

	<h2>Adults and Safeguarding Committee</h2> <h3>10th November 2016</h3>
<p style="text-align: right;">Title</p>	<p>Business Planning</p>
<p style="text-align: right;">Report of</p>	<p>Commissioning Director for Adults and Health</p>
<p style="text-align: right;">Wards</p>	<p>All</p>
<p style="text-align: right;">Status</p>	<p>Public</p>
<p style="text-align: right;">Urgent</p>	<p>No</p>
<p style="text-align: right;">Key</p>	<p>Yes</p>
<p style="text-align: right;">Enclosures</p>	<p>Appendix A - Adults and Safeguarding Committee Revenue Savings Programme Appendix B – Adults and Safeguarding Committee – Core Leisure Fees and Charges</p>
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<h2>Summary</h2>
<p>A Business Planning report was considered by Policy and Resources Committee on the 28 June 2016, outlining the Council’s updated Medium Term Financial Strategy (MTFS) to 2020. The paper set out the proposed revenue and capital budget amendments for 2016/17 as well as setting out the previously agreed savings requirements across Theme Committees for the period 2017-20.</p>
<p>This report sets out the strategic priorities, indicative budget and capital programme proposals for the Adults and Safeguarding Committee up to 2019/20.</p>
<p>Theme Committees are asked to confirm delivery of savings against plans agreed at the March 2016 Council meeting. The overall targets for Theme Committees remain the same and any proposals that are either unachievable or will not deliver on their original estimate will need to be supplemented by bringing forward new proposals to meet the gap.</p>
<p>The savings target for the Adults and Safeguarding Committee from 2017-20 is £15.07</p>

million. The savings plans presented in this report have been reviewed and adjusted either by re-profiling where plans are developing, reducing targets on original estimates or removing lines where savings were deemed unachievable. New savings have been identified to meet the gap; Key changes and new proposals in 17/18 are as follows:

- Re-profiled savings include bringing forward £283k on the Transformation of Your Choice Barnet supported living and day-care services (E5); reductions in savings from Older adults DFGs (R6) of £100k and Wheelchair housing (R10) of £85k.
- Removed savings from 2017/18 include the shared service and new delivery model (E3), Moreton Close extra-care housing (R3), older people homeshare (R11) and older adults carers in work (R5). These savings are £654k, £95k, £44k and £141k respectively.
- New proposals include Better Care Fund (BCF) uplift of 1.5% (I1) and proposed changes to the Fairer Contributions Policy (I2) totalling £393k.

This report seeks the Committee's agreement to the revenue savings programme and charging and contributions proposals for the adult social care and leisure budgets. It also seeks agreement to commence formal consultation on changes to the Council's Fairer Contributions Policy.

The budget projections through to 2020 are indicative figures. The budget 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.

Recommendations

- 1. That the Adults and Safeguarding Committee agrees to the savings programme as set out in Appendix A for recommendation to the Policy and Resources Committee.**
- 2. That the Adults and Safeguarding Committee agrees to the commencement of formal public consultation on the proposed changes to the Council's Fairer Contributions Policy to start in November 2016.**
- 3. That the Adults and Safeguarding Committee agrees to delegate authority to the Adults and Health Commissioning Director to progress the plans for the proposed changes to the Council's Fairer Contributions Policy, and in consultation with the Chairman of the Committee agree the Policy taking into account the feedback from the public consultation and the Equalities Impact Assessment.**
- 4. That the Adults and Safeguarding Committee agrees to the proposal for the core leisure fees and charges 2017/18 to take effect from 1st April 2017- 31st March 2018.**

1. WHY THIS REPORT IS NEEDED

- 1.1 The past five years have been challenging for all local authorities; the combination of reduced public spending and increasing demand meant that Barnet needed to save £75 million between 2011 and 2015, just over a quarter of its budget. As far as possible, the council sought to meet this challenge through savings to the 'back office' to protect our front-line services. During this time of significant challenge, the Council has seen levels of resident satisfaction remain high both in terms of satisfaction with the Council as well as with a range of local services. The latest Residents' Perception Survey indicates that 89 per cent of residents are satisfied with Barnet as a place to live and 77 per cent feeling that the Council is doing a good job.
- 1.2 With financial pressure on the Council set to continue, the next four years will continue to present challenges. However, there will also be some significant opportunities. Savings plans to close the £80.1 million gap (2016-20) were agreed by Full Council in March 2016, with £5 million to be funded by reserves in 2019/20. Whilst funding savings from reserves is not sustainable in the long term the chief financial officer recognises that the council tax base beyond 2020 is expected to increase, based on projected council tax receipts from new housing in the west of the borough and therefore the use of reserves is projected to be necessary for one year only.
- 1.3 However, in spite of these challenges, there are significant opportunities for Barnet, with a focus on protecting vital services by managing demand and directing resource to those most in need. Successful demand management relies on an understanding of the types of demand, and how we work differently to deliver positive outcomes. Many of our service transformation programmes have demand management at their core to ensure that this objective is met. There is also an increased focus on building community resilience; helping residents to help themselves so that they are equipped to do more and become less dependent on statutory services.
- 1.4 As funding from central Government reduces to zero, the Council will need to generate its income through local and regional sources of funding – Council Tax, Business Rates, fees and charges, and the commercialisation of some services where appropriate. Whilst challenging, this also provides all authorities with an opportunity. The Council is also placing an increased focus on investment in infrastructure and is continuing with its ambitious regeneration plans, which will create over 20,000 new homes and 30,000 new jobs in the borough. Our regeneration programme will also generate more than £11m in recurrent income by 2025 and £50m in one off income by 2020, which is to be invested in the borough's infrastructure.
- 1.5 Theme Committees are asked to confirm delivery of savings against plans agreed at the March 2016 Council meeting. The overall targets for Theme Committees remain the same and any proposals that are either unachievable or will not deliver on their original estimate will need to be supplemented by bringing forward new proposals to meet the gap.

1.6 Whilst there have been minor changes to how the overall savings targets will be achieved between 2017-20, officers consider the service priorities should remain unchanged. The vision, key outcomes and priorities that have informed the commissioning plan are outlined below:

- Social care services for adults have a key role to play in improving the lives of Barnet’s most vulnerable residents, working with housing, education and health services to enable people to stay independent and live for longer in their own homes.
- The integration of health and social care commissioning will make it easier for services to achieve this, while helping the NHS to manage demand on hospital services.
- Transformation of social care services will empower more young people with complex disabilities to stay in Barnet, where they grew up, and people with mental health issues will receive support focused on helping with their whole life, for example, getting a job and a home of their own.
- Improved leisure facilities, parks and open spaces will allow Barnet’s residents to be some of the most active and healthy in London, helping to manage demand for adults’ social services.

Priority	Key Outcomes
<p>Planning for Life</p>	<p>Working age adults and older people live a healthy, full and active life and their contribution to society is valued and respected.</p> <p>Social Workers will work with older and working age adults to support them to remain independent, focussing on what they can do and how they can increase their resilience.</p> <p>We are working to ensure accommodation supports people to live independently, through increased numbers of home adaptations, building more accessible and extra-care housing; and use of assistive technology.</p> <p>We have implemented a Shared Lives scheme, supporting disabled people to live in family homes, develop their independence and prevent the need for long-term residential care. We are promoting Home Share schemes, to enable people to stay in their own homes with support.</p> <p>We will develop a dementia network and become a dementia friendly community. Our later life planners, dementia advisors, dementia cafes and memory assessment service support older people, those with dementia and their carers to stay active and involved in their community.</p> <p>Our neighbourhood model of community support for older people focuses on wellbeing and inclusion, and will continue to support over 6,000 people, with a wide and expanding</p>

	<p>range of activities including gardening and lunch clubs, information and advice, digital inclusion, befriending, strength and balance (falls prevention) classes, yoga, walks, music groups and sing-alongs in 50 locations across the borough.</p>
<p>Prevention and early intervention</p>	<p>Working age adults and older people are provided with the tools to manage their own health and wellbeing and maintain independence.</p> <p>We have made more information and guidance available at the first point of contact through the ‘social care direct’ service which has been enhanced with increased numbers of qualified Social Workers, Prevention Officers and an improved directory of services.</p> <p>We’re intervening earlier, to help residents get back on their feet sooner and prevent crises through the roll out of our integrated health and care team for older people (BILT) to cover the whole of Barnet.</p> <p>Our new programme of support for carers of people with dementia will support carers to continue to care for their loved one and maintain their family together.</p> <p>Our commissioned prevention services will focus on increasing wellbeing, reducing the risk of unplanned hospital admissions and increasing ability to manage daily living and participate in the community through community development projects, and supporting Public Health initiatives such as Community Centred Practice; using health volunteers to encourage resilience and self-management.</p> <p>We have established a new personal assistants matching service so that people with care and support needs can be more in control of their own support.</p> <p>To help people with learning difficulties and mental health issues play an active part in their communities, we’re putting them in contact with support networks, and working with day services and employers to ensure access to employment, volunteering and training.</p>
<p>Person centred Integrated support</p>	<p>Working age adults and older people have timely access to health and social care support that maintains independence and avoids hospital admission or admission to residential care.</p> <p>Social care commissioning will be integrated with primary and secondary health services to deliver better outcomes for residents.</p>

	<p>Our Better Care Fund plan for will focus on the comprehensive roll out of our integrated care model, helping people get back on their feet through integrated teams, Rapid Response Care, Home From Hospital and Enablement services. This will ensure that residents are able to access joined up services that are appropriate for their needs, with earlier intervention reducing the need for more intensive social care services.</p> <p>Improved telecare provision, driven by advances in technology, will help people to care for themselves in their own homes.</p> <p>We have developed a model of mental health social care focused on recovery and maximising inclusion and are expanding the Barnet Network service.</p> <p>Our integrated learning disability team will work across social care, community health and mental health to support people with complex needs remain safe, well and as independent as possible.</p>
Safeguarding	<p>Working age adults and older people are supported to live safely through strategies which maximise independence and minimise risk from abuse and neglect.</p> <p>Safeguarding concerns will be responded to quickly through our enhanced Social Care Direct Service, resolving the issues as quickly as possible.</p> <p>With our partners in the Police, the NHS and the voluntary sector, we will continue to embed and champion the principles of Making Safeguarding Personal</p> <p>We have implemented the new Pan-London Multi-agency Safeguarding procedures, ensuring a consistent approach to safeguarding across London.</p> <p>We will work with partners to improve multi-agency responses to local needs, particularly in the areas of pressure ulcers, and self-neglect. We have implemented a new approach to pressure ulcers and self-neglect.</p> <p>We will work with the police and other partners to improve Access to Justice for vulnerable adults.</p>
Carers	<p>Carers are valued as expert partners in supporting working age adults and older people to live independent lives.</p>

	<p>We have commissioned a new support service for carers and young carers which will allow for an integrated, holistic approach to support. Support will be offered to carers which will consider the needs of both the carer and the person who they are caring for (e.g. offering activities for both the carer and person being cared for or peer support groups for the carer and specific activity for person receiving care).</p> <p>We will train our staff to improve the quality and numbers of carers' assessments undertaken and to ensure that support plans are helping carers to maintain and increase their own health and wellbeing and achieve the outcomes that they desire.</p> <p>We have strengthened the current carers' support offer through the use of assistive technology and intensive support for carers of people with dementia. A new specialist dementia support team has been established.</p> <p>We will work to ensure support provided is targeted and tailored to meet individual carer's needs through better support planning and applying a whole family approach aiming to reduce the number of carer breakdowns.</p> <p>We will better support carers to balance work and caring commitments, working with employers to ensure they are aware of carers' employment rights and know how to support carers in their workforce to remain in employment.</p>
Leisure Services	<p>Health and wellbeing outcomes are achieved in a manner that is sustainable.</p> <p>We aim to empower communities through a sustainable sport and physical activity pathway which encompasses a multi-agency approach through the 'Fit & Active Barnet' Partnership Board, which will be re-introduced in 2017</p> <p>We will improve and enhance Barnet leisure facilities; developing schemes at Barnet Copthall Leisure Centre and in Victoria Recreation Ground.</p> <p>We will promote a range of high quality, affordable and inclusive opportunities that raise awareness, highlighting the benefits of leading an active lifestyle; focusing on groups we know to be under-represented</p> <p>We will work to achieve prevention and early intervention preventing the onset of long term health conditions via our commissioned activity.</p>

	<p>We will work to integrate public health outcomes within a new leisure contract.</p> <p>We will improve strategic alignment to ensure opportunities are concentrated in a range of settings to sustain future activity; via the workplace, community, leisure, education, travel and open environment</p> <p>We will facilitate local, regional and national partnerships that advocate strategic investment in Barnet, that encourage people to lead a more active and healthy lifestyle.</p>
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1.7 The Adults Transformation Programme has developed a programme of work to change the way in which adult social care services are provided to meet the outcomes and priorities set out above within available resources. Progress reporting on the commissioning plan is presented to the Adults and Safeguarding Committee twice yearly, with project performance also reported to the Performance and Contracts Management Committee.

1.8 Revenue

The savings target for Adult's and Safeguarding Committee from 2017-20 is £15.07 million. The savings target for 2017/18 was £5.41 m. Through the review of the savings plans, risks to achievement have been reviewed and mitigated either through re-profiling where plans are developing, reducing targets or removing lines where savings were deemed unachievable. The savings target for 2017/18 has been revised and is now £4.87m. Substitute savings have been identified to close the gap over the overall period 2017-20. There is a plan in place to deliver each of the savings lines. The targets are ambitious and there are potential reputational and delivery risks which will be managed as plans progress.

Key changes and new proposals in 2017/18 are as follows:

- Re-profiled savings include bringing forward £283k on the Transformation of Your Choice Barnet supported living and day-care services (E5); reductions in savings from Older adults DFGs (R6) of £100k and Wheelchair housing (R10) of £85k.
- Removed savings from 2017/18 include the shared service and new delivery model (E3), Moreton Close extra-care housing (R3), older adults carers in work (R5) and older people home share (R11). These savings are £654k, £95k, £141k and £44k respectively.
- New proposals include Better Care Fund (BCF) uplift of 1.5% (I1) and proposed changes to the Fairer Contributions Policy (I2) totalling £393k.

Appendix A sets out the savings proposals for the Adults and Safeguarding Committee through to 2020.

1.9 Changes to the Fairer Contributions Policy

- 1.9.1 Financial regulations require that, for fees and charges within its remit, the Adults and Safeguarding Committee must approve changes to fees and charges that are above inflation by 2% or more, and the introduction of new charges. The inflation figures is 1.8%, therefore fees and charges above 3.8% (1.8% + 2%) will require this Committee's approval and a report to the Policy and Resources Committee for noting.
- 1.9.2 Residents in receipt of social care are assessed to determine the financial contribution that they should make to the cost of their care. For community based services, there is national legislation (Care Act 2014, Care and Support (Charging and Assessment of Resources) Regulations 2014) that provides a framework within which local authorities must determine their local policies.
- 1.9.3 This report presents proposals to revise Barnet's Fairer Contributions policy which has largely remained unchanged since 2011. In the last five years there have been a number of changes which directly or indirectly impact on contribution policies including changes to welfare benefits, new community care legislation and market changes within the care sector.
- 1.9.4 These proposals are for fees and charges for community based (non-residential) care services which include: home care; day care; supported living; extra-care housing; direct payments and other services (for example the assist alarm service) that are financially assessed under the Fairer Contributions Policy.
- 1.9.5 These proposals will be subject to service specific consultation and Equalities Impact Assessment.
- 1.10 Raising the current maximum rates for home care
- 1.10.1 Currently, the maximum amount someone using home care services will pay as their assessed contribution is £13.84 per hour. In 2011 this amount reflected the average cost of providing home care services.
- 1.10.2 It is proposed to raise the maximum rate for home care services from £13.84 per hour to the lowest hourly rate the Council pays to its new providers (currently £15.28 per hour). This would start in April 2017 and be reviewed annually to ensure that the rates used in future continue to reflect what the Council actually pays home care providers.
- 1.10.3 The increase would only be paid by those who have been assessed to pay the maximum contribution towards their care services. Those who pay the maximum charges are those who have been assessed to pay the full cost of their care, with either declared savings/capital above the savings/capital threshold (£23,250 for 2016/17) or those who have chosen not to disclose their finances and agree to pay the maximum charge; or those whose level of disposable income means that they have also been financially assessed to pay the maximum charge.

1.10.4 To support people who may be negatively affected by these changes it is proposed that increases in contributions are capped to £20 per week for the first two months following the increase.

1.11 Raising the current maximum rates for day care

1.11.1 Currently, the maximum contribution that someone using day care would pay is £37 per day. This amount has not changed since 2011.

1.11.2 It is proposed to raise the maximum charge for day care services to reflect the actual amounts that the Council pays the individual's care provider for their day care. This increase would only be paid by those who have been assessed to pay the maximum contribution towards their care services. This would start in April 2017 and be reviewed annually to ensure that the rates used in future continue to reflect what the Council actually pays day care providers.

1.11.3 Unlike the proposals for the home care maximum charge, the day care maximum charge would be different for different people depending on their provider and the day care service provided. Most people's day care costs around £48 per day, but a few people receive care that costs more.

1.11.4 The increase would only be paid by those who have been assessed to pay the maximum contribution towards their care services. Those who pay the maximum charges are those who have been assessed to pay the full cost of their care, with either declared savings/capital above the savings/capital threshold (£23,250 for 2016/17) or those who have chosen not to disclose their finances and agree to pay the maximum charge; or those whose level of disposable income means that they have also been financially assessed to pay the maximum charge.

1.11.5 To support people who may be negatively affected by these changes it is proposed that increases in contributions are capped to £20 per week for the first two months following the increase.

1.12 Removing a partial disregard on disability benefits

1.12.1 Since 2003, with the introduction of Fairer Charging (England and Wales), Councils have been required to apply a partial disregard to some disability benefits paid to people with care needs. This disregard applies to Attendance Allowance (AA) and Disability Living Allowance (DLA). Both of these benefits are paid when someone has been assessed as needing care by the Department for Work and Pensions (DWP).

1.12.2 The amount of the disregard for both benefits is currently £27.20 per week (2016/17 rates). For people aged 65 or over, the disregard of £27.20 is the difference between the lower rate (£55.10 per week) and higher rate (£82.30 per week) component of AA. For people aged under 65, the disregard of £27.20 is the difference between the middle (£55.10) and higher rate care (£82.30) component of DLA.

- 1.12.3 Personal Independence Payments (PIP) are currently being introduced as a benefit to replace DLA. PIP is paid at a standard rate (£55.10) and an enhanced rate (£82.30). The rate paid depends on the individual's ability to undertake activities related to daily living. The Government's aim is for everyone in receipt of DLA to have moved to PIP by 30 September 2017.
- 1.12.4 The Care Act 2014 and statutory guidance no longer requires Councils to apply the partial disregard of DLA (care component) and AA. It also allows councils to count in full PIP as income when assessing contributions. An increasing number of Councils have removed or are consulting on removing the partial disregard which applied to DLA and AA.
- 1.12.5 There is scope to treat the £27.20 per week, the amount that is currently disregarded, as assessable income. This additional allowance is generally paid by the DWP because the person has night time care needs. The Care Act guidance allows Councils to take into account the whole amount of AA, DLA (care component) and PIP (standard and enhanced daily living component). This would in effect remove the partial disregard of £27.20 (2016/17 rates).
- 1.12.6 The proposal is to remove the partial disregard of £27.20 (2016/17 rates) for both the higher rate attendance allowance and the higher rate care component of DLA. Removing this disregard would mean that the Council would then treat in full AA and DLA (care component) as income when financially assessing contributions towards care. The Council would also treat PIP (standard and enhanced daily living component) in full as income.

1.13 Changing the policy on guaranteed minimum income

- 1.13.1 Under the Council's Fairer Contributions Policy, the amount someone contributes towards their care is based on their income and outgoings. The lowest level of income that someone is expected to live on to meet everyday living costs is called the guaranteed minimum income. This is used to protect how much disposable income people have after contributing towards the cost of their care. Under the Council's current Fairer Contributions Policy the guaranteed minimum income is set at the existing benefits rates plus an additional 25%.
- 1.13.2 Every year the Council's guaranteed minimum income is normally increased in accordance with Department of Health guidance. This year, for the first time, the Department of Health maintained its guaranteed minimum income at 2015/16 levels even though some benefits increased. Under its Fairer Contributions Policy, the Council assessed contributions using the new benefits rates plus an additional 25%. This has resulted in a gap between the Department of Health's guaranteed minimum income and the Council's guaranteed minimum income. This led to the Council receiving lower contributions of around £100,000 in 2016/17.

1.13.3 To future proof the Council's Fairer Contributions Policy, it is proposed to align the Council's guaranteed minimum income within its Fairer Contributions Policy to the Department of Health's guaranteed minimum income (which is set in April every year) or the Council's current level of £194.50 whichever is the highest.

1.14 **Core leisure fees and charges**

1.14.1 Greenwich Leisure Limited (GLL) are responsible for producing a core pricing proposal outlining recommended price increases for Council approval on an annual basis as per the conditions of the leisure contract (inclusive of tender section 10 & operation requirements section 2.2.3).

1.14.2 The pricing schedule follows clause 6 of the contract which is based on RPIX. GLL have submitted their increment proposals for 2017/18 which can be located in Appendix B. As per the contractual agreement, the operator has the ability to increase core leisure pricing in line with inflation.

1.14.3 Core prices approved will form part of a pricing schedule that is effective from 1st April 2017– 31st March 2018 at all 5 leisure facilities;

- Barnet Cophall Leisure Centre.
- Barnet Burnt Oak Sports Centre.
- Finchley Lido Leisure Centre.
- Hendon Sports Centre.
- Church Farm Leisure Centre.

1.14.4 The proposed schedule for 2017-18 is indicative of a range from 0% - to a maximum of 1.5%, below the rate of inflation (assumed at 2%).

1.14.5 All leisure industry standard pricing is rounded to the nearest 5p, which is reflected within the increments in the attached detail. This is standard in the leisure industry as it is linked to IT payment systems and customer satisfaction.

1.14.6 The prices set out in Appendix B are referred to as 'core' prices. These are prices that the Council has the authority within the contract to approve each year. All other fees and charges within the leisure management contract are referred to as 'non-core' prices. 'Non-core' items typically relate to monthly direct debit memberships. These prices are set centrally by GLL which has the ability to decrease or increase these non-core prices without obtaining Council authorisation.

2. **REASONS FOR RECOMMENDATIONS**

2.1 This report sets out the indicative proposals for how the Committee will achieve the revenue savings confirmed by the Council's Policy and Resources Committee on 28 June 2016 and which accord with the priorities of the Adults and Safeguarding Committee set out in paragraph 1.6.

3. **POST DECISION IMPLEMENTATION**

- 3.1 These proposals will be considered by the Policy and Resources Committee on 1 December 2016 and will form part of the delivery of the Council's Medium Term Financial Strategy. Public consultation on the Council's Medium Term Financial strategy will commence in December.
- 3.2 A formal public consultation on the proposed changes to the Council's Fairer Contributions Policy will commence on 14 November 2016 and close on 3 February 2016.
- 3.3 Acting under delegated powers, the Adults and Health Commissioning Director will progress the plans for the proposed changes to the Council's Fairer Contributions Policy, and in consultation with the Chairman of the Adults and Safeguarding Committee, agree the policy taking into account the feedback from the public consultation and the Equalities Impact Assessment.

4. **IMPLICATIONS OF DECISION**

4.1 **Corporate Priorities and Performance**

- 4.1.1 The Council's Corporate Plan for 2015-20 sets the vision and strategy for the next five years based on the core principles of **fairness, responsibility and opportunity**, to make sure Barnet is a place:

- Of opportunity, where people can further their quality of life.
- Where people are helped to help themselves, recognising that prevention is better than cure.
- Where responsibility is shared, fairly.
- Where services are delivered efficiently to get value for money for the taxpayer.

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

- 4.2.1 The Adults Transformation Programme has a budget of £2.7m to deliver the remaining £15.07m of savings to 2020. Key investments include the alternative delivery vehicle and new operating model projects, support for carers, continuing to developing employment support opportunities, housing and support projects and programme infrastructure to co-ordinate activity, manage risk, dependencies and monitor progress.
- 4.2.2 Although the savings have been revised and meet the total of £15.07 million up to 2020, the profiling of the savings has changed. The original profile had £5.4 million to be achieved in 2017/18; whereas the revised profile only achieves £4.9 million. This has an impact on the overall Medium Term Financial strategy.

- 4.2.3 The Sport and Physical Activity (SPA) Project has a budget of £1.5m to deliver the outcomes specified within the project up 2018/19. This includes the procurement and final award of a new leisure contract, an annual management fee (income) to the Council, an application for £2m to Sport England Strategic Facilities Investment Fund, the design and build of Barnet Copthall Leisure Centre and New Barnet Leisure Centre, completion of a Diving Feasibility Assessment, resident engagement and communications, management of risk, dependencies and monitoring progress.
- 4.2.4 Appendix A identifies the areas where it is proposed to deliver savings to meet the financial challenges facing the Council and is in line with the overall target savings set by the Policy and Resources Committee on 28 June 2016.
- 4.2.5 At month 6 2016/17, Adult Social Care services are predicting a forecasted overspend of £4.77m due to increasing demographic pressures and increased referrals from the NHS.
- 4.2.6 It has been estimated that the proposals to change the Fairer Contributions Policy for non-residential care services would generate an additional £290k of contributions in 2017/18.

4.3 Social Value

- 4.3.1 The Public Services (Social Value) Act 2013 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. In taking forward the proposals due regard will be paid to the Social Value Act. We will seek added value that providers can bring in delivering our services such as where apprenticeships are provided.

4.4 Legal and Constitutional References

- 4.4.1 All proposals emerging from the business planning process will need to be considered in terms of the Council's legal powers and obligations (including, specifically, the public sector equality duty under the Equality Act 2010). All Proposals have already or will be subject to separate detailed project plans and reports to committee. The detailed legal implications of these proposals are included in those reports which will have to be considered by the Committee when making the individual decisions.
- 4.4.2 The Adults and Safeguarding Committee is approving these proposals for referral to the Policy and Resources Committee. These proposals will then be referred to Council so that Council can approve the budget envelope and set the Council Tax. There will be contingencies within the budget envelope so that decision makers have some flexibility should any decisions have detrimental equalities impacts that cannot be mitigated.
- 4.4.3 The Terms of Reference of the Adults and Safeguarding Committee are set out in the Council's Constitution, Part 15, and Responsibility for Functions. Under paragraph 4.3.9 of the Council's Financial Regulations, changes to fees and charges are approved by the Theme Committees.

The responsibilities of the Adults and Safeguarding Committee:

To submit to the Policy and Resources Committee Proposals relating to the Committee's budget for the following year in accordance with the budget set.

<http://barnet.moderngov.co.uk/documents/s18093/15aResponsibilityforFunctionsAnnexA.doc.pdf>

4.5 Fees and Charges

4.5.1 Local authorities are permitted under section 14 of the Care Act 2014 to charge for the cost they incur in meeting social care and support needs under the Act. It also sets out when not to make a charge and that a financial assessment of the person's resources must be undertaken to determine what they can afford to contribute towards the cost of their care.

4.5.2 The Care Act 2014 makes provision for regulations to be made to set out the detail with regard to financial assessments and how to calculate what a person can afford to contribute towards the cost of their care and support, in particular, how different types of income and capital should be treated and the minimum amount of income a person must be left with after charging. This is set out in the Care and Support (Charging and Assessment of Resources) Regulations 2014.

4.5.3 Further detailed guidance with regard to charging is set out in the Care and Support Statutory Guidance issued under the Care Act 2014 by the Department of Health in October 2014 (CASSG) and updated in May 2016. Barnet Council must have regard to this guidance.

4.6 Risk Management

4.6.1 The Council has taken steps to improve its risk management processes by integrating the management of financial and other risks facing the organisation. Risk management information is reported quarterly to the council's internal officer Delivery Board and to the relevant Committees and is reflected, as appropriate, throughout the annual business planning process.

4.6.2 Risks associated with each individual saving proposal will be outlined within the individual Committee report as each proposal is brought forward for the Committee to consider.

4.7 Equalities and Diversity

4.7.1 Equality and diversity issues are a mandatory consideration in the decision-making of the Council. This requires elected Members to satisfy themselves that equality considerations are integrated into day to day business and that all proposals emerging from the finance and business planning process have properly taken into consideration what impact, if any, there is on any protected group and what mitigating factors can be put in train.

4.7.2 The public sector equality duty is set out in s149 of the Equality Act 2010:

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.

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.

4.7.3 The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

4.7.4 Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, the need to:

- (a) Tackle prejudice; and
- (b) Promote understanding.

4.7.5 Compliance with the duties in this section may involve treating some persons more favourably than others but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act.

4.7.6 The relevant protected characteristics are:

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

- Sexual orientation.

4.7.7 As individual proposals are brought forward for consideration by the Adults and Safeguarding Committee, each will be accompanied by an assessment of the equalities considerations, setting out any potential impact of the proposal and mitigating action. The equalities impact of all proposals will be reviewed as proposals develop and will inform the final consideration of the savings proposals by the Policy and Resources Committee on 23rd February 2017.

4.7.8 Where there are changes to service delivery, it is inevitable that these will impact on individuals in different ways. However at each stage of the process, the Council will conduct full EIA to ensure that where some current and future clients are impacted, proper measures are considered to minimise the effect as far as possible. Those affected by any changes resulting from any of the proposals will be fully engaged. Where necessary proposals will not be implemented or agreed until members have fully considered the equality impacts and responses to any consultation.

4.7.9 In line with the Council's corporate plan and Adults and Safeguarding Commissioning Plan, we aim to promote independence and choice for Barnet residents and service users and to ensure that people participate and contribute to their communities. In order to achieve this, we are reviewing how some of our services are delivered which may mean a change from 'traditional social services' to being more creative and innovative and integrating a strengths based assessment of need into how those services are delivered. By promoting choice and inclusion we will help people to help themselves and others, recognising that prevention is better than cure and build strong, healthy, resilient, successful and safe communities.

4.7.10 The revenue savings sheet shown as Appendix A currently indicates that EIAs have been carried out for 15 savings proposals and 12 of these anticipate a positive impact on equalities and customer satisfaction. There are anticipated positive benefits in the following: E1 3rd party spend (supported living services); R2 for carers intervention; R4 independence of young people; R6 older adults DFG; R7 personal assistants; R9 mental health step down; R10 wheelchair housing; and S1 integrated later life care. Positive or neutral equalities impacts have been indicated by assessments of E4 transformation of Your Choice Barnet, R1 savings through supporting people in the community, R8 working age adults and S2 assistive technology. A preliminary assessment undertaken by officers for the price increases for core leisure fees and charges does not consider there to be an impact on equalities and customer satisfaction.

4.7.11 Three savings are assessed with a potential negative impact. These include proposal E1, Third Party spend, where full equality impact assessments have been undertaken on the proposed changes, as well as consideration being given to the cumulative impact of the proposals. The analysis indicates there are potential negative impacts on some older service users including those with disabilities, (learning disabilities and mental health issues) as well as people from specific BME communities. Attention has been paid to mitigating the impact on these groups. This proposal, including a recommendation for

consultation, will be presented within the Prevention and Early Support Services report at the 10 November 2016 Adults and Safeguarding Committee.

4.7.12 Proposed saving E2, mental health staffing efficiencies, has been assessed as having no foreseeable impact on residents or service users. This will continue to be kept under review to ensure that this remains the case. The staffing assessment indicates that the mental health workforce is predominantly female and that the majority of workers are aged 50 or above. As a result the service needs to bear in mind how the mental health proposals may affect the employee's flexible working arrangements and on-going career priorities.

4.7.13 Proposed saving I2, increase charging under the Fairer Contribution Policy, has been assessed as having a minimal negative impact with the mitigation to financially assess clients for affordability and use strengths-based review to look at alternatives.

4.7.14 All human resources implications will be managed in accordance with the Council's Managing Organisational Change policy, which supports the Council's Human Resources Strategy and meets statutory equalities duties and current employment legislation.

4.8 Consultation and Engagement

4.8.1 As a matter of public law the duty to consult with regards to proposals to vary, reduce or withdraw services will arise in four 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.

4.8.2 Regardless of whether the Council has a duty to consult, or 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 extent to which alternatives and discarded options have been discarded. are required to be consulted on.

4.8.3 Public consultation on the overall budget for 2017/18 will commence on 5th December 2016 following the Policy and Resources Committee on 1st December 2016 before the final savings are recommended to Full Council on the 7th March 2017.

4.8.4 The public consultation will give residents an opportunity to comment on the 2017/18 overall budget and the Adults and Safeguarding Committee's individual proposals to deliver the 2017/18 savings identified in this report, before final decisions are formalised in the Council's annual budget.

4.8.5 In terms of service specific consultations, the Council has a duty to consult with residents and service users 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.

4.8.6 Where appropriate, separate service specific consultations have already taken place or are currently taking place for the 2017/18 savings. There are two consultations that are subject to Member approval at the 10 November 2016 Adults and Safeguarding Committee:

- Fairer Contributions Policy. If approved there will be a separate 12 week consultation on the specific proposals on adult social care fees and charges. Residents will be able to engage through an online survey to be published on Engage Barnet, the Council's consultation hub; paper copies of the consultation document and consultation questionnaire (including in EasyRead format) and drop in sessions to be held around the borough (with at least one in the evening). A dedicated hotline and email address will be available for people who need support or have queries.
- Prevention and Early Support Service. If approved, 1-2-1 and group sessions (as required) will be carried out by the Council with service users and their carers and families who are affected by the proposals. Specially arranged meetings and events will be held between November – January to provide services users and their carers with an opportunity to comment on the specific service proposals. There will also be a survey made available, in the same time period, to allow for wider consultation on the proposals. A consultation report will be brought back to the Committee on the 23 January 2017

Consultations have taken place for the following and are included in the papers that are being presented at the 10 November 2016 Adults and Safeguarding Committee:

- Your Choice Barnet Consultation. Following agreement in June at Adults and Safeguarding Committee, to enter into a contract with Your Choice Barnet from 1 February 2017 – 31 March 2022, Committee will be presented with the findings of a consultation regarding the new service offer.
- Extension of extra-care services: consultation has been carried out with carer and service user representatives and this has informed the development of the Barnet model of extra care. Consultation with residents of the sheltered housing scheme at Moreton Close was carried out in September 2013. Further meetings took place with residents to address concerns, individual housing needs and aspirations.

5. BACKGROUND PAPERS

5.1 Relevant previous decisions are indicated in the table below.

Item	Decision	Link
Policy and Resources Committee 10 June 2014	Decision Item 6 - Corporate Plan and Medium Term Financial Strategy 2015/2016 to 2019/2020	https://barnet.intranet.moderngov.co.uk/ieListDocuments.aspx?CId=692&Mid=7856&Ver=4
Policy and Resources Committee 17 February 2015	Decision Item 9 – Sport and Physical Activity Review Outline Business Case	http://barnet.moderngov.co.uk/documents/s21208/Sport%20and%20Physical%20Activity%20Review%20Revised%20Outline%20Business%20Case.pdf
Adults and Safeguarding Committee 19 March 2015	Decision Item 8 – Adults and Safeguarding Commissioning Plan	Item 8 – Adults and Safeguarding Commissioning Plan
Policy and Resources Committee – 24 March 2015	Decision Item 9 – The Better Care Fund 2015-2016 – Agreement to enter into a Pooled Budget with NHS Barnet CCG	http://barnet.modern.gov.co.uk/documents/s22197/The%20Better%20Care%20Fund%202015-2016%20Agreement%20to%20enter%20into%20a%20pooled%20fund%20with%20NHS%20Barnet%20CCG.pdf
Policy and Resources Committee 9 July 2015	Decision Item 10 - Business Planning – 2015/16- 2019/20	http://barnet.moderngov.co.uk/documents/s24390/Finance%20and%20Business%20Planning%20Medium%20Term%20Financial%20Strategy%20201617%20to%20201920.pdf
Adults and Safeguarding Committee 12 November 2015	Decision Item 7 - Business Planning – 2015/16	http://barnet.moderngov.co.uk/documents/s27181/Adults%20and%20Safeguarding%20Business%20Plan%202016-2017.pdf
	Decision Item 12 – A new Operating Model for Adult Social Care	http://barnet.moderngov.co.uk/documents/s27171/A%20new%20operating%20model%20for%20adult%20social%20care.pdf

Item	Decision	Link
Policy and Resources Committee 16 December 2015	<p>Decision Item 7 - Business Planning – Medium Term Financial Strategy 2016-20</p> <p>Decision Item 12: The relocation and redevelopment of Church Farm Leisure Centre and the redevelopment of Barnet Cophall Leisure Centre</p>	<p>http://barnet.moderngov.co.uk/documents/s28174/Business%20Planning%20Medium%20Term%20Financial%20Strategy%202016-20.pdf</p> <p>http://barnet.moderngov.co.uk/documents/s28130/The%20relocation%20and%20redevelopment%20of%20Church%20Farm%20Leisure%20Centre%20and%20the%20redevelopment%20of%20Barnet%20Cophall.pdf</p>
Council 1 March 2016	Report of Policy and Resources Committee - Business Planning 2016-20	http://barnet.moderngov.co.uk/documents/s30002/Report%20to%20Council%20-%20Business%20Planning%202016-20.pdf
Adults and Safeguarding Committee 7 March 2016	<p>Decision Item 7 - Updated Commissioning Plan</p> <p>Decision Item 9 – Adults Social Care Delivery Model project Outline Business Case</p>	<p>http://barnet.moderngov.co.uk/documents/s30106/Commissioning%20Plan%202016-17.pdf</p> <p>http://barnet.moderngov.co.uk/documents/s30109/Alternative%20delivery%20model%20for%20Adult%20Social%20Care.pdf</p>
Adults and Safeguarding Committee 16 June 2016	Decision item 7 Review of Your Choice Barnet Contract	http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=698&MId=8671&Ver=4
Adults and Safeguarding Committee 19 September	Decision item 9 Revised Business Case on Adults Social Care Alternative Delivery Model and Implementation of the New Operation Model	http://barnet.moderngov.co.uk/documents/s34553/Revised%20Business%20Case%20on%20Adult%20Social%20Care%20Alternative%20Delivery%20Vehicle%20and%20Implementation%20of%20the%20New.pdf