. I think it would encourage young people a lot more (Church Farm Workshop)*

*I quite fancy playing netball, but I don't have other people to go with. I think they should get different people together like that. I'm sure there are a load of 40 year old men that want to play football every now and then that aren't part of a team (Hendon Workshop)*

*My daughter played netball a few years ago, but that was always out of borough as there aren't any facilities in Barnet. There aren't any indoor leagues in Barnet. (Women's Focus Group)*

- <sup>5.94</sup> At Copthall it was suggested that LBB consider developing the grounds around the leisure centre to incorporate, say, a walking trail for those not wishing to undertake strenuous exercise:

*Walking around the grounds would be nice, a lovely trail which is signposted. (Copthall Workshop)*

- <sup>5.95</sup> Also at this workshop (and at Finchley) it was said that modern leisure centres are simply sports centres and that the 'leisure' aspect of their provision has been lost. As such, some people would be keen to see the introduction of activities such as exhibitions, painting and music classes and soft play to entice those wishing to undertake something other than sport – suggesting that this would not only be of significant community benefit but would also offer an opportunity to engage people with sport and physical activity who may have otherwise been uninterested:

*It would be good to put the leisure back into leisure centre (Copthall Workshop)*

*An exhibition room would be nice. It would be good to have hobbies in the facility such as landscaping. Leisure centres should be about leisure not just a sports club...sometimes I just want to chat with a likeminded person (Copthall Workshop)*



*There could be things like painting and instrument playing classes at leisure centres (Older Persons' Focus Group)*

*Soft play is a good way of getting kids and parents into the leisure centre. That way a lot of the kids might move onto swimming, gymnastics and karate (Cophall Workshop)*

*Soft play for very young children works very well and would be popular (Disabled Persons' Focus Group)*

*I'd like to see a soft play area for young children. I've got an autistic son who absolutely adores it. The closest thing like that to me takes three bus rides and two hours. I want something more local for him. This is something the council can look into (Deprived Areas Focus Group)*

*It could be a mix of a community centre and a leisure centre. The leisure things could be the honey to draw people into the sporting side (Cophall Workshop)*

*They should hold monthly or weekly events of things like fashion or theatre. This would get people to come and they would find out about how to use the other facilities. It would draw people in. (Finchley Lido Workshop)*

- 5.96 Indeed, the need to transform leisure centres into 'community hubs' for those wishing to undertake both sporting activity and more leisurely activities was noted at all sessions. Some typical comments were:

*There needs to be a social dimension to encourage leisure centres into becoming social centres as well (Finchley Lido Workshop)*

*We need more communal space where people can come together, similarly to libraries. I think leisure centres should have this function...it would be vital (Hendon Workshop)*

*I would be more encouraged to go to the leisure centre if there was a social side. I'm a widower. For us who are single or alone we are looking for a social setting...maybe somewhere we could play chess and things like that. It would be worthwhile to tie these into the leisure facilities. A lot of us don't want to be doing gymnastics and aerobics! (Church Farm Workshop)*

- 5.97 Finally, a café serving healthy options - and possibly run on an independent basis as opposed to a 'chain' - was considered essential for a modern leisure centre in terms of revenue generation, giving parents somewhere to wait (with other parents) while their children are undertaking activities and, again, creating a 'community' atmosphere whereby people can meet friends for a drink in a convivial location. Some of the many typical comments were:

*A cafe makes sense, because you can have food with the kids straight after swimming. It's convenient and it's a revenue generator (Cophall Workshop)*

*If we drop our children off here, it would be nice to sit in a café with other parents rather than having to wait in the car (Hendon Workshop)*

*A café is important. You could go in and get something to eat when the kids are doing things...you could grab a coffee, sit down and talk to other parents (Hendon Workshop)*

*They should have restaurants in leisure centres for when the kids are playing or swimming. It could be in the middle; it could be the hub (Deprived Areas Focus Group)*

*I'd like somewhere comfortable where I could get a tea or coffee. It could be a nice communal area (Older Persons' Focus Group)*

*A lot of places need a café or something for the social aspect. It gives a bit of life to it. You could meet new people from the community then...people you wouldn't have met otherwise (Disabled Persons' Focus Group)*

*I think coffee shops and social facilities are important. It's nice to go swimming and stop for a hot drink afterwards. It would be nice to make a day of it (Women's Focus Group)*

*It comes down the idea of it being a community hub, rather than just a leisure facility. You could have a small café...it gets people into the facility. That way you can advertise the leisure facilities to people. You can attract people to do other things (Church Farm Workshop)*

*Some leisure centres have cafés, but they only sell cakes and things. Why don't they have more healthy things on the menu? They should be promoting the healthy lifestyle (Disabled Persons' Focus Group)*

*I'd rather have a range of things from beans and cheese to jacket potatoes to salads and even a special hot meal of the day. It doesn't have to be fantastic. Just knowing that it's something decent for lunch might get people in (Older Persons' Focus Group)*

*An independent café would be better: a local business that is not a chain, which makes nice food. Somebody would be making a living out of it then, rather than Costa. (Hendon Workshop)*

Indeed, the over 55s focus group suggested that LBB's leisure centres follow the lead of the area's garden centres, whose cafés have become their focal point and chief revenue generator:

*The biggest growth area in garden centres is their cafés: they actually make more money out of their cafés than out of their gardening. It's our older age groups that will go to the garden centre because it has a nice café and you can get something nice to eat. Garden centres see cafés as a good draw, and so should leisure centres. It will get people through the door, and people might then move on to use other facilities that they didn't know were there. (Older Persons' Focus Group)*

## Facilities Mix: Activities and Facilities for Specific Groups

<sup>5.98</sup> The need to provide particular activities and facilities for specific groups of people was recognised in all workshops.

<sup>5.99</sup> Older people said they can feel intimidated within the leisure centre environment and thus desired more 'gentle' physical activities (including gym and swimming sessions and sports teams) aimed at their age group that can allow them to take things at their own pace:

*I wouldn't feel very at home in a gym environment as it seems to be for single young people. If there was a group for older people I might come (Copthall Workshop)*

*None of us want to enter an arena where we are intimidated by other people that are going 90 miles per hour. Knowing that I could go on a certain day at a certain time would be good for me, because I'd be comfortable. I'm not going to go if I'm not comfortable (Older Persons' Focus Group)*

*There should be more gym sessions for older people. It all seems to be fast and energetic stuff. Many people have various problems when they reach our age, so we don't want to join in with all the high energy stuff (Older Persons' Focus Group)*

*I would like a pool in Hendon that gives swimming lessons to older people. There also needs to be more gentle physical activity for older people. I don't want running machines or weight machines or anything. I want something gentler (Deprived Areas Focus Group)*

*I think it would be good if there was a way for certain groups to join a team, for example for the leisure centre to organise a football team for over 55s. (Cophall Workshop)*

- 5.100 Older people also requested the provision of more sedentary activities such as chess and bridge clubs at leisure centres, which the result of offering something more 'social' for those requiring the company of their peers:

*I would look for something outside the physical; I would look for more restful activities like bowls clubs and chess clubs which are at the social side of the spectrum. They are places where older people can meet and can help cure elderly loneliness. (Church Farm Workshop)*

- 5.101 Facilities and activities specifically for disabled people - both physically and learning disabled - were also considered imperative for reasons of inclusivity. Swimming (in properly accessible swimming pools and with sessions at different times of the day) and gentle exercise classes were suggested as appropriate in this regard:

*There should be more swimming facilities for disabled people; it should be easy for them to get in and out of the water (Cophall Workshop)*

*My concerns are the designs of swimming pools for people with hip problems like me. The steps going into pools are very dangerous; you could slip off about halfway down and really hurt yourself. I'd prefer there to be a slope. That's one of the reasons I won't go into a swimming pool (Older Persons' Focus Group)*

*Tai-chi would be good for disabled people. We need to think about more things for disabled people... (Older Persons' Focus Group)*

*I'd like to see more disabled swimming sessions, built so that people could attend them in the evening (Older Persons' Focus Group)*

*We need to take learning disabled people into account as well as the physically disabled. (Church Farm Workshop)*

Further, it was suggested that *they should also rename some of the current groups: it should be called over 60s and disabled, just to make them a bit more inclusive. (Older Persons' Focus Group)*

- 5.102 With specific regard to swimming pools, some members of the disabled persons' focus group reiterated the concerns outlined above around the temperature of the water at LBB's leisure centres, with one participant in particular giving this as the reason for not attending such facilities any more:

*The council pools in Barnet are freezing. My condition makes it difficult for me to maintain my body temperature and the pools make it even harder. I don't go any more. (Disabled Persons' Focus Group)*

5.103 It was also said that: *they need to make things more bearable for asthmatic people. It stinks of chlorine in Finchley Lido. They do it with oxygen in private gyms.* (Disabled Persons' Focus Group)

5.104 Catering for disabled children was considered imperative in the disabled persons' and women's focus groups. One participant has an autistic son and another knows an autistic child and both would be keen to see more sensory activities and facilities such as sensory rooms, rock climbing and trampolining (suggesting also that the latter two would appeal to all children):

*Sensory integration for kids with autism would be great...if there was a sensory room or something I think that would be good for that specific group* (Disabled Persons' Focus Group)

*Something that was recommended for my autistic son was bouncing as it helps his sensory output. He did trampolining once and he really enjoyed it. Rock climbing sounds really good too. These activities are pretty good in themselves too so they will get other kids interested* (Disabled Persons' Focus Group)

*There should be more things available for children, specifically disabled children. The funding's been cut, so we need more stuff there. My friend has an autistic child and he loves climbing...* (Women's Focus Group)

Further, they said that *it would be good to have football groups for children with autism and then slowly feed them into the mainstream classes. The initial groups would be to show them what it's about, to get their understanding and to get them comfortable with it before they move on.* (Women's Focus Group)

5.105 Finally with regard to disabled people, one participant is an elite wheelchair athlete who cannot use any of the equipment within LBB's leisure centres as it is apparently unsuitable for wheelchair users:

*The equipment they have in the council gyms isn't suitable for me as I'm in a wheelchair* (Disabled Persons' Focus Group)

*I'm an athlete, and there aren't any council-led facilities that are appropriate for people in wheelchairs in Barnet. They're not very set up for it.* (Disabled Persons' Focus Group)

They considered this somewhat ironic insofar as *they provided me with a sponsorship, but I can't use any of their facilities!* (Disabled Persons' Focus Group)

5.106 Given Barnet's ethnic and religious diversity, the need to offer culturally-sensitive facilities and activities such as single-sex swimming sessions (with female lifeguards) and exercise classes for faith groups was noted:

*I feel that men-only and women-only swimming is a good idea, because you've got to respect the sensitivities of the different religions* (Finchley Lido Workshop)

*I'm from an Asian background and I feel some of the activities should be split into different groups for men and women...especially with swimming* (Church Farm Workshop)

*Perhaps there could be hour long women's sessions as certain groups of women are unwilling to swim with men* (Church Farm Workshop)

*I know that Virgin Active hold different sessions for different people, such as ladies only nights. This is important given the large Jewish community in the borough...* (Hendon Workshop)

*They should do ladies only swimming. There are a few Orthodox Jews and Muslims I know that would use that. However, when I've seen these groups in the past they have male lifeguards...it would benefit these groups to have a female lifeguard. (Disabled Persons' Focus Group)*

- 5.107 At Hendon it was said that more activities are needed for pregnant women – and that LBB should consider offering more diverse sessions than the 'usual' aqua aerobics:

*There should be more facilities for pregnant women. Water aerobics for pregnant women is good and attractive (Hendon Workshop)*

*They should branch out with sports for pregnant women. There should be more available to them, not just the usual aqua aerobics! (Hendon Workshop)*

## Facilities Mix: Overall Considerations

- 5.108 Overall, the importance of providing a multi-functional, integrated facility (incorporating both sport and leisure activities) was noted by several participants – as was the need to ensure that the facilities mix is inclusive enough to attract all sectors of the community:

*I think the integration point is very important. It would be nice if it was a large centre where you can do multiple things. It would get a buy-in from families then too (Church Farm Workshop)*

*Integrated services are vital for leisure centres (Cophall Workshop)*

*I like the idea of physical activity going from sport towards leisure (Cophall Workshop)*

*If there were more combined leisure facilities that would be great...swimming, studios and everything. More comprehensive things are appealing. That way I could do a 45 minute gym session when my daughter is swimming (Church Farm Workshop)*

*Facilities in leisure centres have to be inclusive...things need to be open for all ages and all people. The leisure centre should be a place where all people from all parts of the community and cultures can go to get along and enjoy themselves (Church Farm Workshop)*

*Leisure centres need to change so that they are suitable for everyone in terms of health and wellbeing. (Church Farm Workshop)*

## Site Options

### Finchley Lido

- 5.109 The general consensus among those who use it (and indeed those who do not but are aware of its present condition) was that Finchley Lido is in need of refurbishment:

*I use the gym at Finchley Lido...but the Lido needs a bit of spruce up (Finchley Lido Workshop)*

*The aesthetics need to be sorted out in Finchley for them to entice us. (Church Farm Workshop)*

- 5.110 Participants at the Finchley Lido workshop were shown and asked to comment on four possible site options for future leisure centre provision as below: the existing site (Site A); Glebelands Open Space (Site B); Finchley Memorial Hospital (Site C) and the Bowls Club Site (Site D).



- 5.111 Participants almost without exception supported the development of new leisure centre provision on the existing site on the grounds that positive links with other site occupants would be maintained and that the site has good access via both private and public transportation:

*I'm all for expanding but at the current site... (Finchley Lido Workshop)*

*If it ain't broke don't fix it! (Finchley Lido Workshop)*

*I would rather them expand the current site than to move into a new one (Older Persons' Focus Group)*

*They should keep Finchley where it is now, but work on it! (Disabled Persons' Focus Group)*

*I think the surrounding area is a virtue of the existing site. People often go there for the cinema or something else (Finchley Lido Workshop)*

*I quite like the site, because everything else is in there. You've got the bowling and the cinema; you can make a day out of it. I went there in the summer with all the kids, and if they're hungry or whatever you can grab a Nandos. It's great in the summer when you want to be out all day (Women's Focus Group)*

*The existing site feels safe because there's so much else around there. You don't mind leaving your kids at the leisure centre because of that feeling of safety (Finchley Lido Workshop)*

*Buses go to and from Finchley very often (Finchley Lido Workshop)*

*The present site has the best road access; none of the others do (Finchley Lido Workshop)*

*The existing site has good parking and it's well located (Finchley Lido Workshop)*

*I like the location of the existing site. It's on a main road, the public transport is very good and parking facilities are important. (Older Persons' Focus Group)*

- 5.112 It was also said the Lido has a historic tradition that should be maintained and enhanced:

*I think the existing site has a historic value. I used to go to the site when I was a kid (Older Persons' Focus Group)*

*The Finchley Lido is famous. It was an open air pool. My father and grandfather swam there. It has a heritage and for the younger generation to know the heritage of the site is particularly important for the growth of the site. (Older Persons' Focus Group)*

- 5.113 In terms of the other sites, most participants were opposed to any building or development on greenbelt land or open spaces, which led them to discard Site B on the Glebelands Open Space:

*I'm completely against building on any greenbelt land... (Finchley Lido Workshop)*

*An increase in demand doesn't mean we should be destroying nature (Finchley Lido Workshop)*

*It's Glebeland; it's a historic open space and it's not allowed to be touched...there would be public outcry (Finchley Lido Workshop)*

*There are orchards in the Glebeland Open space. It's quite unique in that it's ancient woodland. I don't want that to be built over. (Older Persons' Focus Group)*

- 5.114 The main objection to Site C was around the lack of public transport to the area – and it was anticipated that the Granville Road residents would object to such development there:

*Finchley Memorial is a nightmare to get to on public transport if you don't drive. I've gone to use the hospital from time to time and it's hard to work out how to get there. It's either a very long walk or an expensive taxi. (Women's Focus Group)*

However, it was suggested that the land around the hospital could be developed more subtly by incorporating parts of the leisure offer there:

*The hospital is in walking distance from the Lido. They could develop the green site here and add things to it. At least they could make use of the space here for things like basketball for the kids...things we don't really have (Finchley Lido Workshop)*

*Perhaps they could have some facilities like sports grounds on the old hospital site, but still remain on the existing site too. (Disabled Persons' Focus Group)*

- 5.115 The Bowls Club Site (Site D) was considered somewhat inaccessible by most – though its larger size led some to consider it as an option given the need for enhanced facilities in the area:

*The bowls site is inaccessible. There's just one tiny little road that I remember (Finchley Lido Workshop)*

*Maybe site D should be considered. It's all well and good to stay, but we need to think about the population increase. (Finchley Lido Workshop)*

## Church Farm

- 5.116 Participants at the Church Farm workshop were shown and asked to comment on six possible site options for future leisure centre provision as below: the existing site (Site E); Oakhill Park (Site F); New Southgate Recreational Ground (Site G); Victoria Recreation Ground (Site H); Brunswick Park (Site I); and Danesgrove Playing Fields (Site J).



- 5.117 All workshop attendees (and members of the Women’s Group) acknowledged that the current leisure centre site is too small to accommodate a modern new facility, which was considered essential for the area. As such, they supported the centre’s relocation - and none felt they would be sorry to see it go (many because they were unaware of its existence prior to the session):

*Seeing as we didn’t know Church Farm existed, it’s unlikely we will mourn it when it’s gone.*  
(Church Farm Workshop)

- 5.118 The one concern expressed was that local children should still have easy access to the new facility for swimming lessons:

*When we’re talking of displacement of users we’re talking about schoolchildren mainly. Would they still be able to access a pool for lessons?* (Church Farm Workshop)

- 5.119 Of the remaining sites, Danesgrove Playing Fields received significant support at the workshop, primarily as the site apparently has good transport links, is in a good location and is sufficiently large to accommodate the enhanced facilities needed for the area’s growing population:

*Transport is important for me. I’m going to go with Danesgrove as there are a lot of buses that connect the area* (Church Farm Workshop)

*I’ve gone past Danesgrove and have often thought ‘that’s a massive site that doesn’t get used’...it seems like quite a good place to put it. And there are buses that go past it* (Church Farm Workshop)

*Danesgrove looks like it’s a sufficient size and the transport links look good and you could fit a lot of parking there which is really important* (Church Farm Workshop)



*The site that sticks out in my mind is Danesgrove. It seems to be underused and it's in a location where people can see it. It's got the library on the other side and it's up high so it wouldn't flood. It's definitely in the right position. (Church Farm Workshop)*

There was some minor concern however about the loss of a school playing field:

*I know how valuable playing fields are to schools...that would be my only concern. (Church Farm Workshop)*

- <sup>5.120</sup> East Barnet/Victoria Recreation Ground was also a popular option (in both the workshop and in the women's focus group where the location was discussed briefly) insofar as there are convenient bus links to the area and because of the lack of facilities in the north of the borough. It was also said that the area is in need of regeneration, that the population in that area is growing and that there are many primary schools there who would make use of the facility:

*The Victoria Recreation Ground one looks good as it's got good transport links. You've got plenty of bus links (Church Farm Workshop)*

*The transport at the Victoria Recreation Ground site is great. You can get a bus from High Barnet in 10 minutes (Church Farm Workshop)*

*There's nothing in Victoria Recreation Ground. The play area is really bad, so that could be a potential site (Women's Focus Group)*

*I have no problems with people building on Victoria Recreation Ground, because that area is all being regenerated anyway. A leisure centre would be good (Women's Focus Group)*

*East Barnet is a brilliant school, along with the Jewish school. A lot of kids could benefit from a leisure centre at Victoria Recreation Ground (Women's Focus Group)*

*There's absolutely nothing in that northern area so it being a bit far north isn't a bad thing...and there's lots of primary schools there who would use it. (Church Farm Workshop)*

- <sup>5.121</sup> Others felt, though, that the site is in the 'middle of nowhere' and that a leisure centre there could not be self-sustaining – and there was also some concern about the small size of the site:

*Victoria Recreation Ground is in the middle of nowhere! (Church Farm Workshop)*

*If we're saying one of the reasons we want to close down the existing site and build another is because of its size; the one in Victoria Recreation Ground is blooming tiny. (Church Farm Workshop)*

- <sup>5.122</sup> Of the other two park options – Brunswick and Oakhill – the former was preferred due to its larger size and good transport links, the same arguments used by some in support of the New Southgate Recreational Ground:

*Brunswick looks large and it has good bus links (Church Farm Workshop)*

*We're the second fastest growing borough in London, so it doesn't make sense to have a small site. I would have thought either New Southgate or Brunswick Park would be the best options (Church Farm Workshop)*

*The Brunswick Park site makes sense to me as there is an increasing population in that area. It is underused at the moment, it is large and it has good transport links... (Church Farm Workshop)*

*Brunswick Park and New Southgate have good bus services; they're more central for trains too... (Church Farm Workshop)*

However, one participant felt that the New Southgate site would require a 'lot of work' to accommodate a leisure centre; and another recognised that siting a centre there could place it in direct competition for users with Finchley Lido. There was also some concern about what might be taken away from the area:

*The recreational ground would need an awful lot of work on it (Church Farm Workshop)*

*Looking at New Southgate, you don't want to be competing with what's already there (Church Farm Workshop)*

*New Southgate...what would you be taking away? There's a huge open space that we used to play on as kids and it would be a huge shame to take that away. And it's a bit too far south. (Church Farm Workshop)*

- 5.123 With particular regard to Oakhill Park, the workshop was attended by a member of the East Barnet Residents' Association, who strongly objected to developing a leisure centre there on the following grounds:

*There are a number of current facilities: the café, which acts as an unofficial community centre, cheap birthday parties and other functions and as a refreshment site for thousands of visitors; an open air fitness facility; basketball and tennis courts; and two children's play and recreation areas...We believe it would be a backward step to swap four of our well used facilities for the replacement pool, whereas if it was sited a short distance away at one of the other nominated sites (like Danesgrove or Victoria Recreational Ground) our residents would have an additional facility. (Church Farm Workshop)*

This sentiment was echoed by another participant, who said:

*The problem with Oakhill Park is that the café there is really, really well used. They've got tennis courts there too and brilliant equipment and a fantastic playground. For families it's a really good meeting place. It would be a shame if it was taken away. (Church Farm Workshop)*

- 5.124 Taking into account all of the park-based options, there was some reluctance to build on any open space, as the following quotations show:

*You don't want to encroach on park spaces, which is why I'm against the Oakhill site (Church Farm Workshop)*

*I don't want to wreck the parks (Church Farm Workshop)*

*You would have to build more car parking spaces at Oakhill which would be to the detriment of the park itself. (Church Farm Workshop)*

- 5.125 Some participants expressed no preference so long as there are adequate transport links to, and parking facilities at the centre - and that the site chosen is large enough to provide properly enhanced and integrated facilities:

*I have no preference as long as there's good transport links (Church Farm Workshop)*

*My preference is whatever can house integrated services for the community. (Church Farm Workshop)*

## Health Checks and Advice

<sup>5.126</sup> Participants were generally positive about the idea of receiving certain health checks and help and advice at leisure centres – preferably from healthcare professionals rather than trained leisure centre staff. Some typical supportive comments were:

*I'm happy for there to be trained professionals assisting and giving general advice for people to become more active longer term (Church Farm Workshop)*

*Leisure centres could definitely go beyond physiotherapy towards health management (Finchley Lido Workshop)*

*It's getting very hard to get seen by a GP so it would help to be able to get some health checks elsewhere (Church Farm Workshop)*

*I'm all for being able to get blood pressure checks and BMI checks at the leisure centre (Finchley Lido Workshop)*

*It makes sense having everything together. You might come in for social reasons and then realise you have a spare 5 minutes, so you have your blood pressure checked. If it's too high you're in the right place to do something about it! (Church Farm Workshop)*

*The BMI and stuff sounds really good to me. In the leisure centre you've got stuff going on that could help you (Women's Focus Group)*

*The association between physical exercise and wellbeing in general is obvious. It would therefore make sense for you to go to a leisure centre to ask for advice about what kind of exercise you could do and what you could do to improve your wellbeing. It all comes back to this idea of a community centre...somewhere for people to do a number of things in one place. (Older Persons' Focus Group)*

<sup>5.127</sup> There was also some preference for more self-checking facilities at LBB's centres (as is possible at some leisure and fitness centres currently) – as well as the provision of nutritional advice, physiotherapy and massage therapy:

*It would be good to be able to check your own blood pressure at Finchley, especially if it was free.... (Finchley Lido Workshop)*

*There's a machine at our doctor's now where you can go and weight yourself and take your blood pressure. You then take the reading into the doctors. Maybe something like that in leisure centres would be quite good (Women's Focus Group)*

*There is a need for self-monitoring when you're doing physical exercise anyway. You should be able to test your pulse and stuff. It's quite important (Older Persons' Focus Group)*

*I like the idea of having a nutritionist on site to provide advice to people on how to eat healthy and become healthy (Hendon Workshop)*

*I think nutritional advice and things like that is a great idea. It would be a good idea if people could come in for 15 minutes and talk to a professional nutritionist. The leisure centres could rent out the rooms to certain massage and nutrition professionals (Church Farm Workshop)*

*It's difficult to get NHS physiotherapy so if you could access that by having someone local in a council leisure centre it takes the weight off the health service. Then you could get in the pool and do your exercises (Hendon Workshop)*

*It would be brilliant to have a qualified nutritionist and physiotherapist here. They could give you advice and this could be in the leisure centre. If you want a sports physiotherapy massage it could be given as part of a treatment... (Deprived Areas Focus Group)*

- 5.128 There was, however, some concern that if the health checks undertaken in leisure centres are not properly followed-up, pressure on the local primary care service will increase:

*If people don't have normal blood pressure or BMI, who is going to deal with the fallout? GPs will be furious as everyone will flood the surgery saying they have high blood pressure or they're too fat. (Hendon Workshop)*

- 5.129 Further, there was less support for assistance and advice with medical conditions such as diabetes, strokes and heart conditions. This, it was generally felt, should be kept within the medical profession:

*I'm fine if it's blood pressure and BMI, but I'm less comfortable if it's for diabetes and things like that. I'd be more comfortable discussing that with my GP (Church Farm Workshop)*

*Services for diabetes and heart conditions should be kept strictly medical (Copthall Workshop)*

*I had a stroke six years ago and I suffer from diabetes. I tend to keep my health issues in one box...to me they are the doctor, the health service, and the rest of it (Church Farm Workshop)*

*If you think you've got a medical problem, you should get advice from a doctor not a leisure facility (Hendon Workshop)*

*It would get too much, you can't change leisure centres into health centres (Copthall Workshop)*

*I think maybe the council should stay away from medical advice for things like diabetes as there is an issue with liability factors. (Older Persons' Focus Group)*

- 5.130 Similar to the above, frequent references were made to the GP exercise referrals offered in other areas (and that apparently used to be offered in Barnet). These were considered of enormous value and it was widely agreed that their extension could strongly benefit those who must exercise in a controlled environment:

*GPs could recommend facilities at the leisure centres to the patients that need it, especially for obesity...or they could liaise with the leisure centre to come up with a plan (Finchley Lido Workshop)*

*Medical advice and public health is probably one of the most important aspects because so many people are becoming overweight from a lack of activity. It's important for those people to do those sorts of exercise. It's beneficial to them to be referred...and it gets rid of the costs for looking after them (Finchley Lido Workshop)*

*A GP could prescribe a gym membership to you, and then a personal trainer could advise you on what to do with what machines (Hendon Workshop)*

*I think it's a very good idea to prescribe things like a free membership to obese people in the same way they refer people to certain therapies (Cophall Workshop)*

*Whenever I go to my GP he never asks me if I go to the gym. They tell you to exercise more but they never mention anything specific. They need to incentivise people via a referral and tie leisure centres with the GPs (Disabled Persons' Focus Group)*

*I currently need a hip-replacement due to my disorder. If I had access to a leg press then I probably wouldn't need one. Having this joined-up kind of service would reduce long-term health costs. Something as simple as a bit of exercise can get rid of a lot of health problems and would save the NHS a lot of money. (Disabled Persons' Focus Group)*

## Leisure Centre Management

5.131 Several workshop participants expressed dissatisfaction with the way LBB's leisure centres are currently run by Greenwich Leisure Limited (GLL) - though it should also be noted that many others were unaware of the current management arrangements.

5.132 People were primarily unhappy with what they perceived to be an unjustifiable increase in cost since the service was outsourced (even apparently to simply visit a centre without using the facilities) – especially since the quality of service and maintenance has apparently decreased in the same period:

*When GLL came in the price to use Finchley increased from £4 to over £6 (Finchley Lido Workshop)*

*With GLL they're trying to make a profit, so they have increased the price with the demand. That's not right (Hendon Workshop)*

*They're only out to make money. They're not interested in how we use it or whether we like it. We get charged just to go and watch people swimming. It's ridiculous because if you've gone there to watch you might have a cup of tea or a sandwich...you will spend money. Why do they also have to take money off you just to come in? (Disabled Persons' Focus Group)*

*Sometimes to play badminton, we'd turn up and they'd say it wasn't set up. It was disappointing (Hendon Workshop)*

*I'm profoundly unhappy with the way some things are run. Maintenance often gets bad when things are outsourced even though the cost goes up. (Cophall Workshop)*

5.133 One Cophall participant claimed that their local leisure centre used to provide health checks and services (such as those mentioned above), which were subsequently phased out when GLL were first appointed to run it:

*We used to have healthcare rehabilitation here in Cophall where people would come to have their weight and blood pressure checked. When GLL took over, it all finished. (Cophall Workshop)*

- 5.134 Others commented on GLL’s difficult and inaccessible online booking system and the difficulties they have experienced in accessing a member of staff over the telephone – and one women’s focus group participant alleged that its corporate charging procedures are insufficiently robust:

*I’ve given up with booking anything online. I just go in now. It keeps taking you from screen to screen online (Church Farm Workshop)*

*The booking system is awful: classes are always booked up a week in advance (Women’s Focus Group)*

*The badminton here was awkward to book the court. Everything was hard work. Booking was too awkward (Hendon Workshop)*

*Because my son has autism I need to know that everything’s going to go as planned and the session is going ahead. I often phone in advance to find out and I often can’t get through with GLL (Disabled Persons’ Focus Group)*

*I deal with GLL when we book for the children at school to go swimming in Finchley Lido. The managers are always busy, and there have been a couple of years where we haven’t been charged for the lessons. I just think ‘that’s money for the council and they should be on the ball’. (Women’s Focus Group)*

- 5.135 Looking to the future, most participants felt strongly that LBB should retain ownership of its leisure centres – and a considerable number were opposed to the continued outsourcing of leisure centre management, primarily because of their perceptions that the contractor would: prioritise profit over the needs of local residents; not value its staff to a sufficient degree; offer only the bare minimum in terms of services due to a lack of vested interest in the community; and be unable to offer centres with a ‘community feel’ in the same way that a local council can. Some typical comments were:

*If you give it to a third party there’s a whole bunch of profit there that they skim off the top (Church Farm Workshop)*

*The private sector isn’t going to be interested in providing community and health services for Barnet. They just want the profit... (Hendon Workshop)*

*There would be a higher turnover of staff. Council-run staff would have much better security. I want to know that whoever is running it puts value in the staff, which in turn would be put into the services (Hendon Workshop)*

*GLL would probably do what they needed to do and no more (Cophall Workshop)*

*The local council actually care about the area. Contractors just want to make money (Finchley Lido Workshop)*

*The council have a vested interest in providing good services...It is their community and their borough. They don’t want to defame their name (Church Farm Workshop)*

*Local knowledge and empathy are the reasons site control should always be with the council (Cophall Workshop)*

*There should be a hub where people from the area can come and get a community feel. I don’t think companies can deliver that. Companies can deliver sport and leisure, but only the local council can deliver the community feel. Local authorities have the statutory responsibility to*

*deliver on certain things and private companies don't have that responsibility... (Hendon Workshop)*

- 5.136 This is not to say no-one supported outsourcing leisure centre management providing it offers quality and value for money: indeed, one participant considered it essential to implement change in a swift and streamlined way and another suggested that contractors can deliver services with greater expertise:

*I don't mind who's running the facilities, as long as it's good value for money and quality (Hendon Workshop)*

*If it's in house then it's difficult to change things efficiently and quickly (Church Farm Workshop)*

*By outsourcing the management of the leisure centres the council will benefit from their expertise. (Hendon Workshop)*

- 5.137 Further, one Finchley Lido participant suggested that LBB should encourage healthy competition by outsourcing different leisure centres to different contractors:

*I think the Council should outsource to different companies for different leisure centres. This would make some healthy competition between the leisure centres, which would improve the service. (Finchley Lido Workshop)*

- 5.138 Finally, other suggested alternative management options included: merging facilities across borough boundaries; community ownership; and transferring the ownership of sites to a third party organisation via a long lease from which the council could easily extricate itself if required:

*Maybe facilities could be shared across other boroughs (Finchley Lido Workshop)*

*Opportunities should be explored to allow community groups to use smaller unused spaces and places (Hendon Workshop)*

*I think leisure centres should be funded by the council, but they should be leased out so that the contractor can easily be replaced with someone else. (Church Farm Workshop)*

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# 7. Appendix

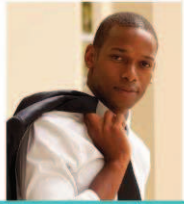
## Barnet Customer Segments

<sup>4.190</sup> The image below explains how to interpret the characteristics for each segment, while the description for each segment is included thereafter.



### Accomplished singles

25-45 | £40k+



“ My town centre is great for shopping and eating out. I hope it stays that way. ”

- Highly affluent, educated, upwardly mobile, energetic and ambitious group of **singles**
- Sharing or owning **high value properties** mostly in Hendon and Edgware
- Spend their leisure time travelling, eating out and exercising; shop for label brands; health aware; **car owners**
- Constant use of **smartphones** and tablets
- Likely to contact the council via the **website** for parking services



8%  
17,002



BAIRNBIT



Bairnbit Customer Segments | 1

### Go getting DINKys

25-45 | £50k+

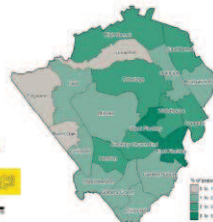


“ We would like to see more bars and restaurants in our neighbourhood ”

- Extremely affluent, educated **young couples** with **dual incomes and no kids**
- Live in **mortgaged** medium to high value properties mostly in West Finchley and East Finchley
- Spend their leisure time travelling, eating out and at the theatre; **health aware**; **car owners**
- Daily use of **smartphones** and tablets
- Likely to contact the council via the **website** for parking and recycling services



2%  
3,784



BAIRNBIT



Bairnbit Customer Segments | 1

### Family feelgoods

25-65 | £50k+

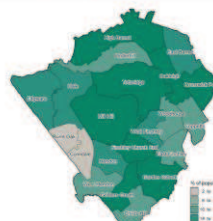


“ It's great that both local schools perform so well. ”

- Highly affluent, educated, qualified families of all ages with **young children**
- Owners of large expensive homes mostly in Edgware and Mill Hill
- Spend their leisure time travelling, eating out and at the theatre; house and garden proud; **active parents**; fun family sports; car owners
- Use technology for family entertainment and gaming
- Likely to contact the council both via the **web** or over the **phone** for planning and schools services



15%  
32,617



BAIRNBIT



Bairnbit Customer Segments | 1

### Maintained single parents

20-45 | £30k+

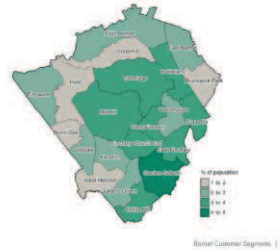


“ Between work and kids I have little time for anything else. ”

- Financially secure, educated, working single parents
- Sharing or owning high value properties mostly in Garden Suburb and Mill Hill
- Spend their leisure time travelling, reading and occasionally going out; **health aware**; convenience & catalogue shopping; kids entertainment; car owners
- Heavy users of **social media** on **smartphones**; tablets for kids activities
- Likely to use the **website** but would prefer to contact the council over the **phone** for library and leisure centre services



3%  
5,612



BARNET



### Sophisticated singles

25-65 | £30k+

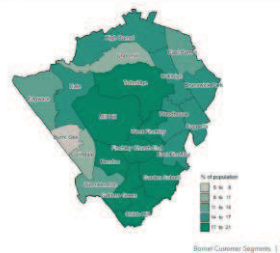


“ It should be easier to park on the street outside my house. ”

- Financially sophisticated, educated, affluent singles or divorcees
- Owning pricey properties mostly in Edgware and Mill Hill
- Spend their leisure time travelling and enjoying a cultured lifestyle; summer sports; convenience & catalogue shopping; **car owners**
- Use technology like **smartphones** and tablets
- Likely to contact the council either over the **phone**, via the **web** or **face-to-face** for parks & green spaces and parking services



15%  
31,104



BARNET



### Contented greys

45-65 | £40k+

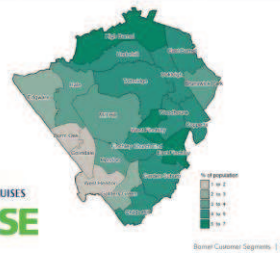


“ We’re concerned with the increase in petty crime. ”

- Empty house and full wallet, educated, settled couples, either reaching or starting to enjoy their retirement years
- Owning large, expensive homes mostly in High Barnet and Woodhouse
- Spend their leisure time travelling, reading and gardening; golf players; home surfers & shoppers; **car owners**
- Early adopters of **new technology**, they are likely to use a **smartphone**
- Likely to contact the council through the **website** or over the **phone** for recycling and planning services



4%  
7,863



BARNET



### Contemporary elders

65+ | £30k+

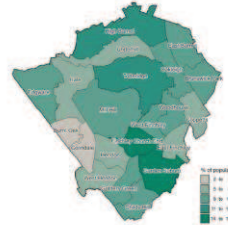


“ I’m happy as long as my bin is collected and my street is clean. ”

- Financially secure, educated pensioners, couples and widows
- Owning expensive properties mostly in Edgware and Garden Suburb
- Spend their leisure time travelling, gardening and collecting antiques; health aware; traditional sports; grandchildren; car owners
- Prefer to contact the council over the phone or face-to-face for recycling services
- Scceptical of technology



8%  
17,850



BAIRNET



Bairnet Customer Segments | 7

### Secure singles

25-45 | £25k-£30k

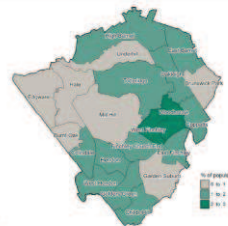


“ The council has very little impact on my day-to-day life. ”

- Financially comfortable, educated singles living alone
- Renting or owning average value properties mostly in Woodhouse and Hendon
- Spend their leisure time travelling, shopping and exercising; health aware; fashion conscious; car owners
- Early technology adopters, are very likely to have a smartphone
- Would contact the council via the website, although they are not likely to use any council services



1%  
2,633



BAIRNET



Bairnet Customer Segments | 8

### Poundstretching twosomes

40+ | £20k-£30k

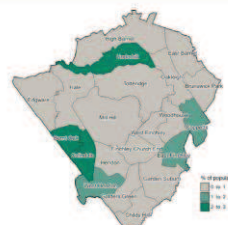


“ I stopped working on the building site because of my health and I now make do on benefits. ”

- Low income, blue collar or unemployed couples of mixed ages with no children
- Renting low price properties or living on council estates, mostly in Burnt Oak and Colindale
- Spend their leisure time at the pub or betting office; non-sporty; budget shoppers; public transport users
- Steer clear of new technologies
- Contact the council over the phone or face-to-face for housing and social care services



1%  
1,923



BAIRNET



Bairnet Customer Segments | 9

### Friends together

All ages | £15k-£30k

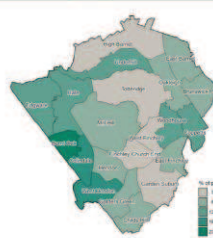


“ I’m happy using internet but I have to use the computer at the library to fill out e-forms. ”

- Low income, **blue collar or unemployed house sharers**, friends, family and same-sex couples living in twosomes
- Renting or owning small, low value properties mostly in Burnt Oak and Edgware
- Spend their leisure time going out with friends and exercising; health aware; well-travelled; **public transport users**
- Use of **smartphones** in daily life
- Likely to contact the council via the **website**, would use leisure centres and green spaces



12%  
26,046



BARNIBIT



Barnet Customer Segments | 10

### Comfortable older families

25-70 | £20k-£50k



“ We love all the amenities close to our house. We hope that they’re there to stay. ”

- **Economically active, educated**, white collar, growing family households of mixed ages, burdened by large mortgages
- **Owners of large, average value properties** mostly in Edgware and Burnt Oak
- Spend their leisure time with the family; golf players; car owners
- Some families use the latest technology while others are behind the times
- Likely to contact the council through the **website** or over the **phone** for schools and libraries services



8%  
17,081



BARNIBIT



Barnet Customer Segments | 11

### Mature and stable sedentaries

55+ | £20k-£30k



“ Could the council do something about the amount of traffic on my nice, quiet street? ”

- **Comfortably retired**, well settled, **established** couples or widowed singles of mixed occupations
- Owning modest properties mostly in East Barnet and Hendon
- Spend their time reading and gardening; **health aware**; car owners
- **PC literate** but not likely to use modern technology
- Likely to contact the council over the **phone** or **face-to-face** for social care and green waste services



4%  
9,023



BARNIBIT



Barnet Customer Segments | 12

### Young optimists

20-45 | <£20k

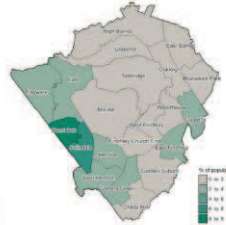


“ I’d like my council tax bills to be sent to me electronically. ”

- **Financially limited**, young independent singles, **students and friends** living together
- **Renting** low value properties mostly in Burnt Oak and Colindale
- Leisure time is limited to low cost entertainment and **exercising**; catalogue shoppers; public transport users
- Most use a **smartphone**
- Likely to contact the council via the **website** for housing benefits services



2%  
4,985



Barnet Customer Segments | 13

### Constrained solos

40-65 | <£20k

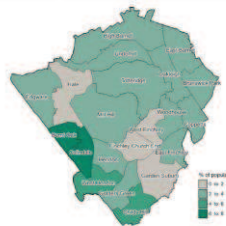


“ I’m concerned that Barnet Homes will force me to move out of my house. ”

- **Financially constrained**, blue collar or unemployed, unattached solos of mixed ages, **living alone**
- Renting low quality housing or living in **council homes**, mostly in Colindale and Burnt Oak
- Spend their leisure time going to the pub or playing bingo; non-sporty; mail order shoppers; public transport users
- Likely to use **smartphones**
- Likely to contact the council through the **website** or by **phone** for housing and social care services



3%  
6,437



Barnet Customer Segments | 14

### Struggling families

Mixed ages | <£20k

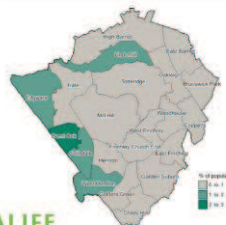


“ The financial planning class at my local children centre really helped with the monthly bills ”

- **Very low income**, blue collar or unemployed, **mixed age families**
- Living in **council properties** or owning low-priced properties, mostly in Edgware and Burnt Oak
- Spend their leisure time at the pub or betting office; **PC literate**; home improvers; car owners
- Likely to use a **smartphone**
- Likely to contact the council through the **website** or by **phone** for children’s centres and housing benefit services



1%  
1,972



Barnet Customer Segments | 15



### Proud parents coping alone

Mixed ages | <£30k

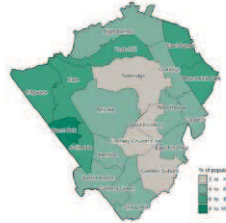


“ I just want to make sure that my kid gets all the support she needs. ”

- **Financially restricted**, white collar, part-timers or home-makers, government supported **single parents** of all ages
- Living in **council homes** or renting low value properties, mostly in Edgware and Burnt Oak
- Spend their leisure time at cheap gigs and the local pub; economy shoppers; **public transport users**
- Likely to use cheaper model **smartphones**
- Likely to contact the council through the **website** or by **phone**, for children's services or information on local schools



6%  
11,745



BARINBT



Baron Customer Segments | 16

### Penny-wise pensioners

65+ | <£20k

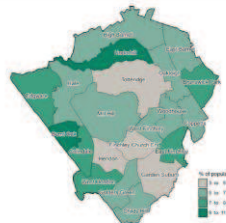


“ My health isn't great and I'm worried that I'm going to have to move into a care home. ”

- **Minimal income**, formerly blue collar, settled, **elderly couples or widowed singles**
- Own small, low-value properties or living in residential homes, mostly in Edgware and Burnt Oak
- Spend their leisure time reading, watching TV and playing bingo; car owners
- **Offline lifestyles** with no desire to use new technologies
- Likely to contact the council over the **phone** or **face-to-face** for social care services or blue badges



6%  
13,644




BARINBT



Baron Customer Segments | 17



	AGENDA ITEM 10
	<p><b>POLICY AND RESOURCES COMMITTEE 17 Febuary 2015</b></p>
<b>Title</b>	<b>Developing a new vision for Cophall</b>
<b>Report of</b>	Commercial & Customer Services Director
<b>Wards</b>	All
<b>Status</b>	Public
<b>Enclosures</b>	None
<b>Officer Contact Details</b>	Claire Symonds, <a href="mailto:Claire.symonds@barnet.gov.uk">Claire.symonds@barnet.gov.uk</a> 02083597082

### Summary

In developing a new Sport & Physical Activity Strategy and a new Parks & Open Spaces Strategy, the significant opportunity to create a landmark sporting destination for the borough at the Cophall site has been noted and as such, work has been undertaken to assess how to develop the vision for the site. This report updates members on the activity that has been undertaken to develop the site and asks members to agree amounts in relation to traffic management costs agreed with Saracens under the S106 Agreement for the site.

### Recommendations

- 1. That the Committee comments on the work being undertaken to support the development of a new Cophall Partnership.**
- 2. That the Committee agree the amounts set out in section 1.16 of this report as being reasonable to cover traffic management costs to be paid by Saracens**
- 3. That the Committee notes the profit mechanism as set out in section 1.17 of this report and agrees that the sum calculated will be re-invested in the Saracens campus to fund activities for public benefit**

## 1. WHY THIS REPORT IS NEEDED

- 1.1 At its meeting on the 21 July 2014, the Policy and Resources committee approved the Outline Business Case for Sport and Physical Activity (SPA) which set out how the council intends to increase levels of sport and physical activity in the borough and the future direction for the council-owned leisure centres. One of the recommendations agreed by the Committee was to start discussions to look at options including a Trust, to manage the Copthall site as a whole entity with a view to develop an agreement between the council and partners, including current and future leaseholders and users. This paper brings members up to date on this work and sets out a new way of developing the Copthall site in the form of a new partnership, which complements the Council's approach to Sport and Physical Activity (SPA).
- 1.2 The main user of the Copthall site is the Saracens Rugby club who have developed the Copthall Stadium. On the 2 February 2012, the Planning and Environment Committee agreed, having taken into account all environmental information received by the Council under the Environmental Impact Assessment process and giving full consideration to the environmental impacts of the development, the proposed development of the Barnet Copthall Stadium. This was subject to a number of caveats outlined in the report presented and a section 106 agreement being completed.
- 1.3 This report seeks agreement to finalise the traffic management costs as set out in that agreement and notes the profit share agreement also contained in the lease agreement.
- 1.4 **Developing a new vision for Copthall and a new Partnership.** As part of the SPA outline business case approved at the Policy and Resources committee on the 21st July 2014, members called for the SPA project to undertake some work to start discussions to set up a Trust to manage the Copthall site as a whole entity. The main driver for this is the understanding that the Copthall site presents an opportunity to create a landmark sporting destination for the borough through an integrated sport and physical activity provision.
- 1.5 It is clear that the development of the Copthall site will support the council's strategic objective of delivering an increase in participation in sport. This would be by providing a borough-wide hub for elite sport at the end of the sport pathway spectrum which is started in localities through local sport centres and clubs/sports development activities. The site could become a high quality destination which combines elite and grassroots sport, building on the existing community offer provided by Saracens and widening the opportunities for partners to help make the site meet the needs of residents.
- 1.6 The Copthall site falls within the Green Belt where development is restricted by national planning policy. Very special circumstances are required to overcome the fundamental principles of restricting development in the Green Belt. Experience shows that the best approach to secure planning consent

will be to take a whole-site, integrated approach through a “master plan” which would clearly set out the special circumstances and how such a development will deliver community benefits.

- 1.7 It is the development of this master plan that will be pivotal in gaining support for a holistic approach to the site and current timetables suggest that this be developed by the summer. A key part of the development is the need for the council to be clear on what its aspirations and vision is for the future of the site. This is linked to the work that is not only being undertaken under the SPA project but the development of a new Parks and Open Spaces Strategy which is currently on going.
- 1.8 The report on the SPA being considered by Policy and Resources Committee on the 17<sup>th</sup> of February 2015 suggests that the Cophall leisure centre would stay within a new SPA leisure management contract to ensure that the business case is robust. Within the Cophall site there are also sports pitches and the park, the future of which is being developed as part of the Parks and Open Spaces Strategy which is currently being developed.
- 1.9 However, the development of a master plan is an iterative and consultative process and so gives the Council the opportunity to develop its views on the opportunities that the site has to support its corporate objectives as well as obtaining and understanding the views of a variety of stake holders, who could include, Saracens, Middlesex University, leaseholders, and residents groups.
- 1.10 Since the summer, the Council has been actively engaging with stakeholders to provide the basis for the development of a master plan. The proposed Cophall master plan and vision will have at its heart the redevelopment of the council's leisure centre on the site, a re-modelled stand for the Saracens stadium and the development of the park as an attractive destination for the borough. Early work has suggested that some broader objectives for the Cophall site could be:
  - To create a hub for a range of sports that will sit within a parkland setting and attract the widest range of users;
  - To support sports development across the borough by acting as a hub for other facilities, and links to local and sub-regional sports clubs;
  - To harness the prestige and potential of Saracens and the Allianz Stadium as a centre of excellence for rugby in London;
  - To support the growing links with education at all levels;
  - To create a first class visitor experience that is safe, enjoyable and memorable;
  - To create a coherent, well branded and managed whole understanding and delivering the needs of a range of operators and activities;

- A design that caters for the need and reflect the corporate objective for sport and the public health outcomes;
- To provide a range of parkland facilities that will attract the widest range of visitors;
- To respect the green belt location offering environmental and social enhancements that supports the case for development. In this regard the development must have a minimal impact on and enhance the landscape;
- To create an accessible location for all visitors;
- Create a park where users can co-exist and operate without detriment to each other 24/7; and
- A park that links as part of a green network with its surrounding areas, in particular Hendon and Middlesex University to the south and Mill Hill via the a green corridor to the east

- 1.11 These objectives need to be challenged and refined and it is suggested that the Copthall Community Sports Forum (CCSF) which is currently active on the site could be used as a forum or “task and finish group” to develop the master plan alongside any other interested parties. The CCSF is a loose organisation that includes all leaseholders, some elected members, council employees from the Parks team and some neighbouring users.
- 1.12 Once the master plan has been agreed, which is targeted for summer 2015, it will need to be prioritised and the scale of resources required to implement it identified. It is at this point that exploration of possible new governance structures could be undertaken. The CCSF membership could form the basis of a new board which can be seen as a precursor to a new “Partnership”. This new Partnership would be the vehicle to ensure that there is coherent and consistent driver for the implementation of the master plan.
- 1.13 There are many types of partnerships ranging from a simple partnership agreement through to a community interest company or a trust. What type of vehicle this new partnership would take is dependent on a number of factors eg asset management and ownership, investment, and income. For example, at this stage, it is envisaged that any new partnership would not manage the Copthall leisure centre. The new Parks and Open Spaces Strategy will, as part of its development, determine an optimal management strategy for the sports pitches on site. As the position on each of these issues becomes clearer, further work on developing a new partnership can be undertaken and the type of form it could take.
- 1.14 **Traffic Management costs** – The Council is the landlord of the Copthall site and as such entered in to a Section 106 Agreement with its tenants Saracens which included a requirement for Saracens to enter into and implement a Stadium Travel Plan and Local Area Management Plan. The section 106

agreement specifies that the financial cost of complying with the obligations under the Stadium Travel Plan is to be borne by Saracens. The obligations include encouraging and reinforcing sustainable transport choices and minimising car based travel, the costs of promoting, administering and enforcing any Parking Restrictions, including as appropriate any Traffic Management Costs and includes the Permit Costs of local residents affected by any CPZ of obtaining a permit under any CPZ introduced, manage coach and car parking to minimise negative impact on the transport network, green belt and the environment from time to time under the Section 106 Agreement.

- 1.15 The section 106 agreement goes on to state that Saracens will pay to the council a fair and reasonable commuted sum for Traffic Management Costs for the designing, implementing and maintaining any parking restrictions, cpz and TRO or other traffic management order or measures reasonably required by the Council in order to achieve the Stadium Travel Plan objective or to mitigate the transport impacts of the development including any costs reasonably and properly incurred to implement or enforce the stadium travel plan or local area management plan which sums will be payable to the Council in advance on the basis of the Council's reasonable estimate.
- 1.16 The reasonable Traffic Management costs have been agreed through negotiation with Saracens and it is proposed to charge Saracens the following traffic management costs:

2014/15	£200,000
2015/16	£110,000
2016/17	£110,000
2017/18	£110,000
2018/19	£110,000
2019/20	£110,000
Per annum thereafter £15,000	

- 1.17 As well as a Section 106 agreement there is a management agreement within the lease to Saracens which relates to the community use of Copthall Stadium. It states in consideration of the Council granting the Lease Operator Saracens, shall pay to the Council an amount equal to 30 per cent (30%) of the Net Operating Profit for each Operating Year. In accordance with the objects of the SPA, it is suggested that this sum be re-invested in the Saracens campus to fund activities for public benefit.

## **2. REASONS FOR RECOMMENDATIONS**

- 2.1 The development of the SPA business case has highlighted the contribution that the Copthall site could make to meet Council strategic objectives.
- 2.2 The section 106 agreement states that a reasonable sum should be paid by Saracens for traffic management costs. The amounts detailed above have been negotiated to ensure that the reasonable traffic management costs can

be met each year and members are being asked to agree the amounts that have been negotiated to achieve the stadium travel plan objective contained within the section 106 agreement.

### **3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

3.1 None

### **4. POST DECISION IMPLEMENTATION**

4.1 Officers will work with the Copthall Community Sports Forum to develop the master plan and appropriate invoices will be raised for the sums presented in section 1.15.

### **5. IMPLICATIONS OF DECISION**

#### **5.1 Corporate Priorities and Performance**

5.1.1 The Corporate Plan 2013-16 sets out the following priorities:

5.1.2 Promote responsible growth, development and success across the borough: the proposed development of Copthall site could integrate sport and physical activity with open and green spaces and places people want to go to.

5.1.3 Improve the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study: the proposed re-development of the council's leisure estate of which Copthall will be part will provide facilities that meet the needs of Barnet residents and that they can be proud of.

5.1.4 The project will directly support the themes of 'wellbeing in the community' and 'how we live' from the Health and Wellbeing Strategy through the delivery of the SPA Strategy.

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

5.2.1 The agreed commuted sums outlined in paragraph 1.15 will be paid into the Special Parking Account (SPA). These amounts will cover the cost of the residents parking permits issued, traffic management costs, as well as any costs associated with maintaining the Controlled Parking Zone (CPZ).

5.2.2 The overall impact of the agreement on the SPA will be cost neutral and any costs related to Saracens will be reviewed and verified by the council on an annual basis.

5.2.3 There may be a small amount of additional income to the SPA related to PCN's issued within the CPZ due to non-compliance which may result in a small surplus. The costs of enforcement are included in the NSL contract.

5.2.4 In line with the section 106 agreement 30% of any net operating profit will be re-invested into the Saracens campus for public use. There has not been a reported net operating profit generated in recent years, limiting investment. Any contribution would need to be reviewed and verified on an annual basis by the council to ensure a correct level of investment is made.



### **5.3 Legal and Constitutional References**

- 5.3.1 All proposals emerging from the SPA must be considered in terms of the Council's legal powers and obligations, including its overarching statutory duties such as the Public Sector Equality Duty.
- 5.3.2 Constitution Responsibilities for Functions Annex A sets out the terms of the Policy and Resources Committee.
- 5.3.3 Decision makers should have due regard to the public sector duty in making their decisions. The equalities duties are continuing duties they are not duties to secure a particular outcome. Consideration of the duties should proceed the decision. It is important that decision makers have regard to the statutory grounds in the light of all available material.
- 5.3.3 The traffic management commuted sum costs come from the section 106 agreement which was prepared and negotiated in accordance with the heads of terms presented to and approved by Planning and Environment committee on 2 February 2012.

### **5.4 Risk Management**

- 5.4.1 The highest risk on the development of such a master plan is that Residents do not support the vision for Copthall. To mitigate such a risk the process for its development will be iterative and consultative.

### **5.5 Equalities and Diversity**

- 5.5.1 The council and all other organisations exercising public functions on its behalf are required under the Equality Act 2010 to have due regard to the need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; advance equality of opportunity between those with a protected characteristic and those without; promote good relations between those with a protected characteristic and those without. Barnet considers the impact of its proposals on the groups identified as protected characteristics in the 2010 Equality Act -Age, disability, ethnicity race and national origins, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, religion and belief sexual orientation.
- 5.5.2 As the new master plan is developed due consideration to the equalities issues will be undertaken and an equality impact assessment (EIA) undertaken.

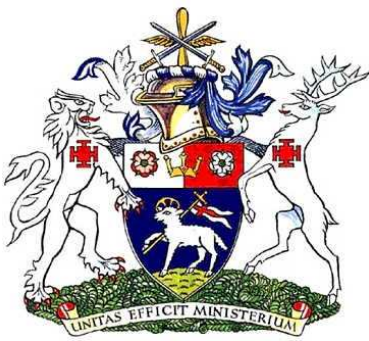
### **5.6 Consultation and Engagement**

- 5.6.1 As part of the development of the new master plan a full consultation programme will be developed.

## **6. BACKGROUND PAPERS**

- 6.1 The Planning and Environment Committee meeting of the 2 February 2012 <http://barnet.moderngov.co.uk/CeListDocuments.aspx?Committeeld=122&MeetingId=1702&DF=02%2f02%2f2012&Ver=2>

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**Policy & Resources Committee Meeting  
17th February 2015**

<b>Title</b>	<b>Authorisation to procure off site document management services</b>
<b>Report of</b>	Elizabeth Stavreski, Head of Procurement
<b>Wards</b>	All
<b>Status</b>	Public
<b>Enclosures</b>	Risk and benefit Document Management Services
<b>Officer Contact Details</b>	Debbie Sarson, Procurement Team 07960386997 Jenny Obee, Head of Information Management ( <a href="mailto:Jenny.Obee@barnet.gov.uk">Jenny.Obee@barnet.gov.uk</a> )

**Summary**

This report requests authority to source off-site document management services to support the move of files required to support the relocation from North London Business Park (NLBP) building 4 and additional use of Barnet House, and for the archival storage of files stored at Mill Hill Depot prior to its closure.

**Recommendations**

**This report recommends Policy and Resources Committee:**

1. Authorise the commencement of a procurement process to:
  - a) Prioritise the investigation and potential use of the ESPO framework over the CCS framework in order to allow further competition and secure additional Value for Money (VFM)
  - b) Investigate sourcing of the services via the CSG contract to Capita Document and Information Services (CDIS) and benchmarking costs against ESPO and deliver greater costs savings.

## **1. WHY THIS REPORT IS NEEDED**

- 1.1 Current activities to consolidate and reduce documents retained at NLBP & Mill Hill (current archiving facility) will result in the need for transfer of c33,000 boxes of archive boxes along with c10,000 live / easy access files, to a secure off-site storage facility. Post this transfer of the initial material there will be an on-going need for the addition of new archive boxes, retrieval and destruction services in line with LBB's Records Retention Policy. In addition to the basic document management services LBB have identified the requirement for hard copy delivery of a small proportion of documents within 3 hours of request. This service need will have a major influence on the location of and hence the selection of the supplier.
- 1.2 The initial approach to source these services through a Capita subsidiary, CDIS, via the CSG contract resulted in the activity not initially forming part of the procurement forward plan. However, concerns to ensure that the council procures a service that offers the best value for money have resulted in further consideration of procurement through a public service framework.
- 1.3 Early indications are that over 5 years the value of the contract would be c.£500k. However, the exact costs will be totally dependent on the volume of materials stored and / or retrieved. The requirement for the services were omitted from the forward plan and so this paper look to seek permission to continue with the sourcing of the services.

## **2. REASONS FOR RECOMMENDATIONS**

- 2.1 Suppliers with the ESPO framework have been fully validated under OJEU and as such the procurement timelines can be shortened by utilising the framework.
- 2.2 The ESPO framework contains 6 suppliers deemed as suitable to provide the service. There is an ability to undertake a further "mini competition" in order to drive additional "value for money (VFM)"

## **3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 3.1 Under the terms of the CCS contract only 1 supplier could be approached and the prices are fixed. As a result there is no potential to drive additional value for money from this sourcing activity.
- 3.2 Under the CSG contract CDIS could be contract directly. However, concerns to ensure that the council procures a service that offers the best value for money have resulted in further consideration of procurement through a public service framework. In addition, the location of the CDIS storage facility, in Darlington, would not enable the 3 hour delivery requirement identified by LBB for a proportion of its files and the scanning solution proposed it not a preferred one at this stage.

- 3.3 The option to request that Capita access the services via a private procurement through the open market has been assessed; however, as Capita has an in-house solution through CDIS this route is not available for this procurement.

#### **4. POST DECISION IMPLEMENTATION**

- 4.1 Investigation of the suitability of the ESPO suppliers in terms of ability to meet the 3 hour delivery and also suitable customer services will be continued.
- 4.2 Once suitable ESPO framework suppliers have been identified a mini competition tender will be issued.
- 4.3 In the event that only 1 ESPO supplier is suitable the ability to negotiate further on framework prices is still present and as such is still preferable to utilising the CCS framework.
- 4.4 Once the tender is completed, award will be made and the service will commence as soon as the supplier is able to mobilise.

#### **5. IMPLICATIONS OF DECISION**

##### **5.1 Corporate Priorities and Performance**

- 5.1.1 These services enable the delivery of the Smarter Working project and the associated move from NLBP building 4 to a consolidated staff footprint at NLBP2 & Barnet House.
- 5.1.2 Implementation of these services supports the closure of the Mill Hill storage facility in preparation for the future closure of the Mill Hill Depot.

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

- 5.2.1 Initial estimate for the contract value over five years is in excess of £500,000. This figure is however highly dependent on the volume of services eg additional storage & document retrieval utilised post the initial transfer of documents.
- 5.2.2 The risk of increased costs is driven by potential failure of delivery unit delaying the destruction of records in line with the Records Retention Policy, thereby leading to unnecessary storage and retrieval costs.
- 5.2.3 The contract will be managed through a centralised budget monitored by the Information Management Team. Centralising the budget will help to ensure that retrieval costs are valid and that destruction of files which have reached their retention period are actioned on time and to schedule. The annual budget (c.£100,000) will be met from existing Commissioning Group resources.

##### **5.3 Legal and Constitutional References**

Procurement activity will be undertaken in line with contract procedure rules and EU regulations.

Council Constitution, Responsibility for Functions, Annex A sets out the terms

of reference of the Policy and Resources Committee, including Corporate Procurement.

**5.4 Risk Management**

5.4.1 A review of the risks and benefits associated with each sourcing option is provided with the enclosed slide and has been considered when making the recommendation.

**5.5 Equalities and Diversity**

5.5.1 NA

**5.6 Consultation and Engagement**

5.6.1 None required

**6. BACKGROUND PAPERS**

6.1.1 Risk and benefit slide of the sourcing options are included in the attached point slide.

# Archiving & storage sourcing Risk and Benefits

## Assumptions for analysis

- All providers can meet 3 hour delivery
- All suppliers meet accreditation requirements

- LBB business is attractive to suppliers

Sourcing option	Suppliers	Benefits	Risks
CSG	CDIS	<ul style="list-style-type: none"> <li>• Current indexing supplier &amp; would enable service integration.</li> <li>• Potential synergies with current document management services eg invoices</li> <li>• Used by NHS bodies</li> </ul>	<ul style="list-style-type: none"> <li>• Darlington Storage location does not enable hard copy delivery within 3 hours. But offer a scanned solution / next day delivery</li> <li>• Concerns over indexing services delivery</li> </ul>
CSG supply chain	Market - by LBB invitation	<ul style="list-style-type: none"> <li>• Can select providers to approach – draw on LBB stakeholder experience.</li> </ul>	<ul style="list-style-type: none"> <li>• Full supplier validation required</li> <li>• Reputational risk to LBB due to lack of transparency and openness in not in following the most appropriate routes.</li> <li>• Business may not be attractive to the market</li> <li>• CSG view is inappropriate use of schedule 15</li> </ul>
CCS Framework	Iron Mountain	<ul style="list-style-type: none"> <li>• Fully validated suppliers &amp; OJEU compliant</li> <li>• 1<sup>st</sup> stage VFM defined by CCS process</li> </ul>	<ul style="list-style-type: none"> <li>• Framework pricing is fixed &amp; does not delivery VMS when compared to other options</li> <li>• No recognition of business volume regarding price</li> </ul>
ESPO Framework	Ancora solutions Banner Box IT UK Ltd EDM Group Ltd EvaStore Ltd Restore Stor-a-file	<ul style="list-style-type: none"> <li>• Fully validated suppliers &amp; OJEU compliant</li> <li>• 1<sup>st</sup> stage VFM defined by ESPO process</li> <li>• Additional VFM could be accessed by opportunity for mini competition</li> <li>• Already been utilised by LA customers &amp; NHS bodies</li> </ul>	<ul style="list-style-type: none"> <li>• LBB stakeholders unsure of the supplier experience and suitability.</li> </ul>
OJEU	Market – free application	<ul style="list-style-type: none"> <li>• Maximum transparency of public spend</li> </ul>	<ul style="list-style-type: none"> <li>• Long sourcing process does not fit with LBB timeframe requirements</li> <li>• Full supplier validation required</li> <li>• May not be attractive for large supplier due to volume</li> <li>• May not be attractive to SME due to labour intensive nature of OJEU</li> </ul>

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	AGENDA ITEM 12
	<h2>Policy &amp; Resources Committee</h2> <h3>17 February 2015</h3>
<b>Title</b>	<b>Barnet's membership of the Local Government Association</b>
<b>Report of</b>	Director of Strategy
<b>Wards</b>	All
<b>Status</b>	Public
<b>Enclosures</b>	None
<b>Officer Contact Details</b>	Stephen Evans, Director of Strategy, 0208 359 3021 stephen.evans@barnet.gov.uk

<h3>Summary</h3>
<p>On 10 June 2014, Policy &amp; Resources Committee (P&amp;R) discussed Barnet Council's membership of the Local Government Association (LGA), which cost £60,491 in 2014/15. P&amp;R agreed the following:</p> <ul style="list-style-type: none"> <li>• <i>P&amp;R recommend that the council inform the LGA that it is minded to give notice to leave the Association and that P&amp;R reconsider this matter again at a later date, with officers to report back to the Committee on the value for money of the LGA.</i></li> </ul> <p>This report provides the Committee with an assessment of the value for money the council receives from its membership of the LGA and recommends a way forward.</p>

<h3>Recommendations</h3>
<p><b>It is recommended that Policy &amp; Resources Committee agree the following:</b></p> <ol style="list-style-type: none"> <li><b>1. Member councils are required to provide 12 months' notice to leave the LGA. It is recommended that the P&amp;R agrees that the council issues notice to leave by 31 March 2015, meaning a formal withdrawal date of 31 March 2016. Issuing notice provides the council with flexibility to make savings by not renewing its LGA membership in 2016/17 should it need to. The council could remain a member of the LGA at the end of the 12 months if it decided to, and continued to pay the annual membership fee.</b></li> </ol>

**2. That, during the 12 month notice period, officers explore areas where the council could drive more benefits from its membership, such as involvement in LGA Peer Challenges. This more active engagement should also help assess the benefits of future membership.**

## **1. WHY THIS REPORT IS NEEDED**

1.1 On 10 June 2014, Policy & Resources Committee (P&R) discussed the council's continued membership of the Local Government Association (LGA). This was originally a non-executive business item submitted to Full Council on 8 April 2014 by Councillor Brian Coleman. The item was not dealt with at the meeting and was referred to P&R for action as the relevant Committee in accordance with the Council Procedural Rules.

1.2 At the 10 June meeting, P&R agreed to defer the decision, pending an updated report from officers. The recorded outcome of the discussion was:

*That P&R Committee recommend that the council inform the LGA the council it is minded to give notice to leave the Association and that P&R reconsider this matter again at a later date, with officers to report back to the Committee on the value for money of the LGA.*

1.3 This report presents an assessment of the benefits of LGA membership.

1.4 The cost of LGA membership for 2014/15 was £60,491. Member Councils are required to give 12 months' notice of their intention to leave the LGA. If P&R took a decision to leave on 17 February, Barnet would need to give formal notification by 31 March 2015 for its membership to cease on 31 March 2016. Barnet would be required to pay the membership fee for 2015/16 and would continue to receive the full benefits of membership during the notice period.

### **Current LGA member councils**

1.5 According to the LGA website, as of 14 April 2014, all English councils are members of the LGA with the exception of Sheffield City Council and LB Bromley. However, this does not take into account any councils that may have given notice to leave in the last year, so the position could change from April 2015.

1.6 It has been reported in previous years that a number of authorities have given notice but ultimately have not withdrawn membership. For example, in 2010, it was reported that a dozen authorities had given notice and, in March 2013, that 8 cities including Birmingham, Leeds, Manchester, Newcastle, Liverpool and Sheffield served notice. According to the LGA website, only Sheffield and Bromley are not members.

1.7 Giving formal notice is therefore not binding. It could be that some councils issue notice to provide flexibility, although the precise reasons why those

councils that have issued notice but have subsequently remained members are not clear.

### **Financial cost of membership**

- 1.8 As part of the need to save £73.5m by 2020, the Medium Term Financial Strategy includes a target saving of £400k in membership and subscription costs for 2016/17. Saving approximately £60k by leaving the LGA would represent 15% of the £400k target.
- 1.9 However, Barnet has received a direct financial benefit from its membership in recent years. In 2013, the council received an LGA grant of £43k to support development of its Transparency Portal and in 2011 it received £25k to pilot the 'Fix My Street' application on the Barnet website.
- 1.10 Were Barnet to remain a member, it would continue to look for similar opportunities, although there are no guarantees that it would be able to secure similar grants.

### **Driving the benefits from LGA membership**

- 1.11 Barnet could consider how it might more actively manage its membership in order to generate benefits.

### ***Sector-led improvement: LGA Peer Challenge***

- 1.12 A major part of the LGA offer to members is the potential to take part in **Peer Challenges**. These are independent reviews of a council's performance, led by the LGA with input from other peer authorities, aimed at driving improvements and efficiency.
- 1.13 Peer challenge is a process commissioned by a council and involves a small team of Local Government peers spending time at the council to challenge and share learning. The process involves engaging with a wide range of people connected with the council. The LGA has delivered more than 400 peer challenges since 2011 and has been working to develop the programme. In 2014, an independent evaluation endorsed the value of peer challenge.
- 1.14 Member councils are able to undertake a **Corporate Peer Challenge** at no additional cost. It is voluntary and tailored to the needs of each council, designed to support councils to take responsibility for their own performance and improvement. Councils have used Corporate Peer challenge to focus on a variety of issues including to:
  - Inform corporate strategy, assess their readiness for the future change.
  - Seek an external perspective of major change and transformation programmes.
  - Assess the impact of joint working between councils e.g. in relation to a shared service.

- Identify new ways of working, service delivery and relationships with citizens/partners, and working with partners, and harnessing internal and external capacity to deliver priorities.
- 1.15 In addition to Corporate Peer Challenge, the LGA offers **service-based Peer Challenges** including Adult Social Care; Housing; Safeguarding; Regulatory Services; and Communications.
- 1.16 Although Barnet has been involved with specific LGA Peer Challenges in the past – for example, in 2013, there was a Peer Challenge in relation to Adult Social Care – it could consider how it might take advantage of a central part of the LGA’s offer.
- 1.17 There would still be time for Barnet to partake in a Corporate Peer Challenge or specific Peer Challenges over the course of the next 12 months if P&R were minded to issue notice to leave. The Director of Strategy, for example, is in discussion with the LGA to take forward a Peer Challenge of Barnet’s Communications and Engagement functions.
- 1.18 However, not being a member of the LGA would rule Barnet out of any future Peer Challenges.

### ***Political Leadership Programme***

- 1.19 The LGA also provides a range of political leadership development programmes designed to support and develop local Councillors. The cross-party programme offers different types of support – including for those at the beginning of their careers and for more experienced politicians.
- 1.20 Programmes include a dedicated Leaders programme for new and existing Council Leaders; ‘Top Team Development’ for senior political leadership teams; a ‘Next Generation’ programme geared towards new and ambitious Councillors; and a Community Leadership programme.
- 1.21 As part of a drive to generate further benefits from Barnet’s membership of the LGA, Councillors may wish to consider whether they might benefit from being more actively involved the political leadership programmes on offer.

### ***LGA National Graduate Development Programme***

- 1.22 An area where Barnet has been active is its involvement in the National Graduate Development Programme (NGDP) which is run by the LGA. The NGDP is the Local Government equivalent of the Civil Service Fast Stream and Barnet has benefitted greatly from the annual in-take of graduates it receives. Over the past few years, Barnet has increased its number of graduates and sees the scheme as an important part of its strategy for developing future talent.
- 1.23 Barnet has attracted high performing graduates, many of whom have moved into full time roles at the end of the 2 year scheme. It is important for Barnet

to continue to participate in the NGDP and the LGA have confirmed that non-member councils can continue to be a part of the scheme.

### **LGA lobbying of central Government**

- 1.24 The LGA positions itself as ‘the national voice of Local Government’, working on behalf of members to ensure that councils have ‘a strong, credible voice with national Government’. The LGA lobbies national Government in relation to the major issues affecting the sector, such as the Local Government funding settlement and major policy reforms such as Welfare Reform.
- 1.25 The LGA has engaged with Government on issues such as funding for health and social care integration, where an additional £1.9bn has been granted to Local Government; Public Health, where an additional £400m has been granted; and funding for road maintenance.
- 1.26 Questions about the LGA’s influence with central Government are difficult to assess. Indeed, it could be argued that Barnet would benefit to the same degree as it does now from LGA lobbying on sector-wide issues such as the Local Government settlement whether or not it continued to be a member.
- 1.27 It is therefore difficult to determine, as a member organisation, the direct impact and success of the LGA’s interventions with national Government or quantify where the LGA has made a difference in securing additional funding or flexibilities. At one level, it would be unfair to overly criticise the LGA in relation to the funding settlement that Local Government has received over the course of the current Parliament. With the UK running a significant budget deficit and major areas of spending such as health and education ring-fenced, it is not surprising that Local Government has received a challenging settlement, in spite of any lobbying from the LGA.
- 1.28 However, there are opportunities that the LGA could do more to push, particularly on the back of a recent NAO report which criticised national Government for not having a clear understanding of the impact of budget cuts on Local Government.
- 1.29 With the next Spending Review likely to take place soon after the General Election, the LGA should be active in developing the evidence base to influence the outcome and communicating its approach with members. It is not clear how the LGA is planning to do this or involve the council in these negotiations to ensure its views are represented.

### **Other means of negotiation and lobbying**

- 1.30 Arguably, Barnet has benefitted more significantly by lobbying central Government directly in recent years. This has been the case with regards to Government support for the Brent Cross and Grahame Park regeneration schemes, with the announcements at Budget 2014 coming as a result of direct negotiations between Barnet and the Government.

- 1.31 In relation to future financial flexibilities and freedoms for Local Government, it could be argued that Barnet is likely to benefit more through its membership of the West London Alliance and London Councils – as it seeks to negotiate a ‘City Deal’ type arrangement with the GLA. It is through the WLA and London Councils that Barnet is focusing its efforts in securing further financial devolution flexibilities and, in other areas that have secured City Deals, negotiations have tended to take place directly with Government.

## **Conclusion and recommendation**

- 1.32 Giving notice of the intention to leave the LGA does not mean that this cannot be withdrawn. Indeed, given the need to save £400k in membership and subscription fees across the council in 2016/17, it is recommended that Barnet issues formal notice by 31 March 2015 in order to give it the flexibility to make savings from the cost of LGA membership in 2016/17 should it need to. The council could continue to be a member if it continued to paid annual fee.
- 1.33 There are a number of areas where Barnet could be more active to drive benefits from its membership, such as involvement in Peer Challenge and political leadership programmes. The council would still have 12 months to become more active in these areas even if notice to leave were issued.
- 1.34 It is recommended that Barnet give consideration to becoming more engaged with the LGA’s Peer Challenge Programme over the course of the next year. This more active engagement should also help assess the benefits of future membership.

## **2. REASONS FOR RECOMMENDATIONS**

- 2.1 The recommendation provides the council with flexibility. By issuing notice to leave the LGA by 31 March 2015, this recommendation provides the council with flexibility to make a saving of £60k in 2016/17 as part of the £400k target for savings in membership and subscription costs should it wish to. Alternatively, if the council determines that it wishes to remain a member at the end of the 12 months – having done more to generate benefits from its membership – the option is still available, subject to continuing to pay the annual fee.

## **3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 3.1 If the council does not issue notice to leave by 31 March 2015, the option for making a saving in 2016/17 is not available as it will be tied into membership for a further year.

#### **4. POST DECISION IMPLEMENTATION**

- 4.1 If P&R approves the recommendation, the council will write to the LGA by 31 March to issue notice. The council will also discuss with the LGA the options for generating more benefits from membership during these 12 months – for example by taking forward Peer Challenges or Member development.

#### **5. IMPLICATIONS OF DECISION**

##### **5.1 Corporate Priorities and Performance**

- 5.1.1 This report does not have a significant impact on the ability of the council to delivery its Corporate Plan priorities or have any know performance implications.

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

- 5.2.1 Membership of the LGA cost £60k in 2014/15. Withdrawing membership in future years would create a saving for the council in the annual membership fee.

##### **5.3 Legal and Constitutional References**

- 5.3.1 There are no statutory implications. It is within the council's power to remain a member of the LGA or not. The council is required to abide by the terms of membership, which requires 12 months notice to be given for membership to be withdrawn.

- 5.3.2 Council Constitution, Responsibility for Functions, Annex A sets out the terms of reference of Policy and Resources Committee, including 'Ensuring effective Use of Resources and Value for Money' and 'To be responsible for those matters not specifically allocated to any other Committee affecting the affairs of the Council'.

##### **5.4 Risk Management**

None specifically arising from this report.

##### **5.5 Equalities and Diversity**

There are no known equalities implications associated with this report.

##### **5.6 Consultation and Engagement**

- 5.6.1 The council is not required to consult on decisions regarding membership of the LGA.

#### **6. BACKGROUND PAPERS**

- 6.1 P&R considered the council's membership of the LGA on 10 June 2014. P&R recommended:

*That the council inform the LGA that it is minded to give notice to leave the Association and that P&R reconsider this matter again at a later date, with officers to report back to the Committee on the value for money of the LGA.*

6.2 The report and minutes can be found here:  
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=7856&Ver=4>





## Policy and Resources Committee

17 February 2015

<b>Title</b>	<b>Referral from Hendon Area Committee – Mill Hill Free Parking</b>
<b>Report of</b>	Head of Governance
<b>Wards</b>	Mill Hill
<b>Date added to Forward Plan</b>	January 2015
<b>Status</b>	Public
<b>Enclosures</b>	Appendix 1: Mill Hill Free Parking – Application to Area Committee Budget Appendix 2: Conditions of Grant Appendix 3 - Area Committee Budgets Guidance
<b>Officer Contact Details</b>	Andrew Charlwood, Head of Governance (Acting) <a href="mailto:andrew.charlwood@barnet.gov.uk">andrew.charlwood@barnet.gov.uk</a> , 020 8359 2014

### Summary

On 15 January 2015 the Council's three Area Committees considered applications to their respective Area Committee Budget funding pots. The Hendon Area Committee received an application from a member of the public for £6,000 for a proposal to "...offset the loss of parking income by offering free parking on Saturdays at the Bunns Lane Station Car Park, NW7 to both residents and shoppers to support small/local businesses on the Mill Hill Broadway, NW7."

An officer panel reviewed the application against the Conditions of Funding and Area Committee Budgets Guidance and recommended to the Hendon Area Committee that the application should not be supported as it contravened the agreed criteria for the use of Area Committee funding – mainly that the funding must not be used to support proposals that meet a budget deficit in a specific area or would lead to on-going financial pressures for the council.

The Hendon Area Committee decided to refer the application to the Policy & Resources Committee for decision. In making the referral the committee stated that they were minded to approve the application as they considered that it: i) helped the local economy; ii) supported local businesses; iii) and provided a parking solution.

The Policy & Resources Committee are requested to consider the information set out in the report and make a determination on the application.

## **Recommendations**

- 1. That the Committee consider the application for funding from the Hendon Area Committee Budget as set out in Appendix 1 (Mill Hill Free Parking).**
- 2. That the Committee notes the officers recommendation that the application does not meet the Area Committee Budgets criteria as detailed in sections 1 and 5 below.**
- 3. That the Committee decides whether it wishes to approve, contrary to the officers recommendation, funding for the application detailed in Appendix 1, subject to the Conditions of Grant (Appendix 2) and with reference to the Area Committee Budgets Guidance (Appendix 3).**

### **1. WHY THIS REPORT IS NEEDED**

- 1.1 On 10 June 2014 the Policy and Resources Committee agreed that £100,000 per year over the next four years should be allocated to each of the Council's three Area Committees, subject to agreement of detailed arrangements for the governance, accountability and prioritisation of these budgets by the Community Leadership Committee.
- 1.2 On 11 September 2014 the Community Leadership Committee approved proposals for the allocation and governance of the Area Committee Budgets scheme, to be returned to the Policy & Resources Committee for final agreement.
- 1.3 On 14 October 2014 the Policy & Resources Committee noted the proposals approved by the Community Leadership Committee and agreed the proposed process for allocating the Area Committee budgets during 2014/15.
- 1.4 The deadline for the receipt of applications to the 2014/15 Area Committee Budgets allocation was 15 December 2014. A total of 48 applications were received across the three areas (Hendon, Finchley & Golders Green and Chipping Barnet). The applications received were reviewed by a panel of officers to confirm that they complied with the Area Committee Budgets Guidance and Conditions of Grant.
- 1.5 The detailed procedure followed can be found in the link to the report referred to in the 'Background Information' section below.
- 1.6 Applications reported to the Area Committees fell into one of the following three categories:
  - 1. Passed – project meets application criteria and guidance. No issues raised by officers and can be considered by Committee
  - 2. Not yet confirmed – some issues with application/additional information needed to complete final due diligence

- 3. According to officers the application did not meet the criteria and it is therefore recommended that the committee does not approve
- 1.7 The Area Committees were requested to note and review the applications which were 'not passed' as they did not comply with the Conditions of Funding (Appendix 2) set out in the Area Committee Budgets Guidance (Appendix 3) and which officers therefore recommended were not allocated funding as they were considered to fall outside the scope of the Area Committee budgets and, in certain cases, the decision of the Policy & Resources Committee relating to the conditions of the scheme.
- 1.8 At the Hendon Area Committee, a proposal was brought to offer free parking on Saturdays at the Bunns Lane Station Car Park, NW7. Officers considered that the proposal had not passed due diligence and contravened the criteria of the Area Committee budgets in relation to funding. The guidance states that "*...funding must not be used to meet a budget deficit in a specific area... or to cover a shortfall in a service which would normally be provided by the Council or another public sector organisation.*"
- 1.9 At the Hendon Area Committee meeting on 15 January 2015, the application was referred to the Community Leadership Committee for determination. The Committee's reason for referral was due to the Committee being minded to approve the application, contrary to officers recommendations, for the following reasons:
- Helps the local community
  - Supports local business
  - Provide a parking solution.
- 1.10 Following consideration of the implications of this decision, officers have determined that this application should be decided by the Policy & Resources Committee rather than Community Leadership Committee due to the cross-cutting nature of this issue. If the decision is approved, there will need to be an amendment to parking fees and charges. As the Constitution is currently drafted, the Environment Committee make recommendations to Policy & Resources on fees and charges. Approving the decision will also have an on-going budgetary impact as it proposes providing for free a service that is currently charged for. The decision has therefore been referred to the cross-cutting Policy & Resources Committee for determination.
- 1.11 It remains the view of officers that the application does not meet the Area Committee Budget and it is therefore recommended that the Committee does not approve the application. If the Policy & Resources Committee wish to approve this proposal, they could fund it from an alternative funding stream.
- 1.12 The Council's Parking Policy, considered at the Environment Committee meetings on 18 November 2014 and 27 January 2015 outlines that all parking locations in the borough are under review with a target of achieving an 85% occupancy rate. Each review would need to consider a range of options and determine which combination of options are best suited to the specific requirements of each Town

Centre, rather than making ad hoc adjustments without determining the potential implications and/or other complimentary measures to ensure the effectiveness and appropriateness of changes proposed. It is for this reason that the proposal is not recommended.

- 1.13 In addition, following consultation with the Parking Client Team, officers have been advised that the £6,000 of funding applied for would be insufficient to cover the cost of introducing free parking in the Bunns Lane Car Park (see sections 5.4 – 5.6 below). Officers have also advised that this will be a permanent change to fees and charges in the car park which creates an on-going financial pressure for the Council.

## **2. REASONS FOR RECOMMENDATIONS**

- 2.1 To enable the Policy and Resources Committee to determine the application as set out in Appendix 1. The application is recommended for refusal for the reasons set out in section 1 and 5 of the report.

## **3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 3.1 None. The Committee are required to determine this application to the Hendon Area Committee Budget funding stream.

## **4. POST DECISION IMPLEMENTATION**

- 4.1 If the Committee approve the application, officers will communicate the decision of to the applicants including details of any terms and conditions (as detailed in the Conditions of Funding (Appendix 2) and Area Committee Budgets Guidance (Appendix 3)). Subject to the satisfactory receipt of additional information (if required), funding will be released.
- 4.2 If the Committee approve the application, steps will be taken to amend the parking fees and charges and make any necessary amendments to traffic management orders.
- 4.3 If the Committee refuse the application, officers will communicate the decision of the Committee to the applicant.

## **5. IMPLICATIONS OF DECISION**

### **5.1 Corporate Priorities and Performance**

- 5.2 The Area Committee Budgets contribute to the Corporate Plan's objective to promote family and community wellbeing and support engaged, cohesive and safe communities, by helping communities access the support they need to become and remain independent and resilient.

- 5.3 Each application was required that the proposal supported one or more of the Council's priority outcomes, as set out in the Corporate Plan which are:
- To maintain a well-designed, attractive and accessible place, with sustainable infrastructure across the borough.
  - To maintain the right environment for a strong and diverse local economy.
  - To create better life chances for children and young people across the borough.
  - To sustain a strong partnership with the local NHS, so that families and individuals can maintain and improve their physical and mental health.
  - To promote a healthy, active, independent and informed over 55 population in the borough to encourage and support our residents to age well.

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

- 5.5 The Parking Service have advised that the £6,000 applied for in the grant will not be sufficient to cover the costs of the proposed parking change. The full implications are estimated to be:

Loss of paid for parking income (car park):	(£6,500)
Reduction in penalty charge notice (PCN) income to the SPA:	(£4,350)
Alterations to signage, payment method, and required TMO:	(£3,250)

Total estimated costs of implementing change & loss of income: **(£14,100)**

- 5.6 In 2015/16 the Parking Service has already proposed to make changes locally which are designed to encourage increased usage of the Bunns Lane Car Park on a Saturday. The proposed free parking on a Saturday would negatively affect the following estimated additional income for the parking general fund and ring fenced SPA as follows;

Loss of paid for parking income (car park):	(£6,500)
Reduction in penalty charge notice (PCN) income to the SPA:	(£4,350)

Total estimated loss of **additional** income in 2015/16: **(£10,850)**

The total estimated loss of income and costs related to the proposed free Saturday parking are £24,950 in 2015/16 based upon service estimates and historical data. The grant is for a 12 month period and therefore there will be no additional provision to cater for the on-going cost beyond 2015/16.

5.7 **Legal and Constitutional References**

- 5.8 Council Constitution, Responsibility for Functions, Annex A – states the terms of reference of the Area Committees which includes to: “Administer any local budget delegated from Policy and Resources Committee for these committees in accordance with the framework set by the Policy and Resources Committee”

- 5.9 Council Constitution, Responsibility for Functions, Annex A – states the terms of reference of the Environment Committee which includes: “Parking provision and enforcement” and “Developing fees and charges for those areas under the remit of the committee for consideration by the Policy and Resources Committee”.
- 5.10 Council Constitution, Financial Regulations, Section 4.1.1 – states that the setting of fees and charges which do not form part of the budget strategy are separately approved by the Policy and Resources Committee.
- 5.11 Council Constitution, Responsibility for Functions, Annex A – the terms of reference of theme committees state that “If any report comes within the remit of more than one committee, to avoid the report being discussed at several committees, the report will be presented and determined at the most appropriate committee. If this is not clear, then the report will be discussed and determined by the Policy and Resources Committee”.
- 5.12 The Council has set out criteria for approving grants. Whilst the Council retains a discretion to deviate from the criteria, it must provide and record clear reasons for doing so in any particular case to avoid challenges by other bodies who have had their applications refused for not fulfilling the criteria.
- 5.13 The Road Traffic Regulation Act 1984 gives local authorities the power to provide parking places on or off street for the purposes of relieving or preventing congestion of traffic, and can regulate their use through conditions and charges. The Act also sets out processes and obligations in relation to accounting for on and off street parking.
- 5.14 **Risk Management**
- 5.15 If the Council did not carry out due diligence on applications for any funding stream, there would be a risk that resources would not be used effectively or that inappropriate projects could be funded. The process set out for allocation of these budgets was designed to mitigate that risk. Applications which did not meet the agreed criteria were recommended for refusal.
- 5.16 If the Policy and Resources Committee approve the application to the Hendon Area Committee as set out in Appendix 1 this will be contrary to the approved Area Committee Budgets Guidance and Conditions of Grant that have previously approved by this Committee.
- 5.17 **Equalities and Diversity**
- 5.18 The due diligence carried out for the Area Committee budget allocations and the proposed regular review of the process will allow the Council to comply with the Public Sector Equality Duty placed on it under Section 149 of the Equality Act 2010; specifically to:
- Check that project proposals are inclusive and consider any equality implications they may raise

- Identify any equality considerations relevant to the broader allocation of resources more effectively than it can at present
- Gain a more comprehensive understanding of the needs of different groups in the community through the additional insight gained by reviewing the projects proposed

#### 5.19 **Consultation and Engagement**

5.20 Consultation with Residents Forums on the Area Committee Budgets scheme was carried out as part of the design of the Area Committee Budgets process. Details are set out in the report to the Policy & Resources Committee on 14 October 2014 (see link below).

### 6. **BACKGROUND PAPERS**

- 6.1 [Area Environment Sub-Committees – Draft Funding Arrangements](#) (Policy & Resources Committee, 10 June 2014).
- 6.2 [Area Sub-Committees – Budget Allocation Draft Framework](#) (Community Leadership Committee, 25 June 2014).
- 6.3 [Developing a Community Participation Strategy for Barnet](#) (Community Leadership Committee, 25 June 2014).
- 6.4 [Community Participation Strategy: Area Committee Budget Arrangements and Wider Community Funding](#) (Community Leadership Committee, 11 September 2014).
- 6.5 [Area Committee Budget Allocations Proposals](#) (Policy & Resources Committee, 14 October 2014)
- 6.6 [Hendon Area Committee Budget Allocations](#) (Hendon Area Committee, 15 January 2015)
- 6.7 [Parking Policy](#) (Environment Committee, 18 November 2014)
- 6.7 [Implementation of New Parking Policy](#) (Environment Committee, 27 January 2015)
-

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**AREA COMMITTEE FUNDING APPLICATION 2014/15  
DETAILS OF APPLICATION**

<b>Area Committee:</b>	Hendon	
<b>Applicant/organisation:</b>	Mill Hill Free Parking, Mr Elliot Simberg	
<b>Member sponsor:</b>	Cllr Val Duschinsky	
<b>Amount applied for:</b>	£6,000	
<b>Total cost of project:</b>	£6,000	
<b>What is the project?</b>		
Proposal to offset the loss of parking income by offering free parking on Saturdays at the Bunns Lane Station Car Park, NW7 to both residents and shoppers to support small/local businesses on the Mill Hill Broadway, NW7.		
<b>How will it benefit the local area?</b>		
Residents and shoppers will be encouraged to shop in Mill Hill Broadway in the certain knowledge that there will be car parking spaces available for them to use thus increasing Mill Hill Broadway's footfall.		
<b>Which corporate priority does it meet?</b>		
To maintain a well-designed, attractive and accessible place, with sustainable infrastructure across the borough.	<input type="checkbox"/>	
To maintain the right environment for a strong and diverse local economy.	<input checked="" type="checkbox"/>	
To create better life chances for children and young people across the borough.	<input type="checkbox"/>	
To sustain a strong partnership with the local NHS, so that families and individuals can maintain and improve their physical and mental health	<input type="checkbox"/>	
To promote a healthy, active, independent and informed over 55 population in the borough to encourage and support our residents to age well.	<input type="checkbox"/>	
To promote family and community well-being and encourage engaged, cohesive and safe communities.	<input checked="" type="checkbox"/>	
<b>How does it meet that priority?</b>		
By encouraging residents and shoppers to the Mill Hill Broadway through certain knowledge of available parking on a Saturday, local, small businesses located on Mill Hill Broadway will benefit from increased footfall.		
<b>Other relevant comments or information from the application:</b>		

<b>SAFEGUARDING</b>	
<b>Are there any safeguarding issues? Have they been addressed satisfactorily?</b>	
No safeguarding issues.	
<b>EQUALITIES</b>	
<b>Are there any equality issues associated with the project?</b>	
No equality issues identified.	
<b>DUE DILIGENCE</b>	
<b>Does the application pass due diligence tests and fulfil all the criteria for funding?</b>	
Passed – project can be considered by Committee:	<input type="checkbox"/>
Not yet confirmed – some issues with application/additional information needed:	<input type="checkbox"/>
Not passed – project should not be considered by Committee:	<input checked="" type="checkbox"/>
<b>Comments:</b>	
This project asks for funding to make up a shortfall in revenue from the parking service, which contravenes the conditions of funding set out in section 4 of the Area Committee Budgets Guidance. The guidance states that funding ‘must not be used to meet a budget deficit in a specific area... or to cover a shortfall in a service which would normally be provided by the Council or another public sector organisation.’	
<b>Date:</b>	19 December 2014

## APPENDIX B - STANDARD CONDITIONS OF GRANT

These are the conditions you will be signing up to if you are awarded a grant and accept it.

In these conditions, 'the organisation' means the voluntary organisation, society, association or company to which 'the Council' has agreed to make a grant; and 'the Council' means Barnet London Borough Council.

1. Any grant is made on the strict understanding that the organisation is a not-for-profit and non-party political organisation which provides services or undertakes activities for the benefit of all or some of the inhabitants of the London Borough of Barnet.
2. \*The organisation shall seek neither to promote nor oppose any political party or party political cause; nor otherwise engage in party political activities; nor publish or cause or permit to be published any material which, in whole or in part, appears designed to affect public support for a political party. The organisation shall also have regard in issuing publicity to any guidance published by the Council in pursuance of the provisions of the Local Government Act 1986.
3. The organisation shall provide the Council's officers with such information and proof as may be required from time to time as regards
  - (a) the use made of the Council's grants;
  - (b) details and statistics of the activities provided to residents of the borough and the users or beneficiaries of those services; and
  - (c) the expertise to undertake and provide those services.
4. The organisation shall allow Council officers a right of access at all reasonable times to inspect
  - (a) written records (including any publicity issued by or on behalf of the organisation);
  - (b) any premises which the organisation uses for the conduct of its activities; and
  - (c) any works undertaken or items of equipment purchased with the aid of Council grant.
5. The organisation shall observe all relevant statutory requirements including those relating to equalities, employment practices and non-discrimination. The Council shall not be held liable in any way for any action, inaction or negligence on the part of the organisation which contravenes any statutory requirement or guidance, or results in civil action being taken in a court of law.
6. The organisation shall apply any grant only to those purposes for which it has been approved by the Council, as notified in writing, and may not use it for any other purpose except with the Council's express permission in writing.
7. The organisation shall publicly acknowledge the Council's financial support by including the Barnet Council logo in the approved format in its public literature.
8. Any grant is given at the discretion of the Council.

9. Any material change in the organisation's circumstances which significantly affects its finances, operations or grant entitlement, including any additional source of grant income not previously declared, must be notified in writing without delay to the Third Sector Commissioning Team, North London Business Park, Oakleigh Road South, London N11 1NP. The Council reserves the right to withhold payment of an approved grant, or to demand repayment (either in whole or in part) of any grant awarded, where in its opinion such a material change has occurred and circumstances so warrant.
10. If it appears to the Council that the organisation has failed to comply with any of the conditions subject to which the grant is made, the Council may, by written notice, demand repayment of all or such part of the grant as it may think fit, and the organisation shall forthwith repay to the Council any sums so demanded.
11. The Council further reserves the following rights:
  - (a) to withhold payment of any approved grant until such time as satisfactory proof has been provided to the Council that the relevant expenditure has been committed, or will shortly be incurred; that any necessary planning or other consent has been obtained; that any relevant statutory requirement or guidance has been complied with;
  - (b) to pay any approved grant by such instalments as it may deem appropriate, and to deduct from payment any sum of rent, service charge or other debt owing to the Council.

**\*Note on Condition 2 – Political activities**

In determining whether published material appears to be designed to affect public support for a political party, the Council will have regard to the matters set out in sub-section 2 of section 2 of the Local Government Act 1986 and to the Code of Recommended Practice on Local Authority Publicity issued by the Department of the Environment under section 4 of that Act. Sub-section 2 reads:

“In determining whether material falls within the prohibition regard shall be had to the content and style of the material, the time and other circumstances of publication and the likely effect on those to whom it is directed and, in particular, to the following matters

- (a) whether the material refers to a political party or to persons identified with a political party or promotes or opposes a point of view on a question of political controversy which is identifiable as the view of one political party and not of another;
- (b) where the material is part of a campaign, the effect which the campaign appears to be designed to achieve.”



**AREA COMMITTEE FUNDING GUIDANCE**  
**2014-15**

**1. What are the Area Committee Budgets?**

Barnet has three Area Committees, covering the constituencies of Chipping Barnet, Finchley & Golders Green, and Hendon. The Committees' remit is to respond to local concerns and consider any issues which arise in their area. Each one has a budget of £100,000 per year for 2014/15-2017/18, to be spent on projects which benefit the local area covered by each Committee.

**2. Who can apply for funding?**

Local residents, organisations, or voluntary or community groups are eligible to apply from funding from the Committee. The Committees can make awards of up to £9,999 and have the discretion to fund larger projects if necessary. They will not usually give grants of less than £200 but likewise have the discretion to do so.

**3. What kind of projects will be successful?**

Your project should focus on all or part of the local area covered by one of the Committees – if it is for a larger area it is recommended that you instead contact the Council's Corporate Grants Programme in the first instance. Further information on the Corporate Grants Programme is available at:

<http://www.barnet.gov.uk/grants>

Each project must also support one or more of the Council's priorities as set out in the Corporate Plan. The current priorities are:

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

More information on the priorities and the Corporate Plan can be found on the Council's website at:

[http://www.barnet.gov.uk/info/725/corporate\\_plan\\_and\\_performance/270/corporate\\_plan\\_and\\_performance](http://www.barnet.gov.uk/info/725/corporate_plan_and_performance/270/corporate_plan_and_performance)

You are encouraged to make contact with a Councillor to discuss your proposal before you submit it. Your Councillor will be able to work with you to champion your proposal to the Committee. You can find out who your local Councillor is at:  
[www.barnet.gov.uk/councillors](http://www.barnet.gov.uk/councillors)

#### **4. What kind of projects won't be funded?**

Funding will be for one-off projects which do not require ongoing support from the Council. They must not require maintenance from the Council, or future expenditure.

Funding must not be used to meet a budget deficit in a specific area, to meet the debts of an organisation in financial difficulty, or to cover a shortfall in a service which would normally be provided by the Council or another public sector organisation. Projects should not be initiated by a public sector body (e.g. a school or a GP surgery).

Funding will not be given to assist with the administration and/or research costs of preparing an application.

Funding cannot be paid retrospectively for projects which have already taken place.

Projects which have previously been turned down because they do not meet the above criteria will not be considered for funding if resubmitted.

#### **5. What if my project needs funding from more than one body?**

If you have applied for funding for the same project from another source or another Council funding stream, you must disclose this.

If you have applied for match funding from another source, the Area Committee funds cannot be released until you have given confirmation that the additional funding has been secured.

#### **6. What are the conditions of funding?**

Funding will be provided for a period of 12 months from the date of approval. If funds are not claimed within 3 months you will be contacted to check the progress of your project. This is to ensure that funds are not committed to projects which are no longer going forward.

If your project involves improving land or buildings that do not belong to you or your organisation, you will need to demonstrate that you have received all necessary consents before your application can proceed.

Where applicable, you will be required to demonstrate that your project has the required safeguarding measures in place (relating to work with children, young people and vulnerable adults).

You will need to provide proof of spend as set out in 'What happens next?' below. Any spend above £5,000 will be subject to spot checks by the Council's audit team to make sure the right processes have been followed.

Your project must not discriminate against any group of people protected under the Equality Act 2010.

Appendix B sets out the full conditions of funding. You will be asked to sign an undertaking to comply with these as part of your application.

#### **7. When do I need a sponsor organisation?**

If you are applying as an individual or on behalf of an informal organisation or unconstituted group, you will need to ask a more formal, constituted organisation to sponsor your application. This can be a registered charity, a company limited by guarantee, or a not-for-profit group constituted in some other way.

You will need to list the organisation on your application form and the funds will be given to them to pass on to you.

#### **8. What is the deadline for applications and when will decisions be made?**

In the financial year 2014-15, there is only one round of funding and the deadline for applications is December 15 2014. Decisions will be made at the Area Committee meetings on 15 January 2015 and you will be encouraged to attend this meeting to discuss your proposal.

From 2015-16 onwards, there will be two rounds of funding in each financial year, in June and January. The dates for these meetings have not yet been set but the deadlines for applications will be approximately one month beforehand in each case.

#### **9. How will a decision be made about my project?**

Your application will go through an initial due diligence process – which includes looking at whether it has been demonstrated that the proposal is in line with Council's priorities and does not require on-going financial support – and you will be notified if your project does not pass this or if the Council needs further information to process it.

All applications which fulfil the criteria set out above will be put before the Area Committees for consideration. You will be encouraged to attend the meeting.

Applicants are encouraged to discuss proposals with a Councillor, who will be able to champion your application at the Committee. If that Councillor is unable to attend, you will be invited to present the project yourself or to approach your local Ward Councillor to do so on your behalf. The sponsor Councillor can also make a recommendation that you seek match funding for part of the cost of the project.

The final decision will be taken by the Area Committee.

#### **10. What is the role of Councillors?**

Members of the Area Committee to which you apply will make the final decision on whether or not your project is funded.

Your Ward Councillor or sponsor Councillor (if different) will be asked to comment in support of your application, champion your project to the Committee and promote it within the local area.

Councillors cannot themselves bring projects forward for funding.

### **11. What happens next?**

If full funding is agreed by the Committee, the funding will be released following the decision. If match funding is required, you will receive a letter from the Committee Chair asking you to advise when the additional funds have been secured.

You will be notified within one week if your application has been successful, asking you for the relevant bank details.

Payment will be made directly to you or your organisation if you do not require a sponsor. If you require a sponsor organisation payment will be made through their bank and they will need to pass the money on to you.

Once funding is approved and payments made, you will be asked to provide receipts or copy invoices to the value of the funding (or above). Any unspent funds must be returned to the Council.

Successful applicants will be asked to submit a photograph demonstrating that their project is complete, and a brief written update on the result, which will form part of a short annual report to the Area Committees each year.

### **12. So, how do I apply?**

Further information is available on the Council's website at [www.barnet.gov.uk/grants](http://www.barnet.gov.uk/grants), including the application form and other conditions of funding.

If you have any questions, or if you would like to request this document in another format for yourself or someone else, please contact the Committee support officers using one of the routes below:

**By email:**

[areacommitteebudgets@barnet.gov.uk](mailto:areacommitteebudgets@barnet.gov.uk)

**By post:**

Governance Service (Area Committee Budgets), Building 2, North London Business Park, Oakleigh Road South, London N11 1NP.





**Policy and Resources Committee**  
**17 February 2015**

<b>Title</b>	<b>Policy and Resources Committee Work Programme</b>
<b>Report of</b>	Andrew Travers, Chief Executive Kate Kennally, Strategic Director for Communities
<b>Wards</b>	All
<b>Status</b>	Public
<b>Enclosures</b>	Committee Work Programme February 2015-June 2015
<b>Officer Contact Details</b>	Kirstin Lambert, <a href="mailto:kirstin.lambert@barnet.gov.uk">kirstin.lambert@barnet.gov.uk</a> 020 83592117

**Summary**

The Committee is requested to consider and comment on the items included in the 2015 work programme

**Recommendations**

- 1. That the Committee consider and comment on the items included in the 2015 work programme**

## **1. WHY THIS REPORT IS NEEDED**

- 1.1 The Policy and Resources Committee's Work Programme 2015 indicates forthcoming items of business.
- 1.2 The work programme of this Committee is intended to be a responsive tool, which will be updated on a rolling basis following each meeting, for the inclusion of areas which may arise through the course of the year.
- 1.3 The Committee is empowered to agree its priorities and determine its own schedule of work within the programme.

## **2. REASONS FOR RECOMMENDATIONS**

- 2.1 There are no specific recommendations in the report. The Committee is empowered to agree its priorities and determine its own schedule of work within the programme.

## **3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 3.1 N/A

## **4. POST DECISION IMPLEMENTATION**

- 4.1 Any alterations made by the Committee to its Work Programme will be published on the Council's website.

## **5. IMPLICATIONS OF DECISION**

### **5.1 Corporate Priorities and Performance**

- 5.1.1 The Committee Work Programme is in accordance with the Council's strategic objectives and priorities as stated in the Corporate Plan 2013-16.

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

- 5.2.1 None in the context of this report.

### **5.3 Legal and Constitutional References**

- 5.3.1 The Terms of Reference of the Policy and Resources Committee is included in the Constitution, Responsibility for Functions, Annex A.

### **5.4 Risk Management**

5.4.1 None in the context of this report.

**5.5 Equalities and Diversity**

5.5.1 None in the context of this report.

**5.6 Consultation and Engagement**

5.6.1 None in the context of this report.

**6. BACKGROUND PAPERS**

6.1 None.

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**London Borough of Barnet  
Policy and Resources  
Committee Work Programme  
February 2015 - May 2015**

Contact: Kirstin Lambert 020 8359 2177 [kirstin.lambert@barnet.gov.uk](mailto:kirstin.lambert@barnet.gov.uk)

Subject	Decision requested	Report Of	Contributing Officer(s)
17 February 2015			
Statement of Community Involvement	To approve the draft Statement of Community Involvement. The Statement of Community Involvement (SCI) sets out how the Council will involve people in the preparation of planning documents and the consideration of planning applications.	Enterprise & Regeneration Lead Commissioner	
Budget and Medium Term Financial Strategy for 2015/16 - 2019/20	To approve the Corporate Plan and Budget / Medium Term Financial Strategy for 2015/16 – 2019/20 for referral to Council	Chief Operating Officer (Director of Finance / Section 151 Officer)	
Sport and Physical Activity business case		Strategic Director for Communities	
Barnet's membership of the LGA	To consider the Council's membership of the Local Government Association	Director of Strategy	
Authorisation to procure off site document management services	To gain approval for expenditure for an off-site archive contract as part of the Smarter Working Project. This was mistakenly missed from the procurement forward plan presented to the Committee in January 2015.	Commercial and Customer Services Director	

<b>Subject</b>	<b>Decision requested</b>	<b>Report Of</b>	<b>Contributing Officer(s)</b>
Referral from the Hendon Area Committee	Proposal to offset the loss of parking income by offering free parking on Saturdays at the Bunns Lane Station Car Park.	Head of Governance (Acting)	
Developing a new vision for Cophall	This report will set out the parking issues, profit share and commercial issues in relation to the Cophall Stadium	Commercial and Customer Services Director	
Governance arrangements - Barnet/Harrow IAA	To consider a report on changes to the Inter-Authority Agreement	Chief Executive	
<b>24 March 2015</b>			
Waiver of the Contract Procedure Rules For Fremantle Trust and Age Concern Barnet Contracts	Report to note a decision taken under emergency delegated powers - waiver of the Contract Procedure Rules For Fremantle Trust and Age Concern Barnet Contracts	Assistant Director Adults and Communities	
Customer Access Strategy	To approve the Customer Access Strategy	Commercial and Customer Services Director	

Subject	Decision requested	Report Of	Contributing Officer(s)
Approval of Fees and Charges above inflation	To approve referrals from the Environment and Assets, Regeneration & Growth and Environment committees on Environment, Planning & Regeneration and StreetScene Fees and Charges for 2015/16	Chief Operating Officer (Director of Finance / Section 151 Officer)	
Local Development Scheme	To approve the Local Development Scheme. The Local Development Scheme (LDS) sets out the three-year 'project plan' to be used for the preparation of the separate but interlinked documents that will make up the Local Plan.	Enterprise & Regeneration Lead Commissioner	
Business Planning Update	To approve Management Agreements	Chief Operating Officer (Director of Finance / Section 151 Officer), Strategic Director for Communities, Strategic Director for Growth and Environment	
Grahame Park Stage B	To approve the Supplementary Planning Document for the regeneration of Grahame Park for consultation	Enterprise & Regeneration Lead Commissioner	
<b>5 May 2015</b>			
North London Waste Plan	To approve the North London Waste Plan (Reg 18) for consultation.	Enterprise & Regeneration Lead Commissioner	



Subject	Decision requested	Report Of	Contributing Officer(s)
Green Infrastructure Supplementary Planning Document	To approve for adoption: Green Infrastructure Supplementary Planning Document	Enterprise & Regeneration Lead Commissioner	
<b>Items to be Allocated</b>			
Inter Authority Agreement between North London Waste Authority and it's seven Constituent Authorities	To agree the Inter Authority Agreement between the North London Waste Authority (NLWA) and the seven constituent authorities. The main item in the Inter Authority Agreement is the agreement to change to menu pricing, which will alter the way in which the constituent authorities pay NLWA, which will lead to a fairer system. In 2014/15 Barnet's payments to NLWA will be approximately £11m.	Street Scene Director	
Affordable Housing Supplementary Planning Document	To approve for consultation: Affordable Housing Supplementary Planning Document	Enterprise & Regeneration Lead Commissioner	

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