

MEETING

CHILDREN, EDUCATION & SAFEGUARDING COMMITTEE

DATE AND TIME

MONDAY 13TH JANUARY, 2020

AT 7.00 PM

VENUE

HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4BQ

Dear Councillors,

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

Item No	Title of Report	Pages
11.	BUSINESS PLANNING	3 - 22

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	<p align="center">Children, Education and Safeguarding Committee 13 January 2019</p>
<p align="center">Title</p>	<p align="center">Business Planning 2020-25</p>
<p align="center">Report of</p>	<p>Chairman of the Committee- Councillor David Longstaff</p>
<p align="center">Wards</p>	<p>All</p>
<p align="center">Status</p>	<p>Public</p>
<p align="center">Urgent</p>	<p>No</p>
<p align="center">Key</p>	<p>No</p>
<p align="center">Enclosures</p>	<p>Appendix A – Medium Term Financial Strategy (MTFS) and Savings Proposals for Committee Appendix B – Approach to Delivery</p>
<p align="center">Officer Contact Details</p>	<p>Chris Munday, Executive Director, Children and Young People - Chris.munday@barnet.gov.uk Ben Thomas, Assistant Director, Family Services Ben.thomas@barnet.gov.uk</p>

<p>Summary</p>
<p>A Business Planning report has been taken to Policy and Resources Committee on 6 January 2019 outlining the council’s updated Medium Term Financial Strategy (MTFS) to 2025 and the future financial challenge facing the Council. The paper also set out the proposed revenue and capital budget amendments for 2019/20 as well as setting out the previously agreed savings requirements across Theme Committees for the period 2020-25.</p> <p>The additional savings target for 2020/21 for the Children, Education and Safeguarding Committee is £1.01m resulting in a total savings requirement of £6.641m for 2020/21. Officers have reviewed the deliverability of savings in the existing MTFS for 2020/21 and identified proposals to meet the additional requirement for 2020/21. This report asks the Committee to consider the revenue savings programme and refer any comments to Policy and Resources Committee for eventual decision by Full Council.</p>

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. A final budget will be considered by Policy and Resources Committee on 19 February 2020 before being recommended to Council on 3 March 2020.

Officers Recommendations

- 1. That the Committee notes the MTFS proposals that relate to the committee as set out in Appendix A after having considered the initial equalities impacts and refer their comments to Policy and Resources Committee for eventual decision by Full Council.**
- 2. That the Committee approve the increases in fees charges listed set out in Table 3 and refer them for noting to Policy and Resources Committee**

1. WHY THIS REPORT IS NEEDED

1.1 Executive Summary

- 1.1.1 This report asks the Committee to consider the savings programme within its authority and to refer comments to the Policy and Resources Committee for eventual decision by Full Council. Additionally, the report sets out the in-year financial position of this Committee.

2. STRATEGIC CONTEXT

2.1 Corporate priorities

- 2.1.1 The council wants to create successful places, achieve great outcomes, deliver quality services and develop resilient communities. Like all councils, however, it faces an increasingly difficult and complex set of challenges – cuts in funding, rising demand for services and uncertainty about how services will be funded in the future.
- 2.1.2 Rapidly changing demographics are also a significant factor in local government challenges and contribute to rising demand for both universal services and targeted support. For 2019, the population of Barnet is estimated to be 400,600 which is the largest of all the London boroughs. The borough's overall population is projected to increase by around 5% by 2030, with the over 65s population set to increase by approximately 33% within this time period.
- 2.1.3 So far, the council has successfully risen to its financial challenges, evidenced by delivering savings in excess of £174m since 2010. However, looking forward, it is anticipated that these challenges are set to continue as the organisation now faces an anticipated budget gap of £71.866m to 2024/25. This includes the savings of £17.343m already identified for 2020-21, plus a further gap of £36.737m to 2024/25.

- 2.1.4 To address that gap, the council will need to make some tough decisions about priorities and how limited funds are spent. This may mean that the council stops doing some things or does them in very different ways, as well as looking at how it can find opportunities to generate more income. We remain open minded on how we will deliver services – whether that be direct or with a public or private sector partner. The focus will be on selecting the best solution available.
- 2.1.5 There are currently two main areas of focus going forwards: building a Barnet fit for the future and delivering first class customer service to our residents. This will require development to work for both current and future residents and why, in addition to houses and flats, we need new transport facilities, commercial areas, investment in our parks and support for our high streets. In addition to this, as technology and the way that people interact with the Council changes, we must adapt to these requirements and be prepared to both meet and exceed the expectations of residents.
- 2.1.6 The Corporate Plan, Barnet 2024, was refreshed as part of the business planning cycle last year, and following a public consultation, was formally adopted by Council on 5th March 2019. This plan sets the overall strategic direction of the council, including outcomes for the borough, the priorities we will focus limited resources on, and how we will approach delivery.
- 2.1.7 So that the council has a plan that reflects local priorities, as well as a financial strategy that will support a financially sustainable position, the development of the Corporate Plan and MTFS were aligned to cover the period 2019/20 to 2023/24. Any amendments to the MTFS throughout this period will be in line with the direction of the Corporate Plan. This will help to ensure we have a medium-term plan setting out how we will allocate our limited resources in line with what we want to achieve for the borough.
- 2.1.8 The three outcomes for the borough focus on place, people and communities:
- A pleasant, well maintained borough that we protect and invest in
 - Our residents live happy, healthy, independent lives with the most vulnerable protected
 - Safe and strong communities where people get along well.
- 2.1.9 To support delivery of the outcomes in the Corporate Plan, Barnet 2024, each Theme Committee will be responsible for delivering any corporate priorities that fall within its remit, as well as any additional priorities that relate to matters the Committee is responsible for under its Terms of Reference. The priorities relevant to this Theme Committee, and the strategic approach to delivery can be seen in Appendix B.
- 2.1.10 These priorities will inform an annual Theme Committee delivery plan which will set out the key activities, performance indicators/targets, and risks in relation to the corporate and committee priorities.

2.2 Committee Context

The vision for this committee, which is set out in the Children and Young People's Plan, is to make Barnet the most family friendly borough in London—where children, young people, and their families are safe and healthy, are informed and responsible, and feel listened to. At the core of this is a resilience based model of practice which involves identifying issues early and supporting families to build their resilience, underpinned by high quality social work. Our safeguarding arrangements for vulnerable children and young people will be effective and robust, with greater interface between services to provide a cohesive approach. We strive for schools in Barnet to remain among the best in the country, with enough early years and school places for all and children achieving the best they can, with attainment and progress of pupils in the top 10% nationally, and the progress of the most disadvantaged and vulnerable pupils accelerated.

2.3 Financial Context

2.3.1 In April and May 2017, Children's services in Barnet were judged by Ofsted to be inadequate when they undertook an 'Inspection of services for children in need of help and protection, children looked after and care leavers, and review of the effectiveness of the Local Safeguarding Children Board'. The Council fully accepted the findings of the report and has been working collectively with the partnership to drive the improvements needed to transform services for children, young people and their families from inadequate to good. In June 2017, the Policy and Resources Committee agreed to invest an additional £5.7m in Family Services. This investment in additional resources has seen a significant decrease in caseloads and increase in management oversight, in order to deliver safe, high quality practice.

2.3.2 During the local authority's last inspection in May 2019, which was under the Inspecting Local Authority Children's Services (ILACs) framework, services in Barnet were judged to be good across all criteria.

2.3.3 The challenging financial climate in which the Service is operating requires a focus on ensuring that resources are deployed effectively to deliver the key outcomes and priorities for the Committee. It is critical that any savings that are proposed are not going to impact on the improvement to the quality of children's services, which could undermine the progress that has been and continues to be made.

2.3.4 Future trends

- Barnet is forecast to have the largest number of children of any London borough by 2020

- The population of children and young people in Barnet is estimated to grow by 3% between 2018 and 2025, when it is projected to reach 101,875
- Projections suggest that by 2025, the population of children and young people in Colindale will be the highest of any ward, although the wards with the highest proportions of young people aged 0-19 years old in 2025 are projected to be: Golders Green (32%), Edgware (30%) and Burnt Oak (29%)
- The overall number of children and young people with SEN statements or Education, Health and Care Plans rose by 26% between 2014 and 2017 and is expected to rise by a further 20% between 2017 and 2025.

2.4 In year (2019/20) Budget Management

2.4.1 The budget forecast projections as at the end of September are based on information that is currently available from the service and shows a budget pressure of £1.161m.

2.4.2 The nature of services provided to children and families by Family Services manage significant levels of risk. The implementation of the Barnet Children's Services Improvement Action Plan based on inspection findings and recommendations reduce this risk and drive forward improvements towards good quality services.

2.4.3 Key pressures making up the £1.161m overspend are identified in staffing, legal, no recourse to public funds, and placements. Children's budgets have been subject to detailed review led by the Director and budget managers and has now been re-aligned against priorities for better forecasting and management purposes. (This process would not adversely affect services and is focused on continuous improvements in management control and the clarity of reporting.) The ongoing pressures after this exercise are reflected in the current forecast position.

2.4.4 Staffing budgets have been reduced by £1.371m due to lower agency mark-ups. Staffing budgets are £0.7m over spent. Detailed staffing monitoring continues to be undertaken, including detailed monitoring and forecasting all agency staff on a week by week basis. Forecasts reflect the service's recruitment plans and held vacancies.

2.4.5 Legal spend is currently projecting an overspend of £0.300m with further risk of £0.100m to the forecast, assuming legal spend will be in line with 2018/19 spend of £1.906m.

2.4.6 No recourse to public funds is forecasted at £0.200m by year end in this demand led statutory area of spend.

2.4.7 The placements forecast, though currently within the realigned budget, includes considerable placement churn of: £1.4m, of which £1.288m is external placements and £0.127m is internal placements. There are, as demonstrated in the forecast movements experienced month by month, considerable

pressures with significant shifts in demand patterns and risks across all such areas to be managed. These tend to mitigate towards year end if only due to part year effects of new placements coming in, however minor adverse changes towards year end can significantly impact following years.

2.5 Children, Education and Safeguarding Pressures and growth monies

2.5.1 Table 1 below sets out the pressures that it has been recommended to Policy and Resources Committee should be funded because they are expected to either carry forward from the current financial year, or they are expected to occur next year.

TABLE 1- PRESSURES

Item	Amount (£000)
Demographics and Complexity (Placement pressures)	990
Special Guardianship Orders	54
No Recourse to Public Funds cases within Family Services	270
Unaccompanied Asylum Seeker Children moving into Care Leaving Services	270
Staffing- agency, following reduction for recharge	405
Placements for 18-25 year olds	270
Libraries- rates and security	144
IT pressures within Family Services	63
Legal costs across social care and education	270
Reduction in schools central block funding for historical commitments	87
TOTAL	2,823

2.6 Children, Education and Safeguarding Committee Savings

2.6.1 In order to address the budget gap between 2020 and 2024 savings proposals have been identified. A range of savings and / or income generation proposals within the Committee's area of responsibility can be seen below within table 2 and in Appendix A for full detail.

2.6.2 Those savings with the references CES 1 to CES 12 are savings proposals that came to the Children, Education and Safeguarding Committee on 29th November 2018. Those savings with the references CES 13 to CES 19 are new savings proposals.

2.6.3 Some of the savings, such as through the transfer of Early Years provision to Cambridge Education, have previously been agreed at this Committee and been implemented and this savings plan reflects the second year of these savings.

2.6.4 Where possible, the approach has been to propose savings through bringing in additional income and through back-office savings rather than reducing services, which could impact on the improvement to the quality of children's services and undermine the progress that has been made.

TABLE 2- SUMMARY OF SAVINGS PROPOSALS

Ref	Description of saving	20/21	21/22	22/23	23/24	TOTAL
		£000	£000	£000	£000	£000
CES 1	Inflationary increases to third party contracts are built into the budget. These savings would be achieved by improving contract management and negotiating better rates across contracts including: secure accommodation, fostering support, and short breaks	(334)	(334)	(334)	(334)	(1,336)
CES 2	Continuing Health Care contribution to appropriate placements for 18-25 year olds	(300)				(300)
CES 3	Profit share with Cambridge Education through increased income from contracts with other local authorities			(100)	(50)	(150)
CES 4	Savings through better use of grant funding- e.g. Troubled Families grant, Youth Justice grant and Trusted Relationships grant	(200)				(200)
CES 5	Second year of savings from transferring Early Years Standards provision, including services provided through two Service Level Agreements with the Barnet Early Years Alliance, to Cambridge Education	(75)				(75)
CES 6	Agree new funding arrangements with statutory partners for the Multi Agency Safeguarding Arrangements, which replaced the Local Safeguarding Children's Boards.	(100)				(100)
CES 7	Remodelling of Contact Centre – this proposal will be subject to a future report, once further detail is known.			(150)	(200)	(350)
CES 8	Remodelling of placements to reduce number of children in high cost placements	(450)	(405)	(550)	(725)	(2,130)
CES 9	Earlier intervention to avoid significant future growth in high cost packages/placements for young people with high functioning autism with challenging behaviour				(200)	(200)
CES 10	Back office saving through voluntary option for back office staff to work 4 day weeks		(270)	(270)		(540)
CES 11	Contract savings through reviewing existing planned taxi arrangements to find alternative more cost-effective journeys through brokerage	(50)				(50)
CES 12	A reduction in Family Services agency staffing and a reduction in the overhead for agency staffing	(200)				(200)
CES 13	Use of Apprenticeship Levy to fund apprenticeship programmes for social workers	(130)				(130)
CES 14	Income generation through being commissioned by the Department for Education to be an improvement partner for inadequate local authorities	(50)				(50)
CES 15	Use of Dedicated Schools Grant to fund inclusion work carried out by Cambridge Education to keep children in mainstream schools and so reduce the pressure in the High	(400)				(400)

	Needs Block					
CES 16	Reduction in the use of the Schools Causing Concern budget due to more schools being good or outstanding	(30)				(30)
CES 17	Deleting a vacant post in the Participation Team and using one off funding to deliver UNICEF partnership work	(100)				(100)
CES 18	Anticipated Department for Education funding for Unaccompanied Asylum Seeking Children that are care leavers	(300)				(300)
	TOTAL	(2,719)	(1,009)	(1,404)	(1,509)	(6,641)

2.7 Fees & Charges

2.7.1 Table 3 sets out changes to fees and charges. These are in line with the recommendation agreed by the Children, Education and Safeguarding Committee as part of the 0-19 Family Hub Business case on 6th June 2018 to 'deliver traded non-statutory services at full cost recovery'.

TABLE 3- CHANGES TO FEES AND CHARGES

Reference/ Area	Fee/ Charge Title	Description	Charges 2019/20	Charges 2020/21	Change from prior year (actual)	Change from prior year (%)	Comments
0 - 19 Early Help Service Traded Service & Programmes	Holiday Programmes	Specialised Activity	£ 16.00	£ 20.00	£ 4.00	25.00%	Specialised activity charges per hour for delivery which require specialised qualified tutors or specialised equipment for delivery for activities which are held throughout the year
0 - 19 Early Help Service Traded Service & Programmes	Large Room	Standard	£27.00	£30.00	£ 3.00	11.11%	Charges for Large or Specialised spaces which include: FYC Café area, Dance Studio and Theatre (80 - 100 seats), CV Kitchen, CV Outside Garden Space, CV Hall(80 - 150 seats). Hire charge per hour
0 - 19 Early Help Service Traded Service & Programmes	Medium Space	Standard	£20.30	£22.50	£ 2.20	10.84%	Medium Rooms which accommodate 10 - 30 people. CV - Meeting/Training Room, Red Room, Lower and Upper Mezzanines Space. FYC Blue Room
0 - 19 Early Help Service Traded Service & Programmes	Small Space	Standard	£13.50	£15.07	£ 1.57	11.63%	Small Rooms which accommodate 2 - 3 people FYC Mezzanine, CV one to one room
0 - 19 Early Help Service Traded Service & Programmes	Large Room	Partnership/ charitable	£20.30	£22.50	£ 2.20	10.84%	Charges for Large or Specialised spaces which include: FYC Café area, Dance Studio and Theatre (80 - 100 seats), CV Kitchen, CV Outside Garden Space, CV Hall(80 - 150 seats). Hire charge per hour
0 - 19 Early Help Service Traded Service & Programmes	Medium Space	Partnership/ charitable	£13.50	£15.07	£ 1.57	11.63%	Medium Rooms which accommodate 10 - 30 people. CV - Meeting/Training Room, Red Room, Lower and Upper Mezzanines Space. FYC Blue Room
0 - 19 Early Help Service Traded Service & Programmes	Small Space	Partnership/ charitable	£13.50	£14.07	£ 0.57	4.22%	Small Rooms which accommodate 2 - 3 people FYC Mezzanine, CV one to one room

3. REASONS FOR RECOMMENDATIONS

- 3.1 Local Government continues to face significant reductions in funding and increased demand for services, as set out in the above context. These challenges require longer term, robust financial and strategic planning and the recommendations in this report support this.
- 3.2 By law, the council is required to set a balanced budget. These proposals are the best way of doing that by meeting financial requirement and delivering outcomes and ambitions for Barnet.

4. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 4.1 The alternative option is not to approve the MTFs. This, however, is not considered to be good practice and may expose the council to the risk of not achieving the savings targets or being able to set a balanced budget. There is a statutory requirement to set a balanced budget and submit budget returns to the Ministry of Housing, Communities and Local Government (MHCLG).

5. POST DECISION IMPLEMENTATION

- 5.1 The savings proposals will be referred to Policy and Resources Committee on for eventual decision by Full Council.

6. IMPLICATIONS OF DECISION

6.1 Corporate Priorities and Performance

- 6.1.1 This report supports the council's corporate priorities as expressed through the Corporate Plan for 2019-24 which sets out our vision and strategy for the next 5 years. This includes the **outcomes** we want to achieve for the borough, the **priorities** we will focus limited resources on, and our **approach** for how we will deliver this.

- 6.1.2 Our 3 outcomes for the borough focus on place, people and communities:

- a pleasant, well maintained borough that we protect and invest in
- our residents live happy, healthy, independent lives with the most vulnerable protected
- safe and strong communities where people get along well

- 6.1.3 The approach for delivering on this is underpinned by four strands; ensuring residents get a fair deal, maximising on opportunities, sharing responsibilities with the community and partners, and working effectively and efficiently.

- 6.1.4 The approach to delivery for the Children, Education and Safeguarding Committee can be seen in appendix B.

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

6.2.1 The Children, Education and Safeguarding Committee savings programme will enable the council to meet its savings target as set out in the MTFS. These budgets will be formally agreed each year, and individual proposals will be subject to appropriate consultation and equality impact assessments where necessary. For this reason, the proposals are subject to change.

6.3 Social Value

6.3.1 None applicable to this report, however the council must take into account the requirements of the Public Services (Social Value) Act 2012 to try to maximise the social and local economic value it derives from its procurement spend. The Barnet living wage is an example of where the council has considered its social value powers.

6.4 Legal and Constitutional References

6.4.1 Section 151 of the Local Government Act 1972 states that: “without prejudice to section 111, every local authority shall make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs”. Section 111 of the Local Government Act 1972, relates to the subsidiary powers of local authorities.

6.4.2 Section 31A of the Local Government Finance Act 1992 requires billing authorities to calculate their council tax requirements in accordance with the prescribed requirements of that section. This requires consideration of the authority’s estimated revenue expenditure for the year in order to perform its functions, allowances for contingencies in accordance with proper practices, financial reserves and amounts required to be transferred from general fund to collection fund.

6.4.3 Local authorities owe a fiduciary duty to council tax payers, which means it must consider the prudent use of resources, including control of expenditure, financial prudence in the short and long term, the need to strike a fair balance between the interests of council tax payers and ratepayers and the community’s interest in adequate and efficient services and the need to act in good faith in relation to compliance with statutory duties and exercising statutory powers.

6.4.4 These savings proposals are to be referred to Policy and Resources Committee. They will then be subject to consultation and a cumulative equality impact assessment before being referred on to Council so that Council may set the Council Tax, being mindful of any equality impacts and consultation responses.

6.4.5 The Council’s Constitution (Article 7, Article 7 – Committees, Forums, Working Groups and Partnerships) sets out the responsibilities of all council

Committees. The responsibilities of the Children, Education and Safeguarding Committee can be found here:

<https://barnet.moderngov.co.uk/documents/s52908/08Article7CommitteesForumsWorkingGroupsandPartnerships.doc.pdf>

Responsibilities include:

(1) To submit to the Policy and Resources Committee proposals relating to the Committee's budget for the following year in accordance with the budget timetable.

(2) To make recommendations to Policy and Resources Committee on issues relating to the budget for the Committee, including virements or underspends and overspends on the budget. No decisions which result in amendments to the agreed budget may be made by the Committee unless and until the amendment has been agreed by Policy and Resources Committee.

(3) To recommend for approval fees and charges for those areas under the remit of the Committee.

6.4.6 The council's Financial Regulations can be found at: <http://barnet.moderngov.co.uk/documents/s46515/17FinancialRegulations.doc.pdf>

6.4.7 For the fees and charges within their remit, theme committees approve changes to fees and charges that are above CPI inflation by 2% or more, the introduction of new fees and charges, and changes to fees and charges outside the normal annual cycle. Changes to fees and charges approved by Theme Committees, must be reported to Policy and Resources Committee for noting.

6.4.8 There is detailed statutory guidance on use of the Dedicated Schools Grant and the proposal to fund inclusion work carried out by Cambridge Education to keep children in mainstream schools and so reduce the pressure in the High Needs Block is in accordance with the guidance.

6.4.9 Some of the proposals, relate to savings resulting from operational decisions being made in a different way and are therefore estimated savings. The saving is therefore an indicative saving and its deliverability will be dependent on a number of factors. As part of the budget setting process, Policy and Resources Committee will consider the need for an appropriate contingency to cover any savings that are indicative and may not be met due to operational decisions. Some of the proposals in the MTFS relate to proposals that are at a very early stage. These proposals will be subject to further business planning and decision making to test whether they can be delivered and what the impact of such a proposal will be. These proposals will be considered in further detail during future business planning reports.

6.4.10 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).

6.5 Risk Management

6.5.1 The Council has taken steps to improve its risk management processes by integrating the management of financial and other risks facing the organisation. The allocation of an amount to contingency is a step to mitigate the pressures that had yet to be quantified during the budget setting process.

6.5.2 The allocation of budgets from contingency seeks to mitigate financial risks which have materialised.

6.6 Equalities and Diversity

6.6.1 Equality and diversity issues are a mandatory consideration in the decision making of the council.

6.6.2 Decision makers should have due regard to the public sector equality duty in making their decisions. The Equality Act 2010 and the Public-Sector Equality Duty require elected Members to satisfy themselves that equality considerations are integrated into day-to-day business and that all proposals emerging from the business planning process have taken into consideration the impact, if any, on any protected group and what mitigating factors can be put in place. The equalities duties are continuing duties they are not duties to secure a particular outcome. The statutory grounds of the public sector equality duty are found at section 149 of the Equality Act 2010 and are as follows:

6.6.3 A public authority must, in the exercise of its functions, have due regard to the need to:

- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

6.6.4 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:

- remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
- 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;
- 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.

6.6.5 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.

6.6.6 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, to the need to:

- Tackle prejudice, and
- Promote understanding.

6.6.7 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. The relevant protected characteristics are:

- Age
- Disability
- Gender reassignment
- Pregnancy and maternity
- Race,
- Religion or belief
- Sex
- Sexual orientation
- Marriage and Civil partnership

6.6.8 This is set out in the council's Equalities Policy together with our strategic Equalities Objective - as set out in the Corporate Plan - that citizens will be treated equally with understanding and respect; have equal opportunities and receive quality services provided to best value principles.

6.6.9 Progress against the performance measures we use is published on our website at:

www.barnet.gov.uk/info/200041/equality_and_diversity/224/equality_and_diversity

6.6.10 Where there are changes to service delivery or changes to staff, these will impact on individuals in different ways. However, at each stage of the process, the council will conduct an equalities impact assessment (EIA) where appropriate to ensure that where **persons are** impacted, proper measures are considered to mitigate the effect as far as possible. Those affected by any changes resulting from any of the proposals will be engaged, as set out in Appendix A under 'Consultation'. Where necessary, proposals will not be implemented or agreed until members have fully considered the equality impacts and responses to any consultation.

6.7 Corporate Parenting

6.7.1 In line with Children and Social Work Act 2017, the council has a duty to consider Corporate Parenting Principles in decision-making across the council. The outcomes and priorities in the refreshed Corporate Plan, Barnet 2024, reflect the council's commitment to the Corporate Parenting duty to ensure the

most vulnerable are protected and the needs of children are considered in everything that the council does. To this end, great attention has been paid to the needs of children in care and care leavers when approaching business planning, to ensure decisions are made through the lens of what a reasonable parent would do for their own child.

6.7.2 The Council, in setting its budget, has considered the Corporate Parenting Principles both in terms of savings and investment proposals. The Council proposals have sought to protect front-line social work and services to children in care and care leavers and in some cases, has invested in them.

6.8 Consultation and Engagement

6.8.1 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
- Where consultation is required to complete an equalities impact assessment.

6.8.2 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 considered 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
- where relevant and appropriate, the consultation is clear on the reasons why and extent to which alternatives and discarded options have been discarded. The more intrusive the decision, the more likely it is to attract a higher level of procedural fairness.

6.8.3 The council will perform a budget consultation during December 2019 through to January 2020. This consultation will cover any proposals to increase council tax together with seeking views on the council's budget overall.

6.8.4 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

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. Service specific consultations will take place where necessary in line with timescales for any changes to be implemented.

6.8.5 Where appropriate, separate service specific consultations have already taken place for the 2020/21 savings and a link to the report presenting findings of the consultation is provided within the MTFS spreadsheet (Appendix A).

6.8.6 If when council sets the budget envelope some service specific consultations have not been completed then Council will allow a contingency so that decision makers may make alternative decisions should there be undesirable equalities impacts.

6.8.7 It is recommended that the Committee delegate authority to the Executive Director, Children and Young People to consult on proposed changes to the charging policy for post 16 SEN transport before 31st May 2020 in order to introduce the policy for new entrants to post-16 education in September 2020.

6.9 **Insight**

6.9.1 None in the context of this report

7. **BACKGROUND PAPERS**

None

Children, Education & Safeguarding

Old Line Ref	New Line Ref	Theme	Corporate Plan Outcome	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			2020/21		2021/22		2022/23		2023/24		2024/25		Total savings (All years)	
						Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	£000	FTE										
E1	CES1	Children, Education & Safeguarding	Our residents live happy, healthy, independent lives with the most vulnerable protected	Inflationary increases to third party contracts are built into the budget. These savings would be achieved by improving contract management and negotiating better rates across contracts including: secure accommodation, fostering support, and short breaks	No service specific consultation required	This proposal increases the efficiency of third party contract spending. It is not expected to impact on service delivery	This proposal increases the efficiency of third party contract spending. It is not expected to have a negative impact on customer satisfaction.	Initial analysis indicates that no staff and/or service user Equalities Impact Assessment is required because the proposal does not impact on service delivery or staff.	(334)		(334)		(334)		(334)					(1,336)
I2	CES2	Children, Education & Safeguarding	Our residents live happy, healthy, independent lives with the most vulnerable protected	Continuing Health Care contribution to appropriate placements for 18-25 year olds	No service specific consultation required	No impact on service delivery is anticipated as a result of this funding change	No impact on customer satisfaction is anticipated as a result of this funding change	Initial analysis indicates that no equalities impact is anticipated as a result of this funding change	(300)											(300)
I3	CES3	Children, Education & Safeguarding	Our residents live happy, healthy, independent lives with the most vulnerable protected	Profit share with Cambridge Education through increased income from contracts with other local authorities	No service specific consultation required	No impact on service delivery is anticipated as a result of this increase in income	No impact on customer satisfaction is anticipated as a result of this increase in income	Initial analysis indicates that no equalities impact is anticipated as a result of this increase in income					(100)		(50)					(150)
S1	CES4	Children, Education & Safeguarding	Our residents live happy, healthy, independent lives with the most vulnerable protected	Savings through better use of grant funding- e.g. Troubled Families grant, Youth Justice grant and Trusted Relationships grant	No service specific consultation required	No impact on service delivery is anticipated as a result of this funding change	No impact on customer satisfaction is anticipated as a result of this funding change	Initial analysis indicates that no equalities impact is anticipated as a result of this funding change	(200)											(200)
S3	CES5	Children, Education & Safeguarding	Our residents live happy, healthy, independent lives with the most vulnerable protected	Second year of savings from transferring Early Years Standards provision, including services provided through two Service Level Agreements with the Barnet Early Years Alliance, to Cambridge Education	Staff consultation was undertaken in January 2019 and the service has been transferred.	The service has been transferred and there has been no impact on service delivery	There has been no impact on customer satisfaction	There was no equalities impact as a result of this change	(75)											(75)
S4	CES6	Children, Education & Safeguarding	Our residents live happy, healthy, independent lives with the most vulnerable protected	Agree new funding arrangements with statutory partners for the Multi Agency Safeguarding Arrangements, which replaced the Local Safeguarding Children's Boards.	No service specific consultation required	No impact on service delivery is anticipated as a result of this funding change	It is not anticipated that this will have an impact on customer satisfaction	Initial analysis indicates that no equalities impact is anticipated as a result of this change	(100)											(100)
S7	CES8	Children, Education & Safeguarding	Our residents live happy, healthy, independent lives with the most vulnerable protected	Remodelling of Contact Centre – this proposal will be subject to a future report, once further detail is known.	Service specific consultation will be undertaken if required.	Likely to impact on service delivery	Anticipated that improved efficiency of the model will not have an impact on customer satisfaction	At this stage the equalities impact is unknown. An equalities impact assessment will be undertaken as proposals develop to determine whether there is an impact.					(150)		(200)					(350)
S8	CES9	Children, Education & Safeguarding	Our residents live happy, healthy, independent lives with the most vulnerable protected	Remodelling of placements to reduce number of children in high cost placements	It is not anticipated that this will require formal consultation but one to one engagement with service users and their families will take place as proposals develop	Likely to impact on service delivery	Anticipated that earlier intervention will improve outcomes for children	Equality implications will be considered on a case by case basis and operational decisions will continue to be made in the best interests of children.	(450)		(405)		(550)		(725)					(2,130)
S9	CES10	Children, Education & Safeguarding	Our residents live happy, healthy, independent lives with the most vulnerable protected	Earlier intervention to avoid significant future growth in high cost packages/placements for young people with high functioning autism with challenging behaviour	It is not anticipated that this will require formal consultation but one to one engagement with service users and their families will take place as proposals develop	Likely to impact on service delivery	Anticipated that earlier intervention will improve outcomes for children	Equality implications will be considered on a case by case basis and operational decisions will continue to be made in the best interests of children.							(200)					(200)

Old Line Ref	New Line Ref	Theme	Corporate Plan Outcome	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			2020/21		2021/22		2022/23		2023/24		2024/25		Total savings (All years)	
						Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	£000	FTE	£000	FTE	£000	FTE	£000	FTE	£000	FTE		
S10	CES11	Children, Education & Safeguarding	Our residents live happy, healthy, independent lives with the most vulnerable protected	Back office saving through voluntary option for back office staff to work 4 day weeks	Staff consultation will be undertaken as part of the project	The impact on service delivery will be assessed as part of the business case	It is not anticipated that this will have an impact on customer satisfaction	An equalities impact assessment will be undertaken to determine whether there is an impact.			(270)		(270)							(540)
S11	CES12	Children, Education & Safeguarding	Our residents live happy, healthy, independent lives with the most vulnerable protected	Contract savings through reviewing existing planned taxi arrangements to find alternative more cost effective journeys through brokerage	Service specific consultation will be undertaken if required.	The impact on service delivery will be assessed as part of the business case	This proposal may impact on customer satisfaction	There may be an equalities impact related to any specific proposals and an Equalities Impact Assessment will be undertaken to determine whether there is an impact. This will kept under review as the specific proposals develop.	(50)											(50)
S12	CES13	Children, Education & Safeguarding	Our residents live happy, healthy, independent lives with the most vulnerable protected	A reduction in Family Services agency staffing and a reduction in the overhead for agency staffing	No service specific consultation required	No impact on service delivery is anticipated as a result of this change	It is not anticipated that this will have an impact on customer satisfaction	No equalities impact is anticipated as a result of this change	(200)											(200)
	CES14	Children, Education & Safeguarding	Our residents live happy, healthy, independent lives with the most vulnerable protected	Use of Apprenticeship Levy to fund apprenticeship programmes for social workers	No service specific consultation required	No impact on service delivery is anticipated as a result of this funding change	No impact on customer satisfaction is anticipated as a result of this funding change	Initial analysis indicates that no equalities impact is anticipated as a result of this funding change	(130)											(130)
	CES15	Children, Education & Safeguarding	Our residents live happy, healthy, independent lives with the most vulnerable protected	Income generation through being commissioned by the DIE to be an improvement partner for inadequate local authorities	No service specific consultation required	No impact on service delivery is anticipated as a result of this increase in income	No impact on customer satisfaction is anticipated as a result of this increase in income	Initial analysis indicates that no equalities impact is anticipated as a result of this increase in income	(50)											(50)
	CES16	Children, Education & Safeguarding	Our residents live happy, healthy, independent lives with the most vulnerable protected	Use of Dedicated Schools Grant to fund inclusion work carried out by Cambridge Education to keep children in mainstream schools and so reduce the pressure in the High Needs Block	No service specific consultation required. Schools Forum will be informed as part of the High Needs budget setting process	No impact on service delivery is anticipated as a result of this funding change	No impact on customer satisfaction is anticipated as a result of this funding change	Initial analysis indicates that no equalities impact is anticipated as a result of this funding change	(400)											(400)
	CES17	Children, Education & Safeguarding	Our residents live happy, healthy, independent lives with the most vulnerable protected	Reduction in the use of the Schools Causing Concern budget due to more schools being good or outstanding	No service specific consultation required	No impact on service delivery is anticipated as a result of this funding change	No impact on customer satisfaction is anticipated as a result of this funding change	Initial analysis indicates that no equalities impact is anticipated as a result of this funding change	(30)											(30)
	CES18	Children, Education & Safeguarding	Our residents live happy, healthy, independent lives with the most vulnerable protected	Deleting a vacant post in the Participation Team and using one off funding to deliver UNICEF partnership work	No service specific consultation required	No impact on service delivery is anticipated as a result of this change	It is not anticipated that this will have an impact on customer satisfaction	Initial analysis indicates that no equalities impact is anticipated as a result of this funding change	(100)											(100)
	CES20	Children, Education & Safeguarding	Our residents live happy, healthy, independent lives with the most vulnerable protected	Anticipated Department for Education funding for Unaccompanied Asylum Seeking Children that are care leavers	No service specific consultation required	No impact on service delivery is anticipated as a result of this funding change	No impact on customer satisfaction is anticipated as a result of this funding change	Initial analysis indicates that no equalities impact is anticipated as a result of this funding change	(300)											(300)
	CES21																			0
Overall Savings									(2,719)	(1,009)	(1,404)	(1,509)	0	(6,641)						

Children, Education and Safeguarding Committee

This committee has a wide range of responsibility for all matters relating to children, schools and education. This includes approving the Children and Young People Plan and leading on the council’s responsibilities under the Children Act 2004 and Education and Inspection Act 2007.

Committee Priorities for 2019-2024

Priority	How will we meet this by 2024?
Improving services for children and young people and ensuring the needs of children are considered in everything we do [Corporate Priority]	<ul style="list-style-type: none"> • Continue to improve services to get the best of the best for children and young people • Providing effective leadership and empowering staff • Improving the social, emotional and mental health and wellbeing of children and young people • Preventing young people from getting involved in violence, crime, exploitation and anti-social behaviour • Being a good corporate parent to children in care and care leavers
Ensuring we have good schools and enough school places so all children have access to a great education [Corporate Priority]	<ul style="list-style-type: none"> • Planning and forecasting to deliver school places to meet identified needs • Improving pupils’ achievement and narrowing the attainment gap • Improving outcomes for children and young people with special educational needs and disabilities • Supporting children to have the best start in life and be ready for learning
Ensure we are a family friendly borough [Corporate Priority]	<ul style="list-style-type: none"> • Helping children to live in safe and supportive families and communities • Providing services that encourage and build resilience • Ensuring children and families know about and can influence decisions that affect them • Increasing the participation, voice and influence of young people • Embedding children’s rights across policies and procedures

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