

MEETING

POLICY AND RESOURCES COMMITTEE

DATE AND TIME

TUESDAY 24TH MARCH, 2015

AT 7.00 PM

VENUE

HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4AX

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

Chairman: Councillor Richard Cornelius
Vice Chairman: Councillor Daniel Thomas

Councillors

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

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

Andrew Charlwood – Head of Governance

Governance Services contact: Kirstin Lambert 020 8359 2177 kirstin.lambert@barnet.gov.uk

Media Relations contact: Sue Cocker 020 8359 7039

ASSURANCE GROUP

ORDER OF BUSINESS

Item No	Title of Report	Pages
1.	Minutes of last meeting	1 - 8
2.	Absence of Members	
3.	Declaration of Members' Disclosable Pecuniary interests and Non Pecuniary interests (If any)	
4.	Report of the Monitoring Officer (if any)	
5.	Public Questions and Comments (if any)	
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Decisions of the Policy and Resources Committee

17 February 2015

Members Present:-

AGENDA ITEM 1

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

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

Also in attendance

Apologies for Absence

1. MINUTES OF LAST MEETING

RESOLVED – That the minutes of the meeting held on 13 January 2015 be approved as a correct record.

2. ABSENCE OF MEMBERS

None.

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

Councillor Ross Houston declared a non-pecuniary interest in item 7 Business Planning 2015-16 – 2019-20, as he is a Council appointed members of the Barnet Group Board.

Councillor Alison Moore declared a non-pecuniary interest in item 7 Business Planning 2015-16 – 2019-20 as she is the Chair of the Advisory Board of a Children's Centre.

All members declared a non-pecuniary interest in item 7 Business Planning 2015-16 – 2019-20 as they are school governors.

4. REPORT OF THE MONITORING OFFICER (IF ANY)

None.

5. PUBLIC QUESTIONS AND COMMENTS (IF ANY)

None.

6. MEMBERS' ITEMS (IF ANY)

None.

7. BUSINESS PLANNING 2015/16 - 2019/20

The Committee considered the report.

The Committee requested that the full results of the consultation be made available to members at the earliest opportunity, and in good time ahead of the Council meeting on 3 March.

The recommendations in the report were put to the vote, and the votes were recorded as follows:

Agreed	7
Opposed	0
Abstentions	5

RESOLVED: That the Committee

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

- b) £743,527,514 being the aggregate of the amounts which the council estimated for the items set out in Section 31A(3) (a) to (d) of the Act.
- c) £145,639,653 being the amount by which the aggregate at 5 (a) above exceeds the aggregate at 5(b) above, calculated by the council in accordance with Section 31A(4) of the Act as its Council Tax requirement for the year (Item R in the formula section 31A(4) of the Act).
- d) £1,102.07 being the amount at 5(c) above (item R), all divided by Item T (Item 4 above), calculated by the council, in accordance with Section 31B(1) of the Act, as the basic amount of its Council Tax for the year (excluding precepts).
- e) The Chief Finance Officer recommends that the council's basic amount of Council Tax for 2015/16 is not excessive in accordance with the principles approved under section 52ZB and 52ZC of the Local Government Finance Act 1992, and the Referendums Relating to Council Tax Increases (Principles) Report (England) 2015/2016. £1,102.07 being the amount at 4 above divided by the amount at 3 above, calculated by the council, as the basic amount of its Council Tax for the year 2015/16;

London Borough of Barnet Valuations Bands (£)

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

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

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

Greater London Authority Valuations Bands (£)

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

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

Council Tax for Area (£)

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

8. Recommend to Council that in accordance with Section 38(2) of the Act the Chief Executive be instructed to place a notice in the local press of the amounts set under recommendation 8 above within a period of 21 days following the Council's decision.

9. Recommend to Council for approval the capital programme as set out in Appendix E and addition in para 2.6.3, and that the Chief Officers be authorised to take all necessary actions for implementation. That Committee recommend to Council

that the Chief Finance Officer be authorised to adjust capital project budgets in 2015/16 throughout the capital programme after the 2014/15 accounts are closed and the amounts of slippage and budget carry forward required are known.
10. Recommend to Council that the Chief Finance Officer be authorised to adjust capital project budgets in 2015/16 throughout the capital programme after the 2014/15 accounts are closed and the amounts of slippage and budget carry forward required are known.
11. Recommend to Council for approval the Treasury Management Strategy for 2015/16 as set out in Appendix F.
12. Approve the following <ul style="list-style-type: none"> a) The proposed rent increase of CPI plus 1% for council dwellings as set out in paragraph 2.8.6 to take effect from 1 April 2015; b) The proposed increase to service charges for council dwelling as set out in paragraph 2.8.7 to take effect from 1 April 2015; c) The proposed rent increase of 2% for council garages as set out in paragraph 2.8.10 to take effect from 1 April 2015,
13. Approve the Housing Revenue Account estimates for 2015/16 as set out in Appendix G.
14. Note the Equality Impact Assessment and cumulative assessment included in Appendix H. A summary is set out in section 9 of this report. The appendix provides the cumulative impact and individual Delivery Unit assessments where significant changes to service delivery are proposed.
15. Recommend to Council to approve the Reserves and Balances Policy as set out in Appendix I and the Chief Finance Officer's assessment of adequacy of reserves in section 2.10. This states that the minimum level of General Fund balances should be £15m after taking account of all matters set out in the Chief Finance Officer's report on reserves and balances.
16. Recommend to Council to note the Corporate Risk Register as set out in Appendix J.
17. Recommend to Council from reserves and budgetary movement as set out in paragraph 2.2.1, 2.2.2 and saving amendments in paragraph 2.2.4.
18. Recommend to Council to approve the write offs in Appendix A.
19. Note the Submission of the Authority Proforma Tool

8. BARNET'S LOCAL PLAN - DRAFT STATEMENT OF COMMUNITY INVOLVEMENT

The Committee considered the report.

The recommendations in the report were put to the vote, and the votes were recorded as follows:

Agreed	7
Opposed	0
Abstentions	5

RESOLVED - That the Committee:

1. Approves the draft Statement of Community Involvement (SCI) (attached at Appendix A) for consultation for a period of 6 weeks.
2. Notes that following the consultation appropriate changes are made to the SCI and the revised SCI is reported back to Committee for approval and adoption.

9. SPORT AND PHYSICAL ACTIVITY REVIEW REVISED OUTLINE BUSINESS CASE

The Committee considered the report.

RESOLVED – That the Committee

That the Policy and Resources Committee

3. Approves that the Danegrove Playing Field, Victoria Recreation Ground and Copthall sites are taken through to the next stage of the project for further public consultation and consideration by planning (section 4 Feasibility Study).
4. Approves capital funding of £23.2m, including associated professional fees, for the re-provision of Church Farm and Copthall leisure centres. (section 4 Feasibility Study and Affordability Analysis).
5. Approves the use of £3.4m from CIL through the Infrastructure Reserve funding to contribute to the £23.2m capital costs required to fund the re-provision of Church Farm and Copthall leisure centres.
6. Approves the use of capital receipts from the existing Church Farm site to contribute to the £23.2m capital costs required to fund the re-provision of Church Farm and Copthall Leisure Centres.
7. Approves the commencement of the procurement work-streams featuring a competitive procedure with negotiation (a new procurement procedure) for the leisure centre management contract and utilising existing government construction frameworks for the design and build contract of Church Farm and Copthall leisure centres (section 9 procurement strategy).
8. Delegates authority to the Commercial and Customer Services Director to enter into dialogue with the council to look at the possibility of using Schedule 40 of the Capita / Barnet partnering agreement to commission CSG to provide managing agent services, both for the existing leisure management contract and the new arrangement once it is procured (section 9 Procurement Strategy).
9. Approves a maximum budget of £440k for the delivery of the pre-implementation phases of the project (Section 10.2.1)

10. DEVELOPING A NEW VISION FOR COPTHALL

The Committee considered the report.

It was requested that officers explore Councillors being included as representatives on the Partnership Board.

RESOLVED –

10. That the Committee comments on the work being undertaken to support the development of a new Copthall Partnership.
11. That the Committee agree the amounts set out in section 1.16 of this report as being reasonable to cover traffic management costs to be paid by Saracens
12. That the Committee notes the profit mechanism as set out in section 1.17 of this report and agrees that the sum calculated will be re-invested in the Saracens campus to fund activities for public benefit

11. AUTHORISATION TO PROCURE OFF SITE DOCUMENT MANAGEMENT SERVICES

The Committee considered the report.

RESOLVED – That the Committee

Authorise the commencement of a procurement process to:

- a) **Prioritise the investigation and potential use of the ESPO framework over the CCS framework in order to allow further competition and secure additional Value for Money (VFM)**
- b) **Investigate sourcing of the services via the CSG contract to Capita Document and Information Services (CDIS) and benchmarking costs against ESPO and deliver greater costs savings.**

12. BARNET'S MEMBERSHIP OF THE LOCAL GOVERNMENT ASSOCIATION

The Committee considered the report.

The recommendations in the report were put to the vote, and the votes were recorded as follows:

Agreed	7
Opposed	5
Abstentions	0

RESOLVED –

1. That the Policy and Resources Committee agrees that the council issues notice to leave the LGA by 31 March 2015, meaning a formal withdrawal date of 31 March 2016. Issuing notice provides the council with flexibility to make savings by not renewing its LGA membership in 2016/17 should it need to. The council could remain a member of the LGA at the end of the 12 months if it decided to, and continued to pay the annual membership fee.
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2. That, during the 12 month notice period, officers explore areas where the council could drive more benefits from its membership, such as involvement in LGA Peer Challenges. This more active engagement should also help assess the benefits of future membership.

13. REFERRAL FROM HENDON AREA COMMITTEE - MILL HILL FREE PARKING

The Committee considered the report.

Councillor Alison Moore, seconded by Councillor Ross Houston, moved that recommendation 3 in the report be amended as follows:

That the Committee approve funding for the application detailed in Appendix 1, subject to the Conditions of Grant (Appendix 2) and with reference to the Area Committee Budgets Guidance (Appendix 3).

The votes were recorded as follows:

Agreed	5
Opposed	7
Abstentions	0

The motion was lost.

Councillor Richard Cornelius moved the following motion:

That Policy and Resources Committee refer this proposal to the Environment Committee for consideration. Policy and Resources Committee requests that the Environment Committee bases its decision on evidence in terms of the usage of this car park; ensures that any proposal is consistent with the Council's wider Parking Policy; and is funded on a sustainable basis in the future.

Councillor Thomas seconded the motion, and moved an amendment to the motion to add:

Policy and Resources Committee note that the Environment Committee may wish to consider whether a pilot scheme may be appropriate.

The votes were recorded as follows:

Agreed	7
Opposed	0
Abstentions	5

RESOLVED – That

Policy and Resources Committee refer this proposal to the Environment Committee for consideration. Policy and Resources Committee requests that the Environment Committee bases its decision on evidence in terms of the usage of this car park; ensures that any proposal is consistent with the Council's wider Parking Policy; and is funded on a sustainable basis in the future. Policy and

Resources Committee note that the Environment Committee may wish to consider whether a pilot scheme may be appropriate.

14. GOVERNANCE ARRANGEMENTS - BARNET/ HARROW INTER-AUTHORITY AGREEMENT

The Committee considered the report.

RESOLVED –

13. That the changes to the Inter-Authority Agreement described in the report be approved and the Chief Executive be authorised to complete the side agreement accordingly

14. That the potential involvement of the London Borough of Hounslow in the shared legal service be noted and welcomed.

15. That the Committee be given the opportunity to note and comment on the completed side agreement

15. COMMITTEE FORWARD WORK PROGRAMME

The Committee considered the Forward Work Programme and noted the following amendments to be made:

- The Business Planning update item for March will be to approve the Corporate Plan
- The Committee meeting date for 5 May should be rearranged to an alternative date

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

There were none.

The meeting finished at 8.35 pm

	<p>Policy & Resources Committee Meeting 24th March 2015</p>
<p>Title</p>	<p>Authorisation for Waiver of Contract Procedure Rules - Best Interest Assessor and Mental Health Assessor Service</p>
<p>Report of</p>	<p>Mathew Kendall, Director of Adults and Communities</p>
<p>Wards</p>	<p>All</p>
<p>Status</p>	<p>Public</p>
<p>Enclosures</p>	<p>None</p>
<p>Officer Contact Details</p>	<p>Sue Smith – sue.smith@barnet.gov.uk ext.6105 Sajida Kiyanni – sajida.kiyanni@barnet.gov.uk ext.2360</p>

Summary

This report requests authority to continue to utilise existing independent Mental Health (MHA) and Best Interest Assessors (BIA), bring on board new independent Assessors until a procurement exercise is completed.

Authorisation is also sought to utilise other agencies such as Sanctuary Social Care to provide Best Interest Assessors as well as varying the IMCA contract with Enfield & Haringey Local Authorities.

All the above measures are required as a result of a Supreme Court Judgement in March 2014 which widened the definition of Deprivation of Liberty Safeguards (DOLS). Barnet previously received 50 requests for assessments per year, and this has now increased as a result of the judgement. It is estimated that the Council will receive 600 assessments by the end of this year.

This report also requests authority to undertake a procurement in order to set up contracts with Best Interest Assessors and Mental Health Assessors.

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Recommendations
1. To approve the continued use of existing independent Mental Health Assessors until a procurement exercise has been completed up to the value of £286,000 for year 2015/16 until a procurement has been completed
2. To approve the recruitment of new independent Mental Health Assessors & Best Interest Assessors until a procurement exercise has been completed up to the value of £60,360 for year 2015/16 until a procurement is completed.
3. To authorise a variation to the contract with Barnet, Enfield & Haringey Consortium for Independent Mental Capacity Advisor (IMCA) & Independent Mental Health Advisor (IMHA) up to the value £40,000pa for the 2 remaining years of contract commencing 1 April 2015 – 31 March 2017.

1. WHY THIS REPORT IS NEEDED

- 1.1 Barnet Council has legal duties as part of the Mental Capacity Act Deprivation of Liberty Safeguards (DoLS). These safeguards exist to protect people in care homes and hospitals. Where a deprivation is identified the provider must apply to the Local Authority for authorisation. Adult Social Care administers these duties which include tasks undertaken by professionally qualified staff as well as administrative tasks.
- 1.2 In March 2014 the Supreme Court delivered a judgement which effectively widened the definition of DoLs. The number of people who are now subject to the Deprivation of Liberty Safeguards have increased substantially. In Barnet this has increased from approximately 50 people per year to an estimated 600 people. The process is time intensive and for each authorisation the work involved averages between 3 and 4 days.
- 1.3 Following each application for authorisation the local authority must commission a series of six assessments, five of which are carried out by a Best Interest Assessor (BIA) and one completed by a Section 12 approved mental health doctor known as a Mental Health Assessor (MHA).
- 1.4 Barnet currently resource Independent Assessors via an agency which is set up on Comensura, the Waiver of Contract Procedure Rules is to allow the continued use of existing Assessors and also sign up new assessors as required independently.

2. REASONS FOR RECOMMENDATIONS

- 2.1 The current service was designed and resourced on the assumption that activity would remain at 50-55 applications per year.
- 2.2 Barnet Council does not have the internal capability or capacity to undertake the full assessment work and does not have external contracts for this

resource. Demand for this service has increased and resulted in increasing costs. Barnet Council is in competition for this resource with other Local Authorities.

- 2.3 A waiver is required for recommendations 1 and 2 as Contract Procedure Rule 8.2 has not been met due to the impact of the Supreme Court Judgement. There has not been sufficient time for procurement to be undertaken due to the volumes of assessments required. Whilst there is a market scoping exercise underway which will be followed by procurement. There is a need for the continued delivery of the MHA & BIA service. This is currently being delivered by independent assessors as well an agency that has been set up on the Comensura system for agency staff. A waiver of Contract Procedure Rule 14.3 is also required for recommendation 1 as the contracts in place were not based on a CPRs compliant competitive tender or quotation process.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 Do nothing.
The risks of doing nothing could result in legal cost and penalties which could amount to £1m liability for an individual case should this work not be delivered to a required standard.

4. POST DECISION IMPLEMENTATION

- 4.1 Communications between Barnet Mental Health Commissioners, Health Commissioners, Procurement and the service area have already commenced to ensure the appropriate procurement route is undertaken. Tender submissions will be evaluated and this will be followed by the completion of a Delegated Powers Report approving award of contracts.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The Corporate Plan 2013-2016 states that under the Financial Strategy “We will continue to keep a tight rein on our finances and provide quarterly reports on how we are managing the business – and our new contracts – to ensure even better value for money for tax payers”
- 5.1.2 Tendering for the provision of Best Interest Assessors and Mental Health Assessors will ensure that competitive rates are obtained and subsequent contract monitoring should also ensure value for money.

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

- 5.2.1 A restricted tender process will be undertaken in accordance with the relevant procurement regulations. The restricted procedure involves pre – qualification of all respondents to a tender advert followed by Invitation to Tender to all

those shortlisted.

5.2.2 The cost of independent Best Interest Assessments ranges from £350.00-£500.00 per assessment up to a total value of £30,000 from 1 April 2015 – 31 March 2016.

5.2.3 The cost of an Independent Mental Health Assessment is £200.00. There are additional costs for travel with each assessment of approximately £20.

5.2.3 The total cost of continuing to use existing MHAs and sign up new independent MHAs until a procurement exercise has been completed will be approximately £316,360 up to March 2016. The cost of this service will be met from existing Adults and Communities revenue budgets.

5.2.4 Due diligence has been carried out with each assessor ensuring relevant qualifications and HR checks are in place, after which contracts have been put in place.

Dr Name	Est. No of MH Assessment 2014-15	Est no of MH Assessment 2015-16	Unit price	Cost of MH assessments
Ryan	120	160	£220.00	£61,600
Hanif	120	160	£220.00	£61,600
Shastry	120	160	£220.00	£61,600
Amin	200	260	£220.00	£101,200
Total MHA				£286,000
New MHA	60	78	£220.00	£30,360
New BIA				£30,000

5.2.5 Approving the decision will provide both a short term plan to meet current statutory demand towards the longer term more sustainable plan via a procurement exercise.

5.2.6 The cost of varying the contract with Barnet, Enfield & Haringey Consortium for Independent Mental Capacity Advisor (IMCA) & Independent Mental Health Advisor (IMHA) at approx. £40,000pa for the 2 remaining years from 1 April 2015- 31 March 2017. The cost of this variation will be met from existing Adults and Communities revenue budgets.

Contractual period	Current contract value	Additional variation	Total new annual contract value
15/16	£85,000	£40,000	£125,000
16/17	£85,000	£40,000	£125,000

5.3 Legal and Constitutional References

- 5.3.1 Council Constitution, Contract Procedure Rules, Section 15 (Waivers) – states that “In the event that the application of these rules prevent or inhibits the delivery or continuity of service, Directors, Lead Commissioners and Heads of Service may apply for a waiver. All applications for a waiver of these Contract Procedure Rules must be submitted to the Policy & Resources Committee specifically identifying the reason for which a waiver is sought, including justification and risk.”
- 5.3.2 A waiver is requested in this instance as the requirement is urgent and any delay caused by taking the decision to the Adults & Safeguarding Committee through the normal committee cycle could inhibit the delivery or continuity of this service. Further background on the need for the waiver is outlined in paragraph 2.3 of this report.
- 5.3.2 Barnet Council has legal duties as part of Mental Capacity Act 2005 Deprivation of Liberty Safeguards (DoLS). These safeguards exist to protect people in care homes and hospitals. Where a deprivation is identified the provider must apply to the Local Authority for authorisation. Adult Social Care administers these duties which include tasks undertaken by professionally qualified staff as well as administrative tasks.

5.4 Risk Management

- 5.4.1 Barnet Council must undertake this work as the risks of not doing so could result in legal cost and penalties which could amount to £1m liability for an individual case should this work not be delivered to a required standard. The current service cannot cope with this new demand and has exhausted process improvement in order to manage the increased workload.
- 5.4.2 The risks detailed above in 5.4.1 can be mitigated by setting up formal contracts with specialist providers that meet the Councils requirements. The services to be provided will be evidenced from the tender evaluation process.

5.5 Equalities and Diversity

- 5.5.1 The 2010 Equality Act outlines the provisions of the Public Sector Equalities Duty which requires Public Bodies **to have due regard** to the need to:
- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010
 - advance equality of opportunity between people from different groups
 - foster good relations between people from different groups
- 5.5.2 The pre-qualification process detailed at 5.2.2 shall include an evaluation of the tendering organisation’s equalities and diversity procedures.

5.6 Consultation and Engagement

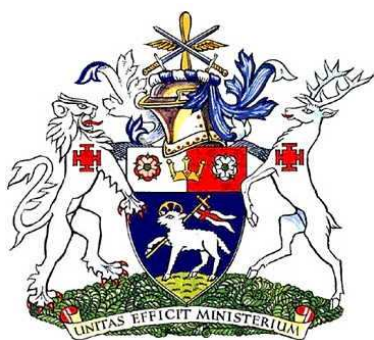
5.6.1 Not applicable

6 BACKGROUND PAPERS

6.1 BEH MHT – Voicability contract award

<http://barnet.moderngov.co.uk/documents/s13282/CRC%20Report%20IMCA%20DOLS%20IMHA%20Contract%20Award%20Public.pdf>

AGENDA ITEM 8



Policy & Resources Committee
24 March 2015

Title	Planning Additional Services Pilot
Report of	Alun Parfitt – Operations Director (Regional Enterprise Limited)
Wards	All
Status	Public
Enclosures	Appendix 1 – Proposed Planning Pilot Fees and Charges
Officer Contact Details	Joe Henry, joe.henry@barnet.gov.uk , 020 8359 4620

Summary

The report seeks approval to pilot additional planning services until March 2016

Recommendations

1. That Policy and Resources Committee approve the proposed additional planning services pilot to run until 31st March 2016 and the associated charges (detailed in Appendix 1).
2. The results of the pilot are reported back to the Committee in the event officers recommend that the additional planning services are implemented fully on a permanent basis.

1. WHY THIS REPORT IS NEEDED

- 1.1 The Planning Service is regularly asked whether it can offer enhanced planning services to allow applications and pre-application advice to be dealt with faster on payment of additional fees. Fees and charges for statutory planning services are set by Policy and Resources Committee and as such it is appropriate that this committee should consider whether to offer this service on a pilot basis.
- 1.2 The proposed fees and charges are outlined in Appendix 1.

2. REASONS FOR RECOMMENDATIONS

- 2.1 The proposed additional services are set out in Appendix 1 and in the main offer fast track, pre-application advice, registration of planning applications and decision-making on planning applications.
- 2.2 It is believed that offering this service has the following benefits:
 - 2.2.1 It demonstrates Barnet is delivering services in an innovative and proactive manner;
 - 2.2.2 Increased customer satisfaction levels; and
 - 2.2.3 The income generated by the service would be used to finance the employment of additional planners. Investing in new planners would help to improve service provision generally leading to increased customer satisfaction.
 - 2.2.4 Investment in this service would also lead to the Planning Service being more attractive generally to those who are thinking of investing in this borough through development.
- 2.3 Customers who submit applications without opting for premium type services will continue to receive a very good service. For example, the priority of the Planning Service is to ensure the percentage of decisions made within statutory target dates is maintained in the top five as benchmarked against other London Local Planning Authorities performance on speed of decision making.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The alternative option is not to offer additional planning services. In this case, customers will continue to receive the statutory planning service.

4. POST DECISION IMPLEMENTATION

- 4.1 If approved, it is proposed that the pilot be formally rolled out and advertised on the council's website with effect from 1st April 2015.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 Barnet Council will work with local partners to create the right environment to improve the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study.

- 5.1.2 The three priority outcomes set out in the 2013/16 Corporate Plan are:

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

- 5.1.3 The proposed initiative will help the council to meet the financial challenges it is facing which will in turn benefit the residents of the Borough.

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

- 5.2.1 The additional income generated will fund additional posts to provide the service and therefore this will be cost neutral. They have been reviewed for VAT implications, and appear accurate to comply with appropriate VAT legislation.

5.3 Legal and Constitutional References

- 5.3.1. Local authorities have a variety of powers to charge for specific statutory services set out in statute. The Localism 2011 provides a power to trade and a power to charge for discretionary services, the latter on a costs recovery basis. Discretionary services are those that a local authority is permitted to provide under statute but is not obliged to do so. The power to charge for discretionary services is not available to local authorities if there is a statutory duty to provide the service or if there is a specific power to charge for it or if there is a prohibition on charging.

- 5.3.2 Where authorities have a duty to provide a statutory service free of charge to a certain standard, no charge can be made for delivery to that standard, however delivery beyond that point may constitute a discretionary service for which a charge could be made.

- 5.3.3 There is a variety of legislation permitting charging for different services, some which set prescribed fees and charges (or the range of charges for a given service), and others which allow discretion based on costs of providing the service.
- 5.3.4 In relation to planning services, it is settled law that charges can be levied for pre-application advice or services on a cost recovery basis.
- 5.3.5 Detailed legal advice on the legal powers to charge for each service is set out in Appendix 2, which is marked as an exempt appendix on the basis it contains legal advice, which is legally professionally privileged.

5.4 Equalities and Diversity

- 5.4.1 The Equality Act 2010 outlines the provisions of the Public Sector Equality Duty which requires public authorities to have due regard to the need to:
- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the 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

The relevant protected characteristics are age, race, disability, gender reassignment, pregnancy and maternity, religion or belief, sex and sexual orientation. The duty also covers marriage and civil partnership, but to a limited extent.

- 5.4.2 The broad purpose of this duty is to integrate considerations of equality into day to day business and keep them under review in decision making, the design of policies and the delivery of services so that the potential impact on any protected groups is identified and steps taken to mitigate or remove them.
- 5.4.3 The introduction of these additional services has been assessed and it is not considered to impact any of the protected groups. Whilst the services will be offered based on ability to pay the extra fees, the statutory planning service will not be impacted detrimentally by the introduction of this pilot.

5.5 Consultation and Engagement


- 5.5.1 Customers using the pilot service will be surveyed to assess how satisfied they are with the service provided, the results of which will feed into the report to be presented back to the Committee.

6. BACKGROUND PAPERS

- 6.1 None.

Area	Service	Description of Charge	Subject to VAT	(b) Proposed charge excluding VAT
Planning				
Pre Application Services				
Re	Planning	Choice of case officer	Yes	10% on category charge, £50 minimum charge
Pre Application Performance Agreement - householders applications (Re reserves the right to right to refuse requests subject to resources and availability)				
Re	Planning	Service 1a 1- Registration of application within 24 hours 2- Consultation of neighbouring properties within 24 hours. 3- Provision of an officer's recommendation within 5 weeks of validation	Yes	£350.00
Re	Planning	Service 1b Visit to site within 5 working days of registration	Yes	£100.00
Re	Planning	Service 1c 1- Review of the information submitted with the application within 2 working days of the site visit, if Service 1b accepted, or 5 working days from the validation (if Service 1b not accepted) 2- Provision of an email setting out any required changes to the application or confirming support/refusal of the application.	Yes	£250.00
Re	Planning	Additional and faster services	Yes	on request
Pre Application Performance Agreement - conditions and certificate of lawfulness applications (Re reserves the right to right to refuse requests subject to resources and availability)				
Re	Planning	Service 3a 1- Registration of valid application within 1 working day of receipt 2- Provision of an email setting out any required changes to the application or confirming support/refusal of the application within 10 working days of registration. 3- Decision issued within 1 working day of confirmation of support or within 1 working of receipt of acceptable amendments / additional information	Yes	£200.00
Re	Planning	Service 3b 1- Registration of valid application within 1 working day of receipt 2- Provision of an email setting out any required changes to the application or confirming support/refusal of the application within 5 working days of registration. 3- Decision issued within 1 working day of confirmation of support or within 1 working of receipt of acceptable amendments / additional information	Yes	£300.00
Re	Planning	Service 3c 1- Registration of valid application within 1 working day of receipt 2- Provision of an email setting out any required changes to the application or confirming support/refusal of the application within 2 working days of registration. 3- Decision issued within 1 working day of confirmation of support or within 1 working of receipt of acceptable amendments / additional information	Yes	£400.00
Re	Planning	Service 3d 1- Registration of valid application within 1 working day of receipt 2- Provision of an email setting out any required changes to the application or confirming support/refusal of the application within 1 working days of registration. 3- Decision issued within 1 working day of confirmation of support or within 1 working of receipt of acceptable amendments / additional information	Yes	£600.00
Re	Planning	Additional and faster services	Yes	on request
Pre Application Performance Agreement - Office to Residential Prior Notifications (Re reserves the right to right to refuse requests subject to resources and availability)				
Re	Planning	Service 4a 1- Registration of valid application within 1 working day of receipt 2- Consultation of neighbouring properties within 24 hours 3- Provision of an officer's recommendation within 4 weeks of validation	Yes	£350.00
Re	Planning	Service 4b Subject to a prior notification application is approved, provision of letter confirming compliance with relevant legislation.	Yes	£75.00
Re	Planning	Additional and faster services	Yes	on request
Pre Application Performance Agreement - Larger Home Extensions Prior Notifications (Re reserves the right to right to refuse requests subject to resources and availability)				
Re	Planning	Service 5a 1- Registration of valid application within 1 working day of receipt 2- Consultation of neighbouring properties within 24 hours 3- Provision of an officer's recommendation within 5 weeks of validation	Yes	£200.00
Re	Planning	Additional and faster services	Yes	on request
Pre Application Performance Agreement - Minor Applications and Variation of Conditions (Re reserves the right to right to refuse requests subject to resources and availability)				
Re	Planning	Service 6a 1- Registration of valid application within 1 working day of receipt 2- Consultation of neighbouring properties within 24 hours	Yes	£250.00

Re	Planning	Service 6b 1- Review of the information submitted within 5 working days from the validation of the application 2- Provision of an email setting out any required changes to the application or confirming support/refusal of the application.	Yes	£350.00
Re	Planning	Service 6c Provision of an officer's recommendation within 5 weeks of validation.	Yes	£250.00
Re	Planning	Additional and faster services	Yes	on request
Pre Application Performance Agreement - Major Applications (Re reserves the right to right to refuse requests subject to resources and availability)				
Re	Planning	Tailored service - Quote provided on request	Yes	on request
Pre Application Performance Agreement - Pre-Application advice Category B (Re reserves the right to right to refuse requests subject to resources and availability)				
Re	Planning	Tailored service - Quote provided on request	Yes	on request
Pre Application Performance Agreements: in specific circumstances an agreement can be made during the life of an application				
Pre-Application advice Categories C and D+ (Re reserves the right to right to refuse requests subject to resources and availability)				
Re	Planning	Service 7a 1- Accelerated offer of meeting at our offices (or on site) within 10 working days 2- Provision of meeting notes within 3 working days of meeting	Yes	25% of standard base pre-application fee
Re	Planning	Service 7b 1- Accelerated offer of meeting at our offices (or on site) within 5 working days 2- Provision of meeting notes within 3 working days of meeting	Yes	50% of standard base pre-application fee
Re	Planning	Service 7c 1- Accelerated offer of meeting at our offices (or on site) within 2 working days 2- Provision of meeting notes within 3 working days of meeting	Yes	75% of standard base pre-application fee
Re	Planning	Additional and faster services on request	Yes	on request
Pre-Application advice Categories E and F (Re reserves the right to right to refuse requests subject to resources and availability)				
Re	Planning	Service 8a Accelerated offer of meeting at our offices (or on site) within 10 working days	Yes	25% of standard base pre-application fee
Re	Planning	Service 8b Accelerated offer of meeting at our offices (or on site) within 5 working days	Yes	50% of standard base pre-application fee
Re	Planning	Service 8c Accelerated offer of meeting at our offices (or on site) within 2 working days	Yes	75% of standard base pre-application fee
Re	Planning	Service 8d Provision of written notes within 6 working days of meeting	Yes	£50.00
Re	Planning	Service 8e Provision of written notes within 3 working days of meeting	Yes	£100.00
Re	Planning	Additional and faster services on request	Yes	on request
Pre-Application advice Category G (Re reserves the right to right to refuse requests subject to resources and availability)				
Re	Planning	Service 9a Accelerated offer of meeting at our offices (or on site) within 6 working days	Yes	£150.00
Re	Planning	Service 9b Accelerated offer of meeting at our offices (or on site) within 3 working days	Yes	£300.00
Re	Planning	Service 9c Accelerated offer of meeting at our offices (or on site) within 1 working days	Yes	£500.00
Re	Planning	Service 9d Provision of written notes within 6 working days of meeting	Yes	£20.00
Re	Planning	Service 9e Provision of written notes within 3 working days of meeting	Yes	£75.00
Re	Planning	Service 9f Provision of written notes within 1 working days of meeting	Yes	£150.00
Re	Planning	Additional and faster services on request	Yes	on request

AGENDA ITEM 9	
	<p>Policy and Resources Committee 24 March 2015</p>
Title	The Better Care Fund 2015-2016: Agreement to enter into a pooled fund with NHS Barnet CCG
Report of	Adults and Health Commissioning Director
Wards	All
Status	Public
Enclosures	Appendix 1 - NHS Barnet BCF Plan Wave 3 Approval Letter (15-02-06) Appendix 2 - Cabinet Resources Committee Integrated Adults Health and Social Care Arrangements (13-07-18) Appendix 3 - Action Taken By Cabinet Member: Overarching Section 75 Agreement - Adults Integrated Health and Social Care Arrangements (13-08-14)
Officer Contact Details	Dawn Wakeling, Adults and Health Commissioning Director Dawn.wakeling@barnet.gov.uk 0208 359 4290

Summary
<p>The national £3.8bn Better Care Fund (BCF) was announced by the Government in June 2013 spending round, to support a transformation in integrated health and social care. For the first year of the BCF, funding to local authorities was provided through section 256 funds. This is a funding transfer from the NHS to be spent on social care which benefits health, with funding direct from NHS England to the Council. For the financial year 2015/16, there is a national requirement to operate the BCF as a pooled fund. The funding will flow from NHS England to individual Clinical Commissioning Groups (CCGs) which are then required to transfer the funds to a pooled fund. Local authorities will receive section 256 funding to support the funding of core statutory social care services and integrated care and funding mandated by the Department of Health (DH) for the Care Act through this route. Section 256 transfers will no longer take place.</p>

Barnet has worked on integrated health and social care services for some time: defining a local vision for integration; agreeing a Concordat for Integration with Barnet commissioning and provider partners; and setting up an integrated care programme, reporting to the Health and Well-Being Board (HWBB).

The scope of work for this integrated care programme is detailed in the final Barnet BCF Plan, approved by NHS England on 06 February 2015 and the Business Case for Health and Social Care Integration (HSCI), approved by Council on 04 November 2014 and NHS Barnet CCG (CCG) in October 2014.

The pooled fund will be used for the delivery of the schemes of work in the BCF Plan. The BCF allocation for Barnet for 2015/16, set by the Department of Health (DH), as detailed in the BCF Plan is £23.4m (rounded).

The Council has an existing section 75 agreement with NHS Barnet CCG for integrated health and social care, which was agreed by Cabinet in July 2013. The existing section 75 agreement includes the services currently in place as part of the BCF plan, which are funded through current section 256 funds.

This report seeks authority for the Council to enter into a pooled budget with NHS Barnet CCG starting in April 2015 for the duration of the national BCF arrangement. The fund will be used for continued delivery of the services in the BCF plan. The pooled budget will be established as a schedule under the existing integrated health and social care section 75 agreement, executed through a deed of variation agreed by the Council and CCG.

Please note that following discussions on the BCF at the CCG Board on 26 February 2015, the CCG Audit Committee will consider this same report for approval on 16 April 2015. This will give CCG officers the authority to enter into the same pooled budget arrangements.

Recommendations

- 1. That the Committee approve the entry into a pooled budget with NHS Barnet Clinical Commissioning Group for the requirements of the Better Care Fund from April 2015, based on the contents set out in paragraphs 1.18 of this report.**
- 2. That the Committee delegate authority to the Adults and Health Commissioning Director to finalise the operational arrangements for the Better Care Fund 2015-2016 pooled budget with NHS Barnet Clinical Commissioning Group.**
- 3. That the Committee delegate authority to the Adults and Health Commissioning Director to execute a new schedule to the section 75 agreement for Integrated Care and a Deed of Variation to initiate the pooled fund arrangement, based on the contents set out in paragraphs 1.18 of this report.**

1. WHY THIS REPORT IS NEEDED

- 1.1 The national £3.8bn Better Care Fund (BCF) was announced by the Government in the June 2013 spending round, to support a transformation in integrated health and social care. The second year of BCF starts in April 2015, with the requirement to create a local pooled budget to support health and social care services to work more closely together.

- 1.2 Barnet has been working on the integration of health and social care services for some time. This includes the 2011 Scrutiny Task and Finish group to define a local vision for integration; setting up an integrated care programme reporting to the Health and Well-Being Board (HWBB); and agreeing a Concordat for Integration with Barnet commissioning and provider partners.
- 1.3 The scope of work for this integrated care programme is detailed in the final Barnet BCF Plan, approved by NHS England on 06 February 2015 and the Business Case for HSCI, approved by Council on 04 November 2014 and NHS Barnet CCG in October 2015. The HWBB approved the BCF Plan in January 2015 and the Business Case on 18 September 2014.
- 1.4 The Barnet BCF Plan and Business Case are the culmination of local work on integrated care for frail older people in Barnet and those aged 55 and over with long term conditions.
- 1.5 The Plan and Business Case set out a clear, analytically driven understanding of how the Council will use the BCF together with core services to improve the care provided for this group of people by integrating health and social care services. They have been developed to ensure Barnet will implement a model of integrated care, which has a clear financial and non-financial case for the Council and the CCG, that will enable the Council to meet longer-term aims and challenges.
- 1.6 The BCF Plan and Business Case describe a 5 Tier Integrated Care Model and the projects and schemes of work to deliver it. The model has been developed from the Concordat, consulting and agreeing proposals with key stakeholders in the Barnet health and social care economy. Key stakeholders have included NHS and social care providers, Healthwatch Barnet and the Older People's Partnership board.
- 1.7 The two documents show how investment from section 256 funds, CCG, Public Health and Council adult social care funding will be used to develop and deliver this new model of care. The BCF Plan is a key delivery vehicle for achieving Council Commissioning Plan priorities and savings and CCG Quality, Innovation, Productivity, Prevention (QIPP) savings. Links to the BCF Plan and Business Case are at the end of this report (Section 6 Background Papers).
- 1.8 From April 2015, the Department of Health (DH) requires councils and CCGs to pool their budgets allocated for the delivery of the schemes of work in the BCF Plan. This will enable Council, the CCG and the HWBB to determine investment and work to realise the target benefits and outcomes identified.
- 1.9 Local areas are only able, under BCF regulations, to enter into formal pooled fund arrangements for the BCF once their BCF plans are fully approved. LBB and the CCG are therefore now able to formalise the detailed principles and operational and governance arrangements for the first year of the fund.

Scope

- 1.10 The pooled fund for 2015/16 as detailed in the Plan is £23.4m (rounded). This is not new or additional funding, rather the reallocation of existing service budgets for services to a pooled fund structure.

- 1.11 Table 1 in paragraph 1.15 below breaks down this funding by contribution from LBB and the CCG and by type. £4.20m (rounded) of the £23.4m is allocated for protecting social care, one of the seven national conditions. Existing section 256 spending plans for 2014/15 (£6.634m) as previously agreed by the HWBB will continue in 2015/16, which include costs of running existing integrated care services. The Adult Social Care (ASC) Capital Grant and Disabled Facilities Grant (DFG) are both ring-fenced within the BCF and will continue to be used for their core statutory purpose. The DH has also mandated that part of the BCF is to be used as statutory New Burdens funding for the Care Act. The allocation for this set by the DH for Barnet Council in 2015/16 is £846,000.
- 1.12 As the BCF Plan is implemented, LBB and the CCG will, where appropriate, consider the alignment of other budgets and report them alongside the core BCF fund, in order to review the impact of integrated care delivery against planned benefits (both financial and performance) in acute hospital care and residential care, which are currently outside the BCF fund. This includes an agreed Public Health contribution to the 5 Tier Model for the development of self-care and prevention services.

Pay For Performance

- 1.13 An important element of the pooled fund is the Pay for Performance (P4P) mechanism applied to reducing non-elective admissions (emergency admissions to acute hospital care or NEL) by an agreed target of 1,205 patients by 31 March 2016. This equates to an estimated £2.054m in costs of admissions and is the amount of the fund at risk depending on Barnet's performance against this target.
- 1.14 This portion of the fund is reflected in line 6 (NHS Funding) in Table 1 below in paragraph 1.15. It should be noted that NHS Barnet CCG will receive the full amount of the BCF P4P element (£2.054M) in April 2015, along with the rest of the £23.4M BCF. This will be included in the core CCG funding allocation from NHS England. However, this funding can only be released into the pooled fund by the CCG if Barnet achieves its target reduction in NEL.

1.15 Table 1 – 2015 /16 BCF

	Source	Type	£000
1	LBB	Adult Social Care Capital Grant	806
2	LBB	Section 256 Funding	6,634
3	BCCG	Carers Breaks	806
4	BCCG	Enablement	1,860
5	LBB	Disabled Facilities Grant (DFG)	1,066
6	BCCG	NHS Funding (<i>Note - Includes £846K for Care Act Implementation</i>)	12,240
		Total	23,412

- 1.16 LBB and the CCG will need to monitor and report to NHS England (NHSE) on performance in achieving this target quarterly. If the target is not fully met, the CCG may only release into the fund a directly proportionate amount of the P4P funding. However, this funding will still be available for the CCG to spend. It must be spent in line with NHSE requirements, as detailed in the published BCF Technical Guidance or any other future guidance.
- 1.17 The Council and CCG intend to do everything possible to prevent this risk occurring. For 2015/16, the Council will not enter into any risk sharing arrangement with Barnet CCG in respect of the P4P element, which relates to acute hospital care performance.
- 1.18 As the Council and CCG already have a Section 75 agreement for integrated care, the BCF pooled fund may be established by adding a new Service Schedule for the pooled fund to this agreement through a Deed of Variation. The Deed of Variation will also extend the existing section 75 agreement beyond its current end date of August 2016, to set a more flexible approach linked to the continuation of the BCF by central government. The schedule will detail the operations of the pooled fund as follows:
- The fund will consist of £23.4m of funding for 2015/16 and the Council will host it for reporting and accounting purposes. The breakdown of the funding will be as set out in paragraph 1.15 of this report.
 - The HWBB Finance Group, a constituted sub-group of the Health and Well-Being Board consisting of senior officers from the Council and Barnet CCG, will act as the pooled fund Executive, as required in the national guidance. The HWBB Finance Group will be responsible for monitoring progress in delivering the target benefits and outcomes in the BCF Plan and Business Case, with ongoing oversight of work and spend. The Adults and Health Commissioning Director will support the HWBB Finance Group in the oversight or reporting activities as required. Reports on the BCF will be submitted to the HWBB, the Adults and Safeguarding Committee and the CCG governing body.
 - The schedule will state that the fund may continue into future financial years subject to the continuation of the BCF by the Department of Health (DH). The operating arrangements set out in the schedule will be reviewed after 6 months and in the event that the Council and CCG receive notification of the fund continuing into future financial years. If material changes to the operation and scope of the Barnet BCF pooled budget are recommended by the pooled fund Executive, those changes will be brought to the relevant decision making body for agreement, in line with the schemes of delegation of both the Council and CCG.
 - In the first year LBB and the CCG will be responsible for their own under or over spend against target benefits or outcomes. Both will consider any such event on a case by case basis and reach an equitable solution to rectify any issues that arise as a result.
 - Both LBB and the CCG will seek to achieve the financial benefits attributed to them as described in the BCF Plan and Business Case. The first benefits taken will be agreed CCG QIPP Plans and Council Commissioning Plan targets. These benefits relate to savings from the reduction in NEL for the CCG and reduction in residential care admissions for the Council.

- In the first year budgets in scope will be effectively aligned for the purposes of progressing the delivery of planned schemes of work and for performance monitoring and reporting.
- The pooled fund Executive will review performance in achieving the target reduction in NEL to confirm P4P funding as a result. This will include immediate actions to rectify underperformance and reduce further risks to pooled funds or activities.

1.19 In the first year of operation, officers will:

- Implement a process for tracking benefits delivery
- Continue to investigate longer-term options for sharing benefits to enable continued improvement in care outcomes for Barnet residents.
- Set up the necessary performance monitoring and progress, financial and operational reporting arrangements.

2. REASONS FOR RECOMMENDATIONS

2.1 The Business Case demonstrates that the hypothecated PSR savings of £1m from Adult Social Care budgets (£150,000 in 2016/17; £250,000 in 2017/18 and 2018/19 respectively; and then £350,000 in 2019/20) can be achieved by delivering this programme of work, provided the right level of invest-to-save funding can be made available in the period to allow for people to be treated in the community and in their own homes, outside acute and residential care settings.

2.2 The BCF Plan underlines ambitious plans for transforming and integrating health and social care in Barnet and so lays the foundations for these savings. It explains:

- How schemes contribute to achieving target benefits and outcomes and expected change in activity and financial benefit derived.
- The work being done to maximise the chances of meeting these aims.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1 An alternative approach is to do nothing which is not recommended. The Council and CCG need to integrate health and social care services to meet the anticipated needs of frail, elderly people long-term to achieve better outcomes and improve user experience in a financially sustainable way.

3.2 All areas under national policy are required to have a BCF Plan underpinned by a pooled fund for the delivery of greater integration of health and social care services.

4. POST DECISION IMPLEMENTATION

4.1 Work will continue to establish the pooled fund and benefits management arrangements to evidence the successful delivery of the target benefits and outcomes detailed in the BCF Plan and Business Case for Integration.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

5.1.1 The BCF Plan and Business Case align with the twin overarching aims of Barnet's Health and Well-Being Strategy 2012 to 2015 (published in October 2012), Keeping Well; and Keeping Independent. There are also clear links with the Barnet Council Corporate Plan, the Priorities and Spending Review, the outline aims of Council 5 year commissioning intentions for adult social care and Barnet CCG 2 and 5 year Strategic Plans. LBB and Barnet CCG will lead delivery of the plan through the Joint Commissioning Unit (JCU) and with Public Health and partner service providers.

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

5.2.1 The BCF Plan and Business Case set out the overall investment required to implement the 5 Tier Model for integrated care and the links between it and published Council commissioning plan proposals and CCG QIPP schemes.

5.2.2 The BCF Plan details the financial contributions proposed from LBB and the CCG that will comprise the pool fund used to integrate health and social care services. The national allocation of BCF to Barnet for 2015/16 is £23.4 million (rounded), detailed in Table 1 in paragraph 1.15. This is not new or additional funding, rather the reallocation of existing service budgets for services to a pooled fund structure.

5.2.3 The Business Case instead considers the totality of local spend on older people with physical frailty and/or long terms conditions, amounting to a total of £136.5 million across health and social care, with £77.9 million forming the core spend within the model (divided between 46% Council spend and 54% CCG spend) and £58.6 million of 'influence-able' spend. Influence-able spend is money spent in the acute health care and nursing care sectors, where it is anticipated that savings will be made as a result of activity reductions arising from the impact of the integrated care model. All Council adult social care spend on older people, both direct care costs and staffing, has been included in the £77.9 million core spend.

5.2.4 The majority of the savings will be made within acute hospital spend. It should be noted that due to acute health care payment rules (Payment by Results or PBR), strong commissioning will be required to deliver the savings in reality. Ongoing work between senior leaders in the Council and the CCG to consider how to make sure this occurs gives the Council the opportunity to appraise options to increase the size of the pooled fund to include higher levels of adult social care spend. Further proposals on this will be brought to Committee in the future as appropriate.

5.2.5 The majority of pooled funding for the first year comes from section 256 and NHS funding. It includes funding for core services and demand pressures, alongside that used for investing in the projects and services described.

- 5.2.6 The business case shows that planned initiatives are estimated to deliver a net annual recurring benefit to budgets of £5.7m by 2019/20. This is a result of £4.1m additional revenue expenditure per year, generating £9.8m per year of financial benefits (savings) across acute hospital and care home services. There are also one-off investments upfront totalling £1.4m.
- 5.2.7 The £5.7m in benefits realised includes £3.1m QIPP savings for Barnet CCG QIPP savings, £1m Commissioning Plan savings for the Council plus £1.6m in other savings for both organisations across the delivery of integrated services.

5.3 Legal and Constitutional References

- 5.3.1 In 2015/16 BCF (the fund) will be allocated to local areas, placed into pooled funds under joint governance arrangements detailed in section 75 Agreements for integrated care between CCGs and councils. Section 75 of the NHS Act 2006, provides for CCGs and local authorities to pool budgets.
- 5.3.2 A condition of accessing the fund is that CCGs and councils must jointly agree plans for investing the money, which must meet certain requirements. The fund will be routed through NHS England to protect the overall level of health spending and ensure alignment with wider NHS funding arrangements.
- 5.3.3 The Department of Health (DH) will use the NHS Mandate for 2015/16 to instruct NHS England to ring-fence its contribution to BCF and ensure it is deployed in specified amounts locally for CCGs and councils to use in pooled budgets.
- 5.3.4 The DFG is included to incorporate the provision of adaptations into strategic considerations and planning of investment to improve outcomes for service users. DFG will be paid to upper-tier local authorities in 2015/16. However, the statutory duty on local housing authorities to provide DFG to those who qualify for it will remain. Therefore each area will have to allocate DFG funding to their respective housing authorities (district councils in two-tier areas) from the pooled budget so they can continue to meet their statutory duty to adapt the homes of disabled people, including for young people aged up to 17.
- 5.3.5 DH and the Department for Communities and Local Government (DCLG) will also use Section 31 of the Local Government Act 2003 to ensure DH Adult Social Care capital grants (£134m) will reach local areas as part of the fund. Relevant conditions will be attached to these grants so that they are used in pooled budgets for the purposes of the fund.
- 5.3.6 Under the Council's Constitution (Responsibility for Functions Annex A) the Health and Well-Being Board has the following responsibility within its Terms of Reference:
 - (3); 'To work together to ensure the best fit between available resources to meet the health and social care needs of the population of Barnet (including children), by both improving services for health and social care and helping people to move as close as possible to a state of complete physical, mental and social well-being. Specific resources to be overseen include money for social care being allocated through the NHS; dedicated public health budgets; and Section 75 partnership agreements between the NHS and the Council.'

(9); Specific responsibility for:

- Overseeing public health
- Developing further health and social care integration

5.3.7 The responsibilities of the Policy and Resources Committee are contained in the Council's Constitution - Section 15 Responsibility for Functions (Annex A). Specific responsibilities for those powers, duties and functions of the Council in relation to Policy and Resources include:

- Being responsible for the overall strategic direction of the Council.
- Ensuring the effective use of resources and Value for Money.
- Considering and taking any necessary action upon proposals for new legislation likely to affect the interests of the Borough or its inhabitants generally where not the specific concern of any other committee(s).

5.4 **Risk Management**

5.4.1 The delivery of the schemes of work funded through the pooled fund will be delivered by LBB and CCG using recognised commissioning and programme and project management methodologies and governance arrangements.

5.4.2 This includes clear processes to identify and report on and manage individual or aggregated risks through Council and CCG risk management processes.

5.4.3 Specific risks relating to BCF are included in the BCF Plan and the Business Case with detailed mitigating actions. These are monitored regularly in line with said governance arrangements and processes.

5.5 **Equalities and Diversity**

5.5.1 It is mandatory to consider Equality and Diversity issues in decision-making in the Council, pursuant to the Equality Act 2010. This means the Council and all other organisations acting on its behalf must have due regard to the equality duties when exercising a public function.

5.5.2 The broad purpose of this duty is to integrate considerations regarding equality and good relations into day to day business, requiring equality considerations to be reflected into the design of policies and the delivery of services and for these to be kept under review.

5.5.3 The specific duty set out in S149 of the Equality Act is to have due regard to 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.

5.5.4 Relevant protected characteristics are – age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual orientation.

5.5.5 Health partners as relevant public bodies must similarly discharge their duties under the Equality Act 2010 and consideration of equalities issues should therefore form part of their reports. Proposals are therefore assessed for their impact on equality and diversity in line with the Barnet CCG Equality Delivery System. A requirement of the BCF is to guarantee that no community is left behind or disadvantaged – the commissioning system therefore needs to be focused on reducing health inequalities and advancing equality in its drive to improve outcomes for patients and service users.

5.6 Consultation and Engagement

5.6.1 To develop the 5 Tier Model for integrated health and social care, the Council and CCG have engaged with residents, commissioning and provider partners and voluntary sector groups across three areas:

- To validate the outcomes, modelling and other elements of direction of travel described in the business case.
- To co-design and develop the detailed care model and services that will deliver our target outcomes and vision for integrated care.
- To test a variety of ideas addressed in the case at forums such as the residents' consultation facilitated by 'Healthwatch' and the Older Peoples Partnership Board.

5.6.2 The approved BCF Plan details all public engagement with patients or service users as well as with providers to define the schemes of work to be managed through a pooled budget arrangement.

6. BACKGROUND PAPERS

6.1 Part 1 of the Final Barnet BCF Plan approved by NHSE on 6 February 2015 was presented to the HWBB on [29 January 2015](#) prior to submission to NHS England on 9 January 2015. Part 2 of the Plan is available for inspection on request from the officers listed on the front page of this report.

6.2 It was submitted to NHS England in accordance with the nationally mandated timescales on 4 April 2014. The first full Plan for submission was submitted to Adults and Safeguarding Committee on [02 October 2014](#). BCF Guidance and Planning was provided in a letter dated 25 July 2014, [NHS England Publications Gateway Ref No. 01977](#).

6.3 The draft Business Case for the integration of health and social care services was submitted to the Adults and Safeguarding Committee on [02 October 2014](#). The final Business Case was approved by Council on [4 November 2014](#).

6.4 Cabinet agreed to enter into a section 75 agreement for integrated health and social care on [18 July 2013](#).

E-mail: england.coo@nhs.net

To:
Barnet Health and Wellbeing Board
NHS Barnet CCG

Copy to:
Barnet London Borough Council

6th February 2015

Dear colleague,

Thank you for submitting further evidence to clear the conditions on your Better Care Fund (BCF) plan. We know that the BCF is an ambitious programme and preparing the plans at pace has proved an immensely challenging task. However, your plan is now part of an ongoing process to transform local services and improve the lives of people in your community.

It is clear that your team and partners have worked very hard over the last few months, making valuable changes to your plan in order to improve people's care.

NHS England is now able to approve plans following the publication of the 2015/16 Mandate. As a result I am delighted to let you know that, following the recent assurance process, your resubmitted plan has been classified as '**Approved**'. Appended to this letter is your NCAR Outcome Report for your information. Essentially, your plan is strong and robust and we have every confidence that you will be able to deliver against it. This puts you in a strong position for delivering the change outlined above.

Your BCF funding will be made available to you subject to the following standard conditions which apply to all BCF plans:

- The Fund being used in accordance with your final approved plan and through a section 75 agreement;
- The full value of the element of the Fund linked to non-elective admissions reduction target will be paid over to CCGs at the start of the financial year. However, CCGs may only release the full value of this funding into the pool if the admissions reduction target is met as detailed in the BCF Technical Guidance¹. If the target is not met, the CCG(s) may only release into the pool a part of that funding proportionate to the partial achievement of the target. Any part of this funding that is not released into the pool due to the target not being met must be dealt with in accordance with NHS England requirements. Full details are set out in the BCF Technical Guidance

The conditions are being imposed through NHS England's powers under sections

High quality care for all, now and for future generations

223G and 223GA of the NHS Act 2006 (as amended by the Care Act 2014). These allow NHS England to make payment of the BCF allocation subject to conditions. If the conditions are not complied with, NHS England is able to withhold or recover funding, or direct the CCG that it be spent in a particular way.

We are confident that there are no areas of high risk in your plan and as such you should progress with your plans for implementation.


Any ongoing oversight of your BCF plan will be led by your NHS England Regional/Area Team along with your Local Government Regional peer rather than the BCF Taskforce from this point onwards.

Non-elective (general and acute) admissions reductions ambition

We recognise that some areas may want to revisit their ambitions for the level of reduction of non-elective admissions, in light of their experience of actual performance over the winter, and as they become more confident of the 2014/15 outturn, and firm-up their plans to inform the 2015/16 contracting round. Any such review should include appropriate involvement from local authorities and be approved by HWBs. NHS England will assess the extent to which any proposed change has been locally agreed in line with BCF requirements, as well as the risk to delivery of the ambition, as part of its assurance of CCGs' operational plans.

Once again, thank you for your work and we look forward to the next stage.

Yours sincerely,



Dame Barbara Hakin
National Director: Commissioning Operations
NHS England

¹ <http://www.england.nhs.uk/wp-content/uploads/2014/08/bcf-technical-guidance-v2.pdf>

Meeting	Cabinet Resources Committee
Date	18 July 2013
Subject	Integrated Adults Health and Social Care arrangements
Report of	Cabinet Member for Adults
Summary	<p>This report:</p> <ul style="list-style-type: none"> (i) highlights the current national and local policy direction towards greater integration of health and social care services; (ii) seeks authority to develop an overarching Section 75 National Health Services Act 2006 Agreement (Section 75 Agreement) between London Borough of Barnet and NHS Barnet Clinical Commissioning Group (CCG) for the purpose of jointly commissioning adult health and social care services under the Health and Social Care Integration Programme; (iii) seeks authority to include the current two spearhead projects (Care Homes pilot and Older People’s Integrated Care service) within this Section 75 agreement; (iv) seeks delegation of authority to the Cabinet Member for Resources and Performance and the Cabinet Member for Adults to agree the full scope and financial arrangements under the Section 75 Agreement; (v) seeks delegation of approval of further amendments to the Section 75 Agreement to the Adults and Communities Director.

Officer Contributors	Thomas Fennerty
Status (public or exempt)	Public
Wards Affected	All
Key Decision	Yes
Reason for urgency / exemption from call-in	N/A
Function of	Executive
Enclosures	N/A
Contact for Further Information:	Thomas Fennerty Thomas.fennerty@barnet.gov.uk 078 2573 2966

1. RECOMMENDATIONS

- 1.1 That the Committee authorises the development of an overarching Section 75 National Health Services Act 2006 Agreement (Section 75 Agreement) between London Borough of Barnet and NHS Barnet Clinical Commissioning Group (CCG) to jointly commission adult health and social care services as part of the Health and Social Care Integration Programme, as set out in section 9 of this report.
- 1.2 That the Committee delegates authority to the Cabinet Member for Resources and Performance and the Cabinet Member for Adults to approve the full scope and financial arrangements under the Section 75 Agreement.
- 1.3 That the Committee delegates approval of further amendments to the Agreement to the Director for Adults and Communities.

2. RELEVANT PREVIOUS DECISIONS

Section 256 Decisions

- 2.1 Cabinet (20 Feb 2011) agreed to set up a Health and Wellbeing Board with powers to manage s256 for partnership working in health.
- 2.2 Cabinet Resources Committee (2 March 2011) approved criteria for allocation of funds within s256 agreement and for high level spending to be overseen by Health and Wellbeing Board. Allocations were as follows; £967,000 in 2010/11; £3.9m in 2011/12, and £3.7m in 2012/13.
- 2.3 Health & Wellbeing Board (31 May 2012) approved the Strategic Outline Case (SOC) for Health Social Care Integration (HSCI) Programme, which set out the aims of the programme and proposed using s256 funding allocations for projects.

Section 75 Decisions

- 2.4 Cabinet Resources Committee (22 April 2010) agreed payment from NHS Barnet in relation to a Section 75 pooled budget arrangement for adults with learning disabilities transferring from the Harperbury Hospital Campus.
- 2.5 Cabinet Resources Committee (13 January 2011) authorised the creation of a pooled fund for an integrated community learning disabilities service under Section 75 of the NHS Act 2006. It was also agreed that the Cabinet Member for Adults be authorised on behalf of the Council to enter into a two-year Section 75 pooled funding agreement between the London Borough of Barnet (LBB) and NHS Barnet (NHSB), subject to the legal and financial terms of the agreement being approved by the Assistant Director – Legal and the Chief Finance Officer, respectively.
- 2.6 Cabinet Resources Committee (28 July 2011) agreed that the Cabinet Member for Adults be authorised to approve the Council entering into a two-year Section 75 National Health Service Act 2006 pooled funding agreement

with NHS Barnet (NHSB), with the council acting as lead commissioner for voluntary sector prevention services, subject to the legal and financial terms of the agreement being approved by the Assistant Director – Legal and the Chief Finance Officer.

- 2.7 The Cabinet Member for Adults (1 August 2012) approved the recommendation that the Council enter into a Section 75 Agreement with Barnet, Enfield and Haringey Mental Health NHS Trust, following approval in principle from the Barnet Health and Wellbeing Board.
- 2.8 Cabinet Resources Committee (25 February 2013) authorised an extension to the Section 75 Agreement between London Borough of Barnet and NHS Barnet (or its successor body) so that the London Borough of Barnet remains the lead commissioner for Community Equipment Services. The Committee agreed that the approval of the Section 75 Agreement be delegated to the Cabinet Member for Adults under delegated powers.
- 2.9 Cabinet Resources Committee (18 April 2013) agreed to the development of an overarching Section 75 Agreement between the London Borough of Barnet and Barnet Clinical Commissioning Group for the purpose of jointly commissioning Children's services, and delegated authority to the Cabinet Member for Resources and Performance and the Cabinet Member for Education, Children and Families to agree the full scope and finances of the Section 75 Agreement.

3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 3.1 The on-going and planned commissioning and procurement activity related to these Adults Service contracts contribute to the priorities of the Council's Corporate Plan 2013/14-15/16 by promoting 'a healthy, active, independent and informed over 55 population in the borough so that Barnet is a place that encourages and supports residents to age well'. Creation of the new Section 75 Agreement will support further health and social care integration which will help foster 'a strong partnership with the local NHS, so that families and individuals can maintain and improve their physical and mental health'.
- 3.2 Barnet's Health & Wellbeing Strategy 2012-15 aims to reduce health inequalities by focusing on how more people can 'Keep Well' and 'Keep Independent'. The development of a Section 75 Agreement and closer working relationship with NHS Barnet CCG will support the aims of this strategy to 'work in collaboration with partners in the statutory, commercial and third sectors, and with stakeholders in the community, to enhance individual and family self-reliance'. This will further support 'the delivery of safe, high-quality health and social care services, within available resources directed to providing the greatest benefit for the greatest number of people in need'.
- 3.3 The Government recently announced an aspiration for integrated health and social care services to become the norm across the country by 2018. This aspiration is underpinned by a new patient centred vision for integrated care and is supported by commitment from the key national organisations that form

part of the public sector health and social care economy. The development of an overarching Section 75 Agreement for Adults health and social care services will establish an important mechanism for jointly funding and managing integrated services that will support the Council and CCG in meeting the national aspiration set by the Government.

4. RISK MANAGEMENT ISSUES

- 4.1 Integrated commissioning has a key role to play in increasing efficiencies by reducing duplication. If integrated commissioning processes are not put in place, opportunities to achieve value for money may be lost. This could impact adversely on budgets at a time when resources need to be managed carefully.
- 4.2 The development of a Section 75 Agreement supports planning for changes at a borough level which will enable more coherent planning and resource provision. Insufficiently co-ordinated and planned services could also have an adverse impact on service users. Joined-up commissioning can help to create smoother service pathways.

5. EQUALITIES AND DIVERSITY ISSUES

- 5.1 Under current Equalities legislation the Council and all other organisations exercising public functions on its behalf are required when doing so to have due regard to the need to:
 - i) Eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited under the Equality Act 2010.
 - ii) Advance equality of opportunity between those with a protected characteristic and those without.
 - iii) Promote good relations between those with a protected characteristic and those without. The relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. It also covers marriage and civil partnership with regard to eliminating discrimination.
- 5.2 This duty, also, applies to a person who is not a public authority but who exercises public functions and therefore must, in the exercise of those functions, have due regard to the general equality duty. This includes any organisation contracted by a local authority to provide services on its behalf.
- 5.3 The overarching agreement sets out both partners' responsibilities with regards to complying with the equalities legislation. Any contracts drafted will include explicit requirements fully covering the Council's duties under equalities legislation.

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

- 6.1 Considerations in the Section 75 Agreement will include the following:
- 6.1.1 Agreed aims and outcomes of the partnership including the partners' respective legal and regulatory responsibilities, and the client groups for whom the services will be delivered under the arrangement.
 - 6.1.2 The operational arrangements for managing the partnership. This will include joint performance and governance structures to manage the partnership agreement. It will encompass the resolution of disputes, conditions for renewal and termination of the partnership, provision and mechanisms for annual review, the treatment of VAT, legal issues, complaints, and risk sharing.
 - 6.1.3 The respective financial contributions and other resources provided in support of the partnership. It will also include the arrangements for financial monitoring, reporting and management of pooled, delegated or aligned budgets.
- 6.2 The overarching agreement will accommodate for, and link in with, existing governance arrangements that are being used to drive forward health and social care integration (i.e. the Health and Wellbeing Board, Health and Wellbeing Board Financial Planning Group and the Health and Social Care Integration Programme Board) and approve funding for associated projects and initiatives.
- 6.3 The Section 75 Agreement will act as an enabler for the Council and the CCG to use resources more effectively to meet residents' health and social care needs.
- 6.4 The Section 75 Agreement will cover the initiatives and services that will be delivered through the Health and Social Care Integration Programme. The programme is already delivering two projects; these are the Care Homes pilot and Older People's Integrated Care service. The table below details the funding for both of these two projects that will be covered by the agreement in the first financial year.

Financial Year	London Borough of Barnet	NHS Barnet CCG
2013/14	£543,202	£282,751

- 6.5 Please note that the value of financial contributions for forthcoming years will not be known until new projects or initiatives have been defined. The full duration of the agreement is yet to be decided.
- 6.6 The Section 75 Agreement will encompass the use of the following funding streams available to the Council and the CCG for health and social care integration initiatives and projects:

Funding stream	Origin	Value (2013/14)
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One Barnet Programme funding	LBB	£974,000
Section 256	LBB	£5,181,000
Winter Pressures Funding	LBB	Ca. £989,000
Marginal Rate Emergency Tariff	CCG	Awaiting CCG confirmation
Emergency Readmissions	CCG	Awaiting CCG confirmation

- 6.7 The value of the funding to be included within the overarching Section 75 Agreement for future financial years will be decided within the context of the programme of new initiatives, and both organisations' strategic objectives and financial considerations.
- 6.8 To ensure the good performance and value for money of services, for the duration of contracts, providers are regularly monitored to ensure that they meet the specified outcomes and represent value for money.
- 6.9 The principles for managing staffing, IT or property as part of any joint initiative or project will be set out in the overarching agreement.
- 6.10 The specific arrangements for managing these matters will be agreed individually for each project or initiative through the development of a business case and approval through existing governance arrangements for driving health and social care integration.

7. LEGAL ISSUES

- 7.1 Pursuant to Section 75 of the National Health Service Act 2006 and the NHS Bodies and Local Authorities Partnership Arrangements Regulations 2000 (the 'Regulations'), NHS bodies and local authorities can enter into partnership arrangements for the exercise of specified functions. The Regulations define the nature of the partnership arrangements. They provide for the establishment of a fund made up of contributions from the Partners out of which payments may be made towards expenditure incurred in the exercise of their functions; for the exercise by NHS bodies of local authority functions and for the exercise by local authorities of NHS functions; and require the Partners to set out the terms of the arrangements in writing. The specific objectives for implementing Section 75 Agreements are:
- (i) to facilitate a co-ordinated network of health and social care services, allowing flexibility to fill any gaps in provision;
 - (ii) to ensure the best use of resources by reducing duplication (across organisations) and achieving greater economies of scale; and
 - (iii) to enable service providers to be more responsive to the needs and view of users, without distortion by separate funding streams for different service inputs.
- 7.2 Statutory regulations and Government guidance indicates how such arrangements should be set up and emphasis is placed on good governance.

- 7.3 The overarching Section 75 Agreement covering the Health and Social Care Integration Programme will allow each specific initiative that will be jointly delivered to be governed through an arrangement most suitable to individual circumstances.

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

- 8.1 The Council's constitution in Part 3, Responsibility for Functions, paragraph 4.6 - the terms of reference of the Cabinet Resources Committee - capital and revenue finance and externalisation contracts.

9. BACKGROUND INFORMATION

Context

- 9.1 National government has long encouraged local authorities and health to work together to provide joined up care services for residents. It has recently announced an aspiration for integrated health and social care services to become the norm across the country by 2018. This aspiration is underpinned by a new patient centred vision for integrated care and is supported by commitment from the national organisations that form part of the public sector health and social care economy.
- 9.2 Local authorities and NHS clinical commissioning group are able to use Section 75 Agreements to pool, delegate or align budgets in order to deliver integrated services together or on behalf of either partner.
- 9.3 The Health and Wellbeing Board has developed a vision for health and social care integration in Barnet. The Council and the CCG, through the Health and Wellbeing Board, approved the delivery of a programme to integrate health and social care services in partnership with a range of local partners.
- 9.4 Management of this programme was delegated to a Health and Social Care Integration Programme Board comprising commissioners and providers that operate in Barnet. All member organisations have signed up to a concordat that sets out a service-user centred vision of integrated health and social care services in the Borough.
- 9.5 The Council and the CCG, as the lead commissioners, have already begun to deliver two jointly financed and managed initiatives with the approval of the Board. It is anticipated that a number of other projects will be established as part of the programme.
- 9.6 Previously the Council has entered into separate Section 75 Agreements as and when an integrated service has been established using local authority and health funding streams. As the Council and CCG move towards commissioning of a greater number of integrated services more and more agreements will need to be set up. Each agreement will require approval from both HB Public Law for

Barnet and the CCG's legal counsel, Capsticks, which has cost implications for both organisations.

Proposed approach

- 9.7 There is an opportunity for reducing both the costs and streamline the process required to develop robust arrangement for the management of these services through the use of an overarching agreement that can cover a range of jointly managed initiatives. This approach is explained below.
- 9.8 An overarching agreement will contain all the 'generic' terms that are required as part of any agreement and the principles by which services will be commissioned and managed. It will provide a platform for the Council and the CCG to robustly manage and finance new and existing integrated services.
- 9.9 It is proposed that separate (but near identical overarching agreements) will be used to cover children's services and adults services. This approach is recommended as it will allow for different approval and sign-off processes that incorporate the differing governance arrangements existing in adults and children's services. It will accommodate the different policies and strategies that each service area is subject to.
- 9.10 It should be noted that in the case of Adults this new section 75 will not replace the existing agreements that cover the Integrated Learning Disabilities Team, Learning Disabilities Campus Re-provision, the Integrated Mental Health Service, Community Equipment or Voluntary Services Commissioning within a Prevention Framework. In the future where feasible and desirable the joint commissioning of Community equipment and Voluntary Services Commissioning within a Prevention Framework may be incorporated within the overarching agreement.

10. LIST OF BACKGROUND PAPERS

10.1 None

Cleared by Finance (Officer's initials)	JH
Cleared by Legal (Officer's initials)	SD

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ACTION TAKEN BY CABINET MEMBER (EXECUTIVE FUNCTION)

Subject Overarching Section 75 Agreement – Adults Integrated Health and Social Care Services

Cabinet Member Cabinet Member for Adults
 Cabinet Member for Resources and Performance

Date of Decision

Date of decision comes into effect

Summary This report seeks approval to enter into an overarching agreement between the London Borough of Barnet and Barnet Clinical Commissioning Group to support the delivery of integrated adults health and social care services.

Officer Portia Kumalo, Head of Children’s Joint Commissioning
Contributors Thomas Fennerty, Health and Social Care Integration Programme

Status (public or exempt) Public

Wards affected All

Enclosures

Reason for exemption from call-in (if appropriate) Not Applicable

Key decision No

Contact for further information: Thomas.fennerty@barnet.gov.uk

Serial No.

1. RELEVANT PREVIOUS DECISIONS

Section 256 Decisions

- 1.1 Cabinet (20 Feb 2011) agreed to set up a Health and Wellbeing Board with powers to manage s256 for partnership working in health.
- 1.2 Cabinet Resources Committee (2 March 2011) approved criteria for allocation of funds within s256 agreement and for high level spending to be overseen by Health and Wellbeing Board. Allocations were as follows; £967,000 in 2010/11; £3.9m in 2011/12, and £3.7m in 2012/13.
- 1.3 Health & Wellbeing Board (31 May 2012) approved the Strategic Outline Case (SOC) for Health Social Care Integration (HSCI) Programme, which set out the aims of the programme and proposed using s256 funding allocations for projects.

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- 1.5 Cabinet Resources Committee (13 January 2011) authorised the creation of a pooled fund for an integrated community learning disabilities service under Section 75 of the NHS Act 2006. It was also agreed that the Cabinet Member for Adults be authorised on behalf of the Council to enter into a two-year Section 75 pooled funding agreement between the London Borough of Barnet (LBB) and NHS Barnet (NHSB), subject to the legal and financial terms of the agreement being approved by the Assistant Director – Legal and the Chief Finance Officer, respectively.
- 1.6 Cabinet Resources Committee (28 July 2011) agreed that the Cabinet Member for Adults be authorised to approve the Council entering into a two-year Section 75 National Health Service Act 2006 pooled funding agreement with NHS Barnet (NHSB), with the council acting as lead commissioner for voluntary sector prevention services, subject to the legal and financial terms of the agreement being approved by the Assistant Director – Legal and the Chief Finance Officer.
- 1.7 The Cabinet Member for Adults (1 August 2012) approved the recommendation that the Council enter into a Section 75 Agreement with Barnet, Enfield and Haringey Mental Health NHS Trust, following approval in principle from the Barnet Health and Wellbeing Board.

- 1.8 Cabinet Resources Committee (25 February 2013) authorised an extension to the Section 75 Agreement between London Borough of Barnet and NHS Barnet (or its successor body) so that the London Borough of Barnet remains the lead commissioner for Community Equipment Services. The Committee agreed that the approval of the Section 75 Agreement be delegated to the Cabinet Member for Adults under delegated powers.
- 1.9 Cabinet Resources Committee (18 April 2013) agreed to the development of an overarching Section 75 Agreement between the London Borough of Barnet and Barnet Clinical Commissioning Group for the purpose of jointly commissioning Children’s services, and delegated authority to the Cabinet Member for Resources and Performance and the Cabinet Member for Education, Children and Families to agree the full scope and finances of the Section 75 Agreement.
- 1.10 Cabinet Resources Committee on 18 July 2013 agreed:
- (i) That the Committee authorises the development of an overarching Section 75 National Health Services Act 2006 Agreement (Section 75 Agreement) between London Borough of Barnet and NHS Barnet Clinical Commissioning Group (CCG) to jointly commission adult health and social care services as part of the Health and Social Care Integration Programme, as set out in section 9 of this report.
 - (ii) That the Committee delegates authority to the Cabinet Member for Resources and Performance and the Cabinet Member for Adults to approve the full scope and financial arrangements under the Section 75 Agreement.
 - (iii) That the Committee delegates approval of further amendments to the Agreement to the Adults and Communities Director.

2. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 2.1 The on-going and planned commissioning and procurement activity related to these Adults Service contracts contribute to the priorities of the Council’s Corporate Plan 2013/14-15/16 by promoting ‘a healthy, active, independent and informed over 55 population in the borough so that Barnet is a place that encourages and supports residents to age well’. Creation of the new Section 75 Agreement will support further health and social care integration which will help foster ‘a strong partnership with the local NHS, so that families and individuals can maintain and improve their physical and mental health’.
- 2.2 Barnet’s Health & Wellbeing Strategy 2012-15 aims to reduce health inequalities by focusing on how more people can ‘Keep Well’ and

'Keep Independent'. The development of a Section 75 Agreement and closer working relationship with NHS Barnet CCG will support the aims of this strategy to 'work in collaboration with partners in the statutory, commercial and third sectors, and with stakeholders in the community, to enhance individual and family self-reliance'. This will further support 'the delivery of safe, high-quality health and social care services, within available resources directed to providing the greatest benefit for the greatest number of people in need'.

- 2.3 The Government recently announced an aspiration for integrated health and social care services to become the norm across the country by 2018. This aspiration is underpinned by a new patient centred vision for integrated care and is supported by commitment from the key national organisations that form part of the public sector health and social care economy. The development of an overarching Section 75 Agreement for Adults health and social care services will establish an important mechanism for jointly funding and managing integrated services that will support the Council and CCG in meeting the national aspiration set by the Government.

3. RISK MANAGEMENT ISSUES

- 3.1 Integrated commissioning has a key role to play in increasing efficiencies by reducing duplication. If integrated commissioning processes are not put in place, opportunities to achieve value for money may be lost. This could impact adversely on budgets at a time when resources need to be managed carefully.
- 3.2 The development of a Section 75 Agreement supports planning for changes at a borough level which will enable more coherent planning and resource provision. Insufficiently co-ordinated and planned services could also have an adverse impact on service users. Joined-up commissioning can help to create smoother service pathways.

4. EQUALITIES AND DIVERSITY ISSUES

- 4.1 Under current Equalities legislation the Council and all other organisations exercising public functions on its behalf are required when doing so to have due regard to the need to:
- i) Eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited under the Equality Act 2010.
 - ii) Advance equality of opportunity between those with a protected characteristic and those without.
 - iii) Promote good relations between those with a protected characteristic and those without. The relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. It also covers marriage and civil partnership with regard to eliminating discrimination.

4.2 This duty, also, applies to a person who is not a public authority but who exercises public functions and therefore must, in the exercise of those functions, have due regard to the general equality duty. This includes any organisation contracted by a local authority to provide services on its behalf.

4.3 The overarching agreement sets out both partners' responsibilities with regards to complying with the equalities legislation. Any contracts drafted will include explicit requirements fully covering the Council's duties under equalities legislation.

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

5.1 The Section 75 Agreement includes the following:

5.1.1 Agreed aims and outcomes of the partnership including the partners' respective legal and regulatory responsibilities, and the client groups for whom the services will be delivered under the arrangement.

5.1.2 The operational arrangements for managing the partnership. This includes joint performance and governance structures to manage the partnership agreement. It encompasses the resolution of disputes, conditions for renewal and termination of the partnership, provision and mechanisms for annual review, the treatment of VAT, legal issues, complaints, and risk sharing.

5.1.3 The respective financial contributions and other resources provided in support of the partnership. It includes the arrangements for financial monitoring, reporting and management of pooled, delegated and aligned budgets.

5.2 The overarching agreement accommodates for, and links in with, existing governance arrangements that are being used to drive forward health and social care integration (i.e. the Health and Wellbeing Board, Health and Wellbeing Board Financial Planning Group and the Health and Social Care Integration Programme Board) and approve funding for associated projects and initiatives.

5.3 The Section 75 Agreement will act as an enabler for the Council and the CCG to use resources more effectively to meet residents' health and social care needs.

5.4 The Section 75 Agreement will cover the initiatives and services that will be delivered through the Health and Social Care Integration Programme. The programme is already delivering two projects; these are the Care Homes pilot and Older People's Integrated Care service.

The table below details the funding for both of these two projects that will be covered by the agreement in the first financial year.

Financial Year	London Borough of Barnet	NHS Barnet CCG
2013/14	£543,202	£282,751

- 5.5 To ensure the good performance and value for money of services, for the duration of contracts, providers are regularly monitored to ensure that they meet the specified outcomes and represent value for money.
- 5.6 The principles for managing staffing, IT or property as part of any joint initiative or project are set out in the overarching agreement.
- 5.7 The specific arrangements for managing these matters will be agreed individually for each project or initiative through the development of a business case and approval through existing governance arrangements for driving health and social care integration.
- 5.8 The Section 75 agreement allows additional services to be jointly commissioned through the creation of additional Schedules. This report seeks authority for the Adults and Communities Director to agree the addition of subsequent Schedules for pooled or aligned budgets; integrated arrangements; and/or any changes to the Section 75 Agreement that are in line with London Borough of Barnet's strategy and can be contained within existing resources.

6. LEGAL ISSUES

- 6.1 Pursuant to Section 75 of the National Health Service Act 2006 and the NHS Bodies and Local Authorities Partnership Arrangements Regulations 2000 (the 'Regulations'), NHS bodies and local authorities can enter into partnership arrangements for the exercise of specified functions. The Regulations define the nature of the partnership arrangements. They provide for the establishment of a fund made up of contributions from the Partners out of which payments may be made towards expenditure incurred in the exercise of their functions; for the exercise by NHS bodies of local authority functions and for the exercise by local authorities of NHS functions; and require the Partners to set out the terms of the arrangements in writing. The specific objectives for implementing Section 75 Agreements are:
 - (i) to facilitate a co-ordinated network of health and social care services, allowing flexibility to fill any gaps in provision;
 - (ii) to ensure the best use of resources by reducing duplication (across organisations) and achieving greater economies of scale; and
 - (iii) to enable service providers to be more responsive to the needs and view of users, without distortion by separate funding streams for different service inputs.

- 6.2 Statutory regulations and Government guidance indicates how such arrangements should be set up and emphasis is placed on good governance.
- 6.3 The overarching Section 75 Agreement covering the Health and Social Care Integration Programme will allow each specific initiative that will be jointly delivered to be governed through an arrangement most suitable to individual circumstances.

7. CONSTITUTIONAL POWERS

- 7.1 The Council's Constitution, in Part 3, Responsibility for Functions, - section 4.2 details the roles and responsibilities of individual Cabinet Members. The Cabinet Member for Resources and Performance has responsibility for budget and policy formulation and implementation in relation to: resources; financial forward planning and budgeting; and the effective use of resources and value for money. The Cabinet Member for Adults has responsibility for budget and policy formulation and implementation in relation to adult social care including leading on the project for health and social care integration.
- 7.2 Cabinet Resources Committee at their meeting on 18 July 2013 delegates authority to the Cabinet Member for Resources and Performance and the Cabinet Member for Adults to approve the full scope and financial arrangements under the Section 75 Agreement. This delegated powers report is pursuant to that authorisation.

8. BACKGROUND INFORMATION

Context

- 8.1 National government has long encouraged local authorities and health to work together to provide joined up care services for residents. It has recently announced an aspiration for integrated health and social care services to become the norm across the country by 2018. This aspiration is underpinned by a new patient centred vision for integrated care and is supported by commitment from the national organisations that form part of the public sector health and social care economy.
- 8.2 Local authorities and NHS clinical commissioning group are able to use Section 75 Agreements to pool, delegate or align budgets in order to deliver integrated services together or on behalf of either partner.
- 8.3 The Health and Wellbeing Board has developed a vision for health and social care integration in Barnet. The Council and the CCG, through the Health and Wellbeing Board, approved the delivery of a programme to integrate health and social care services in partnership with a range of local partners.

- 8.4 Management of this programme was delegated to a Health and Social Care Integration Programme Board comprising commissioners and providers that operate in Barnet. All member organisations have signed up to a concordat that sets out a service-user centred vision of integrated health and social care services in the Borough.
- 8.5 The Council and the CCG, as the lead commissioners, have already begun to deliver two jointly financed and managed initiatives with the approval of the Board. It is anticipated that a number of other projects will be established as part of the programme.
- 8.6 Previously the Council has entered into separate Section 75 Agreements as and when an integrated service has been established using local authority and health funding streams. As the Council and CCG move towards commissioning of a greater number of integrated services more and more agreements will need to be set up.

Proposed approach

- 8.7 There is an opportunity for reducing both the costs and streamline the process required to develop robust arrangement for the management of these services through the use of an overarching agreement that can cover a range of jointly managed initiatives. This approach is explained below.
- 8.8 An overarching agreement contains all the 'generic' terms that are required as part of any agreement and the principles by which services will be commissioned and managed. It provides a platform for the Council and the CCG to robustly manage and finance new and existing integrated services.
- 8.9 Separate (but near identical) overarching agreements will be used to cover children's services and adults services. This approach is recommended as it will allow for different approval and sign-off processes that incorporate the differing governance arrangements existing in adults and children's services. It will accommodate the different policies and strategies that each service area is subject to.
- 8.10 It should be noted that in the case of Adults this new section 75 will not replace the existing agreements that cover the Integrated Learning Disabilities Team, Learning Disabilities Campus Re-provision, the Integrated Mental Health Service, Community Equipment or Voluntary Services Commissioning within a Prevention Framework. In the future where feasible and desirable the joint commissioning of Community equipment and Voluntary Services Commissioning within a Prevention Framework may be incorporated within the overarching agreement.
- 8.11 The final draft of the Adults Overarching Section 75 Agreement has been circulated for comment and feedback to officers from Finance, Human

Resources, Insurance and Information Governance. Their input has been incorporated within the document.

8.12 The final document has been assured by both the Council and CCG Legal Advisors (HB Public Law and Capsticks).

8.13 The final document will also be approved by the CCG Audit Committee.

9. LIST OF BACKGROUND PAPERS

9.1 Final version of the Overarching Adults Section 75 Agreement.

10. DECISION TAKER'S STATEMENT

I have the required powers to make the decision documented in this report. I am responsible for the report's content and am satisfied that all relevant advice has been sought in the preparation of this report and that it is compliant with the decision making framework of the organisation which includes Constitution, Scheme of Delegation, Budget and Policy Framework and Legal issues including Equalities obligations.

11. DECISION OF THE CABINET MEMBER(S)

We authorise the following action

11.1 That the overarching Section 75 Agreement be entered into with Barnet Clinical Commissioning Group.

Signed

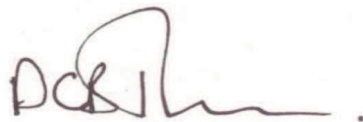


Cabinet Member for Adults

Date

14 August 2013

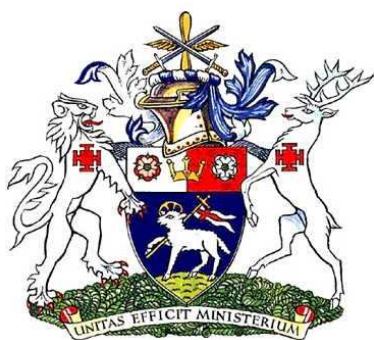
Signed



Cabinet Member for Resources and Performance and
Deputy Leader of the Council

Date

14 August 2013



Policy and Resources Committee
24th March 2015

Title	Notification of decision taken under delegated powers - Waiver of the Contract Procedure Rules For Fremantle Trust and Age Concern Barnet Contracts
Report of	Head of Governance (Acting)
Wards	All
Status	Public
Enclosures	Annex 1: Delegated Powers Report dated 6 February 2015
Officer Contact Details	Kirstin Lambert, kirstin.lambert@barnet.gov.uk , 020 8359 2177

Summary

This report advises Policy and Resources Committee of a decision taken to waive the Contract Procedure Rules in order to secure additional services to address delays in transfers of care for those in acute hospital settings.

Recommendations

1. That the decisions of the Adults and Communities Director on 6 February 2015, as detailed below be noted:
 - a) That the Officer in consultation with the Chairman of the Policy and Resources Committee agree a waiver of the Contract Procedure Rules is to vary the contract with the Fremantle Trust from 2nd February 2015 to 10th May 2015.
 - b) That the Officer in consultation with the Chairman of the Policy and Resources Committee agree a waiver of the Contract Procedure Rules is to vary the contract with Age UK Barnet from 2nd February 2015 to 10th May 2015.

1. WHY THIS REPORT IS NEEDED

1.1 Fremantle Trust and Age Concern Barnet Contracts

To notify this Committee of the decision taken by the Adults and Communities Director, with regard to the above item. The Adults and Communities Director was required to make a decision on this item as it required a decision within a set timeframe and Policy and Resources Committee were not due to meet within this timescale.

2. REASONS FOR RECOMMENDATIONS

To note the decision of the Urgency Committee.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1 Not applicable.

4. POST DECISION IMPLEMENTATION

4.1 As per original report.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

5.1.1 As per original report.

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

5.2.1 As per the original report.

5.3 Legal and Constitutional References

5.3.1 As per original report.

5.4 Risk Management

5.4.1 As per original report.

5.5 Equalities and Diversity

5.5.1 As per original report.

5.6 Consultation and Engagement

5.6.1 As per original report.

6. BACKGROUND PAPERS

6.1 None

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	<p>ACTION TAKEN UNDER DELEGATED POWERS BY OFFICER</p> <p>6th February 2015</p>
<p style="text-align: right;">Title</p>	<p>Waiver of the Contract Procedure Rules For Fremantle Trust and Age Concern Barnet Contracts</p>
<p style="text-align: right;">Report of</p>	<p>Mathew Kendall, Adults and Communities Director</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;">Enclosures</p>	<p>None</p>
<p style="text-align: right;">Officer Contact Details</p>	<p>Jess Baines-Holmes, Senior Category Manager, Adults and Communities Jess.baines-holmes@barnet.gov.uk 020 83593312</p>

Summary
<p>This report captures a waiver of the Contract Procedure Rules in order that additional services can be secured to address delays in transfers of care for those in acute hospital settings.</p>

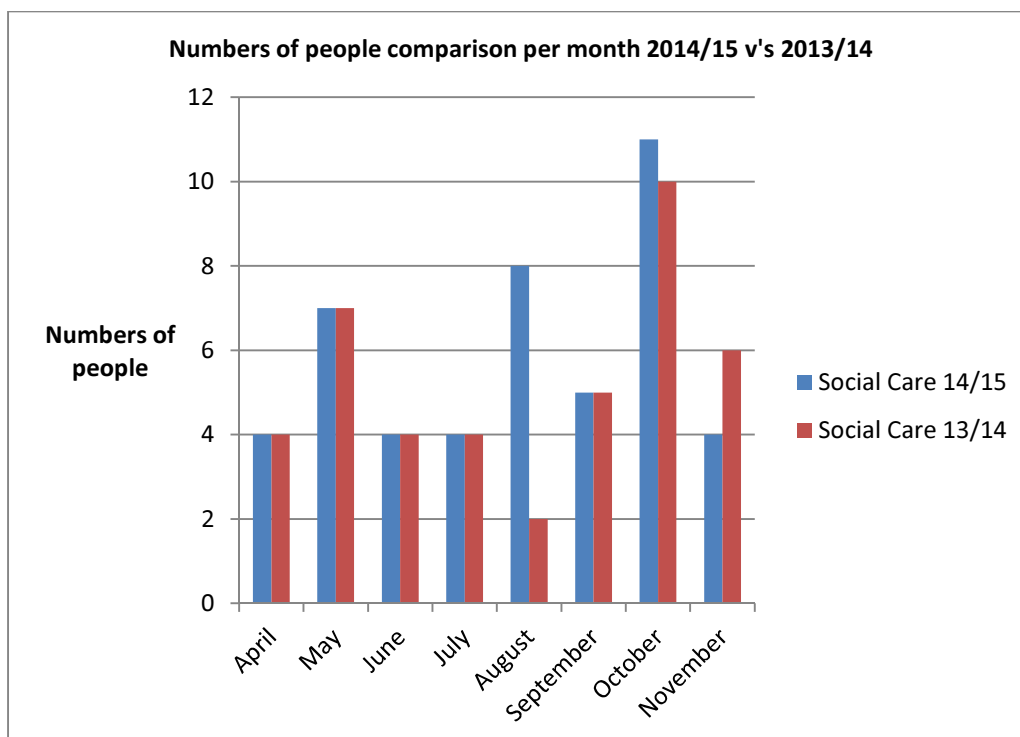
Decisions
<p>1. That the Officer in consultation with the Chairman of the Policy and Resources Committee agree a waiver of the Contract Procedure Rules is to vary the contract with the Fremantle Trust from 2nd February 2015 to 10th May 2015.</p>
<p>2. That the Officer in consultation with the Chairman of the Policy and Resources Committee agree a waiver of the Contract Procedure Rules is to vary the contract with Age UK Barnet from 2nd February 2015 to 10th May 2015.</p>

1. WHY THIS REPORT IS NEEDED

1.1 Current Position

- 1.1.1 The current Winter Pressures within the Health and Social Care System have seen both national and local scrutiny on A&E waiting times. This has led to a wider exploration into how key stakeholders can work together to prevent hospital admissions. It has also led to an increased focus on how the Council can improve partnership work in order to facilitate effective discharges back into the community for people who are medically fit and no longer require secondary care.
- 1.1.2 The population of Older Adults over 65 in the London Borough of Barnet is 50,691. We currently provide Community Services to 3,016 of these people.
- 1.1.3 The table below shows an analysis of London Borough of Barnet Social Care Delays by person since April 2013.

Month	Social Care 14/15	Social Care 13/14
April	4	4
May	7	7
June	4	4
July	4	4
August	8	2
September	5	5
October	11	10
November	4	6
Totals	47	42



1.2 London Borough of Barnet - Current Resilience Funding

- 1.2.1 £120,000 was earmarked for extra domiciliary care and enablement capacity, moving from a position where 1400 hours were supplied to the current position where 1800 planned enablement hours are in place.
- 1.2.2 A further £80,000 was secured to ensure that 7-day working practice was in place across both key Acute Hospitals (Barnet General Hospital & Royal Free Hospital). This has led to the rapid assessment and discharge of 94 patients at the weekend over the last 3 months.
- 1.2.3 In December a second tranche of winter resilience money was identified. However LBB were not successful in securing any of additional funding.

1.3 Further Funding from Department of Health

- 1.3.1 On the 16th January the DOH approved a further tranche of ring-fenced funding to support local authorities who have high levels of delayed transfers across the whole system. The London Borough of Barnet received a grant proposal of £425,000.
- 1.3.2 Proposals were made which it was forecast would make a significant impact on the local care and support network and provide an improved patient flow through a challenging hospital system. An overview of these proposed schemes have been shared with partners at the weekly Urgent Care Summit, with positive approval from senior management within each organisation.

1.4 Proposals Requiring Contract Variation Under this Report

- 1.4.1 The variation to the Fremantle Trust contract will provide additional capacity to provide a better flow out of hospital for patients who are medically fit but may need a short period of enablement before returning home. To ensure that these individuals have the best possible chance of returning home successfully, this service will be complimented by additional Occupational Therapy support which will be provided by the London Borough of Barnet and Central London Community Healthcare working together to maximise workforce capacity.
- 1.4.2 The variation to the Age UK Barnet contract will deliver a service aimed at using volunteer support to ensure that people return from A&E departments with some practical support in their own homes. Age UK will mobilise quickly to establish a manager who will oversee the provision of this support and liaise with the key agencies and manage the volunteers. They will also partner with members of the Barnet Provider Group and other key voluntary sector providers in Barnet.

2. REASONS FOR DECISIONS

- 2.1 Additional funding was received from the Department of Health in late January 2015 to provide extra enablement and intermediate social care packages in the home or in residential care settings. It is essential that this money is used quickly and makes an immediate impact on the ground. As services are required to begin with immediate effect a decision is required as a matter of emergency.

3. ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

- 3.1 Under the Contract Procedure Rules, a contract variation must be submitted to the Policy and Resources Committee. This would require a delay in service delivery until after the next meeting of the Committee on 17th February. This would not alleviate the significant current pressures and would reduce the effectiveness of the service. Immediate action is required.

4. POST DECISION IMPLEMENTATION

- 4.1 Following approval of these recommendations, contract variations will be sealed and funding released to the organisations. Usage will be monitored to ensure effectiveness of the provisions is maximised and pressure reduced in acute settings.
- 4.2 Adults and Communities Senior Management will continue attending the weekly urgent summits, with Team Leader representation at the three-weekly MDT meetings to facilitate targeted use of services.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 This service will directly support the London Borough of Barnet Corporate Plan priority *'To sustain a strong partnership with the local NHS, so that families and individuals can improve their physical and mental health'* by reducing the impact on the acute care system and creating capacity for those who require services within a hospital setting while supporting those who can to return home.

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

5.2.1 Fremantle Trust Contract Variation

- 5.2.1.1 4 mainstream residential care beds at a cost of £715 per week for the period 2nd February 2015 to 31st March 2015 and £727 per week for the period 1st April 2015 to 10th May 2015.
- 5.2.1.2 4 dementia care residential care beds at a cost of £750 per week for the period 2nd February 2015 to 31st March 2015 and £763 per week for the period 1st April 2015 to 10th May 2015.
- 5.2.1.3 A total contract value for the period 2nd February 2015 to 10th May 2015 of **£82,413.71**

5.2.2 Age UK Barnet Contract Variation

£30,000 for the period 2nd February 2015 to 10th May 2015 to cover costs of management, co-ordination and expenses for volunteers.

5.2.3 The total value for both contracts for the period 2nd Feb 2015 to 10th May 2015 is £113,000. Of this, £64,000 relating to 14/15 spend will be funded from the additional £425,000 resilience funding and the 15/16 spend of £49,000 will be funded from the 15/16 placements budget.

5.3 Legal and Constitutional References

5.3.1 Council Constitution, Contract Procedure Rules – Section 15, clause 15.1 and 15.2 state:

15.1 In the event that the application of these rules prevents or inhibits the delivery or continuity of service, Directors or Assistant Directors, Lead Commissioners and Heads of Service may apply for a waiver. All applications for a waiver of these Contract Procedure Rules must be submitted to Policy and Resources Committee specifically identifying the reason for which a waiver is sought, including justification and risk.

15.2 Directors, Assistant Directors, Lead Commissioners and Heads of Service may take decisions on emergency matters (i.e. an unexpected occurrence requiring immediate action) in consultation with the Chairman of Policy and Resources Committee providing they report to the next available Policy and Resources Committee, setting out the reasons for the emergency waiver. A copy of the relevant Policy and Resources Committee report must be provided to Central Procurement and stored on the Councils contract repository.

5.4 Risk Management

5.4.1 The London Borough of Barnet has been identified for this additional funding allocation on the basis of Department of Health analysis which looked at Delayed Transfers of Care attributed to social care as a proportion of the number of acute and general hospital beds serving the area. The London Borough of Barnet qualified for funding as a local authority with over 0.5% delayed days in general and acute hospital beds on the basis of local population over 65. Without securing contract variations and commencing these services with immediate effect, there is a high risk that the Council will not be able to reduce pressure on the local acute hospitals and reduce the number of delayed days.

5.5 Equalities and Diversity

5.5.1 There are no Equalities and Diversity considerations relevant to the decision. Services will reduce pressure on acute hospitals and benefit all local residents and communities.

5.6 Consultation and Engagement

5.6.1 None.

6. BACKGROUND PAPERS

6.1 None.

7. DECISION TAKER'S STATEMENT

7.1 *I have the required powers to make the decision documented in this report. I am responsible for the report's content and am satisfied that all relevant advice has been sought in the preparation of this report and that it is compliant with the decision making framework of the organisation which includes Constitution, Scheme of Delegation, Budget and Policy Framework and Legal issues including Equalities obligations.*

8. OFFICER'S DECISION

I authorise the following action

8.1 **A waiver of the Contract Procedure Rules to vary the contract with the Fremantle Trust from 2nd February 2015 to 10th May 2015.**

8.2 **A waiver of the Contract Procedure Rules to vary the contract with Age UK Barnet from 2nd February 2015 to 10th May 2015.**

Signed Matthew Kendall
 Adults and Communities Director

Date 17 February 2015

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Policy and Resources Committee
24 March 2015

Title	Fees and Charges for 2015/16
Report of	Chief Operating Officer
Wards	N/A
Date added to Forward Plan	N/A
Status	Public
Enclosures	Appendix A – List of Updated Fees and Charges
Officer Contact Details	Ruth Hodson, Head of Finance

Summary

This report presents the proposed fees and charges for the forthcoming financial year. All fees and charges have been approved by the appropriate committees. Any fees and charges which are not being increased by more than the rate of inflation are not included within this report as their approval method is via a delegated powers report.

Recommendations

- 1. That the Policy and Resources Committee consider the proposed fees and charges as detailed in Appendix A and approve them for implementation from 1 April 2015, or as soon as possible thereafter.**
- 2. That the Policy and Resources Committee endorses the recommendations (as set out in paragraphs 5.3.12 to 5.3.14 of this report) from Adults and Safeguarding Committee of 26 January 2015 and 19 March 2015 on the setting of fees and charges.**

- 3. That the Policy and Resources Committee note the charges for Regeneration & Housing Development within Appendix A are for noting only not formal approval.**
- 4. That Policy & Resources Committee note the updated Greenwich Leisure Limited (GLL) price schedule for leisure centres within Appendix A taking effect from 1 April 2015**

1. WHY THIS REPORT IS NEEDED

- 1.1 Fees and charges are considered annually to comply with legislative changes, to take into account inflation (where applicable), the cost of service provision and any new opportunities to improve the service offered to residents and service users.
- 1.2 All the relevant fees and charges are attached to this report as Appendix A

2 REASONS FOR RECOMMENDATIONS

- 2.1 The review of fees and charges is good practice and is undertaken annually, to ensure that costs of providing services are being recovered where appropriate. For those fees and charges that will be levied on the services provided by the Council and Re, the Council and Re have undertaken an audit of the fees and charges proposed and have updated, deleted or added fees as appropriate.

3 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The alternative option considered is not to review the fees and charges and adjust them (or add new ones if appropriate). This option was rejected because this is not good practice and could result in a failure to recover costs of provision of the service or indeed over recover where the charge should be set at a cost recovery level.

4 POST DECISION IMPLEMENTATION

- 4.1 If the Committee approves the attached fees and charges, these will be implemented from 1st April 2015 or as soon as possible thereafter.
- 4.2 The Emissions based charges and Temporary permits (weekly & monthly) within the parking section of Appendix A will only be implemented after the process to amend the Traffic Management Orders has been completed. This process can take up to 12 weeks and as such we would not expect to be in a position to implement the new charges until after April 2015.

5 IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

5.1.1 The proposed fees and charges schedule will aid the Council to meet the financial challenges that the Council is facing which will in turn benefit the residents of the Borough. It will furthermore contribute towards the following corporate priorities:

5.1.1.1 Barnet Council will work with local partners to create the right environment to improve the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study.

5.1.1.2 The three priority outcomes set out in the 2013/16 Corporate Plan are:

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

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

5.2.1 The review of the fees and charges will ensure that they are being charged at a correct rate and without a subsidy or excess charge being applied incorrectly. This is good practice and will ensure the costs of the services provided are reviewed and charged accurately on a regular basis. It will also allow effective benchmarking with other local authorities offering the same services which will enable value for money to be determined.

5.2.2 The Fees and Charges contained within this report will contribute to managing the financial challenges faced by the council but don't contribute towards the achievement of any specific income proposals in the Medium Term Financial Strategy (MTFS). They have been reviewed for VAT implications, and appear accurate to comply with appropriate VAT legislation.

5.2.3 The Green permits for electric vehicles have reduced from £15 to free in 2015/16, in line with the Councils reduced emissions policy.

5.3 Legal and Constitutional References

5.3.1 Local authorities have a variety of powers to charge for specific statutory services set out in statute. The Local Government Act 2003 provides a power to trade and a power to charge for discretionary services, the latter on a costs

recovery basis. Discretionary services are those that a local authority is permitted to provide under statute but is not obliged to do so. The power to charge for discretionary services is not available to local authorities if there is a statutory duty to provide the service or if there is a specific power to charge for it or if there is a prohibition on charging.

- 5.3.2 Additionally the Localism Act 2011 provides local authorities with a general power of competence that confers on them the power to charge for services but again subject to conditions/limitations similar to those noted above.
- 5.3.3 Where authorities have a duty to provide a statutory service free of charge to a certain standard, no charge can be made for delivery to that standard, however delivery beyond that point may constitute a discretionary service for which a charge could be made.
- 5.3.4 There is a variety of legislation permitting charging for different services, some which set prescribed fees and charges (or the range of charges for a given service), and others which allow discretion based on costs of providing the service.
- 5.3.5 In relation to cemeteries, the Local Authorities' Cemeteries Order 1977 allows local authorities to charge such fees as they think proper for or in connection with burials, for granting any permit for the placing and maintenance of tombstones or memorials in cemeteries or for placing an additional inscription on such a tombstone or memorial. Charges for cremation are also permitted by the Cremation Act 1902.
- 5.3.6 In using the powers under the Road Traffic Regulation Act 1984, the authority has a duty, amongst other considerations, to secure the expeditious, convenient and safe movement of vehicular and other traffic and the provision of suitable and adequate parking facilities both on and off the highway. This is pursuant to section 122 of the Road Traffic Regulation Act 1984.
- 5.3.7 The Council as the Highway Authority has the necessary legal powers to introduce or amend Traffic Management Orders through the Road Traffic Regulation Act 1984 and the Local Authorities' Traffic Orders (Procedure) (England and Wales) Regulations 1996.
- 5.3.8 The fees relating to Regeneration & Housing Development are for noting only as these are set and agreed in accordance with the contract between the council and Re.
- 5.3.9 Residential, Nursing and Respite Charges for Adult Social Care
The Department for Work and Pensions have announced changes in the rates of benefits payable and personal allowances from 6 April 2015. This In line with the Sections 14, 17 of the Care Act 2014, the Care and Support (Charging and Assessment of Resources) Regulations 2014 and Care and Support Statutory Guidance 2014.

The Department of Health Local Authority Circular LAC (DH) (2015)1, the authority will need to use the amended rates when calculating contribution levels for clients in 2015/16. This will relate to clients in residential, nursing and respite care. The changes in rates could impact on the level of charge that clients will need to make to their care.

5.3.10 Fairer Contributions Policy for Adult Social Care

The Council's adopted fairer contributions policy includes a protected income value which is equal to income support or pension credit plus 25%. Income support/pension credit is the weekly amount of money the Government sets as the lowest level of income that everyone should have to live on, to meet everyday living costs, such as food, travel and utility bills. The fairer contributions policy was adopted under Section 17 of the Health and Social Services and Social Adjudications Act 1983. This has been superseded by Sections 14, 17 of the Care Act 2014, the Care and Support (Charging and Assessment of Resources) Regulations 2014 and Care and Support Statutory Guidance 2014.

5.3.11 In relation to fees and charges for care services, the Care Act 2014 allows local authorities to charge the costs of care in accordance with the regulations and statutory guidance. In addition to charging for care, the regulations and guidance from 1 April 2015 allows local authorities to charge for the costs of universal deferred payments and the costs of arranging care for people who have savings or capital above the thresholds.

5.3.12 Adults and Safeguarding Committee on 26 January approved recommendations on fees and charges for universal deferred payments from 1 April 2015. These fees are set out in appendix A of this report.

5.3.13 The interest rate for deferred payments will be set at 1% from 1 April 2015. It is proposed that the interest rate charges will be reviewed every three months by Adults and Communities. The power to vary and change interest rates for deferred payments will be delegated to the Council's section 151 officer, with the maximum limit set by the Department of Health. The Department of Health will review the maximum limit bi-annually.

5.3.14 Subject to approval by the Adults and Safeguarding Committee on 19 March 2015, the fees and charges for the costs of arranging care for people who have savings or capital above the threshold are set out in Appendix A of this report.

5.3.15 Council's Constitution, Responsibility for Functions, Annex A – details that the certain committees are responsible for developing fees and charges for those areas under the remit of the committee for consideration by the Policy & Resources Committee. The Policy and Resources Committee is responsible for ensuring effective Use of Resources and Value for Money.

5.3.16 The Council's Constitution, Financial Regulations, Section 4.1.1 (Budget Strategy) states:

“The setting of fees and charges and the Council’s policies for the recovery of debt, which do not form part of the budget strategy are separately approved by the Policy and Resources Committee.”

and

“Policy and Resources Committee must approve changes to fees and charges that are significantly different from inflation, the introduction of new fees and charges, and changes to fees and charges outside the normal annual cycle.”

5.4 Risk Management

5.4.1 Increasing fees and charges always poses an element of risk around the proportionate level of increase, when compared to residents’ ability to pay. Every effort has been made to manage the charge increase to an appropriate level and in many cases the charge is at a cost recovery level only; however some element of reputational risk will remain.

5.5 Equalities and Diversity

5.5.1 The Equality Act 2010 outlines the provisions of the Public Sector Equality Duty which requires public authorities to have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the 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

The relevant protected characteristics are age, race, disability, gender reassignment, pregnancy and maternity, religion or belief, sex and sexual orientation. The duty also covers marriage and civil partnership, but to a limited extent.

5.5.2 The broad purpose of this duty is to integrate considerations of equality into day to day business and keep them under review in decision making, the design of policies and the delivery of services so that the potential impact on any protected groups is identified and steps taken to mitigate or remove them.

5.5.3 An Equalities Impact Assessment (EqIA) has been undertaken for all the Adults & Communities charges within this report, as identified within Appendix A. The EqIA was submitted to the Adults & Safeguarding Committee detailing mitigating actions.

5.5.4 An Equalities Impact Assessment (EqIA) has been undertaken for all the Re fees & charges within Appendix A, The outcomes and impact of these changes will be monitored and measured against current information to ensure that different groups are not adversely affected, as well as being compared against those of different boroughs.

5.6 Consultation and Engagement

- 5.6.1 As in previous years, all fees and charges consultations were published on Engage Barnet, Barnet's Citizen Space for public consultation.
- 5.6.2 The fees and charges for universal deferred payments were subject to a separate public consultation. Following this consultation, a report on the fees and charges for universal deferred payments went to the Adults and Safeguarding Committee on 26 January 2015.
- 5.6.3 The proposals to make charges for care arrangements for people who have capital or savings above the threshold has been subject to separate public consultation. Following this consultation, a report on implementing the Care Act 2014 is being submitted to Adults and Safeguarding Committee on 19 March 2015 which includes recommendations to charge fees to cover the costs of arranging care.
- 5.6.4 The GLL charges within Appendix A do not require any formal consultation as the charges are in line with the contract, and are solely for members to note.
- 5.6.5 Regional Enterprise & Parking consulted on fees and charges between the 26th January and the 20th February. The consultation resulted in no comments from the public regarding fees and charges within this report.

9 BACKGROUND PAPERS

- 9.1 Adults and Safeguarding Committee – 26th January 2015 – Item 9 – Universal Deferred Payments - That the Adults and Safeguarding Committee approve the adoption of anew universal deferred payments scheme as set out in this report with effect from 1 April 2015. This scheme will meet statutory guidance and the legislative requirements of the Care Act 2014.
- 9.2 Environment Committee - 27th January 2015 – Item 7 Environment Fess & Charges - That the Environment Committee recommend the fees and charges set out in the report to be presented to Policy and Resources Committee for approval
- 9.3 Environment Committee – 27th January 2015 – Item 8 - Implementation of New Parking Policy. That the Environment Committee consider and recommend the parking permit charges set out in this report to be presented to Policy and Resources Committee for approval
- 9.4 Housing Committee – 2nd February 2015 – Item 15 Fees & Charges: Environmental Health - Private Sector Housing - That the Committee recommend the fees and charges set out in Appendix A to this report to be presented to Policy and Resources Committee for approval.

- 9.5 Planning Committee – 25th February 2015 – Item 15 Fees & Charges: Building Control - This report recommends, in accordance with the current constitution the fees and charges under this Committee’s remit to be considered by the Committee prior to being presented to the Policy and Resources Committee for approval.
- 9.6 Licensing Committee – 19th March 2015 – Fees & Charges: All other licensing fees excluding street trading. This report recommends, in accordance with the current constitution the fees and charges under this Committee’s remit to be considered by the Committee prior to being presented to the Policy and Resources Committee for approval.
- 9.7 Adults and Safeguarding Committee – 19th March 2015 - Implementing the Care Act 2014: Eligibility; Carers contributions; Care arrangement fees; Increased demand

Appendix A - Parking

Resident Parking Permits	Middle Band gCo2	Higher Band gCo2	% Change
Lower Band gCo2			
<110	111 – 200	>200	
£30.00	£40.00	£60.00	-
Additional Cars, upto 4	2014/15	2015/16 Proposed	
Resident Parking Permit (First)	Various	Various	Illustration purposes
Resident Parking Permits (Second)	£70.00	£70.00	Illustration purposes
Resident Parking Permits (Third)	£70.00	£70.00	Illustration purposes
Resident Parking Permits (Fourth)	£0.00	£70.00	100%
Green Permits	2014/15	2015/16 Proposed	% Change
Electric Vehicles	£15.00	£0	100%
Temporary Permits	2014/15	2015/16 Proposed	
Weekly	£0	£100.00	100%
Monthly	£0	£160.00	100%
Suspension Bay Applications	2014/15	2015/16 Proposed	
One Bay Suspension 1 Day	£60	New charging process - see below	100%
Application Process	£0	£130.00	100%
Daily Rate - chargeable bays P&D per bay per day of suspension	£0	Application process above + £30.00	100%
Resident Only - per bay per day of suspension	£0	Application process above + £20.00	100%

Activities	2014 / 2015 Approved - September										2015 / 2016 Proposed - April										
	Better H&F Adult Non Member					Better H&F Adult Con					Better H&F Jnr Non Mem					Better H&F Jnr Con					
	Better H&F Adult Non Member	Better H&F Adult Con	Better H&F Jnr Non Mem	Better H&F Jnr Con	Better H&F H&F	% Increase	Better H&F Adult Con	% Increase	Better H&F Adult Con	% Increase	Better H&F Jnr Non Mem	% Increase	Better H&F Jnr Con	% Increase	Better H&F Jnr Con	% Increase					
Swimming																					
Casual Swim - all sessions	£6.40	£4.50	£3.25	£3.95	£2.65	2.3%	£4.60	£0.10	2.2%	£3.30	£0.05	1.5%	£4.05	£0.10	2.5%	£2.70	£0.05	1.9%	£2.00	£0.00	0.0%
Tots Water World	£7.50	£5.25	£3.70			2.0%	£5.35	£0.10	1.9%	£3.75	£0.05	1.4%									
Health & Fitness																					
Fitness Induction - Basic (Non Wellness)		£22.95	£15.40				£23.40	£0.45	2.0%	£15.70	£0.30	1.9%									
Fitness Induction - Basic (Wellness Centres)		£30.10	£15.80		£15.60		£30.75	£0.65	2.2%	£16.10	£0.30	1.9%				£16.15	£0.35	2.2%	£11.50	£0.20	1.8%
Fitness induction and Programme (Wellness Centres)		£37.25	£19.40		£18.55		£38.05	£0.80	2.1%	£19.75	£0.35	1.8%				£18.95	£0.40	2.2%	£13.50	£0.25	1.9%
Casual Gym/ (Non Wellness Centres)		£6.35	£4.60		£3.30		£6.50	£0.15	2.4%	£4.65	£0.05	1.1%				£3.35	£0.05	1.5%	£2.40	£0.00	0.0%
Casual Gym (Wellness Centres)		£8.20	£5.90		£4.20		£8.35	£0.15	1.8%	£6.00	£0.10	1.7%				£4.30	£0.10	2.4%	£3.05	£0.05	1.7%
Group Exercise Class(1hr) Wellness Centres		£11.80	£8.20	£5.90			£8.35	£0.15	1.8%	£6.00	£0.10	1.7%									
Water Aerobics Class (1 hr) all centres		£11.80	£8.20	£5.90			£8.35	£0.15	1.8%	£6.00	£0.10	1.7%									
Racket Sports																					
Table Tennis - per table		£11.10	£7.80	£7.10	£5.80		£7.95	£0.15	1.9%	£5.90	£0.10	1.7%	£7.25	£0.15	2.1%	£5.90	£0.10	1.7%	£3.60	£0.05	1.4%
Badminton - per court		£16.50	£11.45	£8.85	£8.75	£6.05	£4.40	£2.20	2.2%	£9.00	£0.25	1.7%	£8.95	£0.20	2.3%	£6.15	£0.10	1.7%	£4.45	£0.05	1.1%
Tennis - 1 hour per court		£8.60	£5.85	£4.35	£4.45	£3.10	£2.20		2.3%	£5.95	£0.10	1.7%	£4.40	£0.05	1.1%	£4.55	£0.10	2.2%	£3.15	£0.05	1.6%
Courses & Sessions/visit																					
Fun Session				£3.95	£2.65								£4.05	£0.10		£2.70	£0.05		£2.00	£0.00	0.0%
Gymnastics Session - Adults		£16.00	£11.20	£7.95			£16.35	£0.35	2.2%	£11.45	£0.25	1.9%				£8.10	£0.15				
Gymnastics Assessment		£16.20	£16.20				£16.55	£0.35	2.2%	£16.55	£0.35	1.9%				£16.60	£0.30				
Floodlit artificial full size pitch - 1 hr		£94.65					£96.60	£1.95	2.1%												
Floodlit artificial Barnet Burnt Oak (5-a-side) 1hr		£47.20	£22.20				£48.20	£1.00	2.1%	£22.60	£0.40	1.8%									
Floodlit artificial Barnet Burnt Oak (7-a-side) 1hr		£77.60	£36.90				£79.15	£1.55	2.0%	£37.60	£0.70	1.9%									
Grass Pitch (junior) 7-a-side		£27.25					£27.80	£0.55	2.0%												
Grass Pitch (junior) 11-a-side		£37.15					£37.90	£0.75	2.0%												
Leisure Card: 50+ Health swim/year		£83.20					£84.90	£1.70	2.0%												
Toddler's World sibling price at Burnt Oak				£2.15	£2.15	£2.15							£2.20	£0.05		£2.20	£0.05		£2.15	£0.00	0.0%
Toddler's World standard price at Burnt Oak (first child)				£5.45	£3.85	£2.75							£5.55	£0.10		£3.95	£0.10		£2.80	£0.05	1.8%
Toddler's World (Henndon)				£5.60	£4.00	£2.90							£5.70	£0.10		£4.10	£0.10		£2.95	£0.05	1.7%
Birthdays Parties																					
Burnt Oak		£165.00					£168.40	£3.40	2.1%												
Copthall		£165.00					£168.40	£3.40	2.1%												
Church Farm		£150.00					£153.10	£3.10	2.1%												
Hendon		£185.00					£188.80	£3.80	2.1%												
Finchley Lido		£160.00					£163.30	£3.30	2.1%												
Badminton Club - Adult																					
Burnt Oak		£5.00	£3.25	£1.60			£5.10	£0.10	2.0%	£3.30	£0.05	1.5%	£1.60	£0.00	0.0%						
Creche																					
Burnt Oak			£3.95	£3.25			£4.05	£0.10	2.5%	£3.30	£0.05	1.5%									
Sauna																					
Finchley Lido		£10.70	£7.45	£4.00			£10.95	£0.25	2.3%	£7.60	£0.15	2.0%	£4.05	£0.05	1.3%						

Appendix A - GLL

Activities	2015 / 2016 Proposed
Over view comments	1.8% average price increase across 90 prices
	Concession prices kept below average at 1.4% across all 33 prices
	Price rounding has been used to simplify transactions for customers - This is standard industry practice
	Other prices (GLL controlled) have been frozen in a commitment to offer affordable access to the community
	Burnt Oak price reduction in August for Better Gym membership - £29.95 to £19.95
Swimming	
Casual Swim - all sessions	1.8% average price increase across 6 prices
Tots Water World	1.8% average price increase across 3 prices
Health & Fitness	
Fitness Induction Basic (Non Wellness)	2% average price increase across 2 prices
Fitness Induction - Basic (Wellness Centres)	2% average price increase across 4 prices
Fitness induction and Programme (Wellness Centres)	2% average price increase across 4 prices
Casual Gym/ (Non Wellness Centres)	1.2% average price increase across 4 prices
Casual Gym (Wellness Centres)	1.9% average price increase across 4 prices
Group Exercise Class(1Hr) Wellness Centres	1.9% average price increase across 3 prices
Water Aerobics Class (1 hr) all centres	1.9% average price increase across 3 prices
Racket Sports	
Table Tennis - per table	1.8% average price increase across 6 prices
Badminton - per court	1.8% average price increase across 6 prices
Tennis - 1 hour per court	1.5% average price increase across 6 prices
Courses & Sessions/visit	
Fun Session	1.5% average price increase across 3 prices
Gymnastics Session - Adults	2.1% average price increase across 3 prices
Gymnastics Assessment	2.1% average price increase across 3 prices
Floodlit artificial full size pitch - 1 hr	2.1% price increase
Floodlit artificial Burnt Oak (5-a-side) 1hr	2% average price increase across 2 prices
Floodlit artificial Burnt Oak (7-a-side) 1hr	2% average price increase across 2 prices
Grass Pitch (junior) 7-a-side	2% price increase
Grass Pitch (junior) 11-a-side	2% price increase
Leisure Card: 50+ Health swim/year	2% price increase
Standard Swimming Membership Copthall, Finchley, Church Farm Pool - Single monthly	2% average price increase across 2 prices
Standard Swimming Membership Copthall, Finchley, Church Farm Pool - annual	2% average price increase across 2 prices
Toddlers' World sibling price at Burnt Oak	1.6% average price increase across 3 prices
Toddlers' World standard price at Burnt Oak (first child)	2.1% average price increase across 3 prices
Toddlers World (Hendon)	2% average price increase across 3 prices
Birthday Parties	
Burnt Oak	2.1% price increase
Copthall	2.1% price increase
Church Farm	2.1% price increase
Hendon	2.1% price increase
Finchley Lido	2.1% price increase
Badminton Club - Adult	
Burnt Oak	1.2% average price increase across 3 prices
Creche	
Burnt Oak	2% average price increase across 2 prices
Sauna	
Finchley Lido	1.9% average price increase across 3 prices

Appendix A - Re

Area	Service	Description of Charge	UNIT	Subject to VAT	(a) Current charge excluding VAT	(b) Proposed charge excluding VAT	% Increase
Trading Standards and Licensing							
Scrap Metal							
Re	Trading Standards and Licensing	Site Licence - Change of details	Per application	VAT not applicable	New	£30.00	100%
Film classification							
Re	Trading Standards and Licensing	Fee for classification of a film	per film	VAT not applicable	Varies depending on length of film	£80.00	Varies
Environmental Health							
Housing Act							
Re	Environmental health	Waiver of fee for notices i.e. Improvement Notice , Suspended Improvement Order, Prohibition Order, Emergency Prohibition Order, Suspended Prohibition Order, Emergency Remedial Action excluding the cost of all /any works completed/certificates obtained.	Each	VAT not applicable	Fee waived if accreditation secured with the London Landlord Accreditation Scheme within 3 months of notice/order service and membership number forwarded to LBB.	Fee waived if accreditation secured with the London Landlord Accreditation Scheme within 3 months of notice/order service and membership number forwarded to LBB.	N/A
Re	Environmental health	Service of an Improvement Notice	Each	VAT not applicable	£406.93	£460.00	13%
Re	Environmental health	Service of a Suspended Improvement Notice	Each	VAT not applicable	£448.58	£507.00	13%
Re	Environmental health	Service of a Prohibition Order	Each	VAT not applicable	£350.70	£394.00	12.30%
Re	Environmental health	Service of a Suspended Prohibition Order	Each	VAT not applicable	£386.10	£436.00	12.90%
Re	Environmental health	Service of an Emergency Prohibition Order	Each	VAT not applicable	£350.70	£394.00	12.30%
Re	Environmental health	Service of a Demolition Order	Each	VAT not applicable	£75.00	£82.00	9.30%
Mandatory HMO Licensing							
Re	Environmental health	New Licence fee up to 5 units of accommodation (paper application)	Per HMO	VAT not applicable	New fee	£989.00	100%
Re	Environmental health	Assisted New Licence fee up to 5 units of accommodation (paper application)	Per HMO	VAT not applicable	New fee	£1,179.00	100%
Re	Environmental health	New Licence fee up to 5 units of accommodation (on-line application - when available)	Per HMO	VAT not applicable	New fee	£940.00	100%
Re	Environmental health	Assisted New Licence fee up to 5 units of accommodation (online application)	Per HMO	VAT not applicable	New fee	£1,131.00	100%
Re	Environmental health	Renewal fee up to 5 units of accommodation (paper application)	Per HMO	VAT not applicable	New fee	£894.00	100%
Re	Environmental health	Assisted Renewal fee up to 5 units of accommodation (paper application)	Per HMO	VAT not applicable	New fee	£1,085.00	100%
Re	Environmental health	Renewal fee up to 5 units of accommodation (on-line application)	Per HMO	VAT not applicable	New fee	£846.00	100%
Re	Environmental health	Assisted Renewal fee up to 5 units of accommodation (on-line application)	Per HMO	VAT not applicable	New fee	£1,036.00	100%
Re	Environmental health	Fee associated with an abortive visit	Per HMO	VAT not applicable	New fee	£71.00	100%
Re	Environmental health	Each extra unit of accommodation over 5 units (assuming a standard fee is for up to a 5 room HMO)	Per unit	VAT not applicable	New fee	£24.00	100%

Area	Service	Description of Charge	UNIT	Subject to VAT	(a) Current charge excluding VAT	(b) Proposed charge excluding VAT	% Increase
Re	Environmental health	Licence holder changing nominated manager (manager has to complete a Fit & Proper Person declaration)	Per request	VAT not applicable	£65.00	£83.00	27.70%
Food, Health & Safety							
Food Safety Courses							
Re	Environmental health	Level 1 Award in Food Safety	Per person	VAT not applicable	New fee	£45.00	100%
Re	Environmental health	Level 1 Award in Food Safety - block bookings (greater than 10 candidates)	per course	VAT not applicable	New fee	Price on Application	100%
Environmental Health Licensing Fees							
Animal Boarding Establishments(Animal Boarding Establishments Act 1963)							
Re	Environmental health	New licence	Each	VAT not applicable	£488.50	£463.00	-
Re	Environmental health	Renewal licence	Each	VAT not applicable	£406.00	£433.00	6.70%
Animal Boarding Establishments -Home based "sitting" services (ABE Act 1963)							
Re	Environmental health	New licence	Each	VAT not applicable	£174.00	£213.00	22.40%
Re	Environmental health	Renewal licence	Each	VAT not applicable	£47.50	£59.00	24.20%
Re	Environmental health	Renewal (where inspection required)	Each	VAT not applicable	£126.00	£132.00	7.80%
Breeding establishments for dogs (Breeding of Dogs Act 1973)							
Re	Environmental health	New	Each	VAT not applicable	£465.00	£464.00	-
Re	Environmental health	Renewal	Each	VAT not applicable	£405.00	£445.00	9.90%
Dangerous wild animals(Dangerous Wild Animals Act 1976)							
Re	Environmental health	New	Each	VAT not applicable	£530.00	£469.00	-
Re	Environmental health	Renewal	Each	VAT not applicable	£411.50	£457.00	11%
Performing Animals (Performing Animals (Regulations) Act 1925)							
Re	Environmental health	Registration	Each	VAT not applicable	£148.50	£151.00	1.70%
Re	Environmental health	Certificate	Each	VAT not applicable	£17.50	£18.00	2.90%
Pet Shops (Pet Animals Act 1951)							
Re	Environmental health	New licence	Each	VAT not applicable	£501.00	£463.00	-
Re	Environmental health	Renewal licence	Each	VAT not applicable	£449.50	£451.00	-
Re	Environmental health	Reduced fee pet shop licence limiting trading to no more than 2 weeks per year (New)	Each	VAT not applicable	£166.00	£210.00	26.50%
Re	Environmental health	Reduced fee pet shop licence limiting trading to no more than 2 weeks per year (Renewal)	Each	VAT not applicable	£64.00	£198.00	209%
Re	Environmental health	Zoo (Zoo Licensing Act 1981)	Each	VAT not applicable	Costs incurred plus administrative on-cost of 30%	Costs incurred including administrative costs	Varies
Riding Establishments (Riding Establishments Acts 1964-70)							
Re	Environmental health	New licence	Each	VAT not applicable	£727.50	£663.00	-
Re	Environmental health	Renewal licence	Each	VAT not applicable	£592.50	£562.00	-
Licence for Massage and Special Treatments (including cosmetic skin piercing)							
Band A - Low risk and non-invasive treatments, including manicure, pedicure, ear and nose piercing using a							
Re	Environmental health	New licence	Each	VAT not applicable	£219.50	£233.00	6.20%
Re	Environmental health	Renewal licence	Each	VAT not applicable	£181.50	£187.00	3%
Band B - medium risk non-invasive treatments including some beauty treatments and therapeutic treatments,							
Re	Environmental health	New licence	Each	VAT not applicable	£296.00	£315.00	6.40%
Re	Environmental health	Renewal licence	Each	VAT not applicable	£267.00	£268.00	-
Band C - Higher risk or invasive treatments, including body massage (other than described in Band B),							

Area	Service	Description of Charge	UNIT	Subject to VAT	(a) Current charge excluding VAT	(b) Proposed charge excluding VAT	% Increase
Re	Environmental health	New licence	Each	VAT not applicable	£452.50	£418.00	-
Re	Environmental health	Renewal licence	Each	VAT not applicable	£378.50	£378.00	-
Transfer and Variation Fee (where a variation takes the licence into a higher band then the full fee pro-rata will be payable)							
Re	Environmental health	Band A	Each	VAT not applicable	£48.50	£59.00	21.60%
Re	Environmental health	Band B	Each	VAT not applicable	£83.50	£75.00	-
Re	Environmental health	Band C	Each	VAT not applicable	£124.50	£92.00	-
Re	Environmental health	Additional licensing fee for Laser Removal of hair and intense pulsed light treatments	Each	VAT not applicable	£65.00	£69.00	6.20%
Re	Environmental health	Administration fee on all aborted licence applications	Each	VAT not applicable	10 percent of licence fee	10 percent of licence fee	-
Primary Authority Services (Environmental Health & Trading Standards)							
Re	Environmental health	Annual fee per subject area	Per annum	VAT not applicable	Up to £750 per area of regulation e.g. food safety, health and safety.	Up to £750 per area of regulation	-
Re	Environmental health	Primary authority work	Per hour	VAT not applicable	Up to £75 per an hour	Up to £58 per hour	-
Cemetery and Crematorium							
A. Grave purchase for LBB Residents:							
Re	Cemetery and Crematorium	Class 'A' (7'6" x 3' 6") - grave pre-purchase only - LBB Residents	Each	VAT not applicable	New	£6,690.00	100%
Re	Cemetery and Crematorium	Class 'A' grave (7'6" x 3' 6") for immediate use - LBB Residents	Each	VAT not applicable	£4,428.00	£4,780.00	8%
Re	Cemetery and Crematorium	Class 'B' (6'6" x 2' 6") grave pre-purchase only - LBB Residents	Each	VAT not applicable	New	£3,346.00	100%
Re	Cemetery and Crematorium	Class 'B' grave (6'6" x 2' 6") for immediate use - LBB Residents	Each	VAT not applicable	£2,158.00	£2,370.00	9.80%
Half size grave for burial of ashes (Ash Grave)Note there are a limited number of these and no new 1/2 graves will be created.							
Re	Cemetery and Crematorium	Class 'A' (3'6" x 3'6") - half grave pre-purchase only - LBB Residents	Each	VAT not applicable	New	£3,345.00	100%
Re	Cemetery and Crematorium	Class 'A' grave (3'6" x 3'6") half grave for immediate use - LBB Residents	Each	VAT not applicable	£2,029.00	£2,390.00	17.80%
Re	Cemetery and Crematorium	Class 'B' (3'0" x 2' 6") - half grave pre-purchase only - LBB Residents	Each	VAT not applicable	New	£1,660.00	100%
Re	Cemetery and Crematorium	Class 'B' grave (3'0" x 2' 6") half grave for immediate use - LBB Residents	Each	VAT not applicable	£926.00	£1,185.00	28%
B. Grave purchase for Non-LBB Residents:							
Re	Cemetery and Crematorium	Class 'A' (7'6" x 3' 6") grave pre-purchase only - Non LBB Residents	Each	VAT not applicable	n/a	£12,650.00	100%
Re	Cemetery and Crematorium	Class 'A' grave (7'6" x 3' 6") for immediate use - Non LBB Residents	Each	VAT not applicable	£8,477.00	£9,035.00	6.60%
Re	Cemetery and Crematorium	Class 'B' (6'6" x 2' 6") grave pre-purchase only - Non LBB Residents	Each	VAT not applicable	n/a	£6,720.00	100%
Re	Cemetery and Crematorium	Class 'B' (6'6" x 2' 6") for immediate use - Non LBB Residents	Each	VAT not applicable	£4,469.00	£4,800.00	7.40%
Half size grave for burial of ashes (Ash Grave)Note there are a limited number of these and no new 1/2 graves will be created.							
Re	Cemetery and Crematorium	Class 'A' (3'6" x 3'6") - half grave pre-purchase only - Non LBB Residents	Each	VAT not applicable	n/a	£5,760.00	100%
Re	Cemetery and Crematorium	Class 'A' (3'6" x 3' 6") half grave for immediate use - Non LBB Residents	Each	VAT not applicable	£3,846.00	£4,115.00	7%

Area	Service	Description of Charge	UNIT	Subject to VAT	(a) Current charge excluding VAT	(b) Proposed charge excluding VAT	% Increase
Re	Cemetery and Crematorium	Class 'B' (3'0" x 2' 6") - half grave pre-purchase only - Non LBB Residents	Each	VAT not applicable	n/a	£2,810.00	100%
Re	Cemetery and Crematorium	Class 'B' (3'0" x 2' 6") half grave for immediate use - Non LBB Residents	Each	VAT not applicable	£1,848.00	£2,005.00	8.50%
C. Mausoleums (Single price for LBB residents and non-residents)							
Re	Cemetery and Crematorium	Mausoleum pre-purchase	Each	Y	n/a	£20,920.00	100%
Re	Cemetery and Crematorium	Mausoleum space for immediate use	Each	Y	£2,997.00	£15,200.00	407%
Re	Cemetery and Crematorium	Construction of Mausoleum	Each	Y	£12,000.00	£12,240.00	2%
D. Interments (Single price for LBB Residents and non-Residents)							
Interment Fees (all classes of private interments)							
Re	Cemetery and Crematorium	Interment - Persons over 16 years of age (single depth)	Each	VAT not applicable	£1,101.00	£850.00	-
Re	Cemetery and Crematorium	Interment - Children under 16 years of age including those still born (single depth)	Each	VAT not applicable	£656.00	£490.00	-
Re	Cemetery and Crematorium	Interment - Additional charge for each additional coffin depth (up to maximum of 4)	Each	VAT not applicable	£332.00	£250.00	-
Re	Cemetery and Crematorium	Burial of Ashes into a private grave at minimum depth without movement of memorial/landing (see separate change for removal of memorial)	Each	VAT not applicable	£360.00	£425.00	18%
Interment Fees (public interments)							
Re	Cemetery and Crematorium	Public interment - Persons over 16 years of age	Each	VAT not applicable	£464.00	£490.00	5.60%
Re	Cemetery and Crematorium	Public interment - Children under 16 years of age	Each	VAT not applicable	£163.00	£170.00	4.30%
Re	Cemetery and Crematorium	Public interment - Stillborn children	Each	VAT not applicable	£99.00	£105.00	6%
E. General Burial Fees							
Re	Cemetery and Crematorium	Exhumation of Deceased	Each	VAT not applicable		£1,280.00	100%
Re	Cemetery and Crematorium	Removal and/or replacing of memorials (all parts of the cemetery)	Each	VAT not applicable	£255.00	Price on application	Varies
Re	Cemetery and Crematorium	Additional charge for a Weekend or Bank Holiday Burial.	Each	VAT not applicable	£204	£215.00	5.40%
Re	Cemetery and Crematorium	Additional charge for a Weekend or bank Holiday Burial for cremated remains	Each	VAT not applicable	£103.00	£110.00	6.80%
Re	Cemetery and Crematorium	Shroud Burials	Each	VAT not applicable	new	£200.00	100%
Re	Cemetery and Crematorium	Grave Lease Extension Resident 'A' class per year (minimum of 5 years)	Each	VAT not applicable	£44.00	£45.00	2.30%
Re	Cemetery and Crematorium	Grave Lease Extension Resident 'B' class per year (minimum of 5 years)	Each	VAT not applicable	£21.00	£22.00	4.80%
Re	Cemetery and Crematorium	Grave Lease Extension Non Resident 'A' Class per year (minimum of 5 years)	Each	VAT not applicable	£85.00	£87.00	2.30%
Re	Cemetery and Crematorium	Grave Lease Extension Non Resident 'B' Class per year (minimum of 5 years)	Each	VAT not applicable	£45.00	£46.00	2.20%
Re	Cemetery and Crematorium	Basic temporary wooden grave surround 'A' Class grave (7'6" x 3' 6")	Each	VAT not applicable	new	£135.00	100%
Re	Cemetery and Crematorium	Basic temporary wooden grave surround standard 'B' Class grave (6'6" x 2' 6")	Each	VAT not applicable	new	£120.00	100%
Re	Cemetery and Crematorium	Basic temporary wooden grave surround 'A' Class - Ash Grave (3'6" x 3'6")	Each	VAT not applicable	new	£70.00	100%
Re	Cemetery and Crematorium	Basic temporary wooden grave surround standard 'B' Class - Ash Grave (3'0" x 2' 6")	Each	VAT not applicable	new	£65.00	100%

Area	Service	Description of Charge	UNIT	Subject to VAT	(a) Current charge excluding VAT	(b) Proposed charge excluding VAT	% Increase
Re	Cemetery and Crematorium	Decking style temporary wooden grave surround standard 'A' Class grave (7'6" x 3' 6")	Each	VAT not applicable	new	£160.00	100%
Re	Cemetery and Crematorium	Decking style temporary wooden grave surround for 'B' Class grave (6'6" x 2' 6")	Each	VAT not applicable	new	£130.00	100%
Re	Cemetery and Crematorium	Decking style temporary wooden grave surround for 'A' Class - Ash Grave (3'6" x 3'6")	Each	VAT not applicable	new	£85.00	100%
Re	Cemetery and Crematorium	Decking style temporary wooden grave surround for 'B' Class - Ash Grave (3'0" x 2' 6")	Each	VAT not applicable	new	£75.00	100%
Re	Cemetery and Crematorium	Washing of Half size Kerb and Landing and Headstone only	Each	VAT not applicable	new	£60.00	100%
Re	Cemetery and Crematorium	Washing of Full Size Kerb and Landing Memorial including Headstone	Each	VAT not applicable	new	£100.00	100%
Re	Cemetery and Crematorium	Raise and Level of Headstone and Half Size kerb and Landing	Each	VAT not applicable	new	£75.00	100%
Re	Cemetery and Crematorium	Raise and Level of Headstone and Full size Kerb and Landing	Each	VAT not applicable	new	£100.00	100%
Re	Cemetery and Crematorium	Memorial Seat, 6ft, inclusive of plaque up to 60 letters maximum inscription, (no on-going care) for placement on a pre-owned grave subject to payment of additional permit fee.	Each	Yes	£1,039.00	£1,075.00	3.50%
F. Permits							
Permit for erecting new monuments, memorials, grave stones and tablets for the right to erect or place on private graves (including first inscription)							
Re	Cemetery and Crematorium	Permit - Headstone with kerbs	Each	Yes	£285.00	£300.00	5.30%
Re	Cemetery and Crematorium	Permit - Headstone only	Each	Yes	£221.00	£230.00	4.10%
Re	Cemetery and Crematorium	Permit - Conversion of existing Headstone to include kerbs	Each	Yes	£93.00	£98.00	5.40%
Re	Cemetery and Crematorium	Permit - Memorial in the form of a vase, tablet, seat or bench or wooden cross etc.	Each	Yes	£76.00	£80.00	5.30%
Re	Cemetery and Crematorium	Permit - Renovation or additional inscription	Each	Yes	£93.00	£98.00	5.40%
G. Annual Planting etc. and General Attention of Private Graves (per single grave space)							
Re	Cemetery and Crematorium	Planting Evergreen shrubs only	Each	Yes	£186.00	£195.00	4.80%
Re	Cemetery and Crematorium	Turfing only	Each	Yes	£133.00	£140.00	5.30%
Re	Cemetery and Crematorium	Planting - Seasonal Bedding	Each	Yes	£285.00	£300.00	5.30%
Re	Cemetery and Crematorium	Turfing or Moulding (No maintenance)	Each	Yes	£76.00	£80.00	5.30%
Re	Cemetery and Crematorium	Provision of a wooden cross including brass plaque	Each	Yes	£146.00	£155.00	6.20%
Re	Cemetery and Crematorium	1 Yr full grave maintenance to include seasonal bedding and 1 washing of headstone.	Each	Yes	New	£340.00	100%
Re	Cemetery and Crematorium	1 Yr full grave maintenance to include seasonal bedding and 1 washing of full size kerb and landing.	Each	Yes	New	£380.00	100%
H. Transfer of Grave Ownership							
Re	Cemetery and Crematorium	Transfer by Probate, Letters of Administration, or Private Statutory Declaration	Each	VAT not applicable	£64.00	£70.00	9.40%
Re	Cemetery and Crematorium	Transfer by Assignment, Assent, Hendon Statutory Declaration or Renunciation	Each	VAT not applicable	£108.00	£115.00	6.50%
Re	Cemetery and Crematorium	Transfer by combination of Probate, Letters of Administration, or Private Statutory Declaration and Assignment, Assent, Hendon Statutory Declaration or Renunciation	Each	VAT not applicable	£162.00	£170.00	4.90%

Area	Service	Description of Charge	UNIT	Subject to VAT	(a) Current charge excluding VAT	(b) Proposed charge excluding VAT	% Increase
Re	Cemetery and Crematorium	Duplicate of Deed of Ownership	Each	VAT not applicable	n/a	£25.00	100%
Re	Cemetery and Crematorium	Duplicate of Cremation Certificate	Each	VAT not applicable	n/a	£15.00	100%
I. Cremation Fees							
Re	Cemetery and Crematorium	Cremation - Persons over 16 years weekday (Funeral Directors Not holding an account)	Each	VAT not applicable	£588+£59.50	£650.00	-
Re	Cemetery and Crematorium	Cremation - Persons over 16 years weekend and bank Holidays (Funeral Directors Not holding an account)	Each	VAT not applicable	£693+£59.50	£755.00	-
Re	Cemetery and Crematorium	Cremation - Persons over 16 years weekday (Funeral Directors holding an account)	Each	VAT not applicable	n/a	£590.00	100%
Re	Cemetery and Crematorium	Cremation - Persons over 16 years weekends and bank Holidays (Funeral Directors holding an account)	Each	VAT not applicable	n/a	£685.00	100%
Re	Cemetery and Crematorium	Cremation - Persons over 16 years weekends and bank Holidays + 2 hours in North chapel	Each	VAT not applicable	£1,236.00	£1,236.00	-
Re	Cemetery and Crematorium	Cremation - Persons over 16 years weekday between 09:00-09:45	Each	VAT not applicable	£304+£59.50	£365.00	-
Re	Cemetery and Crematorium	Cremation - Children over 1 month to under 16 years of age	Each	VAT not applicable	£56.00	£55.00	-
Re	Cemetery and Crematorium	Cremation - Children still born - 1 month	Each	VAT not applicable	No Charge	No charge	-
Re	Cemetery and Crematorium	Public Health Cremations	Each	VAT not applicable	£133.00	£200.00	50.40%
Building Control							
Dangerous Structures							
Re	Building Control	Surveying and certification of dangerous structure (office hours)		VAT not applicable	£0.00	£250.00	100%
Re	Building Control	Surveying and certification of dangerous structure (Out of office hours)		VAT not applicable	£0.00	£350.00	100%
Re	Building Control	Cost recovery, in accordance with The London Building Acts (Amendment) Act 1939		Our costs no, contractor costs yes	Cost recovery	Cost recovery	Varies
Demolition							
Re	Building Control	Cost recovery, in accordance with The London Local Authority Act 2004	Up to 3 hours officer time	VAT not applicable	£250.00	£260.00	4%
Re	Building Control	Complex/large demolitions	More than 3 hours officer time	VAT not applicable	£250.00	£520 for between 3 and 6 hours officer time + £85/hour for more than 6 hours	Varies
Pre application advice Offset against future application (First hour free)							
Re	Building Control	A) Small, < £30k		Yes	New	£250	100%
Re	Building Control	B) Medium £30k to £60k		Yes	New	£500	100%
Re	Building Control	C) Large £60k to £250k		Yes	New	£1,000	100%
Re	Building Control	D) > £250 k		Yes	New	By negotiation	100%
Cancellation Charge							
Re	Building Control	Before validation		Yes	New	£50	100%
Re	Building Control	Validated but plans not reviewed		Yes	New	£100	100%
Re	Building Control	Validated and plans reviewed		Yes	New	50% of building notice charge	100%

Area	Service	Description of Charge	UNIT	Subject to VAT	(a) Current charge excluding VAT	(b) Proposed charge excluding VAT	% Increase
Certificate of building regulation exemption							
Re	Building Control	Certificate of building regulation exemption		Yes	New	£75	100%
Reactivation charge							
Re	Building Control	Reactivation charge		Building Notices and Full Plans yes, Regularisation and Reversions no	New	£100	100%
Correspondence requiring research to answer							
Re	Building Control	Per question per address		VAT not applicable	£70.00	£73.00	4.30%
Hourly Rate							
Re	Building Control	Hourly Rate			£80.67	£85.00	5.40%
Table A							
Building Notice and Full Plans							
Re	Building Control	Extensions, loft conversions and ancillary accommodation	<40m2	Yes	£580.00	£600.00	3.40%
Re	Building Control		40-60m2	Yes	£710.00	£725.00	2.10%
Re	Building Control		Each additional 40m2	Yes	£150.00	£155.00	3.30%
Re	Building Control		Basements, as above but add on	Yes	£365.00	£375.00	2.70%
Re	Building Control		Detached garage/carport/conservatory as above rates but deduct	Yes	£145.00	£150.00	3.40%
Re	Building Control		Ancillary insulated detached e.g. store/gy m/playroom; as above	Yes	£580.00	£595.00	2.60%
Re	Building Control	Other works	Garage/conservatory to habitable use	Yes	£365.00	£375.00	2.70%
Re	Building Control		New bathroom or w/c compartment	Yes	£280.00	£290.00	3.60%
Re	Building Control		Reroofing; per dwelling immediately below roof	Yes	£280.00	£290.00	3.60%
Re	Building Control		Structural opening	Yes	£280.00	£290.00	3.60%

Area	Service	Description of Charge	UNIT	Subject to VAT	(a) Current charge excluding VAT	(b) Proposed charge excluding VAT	% Increase
Re	Building Control	Conversion and New Build	Removal of chimney breast	Yes	£280.00	£290.00	3.60%
Re	Building Control		Electrical wiring 12 or < circuits (Typical 4 bed house)	Yes	£280.00	£290.00	3.60%
Re	Building Control		Conversion of building into one dwelling	Yes	£670.00	£690.00	3%
Re	Building Control		Conversion of flat or building into two dwellings	Yes	£670.00	£690.00	3%
Re	Building Control		Each additional dwelling	Yes	£280.00	£290.00	3.60%
Re	Building Control		New dwelling < 300m2	Yes	£880.00	£900.00	2.20%
Re	Building Control		Each additional dwelling	Yes	£280.00	£290.00	3.60%
Regularisation and Reversion							
Re	Building Control	Extensions, loft conversions and ancillary accommodation	<40m2	VAT not applicable	£754.00	£840.00	11.40%
Re	Building Control		40-60m2	VAT not applicable	£923.00	£1,008.00	9.20%
Re	Building Control		Each additional 40m2	VAT not applicable	£195.00	£210.00	7.70%
Re	Building Control		Basements, as above but add on	VAT not applicable	£474.50	£518.00	9.20%
Re	Building Control		Detached garage/carport/conservatory as above rates but deduct	VAT not applicable	£188.50	£210.00	11.40%
Re	Building Control		Ancillary insulated detached e.g. store/gym/playroom; as above	VAT not applicable	£754.00	£826.00	9.50%
Re	Building Control		Garage/conservatory to habitable use	VAT not applicable	£474.50	£518.00	9.20%

Area	Service	Description of Charge	UNIT	Subject to VAT	(a) Current charge excluding VAT	(b) Proposed charge excluding VAT	% Increase
Re	Building Control	Other works	New bathroom or w/c compartment	VAT not applicable	£364.00	£406.00	11.50%
Re	Building Control		Reroofing; per dwelling immediately below roof	VAT not applicable	£364.00	£406.00	11.50%
Re	Building Control		Structural opening	VAT not applicable	£364.00	£406.00	11.50%
Re	Building Control		Removal of chimney breast	VAT not applicable	£364.00	£406.00	11.50%
Re	Building Control		Electrical wiring 12 or < circuits (Typical 4 bed house)	VAT not applicable	£364.00	£406.00	11.50%
Re	Building Control	Conversion and New Build	Conversion of building into one dwelling	VAT not applicable	£871.00	£966.00	11%
Re	Building Control		Conversion of flat or building into two dwellings	VAT not applicable	£871.00	£966.00	11%
Re	Building Control		Each additional dwelling	VAT not applicable	£364.00	£406.00	11.60%
Re	Building Control		New dwelling < 300m2	VAT not applicable	£1,144.00	£1,260.00	10.10%
Re	Building Control		Each additional dwelling	VAT not applicable	£364.00	£406.00	11.60%
Table B - Building Notice and Full Plans							
Estimated Cost of works							
Re	Building Control	£0 - £500		Yes	£165.00	£170.00	3%
Re	Building Control	£500 - £5,000		Yes	£255.00	£265.00	3.90%
Re	Building Control	£5,001 - £6,000		Yes	£272.00	£280.00	2.90%
Re	Building Control	£6,001 - £7,000		Yes	£289.00	£300.00	3.80%
Re	Building Control	£7,001 - £8,000		Yes	£306.00	£320.00	4.60%
Re	Building Control	£8,001 - £9,000		Yes	£323.00	£330.00	2.20%
Re	Building Control	£9,001 - £10,000		Yes	£340.00	£350.00	2.90%
Re	Building Control	£10,001 - £11,000		Yes	£357.00	£370.00	3.60%
Re	Building Control	£11,001 - £12,000		Yes	£374.00	£385.00	2.90%
Re	Building Control	£12,001 - £13,000		Yes	£391.00	£400.00	2.30%
Re	Building Control	£13,001 - £14,000		Yes	£408.00	£420.00	2.90%

Area	Service	Description of Charge	UNIT	Subject to VAT	(a) Current charge excluding VAT	(b) Proposed charge excluding VAT	% Increase
Re	Building Control	£14,001 - £15,000		Yes	£425.00	£440.00	3.50%
Re	Building Control	£15,001 - £16,000		Yes	£442.00	£454.00	2.70%
Re	Building Control	£16,001 - £17,000		Yes	£459.00	£470.00	2.40%
Re	Building Control	£17,001 - £18,000		Yes	£476.00	£490.00	2.90%
Re	Building Control	£18,001 - £19,000		Yes	£493.00	£510.00	3.40%
Re	Building Control	£19,001 - £20,000		Yes	£510.00	£525.00	2.90%
Regularisation							
Re	Building Control	£0 - £500		VAT not applicable	£214.50	£238.00	10.90%
Re	Building Control	£500 - £5,000		VAT not applicable	£331.50	£364.00	9.80%
Re	Building Control	£5,001 - £6,000		VAT not applicable	£353.60	£392.00	10.90%
Re	Building Control	£6,001 - £7,000		VAT not applicable	£375.70	£420.00	11.80%
Re	Building Control	£7,001 - £8,000		VAT not applicable	£397.80	£448.00	12.60%
Re	Building Control	£8,001 - £9,000		VAT not applicable	£419.90	£462.00	10%
Re	Building Control	£9,001 - £10,000		VAT not applicable	£442.00	£490.00	10.90%
Re	Building Control	£10,001 - £11,000		VAT not applicable	£464.10	£518.00	11.60%
Re	Building Control	£11,001 - £12,000		VAT not applicable	£486.20	£532.00	9.40%
Re	Building Control	£12,001 - £13,000		VAT not applicable	£508.30	£560.00	10.10%
Re	Building Control	£13,001 - £14,000		VAT not applicable	£530.40	£588.00	10.90%
Re	Building Control	£14,001 - £15,000		VAT not applicable	£552.50	£616.00	11.50%
Re	Building Control	£15,001 - £16,000		VAT not applicable	£574.60	£630.00	9.60%
Re	Building Control	£16,001 - £17,000		VAT not applicable	£596.70	£658.00	10.30%
Re	Building Control	£17,001 - £18,000		VAT not applicable	£618.80	£686.00	10.90%
Re	Building Control	£18,001 - £19,000		VAT not applicable	£640.90	£714.00	11.40%
Re	Building Control	£19,001 - £20,000		VAT not applicable	£663.00	£728.00	9.80%
Regeneration and Housing Development							
Re	Strategic Planning & Regen	Director of Place Assistant Director Strategic Planning & Regeneration (Day Rates)	0 - 20 Days	VAT not applicable	New	£882.89	100%
Re	Strategic Planning & Regen	Director of Place Assistant Director Strategic Planning & Regeneration (Day Rates)	Projects 21 - 60 Days	VAT not applicable	New	£816.10	100%
Re	Strategic Planning & Regen	Director of Place Assistant Director Strategic Planning & Regeneration (Day Rates)	Projects 60 days +	VAT not applicable	New	£772.97	100%
Re	Strategic Planning & Regen	Director of Place Assistant Director Strategic Planning & Regeneration (Hourly rates)	0 - 20 Days	VAT not applicable	New	£122.62	100%
Re	Strategic Planning & Regen	Director of Place Assistant Director Strategic Planning & Regeneration (Hourly rates)	Projects 21 - 60 Days	VAT not applicable	New	£113.35	100%
Re	Strategic Planning & Regen	Director of Place Assistant Director Strategic Planning & Regeneration (Hourly rates)	Projects 60 days +	VAT not applicable	New	£107.36	100%

Area	Service	Description of Charge	UNIT	Subject to VAT	(a) Current charge excluding VAT	(b) Proposed charge excluding VAT	% Increase
Re	Strategic Planning & Regen	Head of Regeneration / Head of Strategic Planning / Head of Major Developments / Regeneration Transport Manager / Head of Economic Development / Programme Director / Senior Commercial Manager (Day Rates)	0 - 20 Days	VAT not applicable	New	£687.86	100%
Re	Strategic Planning & Regen	Head of Regeneration / Head of Strategic Planning / Head of Major Developments / Regeneration Transport Manager / Head of Economic Development / Programme Director / Senior Commercial Manager (Day Rates)	Projects 21 - 60 Days	VAT not applicable	New	£636.56	100%
Re	Strategic Planning & Regen	Head of Regeneration / Head of Strategic Planning / Head of Major Developments / Regeneration Transport Manager / Head of Economic Development / Programme Director / Senior Commercial Manager (Day Rates)	Projects 60 days +	VAT not applicable	New	£601.58	100%
Re	Strategic Planning & Regen	Head of Regeneration / Head of Strategic Planning / Head of Major Developments / Regeneration Transport Manager / Head of Economic Development / Programme Director / Senior Commercial Manager (Day Rates)	0 - 20 Days	VAT not applicable	New	£95.54	100%
Re	Strategic Planning & Regen	Head of Regeneration / Head of Strategic Planning / Head of Major Developments / Regeneration Transport Manager / Head of Economic Development / Programme Director / Senior Commercial Manager (Day Rates)	Projects 21 - 60 Days	VAT not applicable	New	£88.41	100%
Re	Strategic Planning & Regen	Head of Regeneration / Head of Strategic Planning / Head of Major Developments / Regeneration Transport Manager / Head of Economic Development / Programme Director / Senior Commercial Manager (Day Rates)	Projects 60 days +	VAT not applicable	New	£83.55	100%
Re	Strategic Planning & Regen	Housing Development Partnership Manager / Planning Policy Manager / Urban Design and Heritage Manager / Skills and Enterprise Manager / Infrastructure Planning and Delivery Manager / Major Developments Team Manager / Programme Manager / Regeneration Manager / Senior Regeneration Manager / Property Support (Day Rates)	0 - 20 Days	VAT not applicable	New	£571.27	100%
Re	Strategic Planning & Regen	Housing Development Partnership Manager / Planning Policy Manager / Urban Design and Heritage Manager / Skills and Enterprise Manager / Infrastructure Planning and Delivery Manager / Major Developments Team Manager / Programme Manager / Regeneration Manager / Senior Regeneration Manager / Property Support (Day Rates)	Projects 21 - 60 Days	VAT not applicable	New	£528.13	100%

Area	Service	Description of Charge	UNIT	Subject to VAT	(a) Current charge excluding VAT	(b) Proposed charge excluding VAT	% Increase
Re	Strategic Planning & Regen	Housing Development Partnership Manager / Planning Policy Manager / Urban Design and Heritage Manager / Skills and Enterprise Manager / Infrastructure Planning and Delivery Manager / Major Developments Team Manager / Programme Manager / Regeneration Manager / Senior Regeneration Manager / Property Support (Day Rates)	Projects 60 days +	VAT not applicable	New	£500.15	100%
Re	Strategic Planning & Regen	Housing Development Partnership Manager / Planning Policy Manager / Urban Design and Heritage Manager / Skills and Enterprise Manager / Infrastructure Planning and Delivery Manager / Major Developments Team Manager / Programme Manager / Regeneration Manager / Senior Regeneration Manager / Property Support (Day Rates)	0 - 20 Days	VAT not applicable	New	£79.34	100%
Re	Strategic Planning & Regen	Housing Development Partnership Manager / Planning Policy Manager / Urban Design and Heritage Manager / Skills and Enterprise Manager / Infrastructure Planning and Delivery Manager / Major Developments Team Manager / Programme Manager / Regeneration Manager / Senior Regeneration Manager / Property Support (Day Rates)	Projects 21 - 60 Days	VAT not applicable	New	£73.35	100%
Re	Strategic Planning & Regen	Housing Development Partnership Manager / Planning Policy Manager / Urban Design and Heritage Manager / Skills and Enterprise Manager / Infrastructure Planning and Delivery Manager / Major Developments Team Manager / Programme Manager / Regeneration Manager / Senior Regeneration Manager / Property Support (Day Rates)	Projects 60 days +	VAT not applicable	New	£69.47	100%
Re	Strategic Planning & Regen	Senior Regeneration Officer / Colindale Project Manager / Housing Strategy Manager / Principal Planner (Planning Policy) / Commercial Manager / Principal Planner (MDT) (Day Rates)	0 - 20 Days	VAT not applicable	New	£484.50	100%
Re	Strategic Planning & Regen	Senior Regeneration Officer / Colindale Project Manager / Housing Strategy Manager / Principal Planner (Planning Policy) / Commercial Manager / Principal Planner (MDT) (Day Rates)	Projects 21 - 60 Days	VAT not applicable	New	£447.69	100%
Re	Strategic Planning & Regen	Senior Regeneration Officer / Colindale Project Manager / Housing Strategy Manager / Principal Planner (Planning Policy) / Commercial Manager / Principal Planner (MDT) (Day Rates)	Projects 60 days +	VAT not applicable	New	£424.37	100%

Area	Service	Description of Charge	UNIT	Subject to VAT	(a) Current charge excluding VAT	(b) Proposed charge excluding VAT	% Increase
Re	Strategic Planning & Regen	Senior Regeneration Officer / Colindale Project Manager / Housing Strategy Manager / Principal Planner (Planning Policy) / Commercial Manager / Principal Planner (MDT) (Hourly Rates)	0 - 20 Days	VAT not applicable	New	£67.29	100%
Re	Strategic Planning & Regen	Senior Regeneration Officer / Colindale Project Manager / Housing Strategy Manager / Principal Planner (Planning Policy) / Commercial Manager / Principal Planner (MDT) (Hourly Rates)	Projects 21 - 60 Days	VAT not applicable	New	£62.18	100%
Re	Strategic Planning & Regen	Senior Regeneration Officer / Colindale Project Manager / Housing Strategy Manager / Principal Planner (Planning Policy) / Commercial Manager / Principal Planner (MDT) (Hourly Rates)	Projects 60 days +	VAT not applicable	New	£58.94	100%
Re	Strategic Planning & Regen	Regeneration Officer / Skills Development Programme Officer / Senior Planning (Planning Policy) / Senior Planner (MDT) / Senior Planning (Urban Design & Heritage) (Day Rates)	0 - 20 Days	VAT not applicable	New	£397.44	100%
Re	Strategic Planning & Regen	Regeneration Officer / Skills Development Programme Officer / Senior Planning (Planning Policy) / Senior Planner (MDT) / Senior Planning (Urban Design & Heritage) (Day Rates)	Projects 21 - 60 Days	VAT not applicable	New	£367.25	100%
Re	Strategic Planning & Regen	Regeneration Officer / Skills Development Programme Officer / Senior Planning (Planning Policy) / Senior Planner (MDT) / Senior Planning (Urban Design & Heritage) (Day Rates)	Projects 60 days +	VAT not applicable	New	£347.43	100%
Re	Strategic Planning & Regen	Regeneration Officer / Skills Development Programme Officer / Senior Planning (Planning Policy) / Senior Planner (MDT) / Senior Planning (Urban Design & Heritage) (Hourly Rates)	0 - 20 Days	VAT not applicable	New	£55.20	100%
Re	Strategic Planning & Regen	Regeneration Officer / Skills Development Programme Officer / Senior Planning (Planning Policy) / Senior Planner (MDT) / Senior Planning (Urban Design & Heritage) (Hourly Rates)	Projects 21 - 60 Days	VAT not applicable	New	£51.01	100%
Re	Strategic Planning & Regen	Regeneration Officer / Skills Development Programme Officer / Senior Planning (Planning Policy) / Senior Planner (MDT) / Senior Planning (Urban Design & Heritage) (Hourly Rates)	Projects 60 days +	VAT not applicable	New	£48.25	100%
Re	Strategic Planning & Regen	Business Liaison Officer / Town Centre Projects Officer / Management Accountant / Planning Officer (Planning Policy) / Planning Obligations Officer / Planning Officer (Urban Design & Heritage) (Day Rates)	0 - 20 Days	VAT not applicable	New	£381.91	100%

Area	Service	Description of Charge	UNIT	Subject to VAT	(a) Current charge excluding VAT	(b) Proposed charge excluding VAT	% Increase
Re	Strategic Planning & Regen	Business Liaison Officer / Town Centre Projects Officer / Management Accountant / Planning Officer (Planning Policy) / Planning Obligations Officer / Planning Officer (Urban Design & Heritage) (Day Rates)	Projects 21 - 60 Days	VAT not applicable	New	£353.26	100%
Re	Strategic Planning & Regen	Business Liaison Officer / Town Centre Projects Officer / Management Accountant / Planning Officer (Planning Policy) / Planning Obligations Officer / Planning Officer (Urban Design & Heritage) (Day Rates)	Projects 60 days +	VAT not applicable	New	£334.60	100%
Re	Strategic Planning & Regen	Business Liaison Officer / Town Centre Projects Officer / Management Accountant / Planning Officer (Planning Policy) / Planning Obligations Officer / Planning Officer (Urban Design & Heritage) (Hourly Rates)	0 - 20 Days	VAT not applicable	New	£53.04	100%
Re	Strategic Planning & Regen	Business Liaison Officer / Town Centre Projects Officer / Management Accountant / Planning Officer (Planning Policy) / Planning Obligations Officer / Planning Officer (Urban Design & Heritage) (Hourly Rates)	Projects 21 - 60 Days	VAT not applicable	New	£49.06	100%
Re	Strategic Planning & Regen	Business Liaison Officer / Town Centre Projects Officer / Management Accountant / Planning Officer (Planning Policy) / Planning Obligations Officer / Planning Officer (Urban Design & Heritage) (Hourly Rates)	Projects 60 days +	VAT not applicable	New	£46.47	100%
Re	Strategic Planning & Regen	Support Officer (Day Rates)	0 - 20 Days	VAT not applicable	New	£289.78	100%
Re	Strategic Planning & Regen	Support Officer (Day Rates)	Projects 21 - 60 Days	VAT not applicable	New	£268.15	100%
Re	Strategic Planning & Regen	Support Officer (Day Rates)	Projects 60 days +	VAT not applicable	New	£252.99	100%
Re	Strategic Planning & Regen	Support Officer (Hourly Rates)	0 - 20 Days	VAT not applicable	New	£40.25	100%
Re	Strategic Planning & Regen	Support Officer (Hourly Rates)	Projects 21 - 60 Days	VAT not applicable	New	£37.24	100%
Re	Strategic Planning & Regen	Support Officer (Hourly Rates)	Projects 60 days +	VAT not applicable	New	£35.14	100%
Re	Strategic Planning & Regen	Support (Day Rates)	0 - 20 Days	VAT not applicable	New	£204.27	100%
Re	Strategic Planning & Regen	Support (Day Rates)	Projects 21 - 60 Days	VAT not applicable	New	£188.87	100%
Re	Strategic Planning & Regen	Support (Day Rates)	Projects 60 days +	VAT not applicable	New	£178.38	100%
Re	Strategic Planning & Regen	Support (Hourly Rates)	0 - 20 Days	VAT not applicable	New	£28.37	100%
Re	Strategic Planning & Regen	Support (Hourly Rates)	Projects 21 - 60 Days	VAT not applicable	New	£26.23	100%
Re	Strategic Planning & Regen	Support (Hourly Rates)	Projects 60 days +	VAT not applicable	New	£24.77	100%

Appendix A - Adults & Social Care Fees & Charges 2015/16

Fees and Charges 2015/16

Service	Current	New	% Increase
Respite Care (All client groups) (2)	2014/15	2015/16	
Residential Respite (per week)	£88.70	£91.05	2.70%

Charges for arranging care for people above capital/savings threshold	Current	New 2015/16	% Increase
Standard hourly brokerage charge	-	£22.93	100%
Standard hourly administrative charge	-	£14.31	100%

Charges for Universal Deferred Payments	Current	New 2015/16	% Increase
Standard hourly administrative and processing charge	-	£18.27	100%
Standard legal hourly charge	-	£52.29	100%
Non- standard legal hourly charge e.g debt recovery	-	£71.59	100%
Land Registry Fees	-	£26.00	100%
Property Valuation Fees	-	£250.00	100%

Universal deferred payment interest rate charges are reviewed every three months and the power to vary and change is delegated to the Council's Section 151 officer, with the potential to charge up to the maximum set by the Dept of Health.

	AGENDA ITEM 12
	<h2>Policy and Resources Committee</h2> <h3>24 March 2015</h3>
Title	Corporate Plan 2015 – 2020
Report of	Chief Executive Acting Chief Operating Officer Strategic Director of Commissioning Director of Strategy
Wards	All
Status	Public
Enclosures	Appendix A: Corporate Plan 2015 – 2020 Appendix B: Technical Appendix to Corporate Plan 2015 – 2020
Officer Contact Details	Stephen Evans, Director of Strategy Email: Stephen.evans@barnet.gov.uk Telephone: 0208 359 3021 Tom Pike, Head of Programmes and Resources Email: Tom.pike@barnet.gov.uk Telephone: 0208 359 7058

<h2>Summary</h2>
This reports sets out a proposed Corporate Plan for 2015 – 2020.

<h2>Recommendations</h2>
<ol style="list-style-type: none"> 1. That the Committee comment on and approve the draft Corporate Plan for 2015 – 2020. 2. That authority to finalise the draft Corporate Plan is delegated to the Chief Executive, in consultation with the Leader of Council, for final amendments before the Corporate Plan is recommended to Council for approval on 14 April 2015.

1. WHY THIS REPORT IS NEEDED

- 1.1 On 3 March 2015, Council agreed the Budget and Business Planning report, setting out the financial strategy between 2015/16 and 2019/20. The Budget and Business Planning report also proposed a number of strategic priorities, which will guide the Corporate Plan and direction for coming years.
- 1.2 Each one of the Council's Theme Committees has developed a 5 year Commissioning Plan over the last 6 months, setting out the outcomes and priorities the Committee will focus on as it seeks to meet the challenge. These Commissioning Plans have been based on consultation to date – including recent Resident Perception Surveys and consultation in relation to the Priorities & Spending Review (PSR), which asked residents what they care about as the Council approaches the challenge and ideas about how savings could be made or services reformed. Final Commissioning Plans – which will reflect the outcomes of the 8 week budget consultation – will be signed off by individual Theme Committees in March and April 2015.
- 1.3 The council's Corporate Plan sets the overall framework for each of the Committee's individual Commissioning Plans and the priorities for all services. In setting a clear direction through to 2020, the Council's approach has been informed by extensive consultation and engagement with residents – with a commitment to fairness, responsibility and opportunity.
- 1.4 This report recommends a new Corporate Plan from 2015/16 – 2019/20. The Plan:
 - Is informed by the priorities and concerns of residents, identified through consultation on the Priorities and Spending Review, consultation on the Budget and Business Plan, and consultation on individual Committee Commissioning Plans.
 - Reflects and embeds the Council's approach to meeting the challenge of coming years, based around fairness, responsibility and opportunity.
 - Provides a vision for the borough in 2020, including a set of high-level measures of success for 2020.
 - Incorporates an Appendix (noted as Appendix B below), which summarises the priorities and outcomes set by each Commissioning Committee, and a set of performance indicators and targets which will be used to ensure that services provided to residents are effective and efficient.
 - Highlights the Council's continued commitment to equalities.
 - Reflects how we will monitor delivery of the Corporate Plan. The performance targets will be reported to Performance Contract Monitoring Committee each quarter.

- 1.5 The draft Corporate Plan sets clear strategic priorities for the next five years:

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

- 1.6 Subject to approval from Policy and Resources Committee, the Corporate Plan will be recommended for approval by Council on 14 April 2015.

2. REASONS FOR RECOMMENDATIONS

- 2.1 It is a key element of effective strategic and financial management for the council to put together Corporate Plan to ensure that it is: well placed to meet future challenges, particularly in the context of cuts to local authority funding, demographic increases and legislation changes; has a clear strategy and set of priorities for future years; and use this Plan to allocate resources and ensure actions are in place to deliver the set priorities.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The Corporate Plan sets out a set of priorities, actions, outcomes and desired results for future years. Alternatives to this Plan could include changing the priorities of different Commissioning Committees, or changes to the strategic priorities of the Council, but these are not included in this report. This is because the Plan has been informed by extensive consultation on the Budget and Business Plan; and reflects the development and approval priorities set through the individual Committee's Commissioning Plans.

4. POST DECISION IMPLEMENTATION

- 4.1 If this report is agreed, this Corporate Plan will be considered by Full Council on 14 April 2015.
- 4.2 The Plan will be used to set service plans (Management Agreements) and objectives for employees. The Plan will be communicated internally and with key stakeholders.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

This report proposes a new set of corporate priorities and performance targets to which will drive the work of the council between 2015/16 and 2019/20.

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

5.2.1 In addition to continued spending reductions, demographic change and the resulting pressure on services pose a significant challenge to the council. The organisation is facing significant budget reductions at the same time as the population is increasing, particularly in the young and very old population groups.

5.2.2 The Corporate Plan has been informed by the Budget and Medium Term Financial Strategy, agreed by Council on 3 March 2015. This included a savings target of £90.8m required by 2019/20 and a capital investment programme through to 2019/20.

5.3 Legal and Constitutional References

5.3.1 All proposals emerging from the business planning process must be considered in terms of the council's legal powers and obligations, including its overarching statutory duties such as the Public Sector Equality Duty.

5.3.2 The Council's Constitution 'Responsibilities for Functions', Annex A, sets out the terms of the Policy and Resources Committee. The Constitution delegates the following powers to the Committee:

- To be the principal means by which advice on strategic policy and plans is given and co-ordinated and to recommend to Full Council, as necessary, on strategic issues. This is to include:
 - Approval of the Corporate Plan.
 - To be responsible for the overall strategic direction of the Council.

5.4 Risk Management

5.4.1 The Council has an established approach to risk management. Key corporate risks are assessed regularly and report to Performance and Contract Monitoring Committee each quarter.

5.5 Equalities and Diversity

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

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

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

5.5.3 Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

(a) Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;

(b) Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it; and

(c) Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

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

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

(a) Tackle prejudice, and

(b) Promote understanding.

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

5.5.7 The relevant protected characteristics are:

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

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

5.5.9 In agreeing the Corporate Plan, the council is setting an updated strategic equalities objective and reiterating our commitment to delivering this. The strategic equalities objective is as follows:

- Citizens will be treated equally, with understanding and respect, and will have equal access to quality services which provide value to the tax payer.

5.6 Consultation and Engagement

5.6.1 This Corporate Plan has been informed by extensive consultation through the Budget and Business Planning report to Council (3 March 2015), which provided a detailed report, indicating how the consultation has shaped our budget, Medium Term Financial Strategy and strategic priorities.

5.6.2 The consultation aimed to set a new approach to business planning and engagement by consulting on the combined package of the Corporate Plan; Commissioning Plans; and budget. In particular it aimed to;

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

5.6.3 To allow for an 8 week budget consultation, consultation began after Full Council on 17 December 2014 and concluded on 11 February 2015. A copy of this consultation report is available as a background paper (listed below under section 6.3).

6. BACKGROUND PAPERS

6.1 Business Planning Report 2015/16 to 2019/20, agreed by Council 6 December 2014.

6.2 Business Planning Report 2015/16 to 2019/20, agreed by Council 3 March 2015.

6.3 Business Planning 2015/16 - 2019/20: Consultation Headline Findings.

London Borough of Barnet Corporate Plan 2015 – 2020

Introduction from the Leader of the Council

Barnet is a wonderful place. I am proud to live and represent local people in a part of London with such **heritage, diversity** and with such great **opportunity**. As Council Leader, people often ask me what my priorities are. It's quite simple – I want to **make Barnet even better**. And I want to make the Council more **in tune with the changing times**. We have made progress but there is much to do.

Local Government has **changed forever**. All parts of the public sector face the same challenge of reduced budgets and increasing demand for services. The scale of this challenge is huge. For Barnet, it means that **we'll have roughly half the spending power at the end of the decade than we had at the start**. This makes the need for **change** – in both how the Council operates and how public services are provided – not only a necessity but a **matter of fact**.

Change can sometimes be controversial and difficult for people to accept, particularly when it affects things they hold dear. But there is **no alternative but to do things differently**. I would rather face up to the challenge and have a **plan for dealing with it** – even if that means taking tough decisions which not everyone agrees with.

What I am clear about is that, as we embrace the changes ahead, the Council will remain **absolutely committed to ensuring the effective safeguarding of the borough's vulnerable children and adults**. This commitment will not change.

Done in the right way, **change can be positive**. It drives innovation; it opens new doors; it connects people; it allows people to embrace new technologies and it can make life simpler. We see it in our everyday lives – in how we now shop, travel and communicate. Most of us are used to modern life and the benefits it brings.

The Council is responding to the changing habits of our residents. It is now **much easier to interact with us** – to report a problem; to pay a bill; to see how taxpayer resources are spent; and to find out what's going on in the borough. This **makes peoples' lives easier** and **saves the Council money**.

The Council's vision is that, by 2020, **services will be commissioned jointly for the borough** - by pooling resources and expertise from across the Council, NHS, Jobcentre, police, education providers and other partners from across the public, private and voluntary sectors - to create **truly integrated services**. For residents, this will mean **more intuitive services** and, for the Council and its partners, **it will save money and reduce bureaucracy**.

Who provides local services is also changing. Most people do not worry about who provides their local Council's back office services or if the person on the other end of the phone works for the Council or for one of its partners. They care about the **quality of the service** they receive. That is what the Council will continue to focus on, whilst being open to **doing things differently** – whether that be how the bins are collected, who repairs the roads and how social care is provided.

I am certain that, by 2020, those local public services that are needed will **continue to be there**. What will have changed is whether or not the people delivering them will work directly for the Council.

Much has been said about Barnet's approach – some people tell me it's too radical, some tell me it doesn't go far enough. Barnet is a **'Commissioning Council'**. What does that actually mean? It is quite simple – it means **we're open to new ways of doing things and we're not captured by the**

status quo. Public sector; private sector; voluntary sector; a combination: We are concerned less about the **'who'** and the **'how'** - who provides a service and how it is provided - than we are about ensuring that each service is **necessary**; that it **meets the needs of residents**; and that it provides **value for money**. This **ethos** drives our approach.

By 2020, **Barnet's communities will be more involved in the design and delivery of services.** Inevitably, with less money, the Council will have to withdraw from some activities but we will work with communities groups to **encourage more resident participation in local issues** to fill the gap.

Barnet is also changing **physically** and the Council is embracing this through **growth and regeneration of the borough's infrastructure**. Millions of pounds will be invested over the next 5 years in new housing, offices, schools, hospitals and transport networks. This is essential for so many reasons, not just to cope with an increasing population but, ultimately, so that the borough continues to be a place where people **aspire to live**.

Growth helps us pay for local services and creates opportunities for residents and for the Council. For residents, it will **revitalise some of our most dilapidated housing**; create thousands of **job and business opportunities**; provide people with the ability to **acquire new skills**; and allow us to build **new schools** to give children the best start in life.

Growth is an essential part of the Council's strategy, as we become less reliant on Government funding and more financially independent by **growing the level of income we generate locally**. This is not a 'nice to have' it is a necessity – we must be able to stand on our own two feet before the money from Government runs out completely.

Most residents will benefit from this opportunity, but some will need a **targeted help** to ensure they don't miss out - to **help them help themselves** by entering employment. Our approach to this has been strong in recent years.

Growth also benefits all residents by allowing us to bear down on Council Tax. Council Tax in Barnet has been frozen since 2010-11 and was cut by 1% in 2014-15. We plan to freeze it for a further 2 years to 2016-17 which means that, between 2010-11 and 2016-17, residents will benefit from a **real terms cut in their Council Tax of over 20%**.

I understand that some people are worried about the change that regeneration and development might bring. I am determined that the Council manages it **properly**, so that the **parks and green spaces** that we all enjoy are protected and that we **keep what is good about the borough** and **replace what needs to be replaced**.

I hope this **Corporate Plan** helps you understand more about **how Barnet is approaching the challenges and opportunities** of the next 5 years and **how we will measure our success**.

Councillor Richard Cornelius
Leader, London Borough of Barnet

SECTION 1: CONTEXT - THE NEXT 5 YEARS IN BARNET: CHALLENGE & OPPORTUNITY

Council budgets will face further reductions until the end of the decade...

- **Effective foresight** and **forward planning** has meant that Barnet has managed the first 5 years of budget reductions without a significant impact on local services, with nearly 80% of savings achieved through **efficiencies**.
- Our approach has **benefitted residents through lower Council Tax bills** and has helped us **avoid short-term, in-year cuts** and **mass redundancies** seen in other Councils.
- However, despite a **growing economy**, the UK is still running a significant **budget deficit** which means that **public spending will continue to reduce** no matter who is in Government.

And demand on local services will continue to rise...

- Demand is driven by a **growing population**, particularly young and older residents. This is a particular issue for Barnet, which in 2015 will become **London's most populous borough** with an estimated 393,000 residents¹.

As a result, the Council faces a budget gap of £90.8 million between 2015 and 2020...

- This is in **addition** to the £75 million budget gap the Council has dealt with between 2010 – 2015.

At the same time, residents are facing wider financial pressures...

- From **energy bills**, increasing **housing costs**, continued **wage restraint**, and **benefit reforms**.

And expectations of the Council and local services are increasing...

- Driven by advances in customer service across the private sector – including greater flexibility to transact online – people expect **better services** and **more prompt responses** from the Council.

However, despite the challenges, there are big opportunities...

Resident satisfaction has increased since the start of the decade and remains high...

- Resident satisfaction with **Barnet as a place to live**; with the **Council**; and with **local services** has **increased** in recent years, despite financial challenges. Between 2012 and 2014, resident satisfaction with **how the Council runs things increased by 9 per cent to 72 per cent**, with **nearly 80 per cent of residents feeling that the Council is doing a good job**.
- Resident satisfaction with their **local area as a place to live** has increased since 2010 and remains at **close to 90 per cent**.
- Satisfaction with a range of **local services** – including leisure facilities, social services, housing and education - has also increased, which shows that our approach is paying dividends.

Barnet is a successful, thriving borough, part of a successful, thriving London. Economic growth will drive prosperity and bring opportunities to residents; businesses; and the Council...

- The **UK economy is now one of the fastest growing in the developed world** and **London, in particular, will grow strongly over the next 5 years**.
- We are **seeing the benefits of that growth in Barnet**, with reduced unemployment and more people on benefits moving into work.

¹ Greater London Authority data

- A growing economy creates **opportunity for residents and businesses** - the Council will seize these opportunities to generate more income to **fund services** and **keep Council Tax down**; provide innovative ways to **support businesses**; work with the Jobcentre to implement new **skills and employment programmes**; and invest in the **infrastructure needs of the borough**.

Most residents will benefit from this opportunity without direct intervention from the Council...

- Our role is to **maintain the environment for a thriving borough** so people can get on with their lives.

But a relatively small number of people will need short-term, targeted support to ensure they don't miss out...

- Including support to **develop new skills** and help to **overcome barriers to employment**.

Greater devolution from the centre creates the opportunity for greater regional and local autonomy...

- **Increased financial devolution** has the potential to support Councils deal with the on-going pressure on budgets. The financial sustainability of Local Government will increasingly be a function of **its ability to manage and share financial risk with other local partners** and, in so doing, **reform services and achieve savings across the system**.
- London can learn from the experience of other regions which have developed '**City Deal**' type **working across Local Authority areas**. This has seen the public sector work together to pool resources and expertise to provide **more integrated services**; come together as combined authorities to increase borrowing powers and **invest in local infrastructure that spans more than one Council area**; and **jointly manage major reform programmes**.

And, although the Council's budget will reduce further, it will oversee the allocation of around £270 million of taxpayer funding by the end of the decade...

- The Council's focus will be to ensure that these resources are **prioritised effectively**, in accordance with the **priorities of residents**; that **statutory duties** are effectively discharged; and that decision making is **transparent** and represents **value for money**.

This Corporate Plan sets out Barnet Council's approach to meeting the challenges and maximising the opportunities of the next 5 years.

SECTION 3: LOCAL SERVICES IN BARNET IN 2020 – A VISION

What residents have told us...

- The Council has drawn on **feedback from residents through a variety of means**, including [Resident Perception Surveys](#); consultation carried out during the 2013/14 [Barnet Priorities & Spending Review](#); and consultations on the [Council's budget and Medium Term Financial Strategy](#).
- By combining this evidence with our understanding of the challenges and opportunities ahead, the Council has **developed a vision for what a range of services will look like in 2020**, as well as **how the organisation itself will evolve**.

Barnet's commissioning approach will drive our strategy...

- Barnet is a **'Commissioning Council'**. Commissioning is not outsourcing - it is an approach which requires the Council and its partners to **identify the resources available across agencies** and to **allocate these resources to achieve a set of shared outcomes**, prioritising as required.
- We will look to commission the **best possible services from across the market**, whether they are provided 'in house' or by external partners. Our primary focus is to ensure that services are of **good quality**, represent **value for money** and achieve the **outcomes** residents want.
- **Elected Councillors make the decisions**, based on the needs of the residents they serve. **Accountability** remains with the Council and those services that are provided externally are subject to **strict contracts** and **performance targets**.
- Over time, we have developed a **varied mix of providers**: Some in-house (waste and recycling services); some charities (music services to schools); some private (back office services); some shared with other authorities (shared legal service); and some joint ventures (with Capita, to provide Developmental and Regulatory Services).
- This **provider mix** and **range of delivery models** will **continue to evolve** in the years ahead.

The principles of Fairness, Responsibility and Opportunity are at the heart of our approach...

- Barnet's Councillors take decisions through cross-party 'Theme Committees' which have responsibility for a range of policy areas. Each Theme Committees has developed a 5 year **Commissioning Plan**, setting out the outcomes and priorities it will focus on. The Corporate Plan sets the **overall framework** for each Committee's Commissioning Plan.
- Whether Commissioning Plans are covering services for vulnerable residents or about universal services such as the environment and waste, **there are a set of core principles which underpin the commissioning outcomes** - the principles of **Fairness, Responsibility** and **Opportunity**.

Fairness

- Fairness for the Council is about **striking the right balance between fairness towards the more frequent users of services and fairness to the wider taxpayer**, making sure all residents benefit from the opportunities of growth.
- The Council must **'get the basics right'** to let people get on with their lives – disposing of waste; keeping streets clean; allowing people to transact in more convenient ways; and resolving issues promptly.
- Managing the rising demand on services requires a step change in the Council's approach to **early intervention and prevention**, working across the public sector and with residents to **prevent problems** rather than just **treating the symptoms**.

Responsibility

- All parts of the public service system must play their part in helping to **achieve priority outcomes with reduced resources**.
- In doing so, the Council will **change its relationships with residents**, with residents taking on more personal and community responsibility for keeping Barnet a great place.
- In some cases, residents will be required to **pay more for certain services** as the Council prioritises its resources.

Opportunity

- The Council will capitalise on the **opportunities of a growing economy** by prioritising regeneration, growth and maximising income.
- We will **redesign services and deliver them differently**.
- **Planning ahead is crucial** – the Council dealt with the first wave of budget reductions by **focusing on the longer-term** and we are continuing this approach by **extending our plan to 2020**.

BARNET'S VISION FOR 2020

Redesigned local services - integrated, intuitive and efficient...

- **Local Government and local public services will look very different by 2020**. Public sector agencies will become **more integrated** in their approach - pooling resources, sharing staff and assets, and developing joint solutions - to **manage demand** and **provide quality services**.
- By 2020, **Barnet's public services will be commissioned jointly for the borough** by the Council working in partnership with the NHS, Jobcentre, police, education providers and other local partners.
- For residents, this approach will mean **easier access to the services they need** without having to negotiate with different agencies.
- For the Council and its partners, it will **reduce bureaucracy** and create **efficiencies**, with increased collaboration driving **innovation** in the way services are designed and delivered. We have already done this effectively in a number of areas:
 - Through the creation of the **Welfare Reform Task Force**, which has brought together the Council's housing officers, Jobcentre staff and health advisers into a single team to work with those impacted by Welfare Reform. This integrated team has engaged with 96% of residents affected by the Benefit Cap and helped over a third of them into work.
 - Through the implementation of a **Multi-Agency Safeguarding Hub (MASH)** to improve child protection and provide a single point for all referrals regarding concerns for a child or young person (unborn - 18 years).

The Council will...

- ✓ Oversee a step change in its approach to **early intervention and prevention** as a means of managing demand for services.
- ✓ Continue to develop its multi-agency **Welfare Reform Task Force** and build on this success by working with the Jobcentre to successfully roll out **Universal Credit** across the borough.
- ✓ Implement a **multi-agency 'Jobs Team'** in **Burnt Oak** – where levels of unemployment are highest – to pilot a new approach towards 'place-based commissioning' and the targeting of resources to areas of greatest need.

More involved and resilient communities...

- Greater **community participation, engagement and involvement** will be an essential part of the change the Council will need to achieve over the next five years. The Council will work with residents to **increase self-sufficiency, reduce reliance on statutory services, and make the best possible use of community strengths and knowledge to tailor services to need**.
- The Council's vision is to **develop a new relationship with residents** that enables them to be independent and resilient and to take on greater responsibility for their local areas. This is not about the Council shifting its responsibility to residents – it is about recognising that residents want to be more involved in what happens in their local areas.

The Council will...

- ✓ Implement its **Community Participation Strategy and Action Plan** to achieve its vision of **greater community collaboration and resilience**.
- ✓ Build stronger **partnerships** with community groups.
- ✓ Coordinate and improve the **support** the Council gives to communities.

Health & Social Care services will be personalised and integrated, with more people supported to live longer in their own homes...

- By 2020, social care services for adults will be **remodelled** to focus on **managing demand** and **promoting independence**, with a greater emphasis on early intervention. This approach, working with housing and health services, will enable many more people to stay independent and **live for longer in their own homes**.
- **Social care commissioning will be fully integrated with health services**, helping the NHS manage huge costs of A&E and hospital admissions through greater provision of primary and community care and improving the experience of those using health and social care.
- More **young people with complex disabilities** will stay in Barnet, where they grew up, and live in their own homes, with education and training opportunities helping them to grow in independence.
- People with **mental health issues** will get support in the community to help them stay well, get a job and remain active, with support focused on helping people with their whole life, not simply providing a diagnosis.
- Barnet's residents will be some of the most **active and healthy** in London, benefitting from improved leisure facilities and making use of the borough's parks and open spaces.

The Council will...

- ✓ Implement its vision for adult social care, which is focused on **providing personalised, integrated care with more residents supported to live in their own home**.
- ✓ Invest in effective **telecare, housing adaptations** and **community support** to achieve this.
- ✓ Invest in **new, modern leisure centres** to replace older centres and **work with local sports clubs and community groups** to increase participation in sports and leisure activities.

Public Health will be integrated as a priority theme across all services...

- The position of Public Health within in the Council ensures that increasing **health and well-being** and **reducing health inequalities** is a central theme to all activities across the Council by 2020 – not only in how services to residents are designed and delivered but also the **physical regeneration of the borough**.
- Public health outcomes will be a central to future **regeneration schemes**, with the borough's 'built environment' designed to help people keep fit and active.

The Council will...

- ✓ Implement a new **Health & Well-Being Strategy**, with actions for the Council and its partners to improve the health and wellbeing of residents and a framework for achieving this.

Barnet's schools will be amongst the best in the country, with enough places for all, and with all children achieving the best they can...

- By 2020, Barnet will continue to have **primary and secondary schools that are amongst the best in the country**, with the Council recognising that this is why many people choose to live here.
- The **attainment** and **progress** of children in Barnet schools will be within the top 10% nationally and the **progress of the most disadvantaged pupils will be accelerated**.

The Council will...

- ✓ Invest in **extra school places**, building on the **£116 million** invested over the past 5 years, to ensure the borough's schools remain amongst the best and that demand is met.
- ✓ Continue to work in partnership with all schools, including Academies, to **raise standards** and **close the achievement gap** between disadvantaged pupils and their peers.

Barnet's children and young people will receive a great start in life...

- The Council will continue to **ensure a great start in life for every child and that the borough's young people are well prepared for adulthood**.
- **Safeguarding arrangements for vulnerable young people will continue to be effective and robust**, with greater interface between statutory services, for example Social Care and Youth Offending teams working together to identify and support young people who might be at risk.
- There will be range of services to identify and address, at an early stage, any issues that may **impede a successful childhood**, provided through a well-trained, high quality workforce.

The Council will...

- ✓ From the birth of their child, **continue to support families through an integrated range of services** - including health, education and social care - delivered through a network of locally based centres to ensure that children get the very best start to life.
- ✓ Where children may be at risk, maintain a **multi-agency response** that brings together different professionals to share information quickly and effectively.
- ✓ Put in place a **greater choice of high quality local placements available for children who cannot remain at home**, by increasing in the number of Barnet foster carers and a permanent new home secured through adoption for those that cannot return home.

There will be a broad offer of skills and employment programmes for all ages...

- By 2020, the Council will effectively **track and monitor the borough's young people** and work with the Jobcentre, skills providers and other partners to **provide a range of programmes aimed at supporting people into work and enabling them to progress whilst in employment**.

The Council will...

- ✓ Work with schools to track young people at risk of becoming 'NEET²' and work with partners to ensure a **broad skills offer for young people**, encompassing a range of options including **apprenticeships** and **employment opportunities**.

² Not in Education, Employment or Training

- ✓ Work with Jobcentre Plus, Barnet and Southgate College and providers of the Government's Work Programme to deliver its **Partnership Agreement aimed at reducing unemployment**, with a focus on supporting vulnerable and hard to reach people into work; developing career pathways into higher level jobs in the care sector; and with a focus on retail and construction opportunities that will derive from regeneration activity across the borough.

Barnet's local environment will be clean and attractive, with well-maintained roads and pavements, flowing traffic, increased recycling and less waste sent to landfill...

- **Barnet's streets will be kept clean and tidy**, benefitting from investment in more efficient mechanical sweepers to better clean Town Centres and residential streets.
- The borough's **roads and pavements will be in a good condition**, with the Council recognising that this has consistently been the top priority for residents for the past few years.
- Traffic flow on Barnet's roads will be managed to **reduce congestion**, with regeneration areas designed effectively to **keep traffic moving**.
- Residents will **recycle more of their household waste**, with increased recycling and less waste sent to landfill.

The Council will...

- ✓ Improve the cleanliness of the borough by **improving cleansing routes** and ensuring that Town Centre and residential sweeping beats are regularly reviewed to ensure a consistent standard of cleanliness.
- ✓ **Invest a further £50 million in road and pavement networks over the next 5 years**, on top of the £11 million in additional investment since 2011.
- ✓ **Remodel its waste and recycling service**, making it easier for residents to recycle more which will benefit the environment and save the Council money in collection and disposal costs.

Barnet's parks and green spaces will be amongst the best in London...

- Resident feedback consistently shows that Barnet's **parks and green spaces** are amongst its biggest assets and a strong influence for people deciding to live in the borough.
- The Council recognises this, and will **continue to ensure that the borough's parks and green spaces are looked after**.

The Council will...

- ✓ Develop **more innovative ways of maintaining its parks and green spaces**, including through **greater partnerships with community groups** and focus on using parks to achieve wider public health priorities for the borough.

Barnet will be amongst the safest places in London, with high levels of community cohesion, and residents feeling safe...

- Barnet will **continue to be one of London's safest boroughs**, with effective working between the Council and police driving further **reduction in crime rates**.
- **Community cohesion** in Barnet will remain high, with people from different backgrounds **getting on well together**.

The Council will...

- ✓ Work with the police and other partners to implement new 2014 Anti-Social Behaviour legislation to **prevent and deter anti-social behaviour** and reduce repeat victimisation.

- ✓ Work in partnership to reduce the **under-reporting of Hate Crime**, with a particular focus on vulnerable communities.
- ✓ Take a partnership approach to **preventing Domestic Violence** through co-ordinating service provision to those at high risk of repeat victimisation.

Residents will see a responsible approach to regeneration, with thousands of new homes built and job opportunities created...

- Barnet will go through a significant period of regeneration over the next decade and beyond, with seven major schemes being planned and implemented in areas such as Colindale, Dollis Valley and Brent Cross Cricklewood.
- Regeneration will be delivered in a **responsible and sustainable way**, with the Barnet's **green and open spaces protected** so that the borough remains an attractive place where people want to live now and in the future.
- Barnet's **Town Centres** will be vibrant and enticing, with a strong **retail and community offer** which recognises that they are at the heart of our communities. Centres will benefit from investment to ensure an attractive environment for local businesses, shoppers and residents.

The Council will...

- ✓ Deliver its **existing regeneration programme**, which will generate more than £11m in recurrent income by 2025 and £50 million in one off income by the end of the decade - to be invested in infrastructure – and create more than 20,000 new homes and provide for up to 30,000 new jobs.
- ✓ Identify a **future 'pipeline' of regeneration sites**, to build the new homes that residents need and increase local revenue streams.
- ✓ Implement its **Entrepreneurial Barnet Strategy** which aims to make Barnet the best place in London to be a small business.
- ✓ Continue to work with business and local communities to ensure that **Barnet's Town Centres** benefit from growth, with a **tailored package of support** to help them adapt successfully to a changing world with a strong offer to local people and businesses.

Customer services will be intuitive and flexible, with increased user satisfaction...

- By 2020, the majority of customer interaction with the Council will be **fully resolved via the web** and other self-service channels which will be **quicker** and **more flexible**.
- Customers will experience a consistently high quality **personalised service**, focussed on achieving fast and effective **resolution** of queries and requests. Customer services will be **intuitive**, recognising the interests of users and sign-posting them to other services they might require as well as actively promoting activities to help **manage demand**.
- **Resolution of issues raised at the first point of contact** with the Council will occur over 80% of the time and satisfaction with the services people receive will consistently exceed 90%.

The Council will...

- ✓ Invest in its **website** and implement the '**My Account**' **portal** to make it easier for residents to make transactions online - such as paying Council Tax or renewing a parking permit - report a problem, and find out what is going on locally.

Barnet will be recognised as a transparent and open Council...

- Barnet will be seen as a leader in **Local Government transparency** and will build on our ground breaking move to publish the two major contracts with Capita online to **make more of the information and data we hold available to residents**.

The Council will...

- ✓ Build on existing transparency activities - which include information about items of spending over £500, contracts and tender documents, meeting minutes, performance data, policy decisions, and Freedom of Information responses – and identify ways to be **more transparent**.
- ✓ Develop its **Open Data Portal** to **make more data sets available** for use and re-use by third parties. Making available more information about services should empower communities to consider how they might become more involved in their local areas.

And, for staff, the Council will offer a more flexible and modern workplace...

- By 2020, the Council will be a more **modern and flexible employer**, having implemented a range of changes to the working environment to better meet the needs of its staff.

The Council will...

- ✓ By 2017, relocate its head office from the current location at North London Business Park to a **new HQ** in one of the borough's largest regeneration areas – Colindale - putting the organisation and its staff at the heart of this growing and changing community.
- ✓ Invest in new IT to enable staff to **work more flexibly across a range of locations**, allowing them to be closer to the residents they work with.

Achieving its vision to 2020 - the Barnet Council's strategic objectives...

- The core principles of **Fairness, Responsibility** and **Opportunity** have been developed into a set of **strategic objectives** which frame the Council's approach to achieving its vision. These objectives, which have been **based on consultation with residents**, are as follows:

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

SECTION 5: DELIVERING OUR VISION - INDICATORS FOR SUCCESS

- A **basket of indicators will be used to measure progress against the Corporate Plan**, set out below. Progress will be reported to the **Council's Performance and Contract Monitoring Committee each quarter**, providing public challenge and scrutiny.
- **Detailed management plans and contracts are in place** to translate these priorities into action. The performance of each service area will be reported on the Council's website each quarter and key service delivery successes and challenges will also be reported to Performance and Contract Monitoring Committee.

The Council, working with local, regional and national partners, will strive to ensure that Barnet is a place:

1. Of opportunity, where people can further their quality of life

- Barnet will be a great place, with over 90% of residents satisfied with the borough as a place to live.
- We will deliver our regeneration programme, creating 30,000 jobs and 20,000 new homes by 2025. By 2020, there will be 10,840 additional new homes in Barnet.
- All Barnet schools will be rated as good or better by Ofsted, giving our children and young people the foundation for future success.
- Barnet will be the best outer London borough to be a small business, with 5% more businesses surviving and succeeding when compared with other London boroughs.
- Barnet's exceptional parks and open spaces will be well used for leisure, enjoyment and sport. Over 75% of residents will be satisfied with Barnet's parks and open spaces. Barnet will continue to be a clean borough, rated significantly higher than the London average for having clean streets.
- The repair of roads and quality of pavements will improve, with residents' satisfaction increasing to, at least, the London average.
- And we will be a leader in London for recycling; over 50% of waste collected will be reused, recycled or composted.

2. Where people are helped to help themselves, recognising that prevention is better than cure

- We will target Early Years services so that families who most need support are able to access it, ensuring that 85% of families with 2-year olds who most need additional services are able to access them.
- Working in partnership with schools, we will continue to reduce the achievement gap between those children who receive free school meals, or are in care, and their peers. Our aim is to be in the highest performing 10% of all local authorities for reducing the achievement gap.
- We will encourage people to make healthy choices, with an increase in the proportion of adults taking part in regular sports activity or exercise to 55.6%.
- We recognise the importance of people who require more support being able to live with independence, and able to access employment. We will be in the top 10% of all local authorities for the proportion of adults with learning disabilities who are in employment.
- Our vision is that older people are supported to live safely and maximise their independence. All older adults with eligible adult social care needs will receive services which enable them to live as independently as possible.

3. Where responsibility is shared, fairly

- Our ambition for residents and community groups is for them to succeed, with more people regularly volunteering in their communities – and over a 35% of residents volunteering each month.
- Barnet will be a place of opportunity, with low rates of unemployment (4.2%) and where young people are able to make a great start in life – being in the top 10% in England for highest numbers of

young people in education, training or work.

4. Where services are delivered efficiently to get value for money for the taxpayer

- Barnet will be in the lowest 25% of all Councils (Boroughs and County Councils) for expenditure per head of population as we keep our costs under control.
- When compared with all other Councils (Boroughs and County Councils), all our services will be rated above average.

5. With improved Customer Services and increased transparency

- We will provide outstanding customer service, with 90% of customers satisfied with the service they receive from Council services.
- Customers will experience a personal service, meaning 80% of all inquiries from customers will be resolved at the first point of contact.

SECTION 8: MEETING THE PUBLIC SECTOR EQUALITIES DUTY

- In delivering this Corporate Plan, the Council's priorities, the actions it takes and results it seeks will reflect our **Strategic Equalities Objective (SEO)**, which is:

That citizens will be treated equally, with understanding and respect, and will have equal access to quality services which provide value to the tax payer.

- The Council's approach to **equalities** is **embedded in the decisions we make as an organisation** and is fully integrated into our annual business planning process. Changes to policies and services are **analysed in order to assess the potential equalities impacts and risks** before final decisions are taken.
- The Council will **monitor progress against the SEO through a basket of indicators** for each Theme Committee, selected from the **Corporate Plan Technical Appendix**. We will use the information we hold about our residents and service users to break this down by **protected characteristics** wherever possible.
- In assessing progress, we will also consider **service user satisfaction rates** in relation to services such as waste and recycling; parks and green spaces; attainment rates for all Barnet's young people, including children in care; a focus on housing and employment for vulnerable groups such as people with learning disabilities and people with mental health issues. We will also look at **Resident Perception Survey measures** relating to community cohesion; and life expectancy rates in the borough.
- Progress against the basket of indicators used to assess the SEO indicators will be reported publicly through an **Annual Equalities Report** to Council.

APPENDIX 1: BARNET COUNCIL'S FINANCIAL POSITION 2015 - 2020

The impact of budget reductions and increasing demand on the Council's finances

- In Barnet, the impact of falling public spending and increasing demand for services has meant the Council has needed to **save £75m between 2011 and 2015** – 26 per cent of its budget.
- The Council faces a **further budget gap of £90.8 million from 2015 to 2020**, which means **we will need to reduce our running costs by a further £90.8m a year by 2019/20**.
- The total savings required each year to 2020 are:

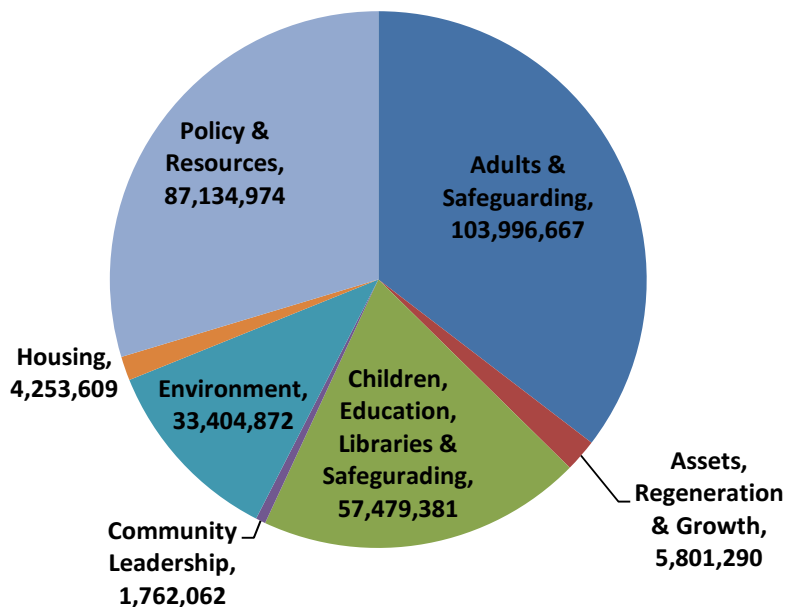
2015/16	2016/17	2017/18	2018/19	2019/20	Total
£17.269m	£22.419m	£18.324m	£16.567m	£16.270m	£90.849m

- The **impact of a decade of constraint on the public finances and increasing demand on services** means that, in real terms, by the end of the decade, **the Council's total spending power will be nearly half what it was at the start**.

The Council's Medium Term Financial Strategy to 2020

- The Council has published a **Medium Term Financial Strategy (MTFS) to 2020**, which sets out how it will meet the financial challenge to the end of the decade.
- The Council's **total budget at the start of 2015/16 is £293.8m**, with the split by the main Council 'Theme' Committees as follows:

2015/16 Total Barnet Council Budget: £293.8m



- As of March 2015, **Committees have agreed contributions totaling £68.9m towards the total savings gap of £90.8 million**.
- The table below outlines the **savings to date** which have been allocated to each of the Council's Committees over the next 5 years:

Theme Committee savings 2015/16 – 2019/20	Total savings £000
Adults & Safeguarding Committee	21,031
Assets, Regeneration & Growth Committee	10,377
Children, Education, Libraries & Safeguarding Committee	13,269
Community Leadership Committee	852
Environment Committee	7,721
Housing Committee	300
Policy & Resources Committee	15,377
TOTAL	68,927

- This leaves a **remaining budget gap of £21.9 million** by 2019/20, which falls largely in the final two years of the decade. The Council will use its commissioning approach to ensure that it achieves a balanced budget by 2020.

LONDON BOROUGH OF BARNET
CORPORATE PLAN 2015 -2020
DELIVERING THE PLAN – TECHNICAL APPENDIX

COUNCIL COMMITTEE COMMISSIONING PRIORITIES & OUTCOMES

In June 2014, the Council moved to a **Committee system of governance**, with elected Councillors taking decisions through a range of cross-party Committees. These Committees have responsibility for the entire range of statutory duties, service areas and policy responsibilities relating to the Council.

This section sets out the **priorities for each Committee**; what each Committee will focus on in order to **achieve those priorities**; and what the desired results – or **outcomes** – are intended to be. The final section of the appendix provides a table showing measures of success which we will **use to track the delivery of effective services to residents**.

ADULTS AND SAFEGUARDING COMMITTEE

The Committee's remit includes **social care services for adults with a learning disability; mental health needs; physical disability or sensory impairment; older people and carers**; information and advice about **social care support** and **community based preventative services**; and **leisure services** provided by the Council.

Our priorities:

1. That all adults are given the opportunity to live well, age well and stay well, with people feeling safe.
2. That social care outcomes are delivered through a partnership with NHS, Job Centre Plus, housing providers and local communities;
3. That people are able to plan for the future, but are supported to get back on their feet if crises occur; and
4. That those with longer term need have access to support which is creative, individual to their needs and local.

Outcomes:

The Committee will focus on achieving the following outcomes:

1. Planning for life	Working age adults and older people live a healthy, full and active life. They live in homes that respond to their changing requirements and have sufficient finances to meet their needs.
2. Early intervention & prevention	Older people have timely access to diagnosis and are helped to manage their condition. All residents know what is available to increase and maintain their well-being and independence.
3. Integrated support	Working age adults and older people have timely access to health and social care support that avoids hospital admission or admission to residential care.
4. Safeguarding	Working age adults and older people are supported to live safely, maximising their independence and minimise risk.
5. Supporting carers	Carers are supported to continue caring for as long as they wish. Carers are valued as expert partners in supporting people to live independent lives.

The Committee will focus on:

1. **Integrating social care and NHS health services** to deliver better results.
2. Introducing a **joined up disabilities service** for young people and adults, from birth to adulthood (0 – 25 years).
3. Providing better support for individuals with **mental health issues** to retain or regain employment and suitable housing that supports their well-being.
4. Joining up with public health to help people better **self-manage** their care.
5. Working with the NHS to **Implement the Care Act**, including improved advice and advocacy services for residents and greater support to enable carers to continue in their caring role.
6. **Going further with personalisation of care**, including more creative support plans for those who receive care and a shift to support in community settings and at home.

CHILDREN, EDUCATION, LIBRARIES AND SAFEGUARDING COMMITTEE

The Children, Education, Libraries and Safeguarding Committee covers **education services**; support to **children with disabilities**; **looked after children**; **children in need**; **family and youth support**; and **libraries**.

Compared with the rest of the country, Barnet’s children do well at school, have good health, benefit from low crime rates, live their lives safely and have access to high quality open spaces. The Council needs to ensure this success is maintained and that those who are at risk of missing out have a better start in life.

Our priorities

1. To ensure that Barnet remains one of the best places in the country for children to grow up;
2. To support children and families who currently do less well in life to overcome barriers to success allowing all children the opportunity to thrive; and
3. To ensure children and young people are safe in their homes, schools and around the borough.

Outcomes

The Committee will focus on improving the following outcomes:

1. Safeguarding	Children and young people are safe in their homes and, when children are at risk, to intervene early to improve outcomes for children, young people and families.
2. Education	Continuing to maintain excellent school standards. Working with schools, we will continue to reduce the achievement gap between those children who receive free school meals, or are in care, and their peers. Our aim is to be in the highest performing 10% of all local authorities for reducing the achievement gap.
3. Health & wellbeing	Every child in Barnet has a great start in life, with the security and safety to grow in a nurturing environment
4. Preparation for adulthood	All young people are ambitious for their future, ready to contribute to society and have the ability to plan for the future.
5. Parenting	All parents and carers are able to develop high quality relationships with their children, establishing effective boundaries and support physical and emotional well-being.
6. Libraries	Children and adults benefit from reading and learning opportunities and community groups are supported to support a range of outcomes through library facilities.

In achieving this, the Committee will focus on:

1. **Redesigning services**, including a **new delivery model for education services to schools**, with schools setting the direction; an **early years service** which is more targeted, collaborative and with greater community involvement; and a **modernised library service** which uses the latest technology, maximises commercial opportunities and promotes literacy and access to information.
2. **Targeting support early to those who do less well**, working with schools to help children and young people overcome barriers to wellbeing and success.
3. Continuing to invest in **preventive services**, such as children’s centres, to improve outcomes for families and achieve medium to long term savings.
4. Working with partners to improve outcomes for disabled children through a **0-25 disability service**.
5. Allowing more people to have **personalised budgets**, with spend proportionate to individual needs.

ENVIRONMENT COMMITTEE

The Environment Committee covers **environmental services**, including **waste collection and disposal; parks and green spaces; parking; regulatory services, highways, and cemetery and crematorium**. Barnet has a high quality natural and urban environment that is appealing to both residents and visitors. However, we need to go further by looking at different ways of maintaining the quality of our parks and green spaces; increasing how much waste is recycled; and reduce pollution.

Our priorities

1. To drive an increase in overall resident satisfaction with Barnet as a place to live to among the highest of any outer London borough; and
2. To create the environment for economic growth and the success of residents, ensuring high quality infrastructure is in place, and removing any barriers or unnecessary costs of growth to successful businesses.

Outcomes

The Committee will focus on improving the following outcomes:

1. Recycling	Increasing recycling rates and minimising waste sent to landfill to the best 10% compared with similar boroughs in London and nationally, focusing on encouraging behaviour change and waste minimisation.
2. Parks & green Spaces	Protecting, conserving and enhancing green space and the leafy character of Barnet for current and future generations, so that they can support and improve the health and wellbeing of the population.
3. Highways, pavements and parking	Ensuring that highway services in the borough – including roads and pavements – are maintained to a high quality, and improvements are focused on areas with highest use or growth.
4. Regulatory services	Making regulatory services like licencing and environmental health high quality and efficient, while prioritising key risks to health and safety.
5. Cemeteries & Crematoria	Delivering a service that is high quality and efficient, and responds to changing resident preferences.

In achieving this, the Committee will focus on:

1. **Redesigning services, including** a new delivery model for **waste removal services from homes and businesses**, giving residents a range of options about how their waste is collected; and providing businesses with access to **premium regulatory services** if they want their application dealt with in a more speedy way.
2. **Managing parks and green spaces differently**, including working with communities to run activities and help manage some parks.
3. Working with our delivery partner Regional Enterprises (Re:) to deliver high quality **regulatory services**, ensuring that services such as environmental health and licencing are easy to access and efficient.
4. Continuing to deliver **highways services** that make it as easy as possible for people to get around by car and on foot.
5. Using encouragement, behaviour change and, where necessary, enforcement to persuade people to **not drop litter in the borough**.

ASSETS, REGENERATION AND GROWTH COMMITTEE

The Assets, Regeneration and Growth Committee oversees a number of areas including regeneration; development; economic growth; Town Centres; Community Assets, and Council assets and accommodation. Barnet’s growth and regeneration programme covers three core areas of work:

1. The borough’s physical regeneration scheme
2. Economic development and growth
3. Wider programmes to make the council estate operate in a more efficient and cost-effective way.

Our priorities

1. Providing new and replacement community, leisure, education and health facilities, as well as housing, infrastructure and parks for residents;
2. Increasing the prospect of better paid employment by generating new jobs and providing residents and businesses with the tools and support to prosper;
3. Supporting the growth of businesses by reducing red tape and bureaucracy, helping residents of all ages to succeed in the labour market;
4. Implementing a range of activity to make Barnet an attractive place to operate a business in, including to invest and recruit people locally; and
5. Managing the Council’s land and property assets so that they deliver operational and financial benefits.

Committee outcomes

To achieve these priorities within the resources available up to 2020, the committee will focus on delivering the following outcomes:

1. Regeneration	Regeneration schemes completed to a high standard, including the new communities in Brent Cross and Colindale. Success will be measured by good quality homes, safe attractive environments and integration of new developments and the people who live, work and visit them integrating with existing areas.
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2. Economy	Barnet is established as the best place in London to be a small business.
3. Thriving town centres	Key town centres are thriving, creating pleasant places for people to shop, live, work and socialise in.
4. Council assets	Continue to improve the management of the council’s assets to achieve savings, maximise income and support longer term growth.
5. Housing growth	New developments meet housing need, contribute to Barnet’s reputation as a desirable place to live and maximise benefits to the council.

In achieving this, the Committee will focus on:

1. Successful delivery of the **existing regeneration programme**, including Brent Cross and Colindale, and identification of **future development opportunities** across the borough.
2. More effective use of **community assets**, with discounts on full market rent and development of a “community hub” approach for community assets with community groups identified to run these.
3. Developing stronger relationships with **local businesses**, through business training and mentoring, and by improving access to council contracts.
4. Increasing the prospect of better paid employment by creating **new jobs** and providing residents and businesses with the tools and support to prosper and grow.
5. Streamline **planning, regulation** and **customer access** for businesses.
6. Identifying major, district and local **town centres** and develop a tailored offer to support each.
7. Reducing council office **accommodation costs**, through relocation and selling vacant sites, using the public sector estate in a more efficient and joined up way.

COMMUNITY LEADERSHIP COMMITTEE

The Community Leadership Committee covers **community safety; community participation and involvement;** and **emergency planning**. The Committee is not a large consumer of council resources, but rather supports co-ordination of a range of public sector activities in the borough.

Barnet is a safe borough with strong, cohesive communities - 87% of respondents to the council’s Residents’ Perception Survey agree that people from different backgrounds get on well together in the borough and 78% feel that people treat each other with respect and consideration.

The Council aims to build on these strengths, encouraging wellbeing, acting early when giving support to the most vulnerable or at risk, and mobilising community capacity and resources to support the priorities of the borough.

Our priorities

1. To ensure safe communities, supporting the police to address anti-social behaviour and crime;
2. To reduce the fear of crime and anti-social behaviour, especially for the most vulnerable members of the community;
3. To facilitate the council’s community leadership role, encouraging community participation and supporting residents and communities to become more active, independent and resilient; and
4. To ensure the borough is well prepared for any emergency that may arise.

Outcomes

The committee will focus on improving the following outcomes:

1. Safe communities	Crime levels remain low and people feel safe to live and work in Barnet; victims of crime and anti-social behaviour are well supported; reoffending reduces and fewer areas experience persistent crime and anti-social behaviour.
2. Strong communities	Residents and community groups are independent, resilient and take on responsibility for their local areas; communities are more cohesive.
3. Active, involved communities	Residents and community groups are more involved in designing and delivering services; there are more options to get things done in the borough.
4. Emergency preparedness	The borough is well prepared for emergencies and responds quickly and appropriately when any arise.

In achieving this, the Committee will focus on:

1. **Improving community safety** through strong, co-ordinated partnership approaches to **crime, anti-social behaviour, domestic violence; violence against women and girls; and hate crime**.
2. Co-ordinated **offender management**, to reduce re-offending.
3. Moving the **CCTV** service to a revenue neutral position, preferably by finding alternative funding sources so that the service continues to benefit Barnet.
4. Improving levels of **community participation and involvement in council services**, including by bringing together resources, such as grants and funding and our community buildings, to support community groups who help deliver our outcomes.
5. Providing strategic and operational direction for **emergency planning, preparedness and response**, making the public more aware of how agencies respond to emergency incidents and engaging with faith and community leaders to make sure they can play a part in planning for, and responding to, large scale emergency situations.

HOUSING COMMITTEE

The Housing Committee covers all aspects of housing including **maintaining and managing the stock of social housing; temporary accommodation; housing advice; homelessness and housing needs**, and the **regulation of private sector housing**.

Barnet has one of the largest housing stocks of any London borough, reflecting its large and relatively affluent population. However, we can more to ensure that high quality housing is accessible to as wide a range of people as possible, including younger people and those facing more difficult circumstances.

Our priorities

1. To enable those who add to the economic, civic or cultural life of the borough to have the opportunity to live in Barnet.
2. To facilitate growth and the success of residents by delivering a sufficient long- term supply of new housing of all types and tenures.

Outcomes

The committee will focus on improving the following outcomes:

1. Housing Supply	Prioritise increasing the housing supply, including the use of our own resources to build new homes.
2. Affordable Housing	The delivery of homes that people can afford, including homes for rent at local housing allowance levels and low cost home ownership.
3. High quality private rented sector	The increased level of private renting means that we will focus on quality in the Private Rented Sector, including the use of discretionary powers to improve poorly managed houses in multiple occupation.
4. Homelessness	Continue to help those that need assistance by tackling homelessness, with a focus on prevention as well as making best use of our existing housing stock.
5. Vulnerable residents	Providing suitable housing to support vulnerable people will be a priority, including older residents, those with disabilities and mental health problems and young people leaving care.
6. Delivering new homes	Ensure that housing finances are optimised to maximise the amount of money available to invest in delivering new homes, including a review of our rents policy.
7. An efficient, effective service	Work with Barnet Homes, our Arm's Length Management Organisation, to review housing services to ensure that they are fit for the future, able to deliver our wider objectives and deliver efficient and effective services to tenants and leaseholders.

In achieving this, the Committee will focus on:

1. Ensuring that **new developments** on council land **meet the borough's housing need** and **provide maximise benefits to the Council**.
2. Developing priorities for investment in new and existing **council homes** and **bringing empty properties back in to use**.
3. Delivering **affordable housing** in the borough in a way that meets the needs and aspirations of the population.
4. Creating a new **Homelessness and Temporary Accommodation Action Plan** to support those with the greatest need benefit.
5. Implementing a **supported housing pathway for children leaving care**.
6. Improving the quality of the **private rented sector**, by supporting good landlords and intervening where necessary, including houses in multiple occupation (HMOs).
7. Providing **specialist housing** including extra care accommodation and homes that are **wheelchair accessible** and creating a supported housing pathway for people with mental health needs which promotes independence and recovery.

PUBLIC HEALTH AND HEALTH AND WELLBEING

Public Health is about the promotion of good health and the prevention of ill-health, rather than the cure of illness. Barnet's Health and Well-Being Board is the Commissioning Committee for public health, and decides how the public health grant is spent to improve the health and well-being of Barnet's population.

Barnet's residents live longer and in better health than in many parts of London and England. Nevertheless, there are also worsening health trends in the borough, a number of which are connected to lifestyle choices made by individuals, such as whether they smoke, take regular exercise, eat healthily, or misuse alcohol or drugs.

Promoting good health and healthy behaviours, particularly in the early years, and empowering individuals to take responsibly for their own health, are priority actions.

Public Health Outcomes

To achieve the Health & Wellbeing Board's priorities, the Board will focus on improving the following outcomes:

1. Give every child the best start in life	Children, young people and families are supported to be physically, mentally and emotionally healthy.
2. Enable all children, young people and adults to have control over their lives	People are discouraged from adopting unhealthy behaviours, and encouraged to make healthier choices.
3. Create fair employment and good work for all	Those furthest from the labour market are supported to access training and employment opportunities, retain job opportunities, and return to employment.
4. Create and develop healthy and sustainable places and communities	The built environment is conducive to healthy and active living choices such as walking, active travel, sports and recreation.
5. Strengthen the impact of ill health prevention	Older people are supported to stay well during winter. People at risk of, or living with, a long term condition are supported to manage these risks or self-manage their condition, resulting in fewer crisis responses.

In achieving this, the Health & Wellbeing Board will focus on:

1. Maintaining investment in activities that promote **physical activity**.
2. More investment in preventive services, such as children's centres, to improve outcomes for families and achieve medium-term savings; retaining current **early years' investments**, and reviewing **school nursing arrangements** while maintaining current investment.
3. Retaining investment in the community-based **Ageing Well programme** and develop a targeted prevention offer for elderly residents with long term conditions.
4. Reviewing **drug and alcohol services** to improve treatment outcomes, while maintaining the current level of investment, redesigning the model for **sexual health services provision** and **targeting smoking cessation** services toward at-risk populations.
5. Extending the **employment support programme**, to improve support for clients with motivational, mental health, and alcohol/substance misuse issues.
6. Develop a comprehensive **weight management offer** with the NHS.
7. Developing an emotional wellbeing programme in the community to compliment CAMHS, adult mental health and community resilience plans.

Delivering effective services to residents

We have a number of targets in place which we will use to track achievement of the vision for 2020; and which we will use to ensure the delivery of effective and efficient services to residents.

Adults and Safeguarding

Planning for life

Measure	2015/16 target	2020 target
Percentage of people who use adult social care services satisfied with their care and support	Top 25% of comparable boroughs	Top 25% in England
Service users who find it easy to get information	England Average	Top 25% in England

Person-centred integrated support

Measure	2015/16 target	2020 target
Percentage of adults with learning disabilities who live in stable accommodation	60%	England average
Percentage of adults with learning disabilities in paid employment	10.6%	Top 10% of comparable boroughs
Percentage of adults with mental health needs in paid employment	7%	Top 25% of comparable boroughs
Percentage of adults with mental health needs who live in stable accommodation	75%	Top 25% of comparable boroughs
Percentage of people who use services, who reported that they had as much social contact as they would like	Top 25% of comparable boroughs	Top 25% in England
Percentage of new clients, older people accessing enablement	50%	70%
Permanent admissions to residential and nursing care homes, per	378.4	Top 10% of comparable

100,000 population age 65+		boroughs
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Early intervention and prevention

Measure	2015/16 target	2020 target
Percentage of people who feel in control of their own lives	Top 25% of comparable boroughs	Top 25% in England
Percentage of older people remaining at home 91 days after discharge	87.9%	Top 25% of comparable boroughs

Carers

Measure	2015/16 target	2020 target
Percentage of carers satisfied with social services	35.7%	Top 25% of comparable boroughs
Carers' reported quality of life	7.8%	Top 25% of comparable boroughs
Percentage of adult carers who have as much social contact as they would like	36.5%	Top 25% of comparable boroughs

Safeguarding

Measure	2015/16 target	2020 target
Percentage of people who use services who feel safe	Top 25% of comparable boroughs	Top 25% of London boroughs

Assets, Regeneration and Growth

Regeneration

Measure	2015/16 target	2020 target
Total number of new homes created through regeneration schemes	1,423	5,457 ¹
Number of affordable homes created through regeneration schemes	248	1,795 ¹

Economy

Measure	2015/16 target	2020 target
Business satisfaction	TBC – baselining	TBC
The proportion of new businesses which survive in Barnet, compared with other local authorities * (Measure TBC)	2%pts more than comparable boroughs	5%pts more than comparable boroughs
Unemployment	4.9% (Monitor only)	4.2% (Monitor only)
Youth Unemployment	0.5%pts more than comparable boroughs	2%pts more than comparable boroughs
Sickness benefit, as measured by the Employment Support Allowance (ESA) claimant count (0-65 weeks) or equivalent benefit	Reduce by 5% (7,686)	5% year-on-year reduction
Long term sickness	Reduce by 5% (347)	5% year-on-year reduction

Thriving town centres

Measure	2015/16 target	2020 target
Vacancy rates on high street	Equal to comparable boroughs	2.5% better than comparable boroughs

¹ Excluding Brent Cross and Colindale

Housing growth

Measure	2015/16 target	2020 target
Number of new homes provided in Barnet each year (net)	1,253	10,840

Children, Education, Libraries and Safeguarding**Safeguarding**

Measure	2015/16 target	2020 target
Child Protection Plans basket: <ul style="list-style-type: none"> • Children made subject to Child Protection Plans; • Children made subject to Children Protection Plan for a second or subsequent time; and • number of Children subject to CPPs for two or more years 	<ul style="list-style-type: none"> • Monitor • Monitor • Perform in line with statistical neighbours (currently 5%) 	<ul style="list-style-type: none"> • Monitor • Monitor • Perform in line with national
Number of referrals to social care	Monitor	Monitor
Stability: <ul style="list-style-type: none"> • Number of children adopted; and • percentage of children in LBB foster care 	<ul style="list-style-type: none"> • Adopted 20 • Foster 39% 	<ul style="list-style-type: none"> • Adopted 20 • Foster 53%
Percentage of care leavers age 19 – 21 in education, employment or training	Top 10% in the country	Top 10% in the country

Education

Measure	2015/16 target	2020 target
Percentage of pupils achieving 5 or more A*-C GCSE's including English and Maths	68%	Top 10% in the country
Percentage of primary pupils achieving- two levels progress between key stages 1 and 2 in:	<ul style="list-style-type: none"> • Reading 94% • Writing 94.5% 	<ul style="list-style-type: none"> • Top 10% in the country

Measure	2015/16 target	2020 target
<ul style="list-style-type: none"> • Reading, and • writing 		<ul style="list-style-type: none"> • Top 10% in the country
Achievement gap between pupils eligible for FSM and their peers achieving end of key stage expectations in nationally reported subjects (Reading Writing and Maths) at Key Stage 2 ²	13%pts	Top 10% in the country
Percentage of looked after children making the expected level of progress between Key Stages 2 and 4 in <ul style="list-style-type: none"> ○ English, and ○ Maths 	National average	Top 10% in the country
Percentage of schools rated as 'good' or better <ul style="list-style-type: none"> • Primary, and • Secondary 	<ul style="list-style-type: none"> • Primary 92% • Secondary 87.5% 	<ul style="list-style-type: none"> • Primary 100% • Secondary 100%
Percentage of young people who are not in education, employment or training (16 to 18 year olds)	2.3%	Top 10% in the country
Percentage of free entitlement early years places taken up by parents/ carers that are eligible for a place.	50%	85%
Percentage of 17 year olds recorded in education and training (participation rates 17 year olds) (incl part time) and work based learning.	91%	Top 10% in the country

Please note: A new assessment regime for educational outcomes begins from 2015/16. The targets for 15/16 relate to assessments undertaken in the academic year 14/15, results reported in 2015.

Parenting

Measure	2015/16 target	2020 target
Percentage of the target groups that are registered with the children	65%	Perform in line with government set

² A new assessment regime for educational outcomes begins from 2015/16. The targets for 15/16 relate to assessments undertaken in the academic year 14/15, results reported in 2015.

centre within the area it serves		target (set by Ofsted)
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Libraries

Library measures and indicators will be developed as part of the library review, due to be reported to Children, Education, Libraries and Safeguarding in June 2015.

Community Leadership

Safe

Measure	2015/16 target	2020 target
Level of crime across the Mayor's Office for Policing And Crime set of crimes: <ul style="list-style-type: none"> • Burglary, • Vandalism, • Criminal damage, • Theft of motor vehicle, • Theft from motor vehicle, • Violence with injury, • Robbery, and • Theft from the person 	20% reduction	TBC ³
Public confidence in police and council in dealing with anti-social behaviour and crime issues that matter in their area	68%	68%

Strong communities

Measure	2015/16 target	2020 target
Percentage of residents who report feeling they belong to their neighbourhood	74%	77%

³ Targets are yet to be set for the Mayor's Office for Policing And Crime indicators for 2016/17 to 2019/20; this may be post the mayoral elections taking place in May 2016

Active, involved communities

Measure	2015/16 target	2020 target
Percentage of residents that volunteer at least once a month	29%	35%
Percentage of residents who agree that people pull together to help improve their area	51%	56%

Environment

Parks and green spaces

Measure	2015/16 target	2020 target
Percentage of residents who are satisfied with parks and open spaces	72%	75%
Percentage of households which have used parks, playgrounds or open spaces in the last 12 months	86%	90%

Recycling and waste

Measure	2015/16 target	2020 target
Percentage of household waste sent for reuse, recycling and composting	42%	50%
Percentage of residents who are satisfied with refuse and recycling services	80%	85%
Recycling participation (blue bin)	75%	TBC

Highways, pavements and parking

Measure	2015/16 target	2020 target
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Percentage of residents who are satisfied with: <ul style="list-style-type: none"> • repair of roads, and • quality of pavements 	<ul style="list-style-type: none"> • 35% Roads • 35% Pavements 	<ul style="list-style-type: none"> • London average • London average
Percentage of residents who are satisfied with street cleaning	58%	70%
Annual Programme relating to Carriageway Resurfacing schemes	100%	100%
Annual Programme relating to Footway Relay schemes	100%	100%
Highways defects made safe ⁴	100%	100%
Street cleanliness – reducing the percentage of unacceptable levels of litter and detritus	<ul style="list-style-type: none"> • Litter 3% • Detritus 14% 	<ul style="list-style-type: none"> • Litter 3% • Detritus 10%
Carbon and emissions (TBC)	TBC	TBC
Traffic Management (TBC)	TBC	TBC

Parking

Measure	2015/16 target	2020 target
Parking transaction in town centres and on street	1,650,326	1,715,865
Parking transactions in car parks	278,036	289,047
Percentage of residents who are satisfied with parking services	28%	London average

Regulatory services

Measure	2015/16 target	2020 target
Compliance with planning application statutory timescales	75%	75%
Meet building regulation application within statutory timescales	94%	94%
Compliance with Environmental Health Service Standards (Priority 2)	95%	95%

⁴ This includes defects classed emergency (2 hours fix target), category 1 – includes potholes and other serious defect (48 hours fix target) and Category 2 defects (7 days fix target)

Measure	2015/16 target	2020 target
Compliance with Environmental Health Service Standards (Priority 1)	100%	100%

Health and Wellbeing

Give every child the best start in life

Measure	2015/16 target	2020 target
Smoking status at time of delivery	5%	3%
Excess weight in 4-5 year olds (overweight or obese)	21.0%	20%
Excess weight in 10-11 year olds (overweight or obese)	34.4%	33.4%

Enable all children, young people and adults to have control over their lives

Measure	2015/16 target	2020 target
Rate of hospital admissions related to alcohol	458.76 per 100,000	458.76 per 100,000
Smoking Prevalence	15%	13.5%

Create fair employment and good work for all

Measure	2015/16 target	2020 target
Number of people with mental health problems who have accessed employment support programme	Pilot	To be established

Create and develop healthy and sustainable places and communities

Measure	2015/16 target	2020 target
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Physical activity participation	54%	55.6%
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Strengthen the role and impact of ill health prevention

Measure	2015/16 target	2020 target
Cumulative percentage of the eligible population aged 40-74 who have received an NHS Health Check	9,000 (8% of eligible population)	10% of eligible population

Housing

Housing supply and affordable housing

Measure	2015/16 target	2020 target
Percentage of new build homes that are affordable	40%	40%
Percentage of residents who list <i>affordable housing</i> as a concern	Monitor	Monitor

High quality private rented sector

Measure	2015/16 target	2020 target
Compliance with Licensing Requirements for Houses in Multiple Occupation	60%	90%

Homelessness

Measure	2015/16 target	2020 target
Number of homelessness preventions	700	TBC via Barnet Homes Review
Numbers in Emergency Temporary Accommodation	500	TBC via Barnet Homes Review

Vulnerable residents

Measure	2015/16 target	2020 target
Additional integrated specialist housing including extra care	52 units	150 units

Provide additional wheelchair housing	10% of new housing provision	10% of new housing provision
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An efficient, effective service

Measure	2015/16 target	2020 target
Percentage of respondents very or fairly satisfied with the service provided by their social housing provider (Barnet Homes)	81%	TBC via Barnet Homes Review
Current arrears as percentage of debit	Top 25% ⁵	Top 25%
Temporary Accommodation arrears as percentage of debit	5.5%	4.6%
Length of stay in Emergency Temporary Accommodation	Monitor	Monitor

⁵ As measured through Housemark – a housing benchmarking club

Outstanding customer service

Providing high quality service

Measure	2015/16 target	2020 target
Percentage of residents who are satisfied with the way the Council runs things	73%	75%
Percentage of residents who report that it is easy to access Council services	70%	75%

Reactive to residents' concerns

Measure	2015/16 target	2020 target
The percentage of customer enquiries and contacts which are resolved at the first point of contact	TBC	80%

Providing value for money

Measure	2015/16 target	2020 target
Spend (total net spend per head)	Lowest 25% of comparable boroughs	Lowest 25% of comparable boroughs
Performance	Above average of comparable boroughs across all services	Above average of comparable boroughs across all services

Barnet as a great place to live

Measure	2015/16 target	2020 target
Percentage of residents who are satisfied with Barnet as a place to live	90%	90%

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Policy and Resources Committee
24 March 2015

Title	0-25 Disability services in Barnet
Report of	Commissioning Directors for Adults & Health and Children & Young People
Wards	All
Status	Public
Enclosures	None
Officer Contact Details	Dawn Wakeling, Commissioning Director Adults & Health, 020 8359 4290, dawn.wakeling@barnet.gov.uk Val White, Interim Commissioning Director Children & Young People, 020 8359 7036, val.white@barnet.gov.uk

Summary

The proposals contained within this report are required to support the delivery of the commissioning intentions as agreed by Policy & Resources Committee on the 4th December 2014. This report sets out the approach to delivering one of the key initiatives set out in the commissioning plans of the Adults and Safeguarding Committee and the Children, Education, Libraries and Safeguarding (CELS) Committee.

Demographic trends show a growth in the population of children and young people with complex disabilities, in parallel with better life chances for young people with complex disabilities as healthcare improves. This growth does place increasing demands on education, children’s and adult social care and the NHS. Disability services for education, social care and health represent a significant area of growth of demand-led spend.

This paper sets out a recommended approach to achieving the Council’s vision of improved experiences and outcomes for Barnet children, young people and their families by creating services that foster genuine working together between agencies, are resilient, future proof and provide value for money.

The new 0-25 Disability Service is based on ten key solutions developed as an approach for the delivery of services that re-focus on enabling local provision in the community,

independence and social inclusion for children and young people with disabilities and their families and carers.

The report outlines the steps needed to achieve this specification and the positive impact this should have for this group of children, young people and families of Barnet.

If the proposed approach is approved, further detailed design will be worked through with partners and young people and their families, as it is developed into a full implementation plan.

Recommendations

- 1. That the Policy & Resources Committee approve the proposed direction and design of a new 0-25 Disability Service as set out in the report , which incorporates the outcomes described in the Children, Education, Libraries & Safeguarding and Adults and Safeguarding Committees' commissioning plans.**
- 2. That the Policy & Resources Committee note the plan for development of the new service and the intended start of the new service in October 2015.**

1. WHY THIS REPORT IS NEEDED

Vision

- 1.1 The intention to design an improved model for delivery of services to children and young people with disabilities aged 0-25 and their and families is required to deliver the commissioning intentions set out in the Council's commissioning plans. It is founded in the desire to improve the experience of young people's support journey from childhood into adulthood and to meet the challenges of:

1.1.1 significantly reduced public sector funding

1.1.2 reforms to assessment and provision of support for children and young people with special educational needs and disabilities (SEND) with a much stronger focus on integration up to the age of 25, and

1.1.3 an imbalance of support for young people with disabilities reaching adulthood and a perceived 'cliff-edge' drop in their care and support, as a result of the difference in eligibility criteria for adults and children's social care.

The design of the model taking place against the backdrop of these conditions provides a unique opportunity to innovate services. In particular, the new model will seek to improve plan-ability and predict-ability of this journey, by providing a joined up support approach from social care, education and health that enables children, young people and their families to build a long-term vision and plan for their future, rather than rely on an approach that is too often crisis driven and not sufficiently joined up.

- 1.2 Ethnographic research and direct work with a group of disabled children, young people and their families, undertaken in 2014 has further highlighted the anxieties of service users and their families as they experience a transition from children's services to adult social care that is often narrowly focussed on the age of 14/16-18. However, from the service user perspective, transition into adulthood is an experience that starts earlier and extends much further than this.
- 1.3 Diagnostic work to date strongly suggests that some challenges to current delivery are rooted in systemic barriers between services that are likely to be addressed more effectively if services are joined up structurally.
- 1.4 The overarching principles of the 0-25 disability service are:
- The development of a shared vision of improving life chances, developed with young people, families and all key partners
 - Raising aspirations for a fulfilling childhood and adult life by sharing clear information about what has already worked for others
 - Developing a personalised approach to all aspects of support using person centred practice, personal budgets and building strong communities
 - Developing options and support for those over 16 that lead to employment, independent living, good health, friends, relationships and community inclusion, and
 - Developing outcome focussed practice and multi-agency commissioning strategies that are informed by the voice of young people and families
- 1.5 The vision for the new 0-25 service is to:
- Improve the child's and family's journey to adulthood, in particular the experience of transitioning from children's to adult services
 - Improve the working together of partners to achieve a holistic, outcome focussed and predictable pathway to adulthood
 - Reduce the impact of demand growth on future cost pressures, in particular on Adults & Communities services
 - Re-focus all provision on supporting independence and enabling children and young people with disabilities live locally and achieve their goals
 - Help providers, users and carers to be better at long-term planning, managing and supporting demand rather than rationing supply.
 - Focus on the quality of relationships (between users and those who support them) and depth of our knowledge about users' needs and assets.

Context

- 1.6 Services for people with disabilities across social care, education and health are under considerable and growing pressure. National research, local population growth and needs analyses for Barnet show the trend of growth of demand is set to continue over the near, medium and longer term.
- 1.7 The role of the local authority in services for children and young adults with disabilities includes: social care assessment, interventions and support; safeguarding vulnerable children and adults; providing education placements

and support for children and young people with SEN; and jointly commissioning health services.

- 1.8 The school age population in Barnet is predicted to increase significantly until 2024 as a result of increased births within Barnet (a growth of 23.4% since 2004, compared to 16.9% across London) and numbers of families moving into the Borough. GLA population projections of children and young people aged 5-19 predict an increase of 15,000 pupils by 2024, taking the total school age population in Barnet to 80,000. This is an increase of almost a third against the baseline of just under 65,000 in 2011¹.
- 1.9 In addition to population growth, numbers of children requiring provision for special educational needs (SEN) have risen, influenced by factors including increasing numbers of children being born with disabilities. These combined factors will contribute to rising demand on services for children with SEN and disabilities in future.
- 1.10 An analysis of spend on the cohort of young people moving through Transition services from children's social care to adult social care indicates that there are an increasing number of young people with complex needs entering adult social care. The proportions of adult social care spend on this cohort have reversed over the past four years., Almost two-thirds of the total spend on this cohort in 2013/14 was on residential and supported living provision, compared to one-third in 2010/11. During the same time period, average spend per user on non-residential, community based provision has reduced by a quarter.
- 1.11 Changes introduced through the Children Act 2014 extend the Council's responsibilities for education of children with SEND and place particular requirements on all partners to work together to provide joint education, health and care plans.
- 1.12 Ethnographic research undertaken in Barnet in 2014 has shown that children, young people and families experience significant anxieties on the journey to approaching adulthood and their experience of the process of transitioning from children's to adult social care is often characterised by a lack of early planning for service provision post 18 and a perceived cliff-edge drop in support once children enter adult services.
- 1.13 The new 0-25 service will embrace a targeted range of new ways of working, designed to help the service respond effectively to these increases in demand and improving the service user experience and outcomes delivered through the service, by enabling children and young people with SEND live as independently as possible.

¹ Local Needs analysis data as supplied by David Monger, Education Services.

Challenges

- 1.14 Services for children and young people with SEND and their families are delivered by a range of professions, including community paediatricians, social workers, early year's education settings, mainstream and special schools and third sector community services. Building trusting and effective relationships with parents and carers of children and young people with SEND is a key enabler to building confidence in parents and carers ability to support the growing independence of their children through the journey to adulthood. Local and national research has shown that the quality of these relationships is directly linked to important choices such as accommodation and education provision.
- 1.15 Parental trust in the professionals working with them is a key enabler to prevent escalation of needs and family crises, particularly through the key stages of transition such as changing education and social care provision. Conversely, poorly managed transitions contribute to parents' anxiety and lack of trust in professionals and services. This can lead to service outcomes that include care and education away from the family home and community in a residential setting. This can result in high cost to the local authority and at times poorer outcomes for children and young people.
- 1.16 Each agency working with children and young people with SEND has a range of statutory responsibilities, processes and practice guidance to follow, including statutory requirements for completing social care, health and education assessments, care plans and provisions. There are few joint processes which creates a disjointed service for the young person and can lead to inefficiency.
- 1.17 Joint decision making is too often inconsistent and not strategically agreed between agencies. Joint funding arrangements, decision making and scrutiny processes in place are not as effective as they need to be in order to prevent escalation of needs and family crises. The lack of more joined up decision making further contributes to an effect where, care planning decisions by one agency can adversely affect the budget of another.
- 1.18 The limited availability of local education and accommodation provision for young people with SEND contributes to a growing pressure to place young people in residential educational provision, often with a life-long impact on their future accommodation and support provision. Equally, limited local provision contributes to challenges of re-integrating young people with SEND into their communities following a period of residential educational provision.

2. REASONS FOR RECOMMENDATIONS

- 2.1 This section sets out key elements of the ten key solutions in terms of new ways of working for the 0-25 Disability Service. The full list can be found in Appendix 1. The new ways of working are designed to deliver the outcomes specified in the children's and adults commissioning plans and are intended

to promote better service user outcomes, higher levels of independence from state support, improved working between agencies and improved financial sustainability of local authority and health services.

- 2.2 Some of the proposed new ways of working will have a short-term impact on improved outcomes and cost reduction, whilst for others benefits should be realised in the medium to longer term. Savings in the adults and safeguarding commissioning plan are based on two key hypotheses:
 - 2.2.1 The cost of meeting the needs of the cohort of children and young people currently aged between 18-24 can be reduced, whilst still meeting their needs effectively.
 - 2.2.2 The costs of meeting the needs of those children transitioning into adult services between 2016 – 2020 can be reduced, whilst still meeting eligible care needs.
- 2.3 At the heart of the design of the new 0-25 service is the recognition that consistent, high quality relationships are a key enabler for families to build trust and confidence, both in their own ability to bring up their disabled child and in the ability of the network of professionals and services around them successfully supporting them through their child's journey to adulthood.
- 2.4 Problems in the current system of support for children, young people and families are often founded in the lack of consistency of such relationships, particularly through key stages in the child's education, social care and health journey. Analysis and evidence from other authorities strongly suggest that some of these challenges can best be overcome when there is structural integration of social care and health, creating a joined up journey from child into adulthood that focusses as early as possible on creating a life-long vision with children and families that creates shared plans well in advance of children entering adulthood.
- 2.5 The new 0-25 service will therefore ensure joined up social care for children with the most complex needs. It will integrate services for 0-25 year olds currently delivered in different teams in the Family Services and Adults and Communities Delivery Units into a single management structure. It is proposed that this will be based in the Family Services Delivery Unit. This integrated team will deliver a consistent service for children and young people with disabilities and their families, providing certainty over who will support the family from birth into adulthood. The ambition for this team is to also integrate some health services, such as occupational therapy and behavioural support into the 0-25 service. Services to be integrated will be agreed during the detailed design and implementation phase. Service changes will follow the Council's procedures for consultation and managing organisational change.
- 2.6 Whilst not structurally integrated with Education services, the new 0-25 team will be co-located with their colleagues to improve information sharing and support better alignment of working practices between the services.

- 2.7 The new service will seek to create a pooled funding arrangement, with the aim of reducing the instances of high cost provision decision making by agencies that have adverse effects on other agencies budgets. This will also support the development of a single health, social care and education 'personal budget' for children with disabilities and will drive creative and innovative use resources with the aim of preventing high cost / residential provision.
- 2.8 The 0-25 service will implement a programme of specialist interventions and dedicated support mechanisms. This will ensure effective interventions and support for children and young people with autism (including high functioning autism), physical disabilities, sensory impairment and children with life-limiting conditions and their families. Improving the quality of interventions for these groups of children will support families to care for their children at home and prevent family crises, improving outcomes and reducing demand on high cost residential provision.
- 2.9 Recognising service users as the experts of their own conditions and situations, we will be directly involving children and families in the design and on-going evaluation of the effectiveness of the new 0-25 service. One of the early activities will be to create a service user reference group which will be directly involved in service design and implementation and will remain involved to and provide on-going insight and challenge throughout the inception of the new 0-25 service. Ensuring that the service design factors in the views of service users on what works for them will improve outcomes in the short, medium and longer term and contribute to the ownership of solutions developed during implementation.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The alternative options considered but subsequently rejected include:
- 3.1.1 Do nothing.
 - 3.1.2 Full integration of the new 0-25 Disabilities Service into Education and subsequently the Education and Skills Alternative Delivery Model.

3.1.3 Introducing a new 0-25 Disabilities Service based on virtual integration only

The above options were assessed as not viable as they will not deliver on the outcomes specified in the Councils commissioning plan.

4. POST DECISION IMPLEMENTATION

- 4.1 If the recommendations of this paper are agreed, detailed implementation planning work, led by the Council but working closely with young people and families, NHS Barnet CCG and partners will continue.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The Corporate Plan 2013-2016 includes priorities to “sustain a strong partnership with the local NHS, so that families and individuals can maintain and improve their physical and mental health” and to promote family and community well-being and encourage engaged, cohesive and safe communities”.

- 5.1.2 The Health and Wellbeing Strategy for Barnet 2012-2015 includes priorities to increase the proportion of adults with mental health problems in employment and better support perinatal mental health problems.

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

- 5.2.1 The Council’s Medium Term Financial Strategy (MTFS) requires a saving of £125k per annum attributed to adult services for this cohort of service users from 2016/17 to 2019/20; totalling £500k over these four years. It is anticipated that the proposal will be revenue neutral in the short term and in the medium to long term will deliver these savings as well as contribute to a reduction in future demand pressures by shifting to earlier and more effective interventions and avoiding escalation of needs. Work is underway to model financial benefits in greater detail.

5.3 Legal and Constitutional References

- 5.3.1 The Children and Families Acts 1989 and 2014, the current community care legislation and the Care Act 2014, when it comes into effect, impose duties on local authorities to provide services to those with eligible needs. The Children and Families Act 2014 replaces the previous system of preparing statements of special educational need for children and young persons aged 2-19 years with the preparation and provision of Education Health and Care plans (EHC plans) for children and young people with special educational needs aged

from 0 -25 years of age. The Care Act 2014 replaces the FACS criteria for determining eligibility for services with a national minimum criteria and it expressly includes a duty to promote integration of care and support provision with NHS and other health related provision. The Children and Families Act 2014 requires the local authority, health and care services to commission services together with a view to ensuring the integration of educational provision and training provision with health care provision and social care provision.

5.3.2 Additional statutory duties are imposed by the Mental Health Act 1983 particularly for those detained under the Act and who qualify for after care services under s117.

5.3.3 The responsibilities of the Policy & Resources Committee are contained within the Council's Constitution - Section 15 Responsibility for Functions (Annex A). Specific responsibilities for those powers, duties and functions of the Council include the following specific functions:

"If any report comes within the remit of more than one committee, to avoid the report being discussed at several committees, the report will be presented and determined at the most appropriate committee. If this is not clear, then the report will be discussed and determined by the Policy and Resources Committee." As these proposals to develop a 0-25 Disability Service will involve services come within the remit of the Adults & Safeguarding Committee (responsible for adult social care) and the Children, Education, Libraries & Safeguarding Committee (responsible for children's social care together with special educational needs services) and propose integrated provision with health services, and represent a new model of working, this decision is to be taken by the Policy & Resources Committee.

5.4 Risk Management

5.4.1 A significant risk to the achievement of these intentions is that Barnet Council and the CCG and other partners fail to co-ordinate their activities effectively. Without a shared vision and approach, there is a strong risk of poorer outcomes and an increase in demand and so cost. As such the implementation will need partnership working to ensure that plans and incentives will be aligned.

5.5 Equalities and Diversity

5.4.1 Equality and Diversity issues are a mandatory consideration in decision-making in the Council pursuant to the Equality Act 2010. This means the Council and all other organisations acting on its behalf must have due regard to the equality duties when exercising a public function. The broad purpose of this duty is to integrate considerations of equality and good relations into day to day business, requiring equality considerations to be reflected into the design of policies and the delivery of services and for these to be kept under review.

5.4.2 The specific duty set out in s149 of the Equality Act is to 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.

5.4.3 The relevant protected characteristics are – age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual orientation.

5.4.4 Barnet intends that the new service will produce better, more tailored services that more closely reflect the needs and aspirations of young people with disabilities. We will do this by using data about the service user group and involving young people with disabilities in the design and development of the service and consulting them about specific proposals as they develop. At this stage it is anticipated that there will be a positive impact on service users. This will be kept under review and specific equality Impact Assessments will be considered and brought back to committee as decisions are required for specific proposals.

5.5 Consultation and Engagement

5.5.1 The ideas and principles in the 0-25 service have been developed as a result of detailed engagement with families with a disabled child, in the form of ethnographic research.

5.5.2 The development of these proposals has drawn on consultation with staff and managers from Adults and Communities, Family Services, Education and the CCG. A working group of staff from the service areas is meeting regularly to continue to develop the detailed design of the new ways of working and a separate working group is in place with accountants from family services and adults and communities to develop detailed plans for budget alignments, financial benefit and savings modelling.

5.5.3 1:1 meetings have been held with head teachers of the Barnet Special Schools, representatives of the parent partnership, the Barnet Practitioners Forum and the Learning Disabilities Partnership Board.

5.5.4 Through key stages of implementation consultation, where appropriate, will be undertaken with service users and those who have received services in the past.

5.5.5 The Council conducted a borough wide programme of resident engagement and consultation from 17 December 2014 to 11 February 2015. The programme comprised a series of focussed workshops examining the competing pressures facing each Committee and an on-line survey open to all

residents. 149 residents attended workshops which covered Council wide services, including some of the services in the remit of the Committee, whilst 19 residents took part in the Adults and Safeguarding focussed workshop. 28 residents responded to the Strategic Plan to 2020 open consultation, with 19 of those residents completing questions in regard to the Adults and Safeguarding Committee. The Adults and Safeguarding Commissioning Plan was also reviewed, along with plans relating to other Committees, in a special workshop for service users of adult social care and children's services.

5.5.6 The majority of respondents (11 out of 17 or more) who answered the questions agreed with all the priorities set out in the Adults and Safeguarding Commissioning plan. As part of the workshop focused on the Adults and Safeguarding Committee, residents prioritised the following services:

- Support offered to carers
- Preventative work for people with learning disabilities
- Short term and residential care for people with mental health issues
- Support to community/voluntary groups for the elderly
- Direct payments for people with physical disabilities
- Leisure centre

5.5.7 Those services which attendees thought, within the context of the Council's reductions, had the most potential for savings were the more expensive services of;

- Supporting older people in their homes
- Residential care for older people

5.5.8 Residents still emphasised the importance of these services, but in the context of the financial challenges facing the Council, they were seen as more palatable options to reduce costs.

5.5.9 This is broadly similar to the services which were prioritised by the Citizen's Panel members (44 respondents);

- Support for carers
- Prevention services for people with learning disabilities
- Short term mental health support
- Residential care for people with mental health issues
- Direct payments for people with Physical disabilities
- Leisure centres

5.5.10 The services which, on balance, were seen as options for savings were;

- Homecare for older people
- Residential care for people with learning disabilities

5.5.11 There was an emphasis on prevention, with one resident stating that (in respect of short term mental health support): "It's much better in cost terms than rehabilitation. Short term they can improve and get better rather than,

possibly, being institutionalised”.

5.5.12 The preference of the residents who responded in the consultation survey and workshops was to make lower service reductions in the remit of the Adults and Safeguarding Committee than the Council has proposed.

5.5.13 The feedback from the resident workshop broadly supports the approach set out within the Commissioning Plan to prioritise services for the most vulnerable and to support a preventative approach.

5.5.14 Whilst the overall programme of resident engagement is contained in this report, each significant proposal within the plan will require detailed consultation and engagement with residents and service users. These will be reported to the Adults and Safeguarding Committee as the Commissioning Plan is enacted.

6 BACKGROUND PAPERS

6.1 The Children, Education, Libraries and Safeguarding (CELS) Committee discussed the Commissioning Plan for 2015-20 on 9th March 2015. The Commissioning Plan can be found here: [CELS Commissioning Plan 2015-2020](#)

6.2 The Adult's and Safeguarding Committee will be discussing the Commissioning Plan for 2015-20 on 19th March 2015. The Commissioning Plan can be found here: [Adult's and Safeguarding Commissioning Plan 2015-20](#)

6.3 Appendix 1: Ten new ways of working summary:

Appendix 1: 0-25 Disabilities Service. Ten new ways of working:

	New way of working	Intended impact
1	Structural integration of social care from 0-25 , joining services currently delivered in children's social care and adult's social care into one management structure delivered from within Family Services.	<ul style="list-style-type: none"> - Creating a joined up journey from child into adulthood that focusses as early as possible on creating a life-long vision with CYP & families and that creates plan-ability of available adult service provision well in advance of the CYP 18th Birthday; removing the current 'cliff-edge' of provision at age 18 - Contribution to improved trust between professionals and families - Better expectation management, resulting in parent's improved willingness to support local, community based provision and driving independence for their children. - Authorities working towards a joined up social care journey have seen cost forecasts for transitions drop by a third
2	Co-location . The newly created 0-25 social care integrated service to be co-located with colleagues in education.	<ul style="list-style-type: none"> - Enabling additional awareness of services and ways of working between the service areas - Improved information sharing and better aligned service provision
3	Roadmap to pooled funding . Key building blocks to improved shared funding arrangements, including strategic funding split arrangements & revised panel processes & procedures. Immediate activity towards this solution will include a review and realignment off all current panel activity relating to service provision for the target cohort.	<ul style="list-style-type: none"> - Expected high impact on cost and outcomes, in particular through shared spend controls between agencies and a reduction of instances of high cost decision making by one agency adversely affecting the budget of another - High confidence on longer term impact through improved early visibility of services available by each agency and opportunity for creative and innovative use / sharing of existing resources
4.	Consistency of relationship and 0-25 practitioner . The service will work on the principle to keep changes to allocated workers to an absolute minimum. A new role of a 0-25 practitioner will be introduced; replacing the current short breaks co-ordinator and support roles. This role will	<ul style="list-style-type: none"> - Key enabler to building effective and trusting relationships with parents and carers - Contributing to improved expectation management and reduction of 'diagnosis-driven' behaviour by parents, resulting in improved uptake of non-residential services

	New way of working	Intended impact
	<p>have an extended focus a key support & challenge position, building trusted relationships with families, acting as a system navigator, supporting children, young people & their families in understanding the various assessments, service and community provisions on offer to them and their children.</p>	
5.	<p>Differentiated response by type of need: Implementing a programme of needs based interventions & dedicated support mechanisms. Groups identified as benefiting from a differentiated approach include children and young people with:</p> <ul style="list-style-type: none"> ○ Autism / high functioning autism, ○ Physical disabilities and sensory impairment, and ○ CYP with life-limiting conditions and their families. 	<ul style="list-style-type: none"> - A range of short, medium and longer term impacts through supporting young people into employment, helping maintain young people in local education settings and reducing increased demand on residential provision
6.	<p>Voice of the child & family. Working with children & families throughout to help shape the service & review its' effectiveness will be at the heart of the new ways of working. This will include regularly collecting families' feedback as well as involving service users in the detailed design of the new service. One of the early activities during start-up of implementation will be to create a service user reference group which will be directly involved in service design and implementation of the new service and will remain involved to create insights, act as critical friend and on-going challenge throughout implementation of the new 0-25 service.</p>	<ul style="list-style-type: none"> - Impact on service user outcomes and cost through creating services, practices and processes that are better aligned to services users' needs - Involving service users in the design of services, assessment forms, etc. will lead to services that better respond to service users' needs and supports building trusting and mutually valued relationships. - Improved buy-in to services on offer - Improved clarity on the pathway to adulthood
7	<p>Expansion of the Early Years Multi-agency Model and early support programme across the child's journey into adulthood.</p>	<ul style="list-style-type: none"> - Potential for impact on reduction of demand on residential provision through improved planning of local provision from the early years

	New way of working	Intended impact
	Practice in place in early years has shown very positive responses from families and practitioners in previous evaluation and should be built upon.	through to further education. - Key enabler to improved parental choice in future accommodation requirements for their children and young people
8	<p>Implement Peer Support and the buddy system. In particular to support children & young people remaining in / returning to the community after periods of residential care and to avoid residential care in the first place.</p> <p>Buddy system: Partnering young people with learning disabilities with non-disabled peers to provide support and companionship in normal service settings.</p> <p>Peer support: Families can provide support to other families, sharing their experience of using certain services and what they have learnt from the process, offering reassurance and insights.</p>	<ul style="list-style-type: none"> - There is evidence from other local authorities that improved peer support has a significant impact on the ability of young people with disabilities to remain within their local community and / or to successfully transition back following a period of residential care away from home. - The role is designed to help foster confidence and inclusion into wider friendship circles and promote confidence to lead a more independent life in future.
9	<p>Outcome based practice, assessment and commissioning. An approach to working with families with a view towards the outcomes they want to achieve for their children. Practitioners delivering outcome focussed assessments that focus on the “what will be different and how will we know it has been achieved?” along the whole child journey. Services which are commissioned on a ‘risk and reward’ basis for achieving those outcomes and are paid by results. It is proposed that a ‘providers of services’ reference group be established during implementation to develop ideas and approaches to effective outcome based commissioning in</p>	<ul style="list-style-type: none"> - This new way of working is a key enabler to a changed culture of practice in social care and beyond, introducing a relentless focus on outcomes and commissioning services on the basis of providers ability to meet those - This approach will also introduce a payments by results mechanism, rewarding providers for achieving / exceeding outcome targets set, thereby supporting a behaviour change shift in the nature and quality of person centred provision

	New way of working	Intended impact
	partnership with the market.	
10	<p>Systemic approach & expectation management focus. Systemic approaches are well embedded in day to day social work practice in countries such as Denmark, Sweden and Germany. The approach is based on understanding the whole family & network as a living system in which changes to one element have an impact on each other element and the development and needs of each part of the system need to always be looked at in the context of the state of the whole system. A systemically focussed approach is based on supporting each part of the system in achieving the ambitions for the child and young person and extends beyond the child's family into the community and professional support network.</p>	<ul style="list-style-type: none"> - To support a shift in culture of practice that is designed to focus on the resourcefulness of families and local communities - Embedding this approach into the new 0-25 service will be focussed on setting out an early pathway to independence throughout childhood, helping parents to 'grow' with their child (e.g.: supporting travel training, developing appropriate responses to changing and challenging behaviour of children as they enter adolescence, etc.) - The approach will support the drive to improved independence of children and young people, increasing the proportion of children and young people who live with their families well into adulthood and who are in local employment.

Discussion

AGENDA ITEM 14	
	<h2>Policy and Resources Committee</h2> <h3>24th March 2015</h3>
Title	Report of the Urgency Committee held on 29th January 2015 (Sale of Claim in Glitnir hf) (Public)
Report of	Head of Governance (Acting)
Wards	All
Status	Public (with separate Exempt Report)
Enclosures	Annex 1: Report to Urgency Committee on 29 January 2015
Officer Contact Details	Kirstin Lambert, kirstin.lambert@barnet.gov.uk , 020 8359 2177

Summary
<p>This report details the decision taken by the Urgency Committee to enable the London Borough of Barnet participate in a single price currency auction with a view to selling the investment balance held in escrow from the insolvent estate of the Icelandic bank Glitnir hf. Any sale of the claim is subject to receipt of a bid price that is acceptable to the Council. The sale of the Council’s balance held in escrow has been subject to Icelandic Government currency controls since 2012. A sale of the claim would remove the uncertainty and allow immediate access to funds owed to the Council.</p>

Recommendations
<p>1. That the decisions of the Urgency Committee on 29th January 2015, as detailed below be noted:</p>
<p>a) That the Committee approve the sale by currency auction of the investment balance held in escrow from the insolvent estate of the Icelandic bank Glitnir hf., subject to receipt of a bid price that is acceptable to the Council.</p>

b) That the Section 151 officer be instructed to agree the reserve price with the Local Government Association in accordance with the recommendation in the exempt report and to sell the Council's remaining interest in the insolvent estate of the Icelandic bank Glitnir hf. and to report on the proceeds of sale to next Policy and Resources Committee.

1. WHY THIS REPORT IS NEEDED

1.1 Sale of Claim in Glitnir hf

To notify this Committee (the 'Parent' Committee) of the decision of the Urgency Committee, with regard to the above item. The Urgency Committee were required to make a decision on this item as it required a decision within a set timeframe and Policy and Resources Committee were not due to meet within this timescale.

2. REASONS FOR RECOMMENDATIONS

To note the decision of the Urgency Committee.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1 Not applicable.

4. POST DECISION IMPLEMENTATION

4.1 As per original report.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

5.1.1 As per original report.

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

5.2.1 As per the original report.

5.3 Legal and Constitutional References

5.3.1 As per original report.

5.4 Risk Management

5.4.1 As per original report.

5.5 Equalities and Diversity

5.5.1 As per original report.

5.6 Consultation and Engagement

5.6.1 As per original report.

6. BACKGROUND PAPERS

6.1 None

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	<h2>Urgency Committee</h2> <h3>29 January 2015</h3>
<p style="text-align: center;">Title</p>	<p>Sale of Claim in Glitnir hf</p>
<p style="text-align: center;">Report of</p>	<p>Chief Operating Officer</p>
<p style="text-align: center;">Wards</p>	<p>All</p>
<p style="text-align: center;">Status</p>	<p>Public with separate Exempt report</p>
<p style="text-align: center;">Enclosures</p>	<p>None</p>
<p style="text-align: center;">Officer Contact Details</p>	<p>Iain Millar, Head of Treasury , iain.millar@barnet.gov.uk 0208 359 7126</p>

<h2>Summary</h2>
<p>This report recommends the London Borough of Barnet participate in a single price currency auction with a view to selling the investment balance held in escrow from the insolvent estate of the Icelandic bank Glitnir hf. Any sale of the claim is subject to receipt of a bid price that is acceptable to the Council. The sale of the Council's balance held in escrow has been subject to Icelandic Government currency controls since 2012. A sale of the claim would remove the uncertainty and allow immediate access to funds owed to the Council.</p>

<h2>Recommendations</h2>
<ol style="list-style-type: none"> 1. That the Committee approve the sale by currency auction of the investment balance held in escrow from the insolvent estate of the Icelandic bank Glitnir hf., subject to receipt of a bid price that is acceptable to the Council.
<ol style="list-style-type: none"> 2. That the Section 151 officer be instructed to agree the reserve price with the Local Government Association in accordance with the recommendation in the exempt report and to sell the Council's remaining interest in the insolvent estate of the Icelandic bank Glitnir hf. and to report on the proceeds of sale to next Policy and Resources Committee.

1. WHY THIS REPORT IS NEEDED

- 1.1 Formal approval is required to sell a treasury investment through the currency auction of Glitnir hf debt is required, because the decision to participate in the auction has significant financial implications.
- 1.2 This report is being brought to Urgency Committee because the timescale for authorisation and disposal by auction is very short. The Council is participating in a local authority creditor group action through the Local Government Association (LGA) to minimise legal costs. Legal advice and guidance on the currency auction was received on 20th January. The submission deadline to participate the auction is 30th January 2015. The auction is being held on 10th February 2015. The decision as identified within this report is a matter of urgency and provides the Council with the ability to take participate in the auction.

2. REASONS FOR RECOMMENDATIONS

- 2.1 The Council had invested £12.4 million in investment deposits with Icelandic Bank Glitnir and has been seeking to recover principle and interest due from the Glitnir Winding up Board since 2008, when the bank collapsed .To date the Council has recovered £10.97 million. A balance in Icelandic Kroner equivalent to £2.5 million was deposited in an escrow account by the Glitnir Winding up Board in 2012. Recovery of the balance has been restricted by Icelandic Government currency export controls.
- 2.2 On 13 March 2012 the Icelandic parliament passed law No. 17/2012. currency control restrictions, introducing special provisions applicable to Icelandic krónur (ISK) payments to non-Icelandic parties (such as UK local authorities). Consent from the Icelandic Central Bank is required under this new law in order to pay priority creditors the Icelandic krónur (ISK) element of the distribution.
- 2.3 The Council has an opportunity to dispose of the final part of its interest in the Glitnir balance held in the escrow account in Icelandic kroner, through sale by currency auction. The Central Bank of Iceland will hold a single price currency auction on 10th February 2015.
- 2.4 If the Council does not participate in the auction, it is not known when currency controls might be lifted. It is possible that future currency exports will be subject to an exit tax of potentially 30-40% which could increase exit costs to over £1 million.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 This is the first action from the Central Bank of Iceland to relax currency restrictions for local authority creditors to allow them to release funds held in escrow. This is may be the only opportunity for the Council to release the funds it is due through auction. At present there is no exit tax on the sale proceeds from the currency auction.

4. POST DECISION IMPLEMENTATION

- 4.1 If the reserve price is reached the Council's escrow balance will be converted into Euros and paid into the Council's bank account (subject to currency conversion costs and net of auction costs). The outcome of the sale will be reported via an Officer Full Delegated Powers Report in accordance with Section 17, Table A of the Contract Procedure Rules.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 Efficient financial management procedures are a necessary contribution to enable the achievement of all council priorities

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

- 5.2.1 Under Icelandic law, claims in a winding up are a form of property that can be traded. A market in claims has developed, and various third parties have approached local authorities and the LGA with informal offers to purchase Glitnir hf. priority claims.
- 5.2.2 The Council will participate in the currency auction through its lawyers, Bevan Brittan, and the LGA and will instruct Islandsbanki to sell on its behalf subject to a reserve price being reached.
- 5.2.3 The sale will be subject to auction costs of sale, creditor shared legal costs and currency conversion costs. The Council will pay an auction fee of 0.5% and a share of legal fees to Bevan Brittan.
- 5.2.4 The Council will have to sell at a discount and will incur a loss on sale. Provision has been made in the risk reserve to cover such losses.

5.3 Legal and Constitutional References

- 5.3.1 Council Constitution, Financial Regulations – under the Financial Regulations (Section 4.6.7) *the Council delegates the execution and administration of treasury management decisions to the Chief Finance Officer (Section 151 officer), who will act in accordance with the organisations Treasury Management practices.* The decision to participate in the auction of LBI debt is considered to have an impact on the Council's Treasury Management Policy owing to the potentially significant financial implications and, as such, would ordinarily be a decision that falls within the remit of the Policy & Resources Committee (Financial Regulations 4.6.3).
- 5.3.2 Responsibility for Functions, Section 7 – details urgency provisions which include taking a provision for the decision to be taken by an Urgency Committee, or for the Chief Executive to discharge the function. Due to the short timescale for the disposal, this decision is being taken by the Urgency

Committee which has responsibility “To consider any item of business which needs a decision as a matter of urgency and where a meeting of the relevant Committee is not scheduled to take place within the time period within which the decision is required.” (Responsibility for Functions, Annex A) The next meeting of the Policy & Resources Committee is not scheduled to take place until 17 February 2015.

- 5.3.3. The sale of debt will result in a contract when the auctioneer's hammer falls. This means that the Contact Procedure Rules should also apply and therefore any contract over £500,000 is normally approved by Policy and Resources Committee via the the Procurement Forward Plan . Following the sale by auction, the outcome of the sale will therefore be reported in a section 151 officer Delegated Powers Report.

5.4 Risk Management

- 5.4.1 Any sale of the claim is subject to receipt of a bid price that is acceptable to the Council and the reserve price may not be reached. The Council may have to sell at a loss but this will be partly offset by interest accrued to date on the balance held in escrow.
- 5.4.2 If the Council does not sell by auction, there is a risk that the Icelandic government may require creditors to pay an exit tax when currency controls are relaxed, which could potentially reduce the amount receivable by the Council. Sale by auction on 10 February 2015 would remove the uncertainty and allow immediate access to funds currently held by the LBI winding up Board.
- 5.4.3 The sale of the Council's claim will result in receipt of a substantial cash payment of now if the reserve price is reached. The proceeds of the sale will be paid in Euros. The Council will bear any foreign exchange rate risk along with any costs associated with the release of the amount held in the escrow account.

5.5 Equalities and Diversity

- 5.5.1 The 2010 Equality Act outlines the provisions of the Public Sector Equalities Duty which requires Public Bodies to have due regard to the need to:
- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010
 - advance equality of opportunity between people from different groups
 - foster good relations between people from different groups

The broad purpose of this duty is to integrate considerations of equality into day business and keep them under review in decision making, the design of policies and the delivery of services

- 5.5.2 Recovering funds due to the Council is an important aspect of the management of resources to ensure the equitable delivery of services to all members of the community.

5.6 Consultation and Engagement

5.6.1 Not applicable

6. BACKGROUND PAPERS

6.1 Sale of Claim in LBI, Leader Delegated Powers Report, 20 January 2014:
<http://barnet.moderngov.co.uk/ieDecisionDetails.aspx?ID=5117>

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AGENDA ITEM 15	
	<h2>Policy and Resources Committee</h2> <h3>24th March 2015</h3>
Title	Report of the Urgency Committee held on 29th January 2015 (London Boroughs Grants Scheme 2015/16)
Report of	Head of Governance (Acting)
Wards	All
Status	Public
Enclosures	Annex 1: Report to Urgency Committee on 29 th January 2015
Officer Contact Details	Kirstin Lambert, kirstin.lambert@barnet.gov.uk , 020 8359 2177

<h2>Summary</h2>
This report considers the proposals of the London Councils Leaders' Committee regarding the overall level of expenditure of, and borough contributions to, the London Boroughs Grants Scheme (LBS) in 2015/16.

<h2>Recommendations</h2>
<ol style="list-style-type: none"> 1. That the decisions of the Urgency Committee on 29th January 2015, as detailed below be noted: <ol style="list-style-type: none"> a) That the recommendation of the London Councils Leaders' Committee for an overall level of expenditure of £10,500,000 in 2015/16, involving total borough contributions of £9,000,000 and a levy on Barnet of £394,666, be approved. b) That the Deputy Director of Finance & Deputy Chief Operating Officer be instructed to inform the Chief Executive of London Councils accordingly.

1. WHY THIS REPORT IS NEEDED

1.1 London Boroughs Grants Scheme 2015/16

To notify this Committee (the 'Parent' Committee) of the decision of the Urgency Committee, with regard to the above item. The Urgency Committee were required to make a decision on this item as it required a decision within a set timeframe and Policy and Resources Committee were not due to meet within this timescale.

2. REASONS FOR RECOMMENDATIONS

To note the decision of the Urgency Committee.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1 Not applicable.

4. POST DECISION IMPLEMENTATION

4.1 As per original report.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

5.1.1 As per original report.

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

5.2.1 As per the original report.

5.3 Legal and Constitutional References

5.3.1 As per original report.

5.4 Risk Management

5.4.1 As per original report.

5.5 Equalities and Diversity

5.5.1 As per original report.


5.6 Consultation and Engagement

5.6.1 As per original report.

6. BACKGROUND PAPERS

6.1 None

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	<p>Urgency Committee 29 January 2015</p>
<p style="text-align: right;">Title</p>	<p>London Boroughs Grants Scheme – Borough Contributions, 2015/16</p>
<p style="text-align: right;">Report of</p>	<p>Deputy Director of Finance & Deputy Chief Operating Officer</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;">Enclosures</p>	<p>None</p>
<p style="text-align: right;">Officer Contact Details</p>	<p>Ken Argent, Grants Manager, Finance, Commissioning Group (ken.argent@barnet.gov.uk) (020 8359 2020)</p>

Summary

This report considers the proposals of the London Councils Leaders' Committee regarding the overall level of expenditure of, and borough contributions to, the London Boroughs Grants Scheme (LBS) in 2015/16.

Recommendations

- (1) That the recommendation of the London Councils Leaders' Committee for an overall level of expenditure of £10,500,000 in 2015/16, involving total borough contributions of £9,000,000 and a levy on Barnet of £394,666, be approved.
- (2) That the Deputy Director of Finance & Deputy Chief Operating Officer be instructed to inform the Chief Executive of London Councils accordingly.

1. WHY THIS REPORT IS NEEDED

- 1.1 Formal approval to the 2015/16 LBGS budget by at least 22 of the constituent boroughs is required before 1 February 2015. In the event that the budget is not agreed by this statutory deadline, the Secretary of State for Communities and Local Government has powers to intervene and set the budget at the same level as in 2014/15 (£10,000,000).

2. REASONS FOR RECOMMENDATIONS

- 2.1 The budget reflects how the LBGS has been reconfigured since 2011/12, with the approval of constituent authorities, pursuant to the significant cuts in public sector spending. The recommendation acknowledges the satisfactory performance of currently commissioned services.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The next meeting of the Policy and Resources Committee to which this report would ordinarily have been submitted is not until 17 February, after the statutory deadline for notifying the council's decision.

4. POST DECISION IMPLEMENTATION

- 4.1 The Chief Executive of London Councils will be notified of the council's decision on 30 January in compliance with the deadline set.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The council is committed to working in partnership with the voluntary and community sector (and with other public agencies and local businesses) to ensure that high quality public services are delivered in the most effective and efficient way in line with the Corporate Plan.
- 5.1.2 The LBGS was established in 1985 under section 48 of the Local Government Act 1985 to make grants to pan-London and sub-regional voluntary organisations. The scheme remains in force so long as a majority of London boroughs continue to support it.
- 5.1.3 Section 48(3) of the 1985 Act requires constituent councils to contribute towards any expenditure of the designated authority in the making of grants which has been incurred with the approval of at least a two-thirds majority of the councils.
- 5.1.4 With the consent of constituent authorities, the City Corporation succeeded the London Borough of Richmond upon Thames as the appointed designated

authority for the LBGS in 2004, involving the discharge of certain formal requirements such as issuing the annual levy on boroughs. In all practical respects, however, the scheme is administered by London Councils.

Review of Future Role and Scope of LBGS

- 5.1.5 In 2010, following a review of the future role and scope of the LBGS set against significant cuts in public sector spending, the London Councils Leaders' Committee agreed the principles for a future grants scheme based on funding a genuinely London-wide programme embracing services that are frontline, particularly specialist or where mobility of clients is key to delivery; infrastructure support to service providers; voice/representation services; and capacity building.
- 5.1.6 It was decided that all pan-London commissioned services would continue to be funded to the end of their funding agreement in 2012/13. Funding for all services categorised as essentially local in nature, but either more suited to sub-regional decision-making and delivery or capable of local determination and priority, ceased in 2011/12.
- 5.1.7 Some of the decisions, mainly concerning the categorisation of grant-supported activities, were subsequently revised in 2011 following a High Court ruling on a judicial review claim that the consultation process on the changes was flawed, as a consequence of which the decommissioning of services was delayed. The need for a supplementary levy on boroughs towards re-balancing the LBGS budget in 2011/12 ultimately resulted in a saving to Barnet on the levy payable of £526,527.
- 5.1.8 A 39.8% reduction in the LBGS budget for 2012/13 resulted in a further saving to Barnet on the levy payable of £107,250.
- 5.1.9 In May 2012, following consultation with boroughs and other stakeholders, the Leaders' Committee agreed the new principles and priorities to be applied in selecting commissions through the LBGS to start from April 2013, based on commissioning fewer, but better resourced, services and only those that are genuinely pan-London. The priorities are:
- to tackle homelessness, including developing new ways of working with partners, focused on early intervention and prevention of homelessness, emergency accommodation and advice services;
 - to prevent sexual and domestic violence and assist victims to access emergency services and/or services that support women and communities affected by forced marriage and harmful practice;
 - to tackle poverty by promoting access to employment and training, drawing on opportunities for match funding provided by boroughs working with London Councils and the European Social Fund (ESF);

- to help London's voluntary and community sector to build capacity and operate more efficiently.

5.1.10 These commissioning priorities broadly reflected the council's views as expressed in response to the consultation, although it ranked homelessness as a lower priority compared to the other three.

5.1.11 35 commissions were agreed for a four-year period, extending to 31 March 2017, under the four new priorities.

5.1.12 The levy on Barnet fell by a further £119,530 in 2013/14 to £392,182, based on an LBGS budget of £10,000,000.

2014/15 LBGS budget

5.1.13 The LBGS has an overall budget of £10,000,000 in 2014/15 to meet the cost of the commissions, which is met from:

	£
borough subscriptions	9,000,000
income from the ESF	1,000,000
	<u>10,000,000.</u>

Barnet's contribution in 2014/15 fell by a further £32,969 to £359,213 following the decision of the Leaders' Committee to return £800,000 of Grants Committee reserves to boroughs as a one-off payment to reduce their overall contributions.

2015/16 LBGS budget

5.1.14 The Leaders' Committee on 9 December 2014 agreed to recommend to constituent authorities for approval an overall level of expenditure of £10,500,000 for 2015/16, made up of:

	£	(2014/15) (£)
grants	9,885,000	(9,420,000)
operating expenditure (including central recharges and London Funders' membership fees)	615,000	(580,000).

The budget reflects the need to re-fund some of the commissions which attract ESF co-financing in advance of decisions on the ESF co-financing programme, funding that will ultimately be reclaimable, and the impact on administrative costs of revised monitoring arrangements.

5.1.15 It is proposed that the budget would be met as follows:

	£
borough subscriptions	9,000,000
ESF income	1,250,000
transfer from reserves	250,000
	<u>10,500,000.</u>

This would result in Barnet contributing £394,666, presented by London Councils as being an increase of £408 on the 2014/15 *baseline levy*, equating to an increase of 0.01% in Barnet's share of the levy on the basis of population data (see 5.2.1 below). However, as the actual 2014/15 levy on Barnet was reduced by the one-off transfer from reserves, its proposed contribution in 2015/16 will constitute an increase of £35,453 on the actual sum paid this year.

5.1.16 The latest quarterly review of commissioned services supplied by London Councils showed an overall satisfactory (RAG') rating of 91% in terms of performance, quality and compliance across the board compared to 74% six months previously.

5.1.17 London Councils is in the process of agreeing revised targets for 2015/16 with 25 of the 35 current commissions. Different arrangements apply in the case of the ten remaining commissions with ESF co-financing, linked to the timetable for renewing the co-financing programme.

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

5.2.1 The annual payment to the LBGS is a levy under section 74 of the Local Government Finance 1988 and regulations made under it. Individual borough contributions are determined by total resident population of the respective boroughs, based on Office of National Statistics (formerly OPCS) mid-year estimates for the year two years before the start of the financial year for which the levy is issued.

5.2.2 The levy on Barnet has fallen in each of the last four years from £1,145,489 in 2010/11 to £394,258 in 2014/15 if disregarding Barnet's share of the one-off transfer from reserves this year, resulting in an a recurrent annual saving of £751,231 for 2014/15. This sum has been placed in an earmarked reserve.

5.2.3 To date, £80,000 from the reserve was used to top up the Children's Service Positive Activities Programme in 2011/12. £125,000 was allocated for capital schemes to renew play equipment in two parks in 2012/13 and a further £29,228 was used to underwrite a shortfall in the budget for community advice services. In 2013/14, £250,000 was allocated to fund a three-grant to Avenue House Estate Trust as the council's contribution to a major improvement programme supported by the Heritage Lottery Fund.

- 5.2.4 Based on mid-year 2013 population estimates, when Barnet's population was £369,100 (compared to 363,960 in mid-2012), Barnet's contribution to the LBGS in 2015/16 will be 4.39% of total borough contributions compared to the 4.38% applied this year.
- 5.2.5 Provision for the level of contribution to the LBGS, as finally approved, will be included in the draft 2015/16 revenue budget, which will be presented to the Policy and Resources Committee on 17 February 2015. If the LBGS budget put forward is approved, Barnet's contribution in 2015/16 will reduce the recurrent annual saving by £408 to £750,823 in 2015/16.
- 5.2.6 Approval of the budget will mean that borough contributions to the LBGS will have reduced since 2010/11 from £24,900,000 to £9,000,000, a reduction of £15,900,000 or 64%.

5.3 Legal and Constitutional References

- 5.3.1 Council Constitution, Responsibility for Functions, Annex A: the terms of reference of the Urgency Committee are "To consider any item of business which needs a decision as a matter of urgency and where a meeting of the relevant committee is not scheduled to take place within the time period within which the decision is required".
- 5.3.2 Further legal and constitutional considerations are detailed in paragraphs 5.1.2, 5.1.3, 5.2.1 and 5.5 (below).

5.4 Risk Management

- 5.4.1 The council is bound by law to contribute towards the costs incurred by the designated authority in the making of grants under the LBGHS according to the formula set out above. In the event of the scheme being discontinued, constituent authorities would be required to contribute to its winding up costs, both in relation to grant commitments made and the closing of the unit that administers the scheme. These have not been quantified.
- 5.4.2 If the LBGS budget for 2015/16 is not agreed by two-thirds of constituent councils before 1 February 2015, the budget will be set at the same level as in 2014/15 (£10,000,000), but with borough subscriptions remaining unchanged at £9,000,000, as proposed for next year.

5.5 Equalities and Diversity

- 5.5.1 Under section 149 of the Equality Act 2010, the council and all other organisations exercising public functions must have due regard to the need to:
- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by or under the Act;
 - advance equality of opportunity between people from different groups;
 - foster good relations between people from different groups

The broad purpose of this duty is to integrate considerations of equality into daily business and keep them under review in decision making; the design of policies; and the delivery of services.

- 5.5.2 An analysis by London Councils in accordance with the duties under the Act identified that a refocusing of the grants programme to reflect the reduced resources available in the context of the significant spending constraints facing local authorities would have an impact on protected groups of people. The principles and priorities of the new programme, and the service specifications and strands to deliver outcomes, seek to apply scarce resources to mitigate, where possible, any adverse equality impacts arising from a refocused programme operating with a reduced budget.


5.6 Consultation and Engagement

- 5.6.1 London Councils continues to share with boroughs data on the performance of commissioned services.
- 5.6.2 The chairman of the Policy and Resources Committee has been consulted on this report and concurs in the recommendations.

6. BACKGROUND PAPERS

- 6.1 Grants Committee Report 9/12/85-1: agreement to support the LBGS.
- 6.2 DPR1206, Nov 2010: approval of the council's response to London Councils Chief Executives' Circular 15/10, seeking views on the future role and scope of the LBGS.
- 6.3 DPR1316, Apr 2011: approval of the council's response to a supplementary review of the future scope of the LBGS following a High Court ruling which quashed some of the earlier decisions.
- 6.4 DPR1608, Mar 2012: endorsement of the council's response to consultation by London Councils on the principles and priorities to be applied in selecting commissions through the LBGS to start from 1 April 2013 and proposals in relation to transitional funding.
- 6.5 DPR, Jan 2014: approval of an overall level of LBGS expenditure of £10,000,000 in 2014/15, involving total borough contributions of £8,200,000 and a reduction in Barnet's contribution (by £32,969) to £359,213.
- 6.6 Reports to London Councils Grants Committee (26 November 2014) and Leaders' Committee (9 December 2014) on the LBGS proposals for 2015/16.
- 6.7 London Councils Chief Executives' Circular 4/14 seeking approval to the 2015/15 LBGS budget.

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AGENDA ITEM 16	
	<h2>Policy and Resources Committee</h2> <h3>24th March 2015</h3>
Title	Report of the Urgency Committee held on 26th February 2015 (Brent Cross Cricklewood – Amendments to Legal Agreements) (Public)
Report of	Head of Governance (Acting)
Wards	Childs Hill, Golders Green and West Hendon
Status	Public with an accompanying Exempt Report and Exempt Appendix
Enclosures	Annex 1: Report to Urgency Committee, 26 February 2015
Officer Contact Details	Kirstin Lambert, kirstin.lambert@barnet.gov.uk , 020 8359 2177

Summary

This report provides details of the decision taken by the Urgency Committee to vary the terms of the Co-operation Agreement and Share Purchase Agreement to acquire Cricklewood Regeneration Limited (CRL) as approved by Cabinet Resources Committee on 16 January 2014 to enable the completion of the legal documents to bring forward the regeneration of the Brent Cross Cricklewood development.

Recommendations

1. That the decisions of the Urgency Committee on 26th February 2015, as detailed below be noted:

- a) approve the changes to the terms of the Co-operation Agreement and CRL Share Purchase Agreement (as considered and approved by CRC in January 2014) as set out in Section 2 of this report and associated increased acquisition costs and capital budget to be approved for these agreements;**
- b) authorise the Chief Executive in consultation with the Leader of the Council to agree the detail of the Co-operation Agreement and CRL Share Purchase Agreement;**

1. WHY THIS REPORT IS NEEDED

1.1 Brent Cross Cricklewood – Amendments to Legal Agreements

To notify this Committee (the 'Parent' Committee) of the decision of the Urgency Committee, with regard to the above item. The Urgency Committee were required to make a decision on this item as it required a decision within a set timeframe and Policy and Resources Committee were not due to meet within this timescale.

2. REASONS FOR RECOMMENDATIONS

To note the decision of the Urgency Committee.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1 Not applicable.

4. POST DECISION IMPLEMENTATION

4.1 As per original report.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

5.1.1 As per original report.

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

5.2.1 As per the original report.

5.3 Legal and Constitutional References

5.3.1 As per original report.

5.4 Risk Management

5.4.1 As per original report.

5.5 Equalities and Diversity

5.5.1 As per original report.


5.6 Consultation and Engagement

5.6.1 As per original report.

6. BACKGROUND PAPERS

6.1 None

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	<p>Urgency Committee</p> <p>26th February 2015</p>
<p style="text-align: center;">Title</p>	<p>Brent Cross Cricklewood – Amendments to Legal Agreements</p>
<p style="text-align: center;">Report of</p>	<p>Cath Shaw, Commissioning Director, Growth and Development</p>
<p style="text-align: center;">Wards</p>	<p>Childs Hill, Golders Green and West Hendon</p>
<p style="text-align: center;">Status</p>	<p>Public with an accompanying Exempt Report and Exempt Appendix</p>
<p style="text-align: center;">Enclosures</p>	<p>None</p>
<p style="text-align: center;">Officer Contact Details</p>	<p>Karen Mercer, Programme Director Re, Karen.Mercer@barnet.gov.uk, 0208 359 7563</p>

Summary
<p>The report seeks consent to vary the terms of the Co-operation Agreement and Share Purchase Agreement to acquire Cricklewood Regeneration Limited (CRL) as approved by Cabinet Resources Committee on 16 January 2014 to enable the completion of the legal documents to bring forward the regeneration of the Brent Cross Cricklewood development.</p>

Recommendations
<p>The Committee is requested to:</p>
<p>a) approve the changes to the terms of the Co-operation Agreement and CRL Share Purchase Agreement (as considered and approved by CRC in January 2014) as set out in Section 2 of this report and associated increased acquisition costs and capital budget to be approved for these agreements;</p>
<p>b) authorise the Chief Executive in consultation with the Leader of the Council to agree the detail of the Co-operation Agreement and CRL Share Purchase Agreement;</p>

1. WHY THIS REPORT IS NEEDED

- 1.1 This report is being brought to Urgency Committee because of the need to complete the legal documentation referred to below, including the Compulsory Purchase Indemnity Agreement, by 3 March 2015 to enable the Assets, Regeneration and Growth Committee to consider and make recommendations to full Council to commence the proposed compulsory purchase proceedings to deliver the first phases of the regeneration proposals. The Council's CPO advisors have confirmed that the CPOs should be made in March 2015 if the requirements of the existing planning consent which require a start on site by October 2017 are to be met.
- 1.2 In January 2014, the Cabinet Resources Committee approved the amendments to the Brent Cross Principal Development Agreement (as previously reported to CRC in Oct 2009) and the terms of the Co-operation Agreements to reflect the change in delivery strategy to enable the Hammerson and Standard Life Partners to focus solely on the delivery of the shopping centre and the critical infrastructure required to support the Brent Cross Cricklewood regeneration proposals; and the Council to take the lead on the south side to deliver the southern parts of the Brent Cross Cricklewood Regeneration masterplan, including the delivery of the Thameslink Station.
- 1.3 The Committee authorised the Chief Executive in consultation with the Leader to agree the detail of the Brent Cross Principal Development Agreement and Co-operation Agreements. These documents were agreed on 23 July 2014 and subject to a separate Delegated Powers Report (DPR). However at that time the Development Partners had not reached agreement on the proposed joint venture delivery vehicle and therefore requested a delay to the process to enable agreement to be reached and the necessary restructuring arrangements to be put in place. The PDA and associated suite of documents are now in their final agreed form to be executed in advance of the Assets, Regeneration and Growth Committee on 3 March 2015, and will be subject to a separate Delegated Powers Report.
- 1.4 The Urgency Committee is asked to note that the Assets, Regeneration and Growth Committee on 3 March 2015 will consider the recommendations to make two compulsory purchase orders for the first phase of the BXC proposals alongside selecting the Council's preferred development partner to bring forward the south side proposals.
- 1.5 This report seeks to amend the terms of the Co-operation Agreement and CRL Share Purchase Agreement as agreed in January 2014 in respect of the Council's option to achieve control of Hammerson's land holdings and those of its subsidiary Cricklewood Regeneration Limited within the southern masterplan area, including CRL's land option over the Network Rail land. As these documents form part of the overall suite of Brent Cross Cricklewood legal documentation required to be completed simultaneously, Urgency Committee is requested to approve the proposed amendments to enable the documents to be executed without delay.

- 1.6 Completion of these agreements will then enable the Council and the Brent Cross Development Partners to enter into the CPO Indemnity Agreement, under which the Development Partners provide the Council with an indemnity in respect of the costs of promoting the CPO and the compensation payable to third parties whose land and interests are acquired pursuant to the CPO. This document needs to be completed by 3 March in order for the Assets, Regeneration and Growth Committee to consider the case for compulsory purchase proceedings and make recommendations to full Council. The CPOs must be made in March 2015 if the requirements of the existing planning consent which require a start on site by October 2017 are to be met.

2. REASONS FOR RECOMMENDATIONS

- 2.1 The Co-operation Agreement and CRL Share Purchase Agreement enable the Council to take over Cricklewood Regeneration Limited's role to deliver the comprehensive development of the Brent Cross Cricklewood (BXC) south regeneration area. The original terms were approved by the Cabinet Resources Committee on 16 January 2014.
- 2.2 The decisions relating to Hammerson and CRL's landholdings are set out in the exempt report.
- 2.3 Under the arrangements set out in the exempt report, the acquisition of the Hammerson Land and CRL are subject to the Principal Development Agreement going "unconditional" following the satisfaction of the staging conditions.
- 2.4 Consequently, should the PDA be terminated prior to going unconditional, it would then be necessary for the Council to reach an alternative deal with Hammerson (and CRL) to secure the land either through private treaty negotiations or, as a measure of last resort, using its compulsory purchase powers. This could jeopardise and delay delivery of the south-side scheme and Thameslink Station.
- 2.5 This new arrangement as outlined in the exempt report enables the Council with its development partner to lead on all aspects of the southside scheme. In particular, it will enable the Council to deal direct with Network Rail to reflect the emerging delivery strategy for the south side. It will also enable the Council to acquire the Hammerson land within the south masterplan area required to bring forward the south irrespective of whether the north scheme goes ahead. It therefore provides a clear separation, reflecting the updated delivery strategy to deliver comprehensive development, thereby reducing risk associated with and dependency on the northside scheme.
- 2.6 It is proposed that the additional land acquisition costs are funded from additional capital funding approved by the Committee on behalf of Policy and Resources Committee.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 These amendments enable the Council and its development partner to acquire the land within Hammerson and Cricklewood Regeneration Ltd ownership needed to bring forward the Brent Cross Cricklewood South development, including the Thameslink Station. The Brent Cross Development Partners have indicated that they will no longer meet the terms of the original deal and therefore there is no alternative option. These legal documents are required to ensure the delivery of the regeneration proposals and, as confirmed by the Council's property advisors this transaction represents the best that can be reasonably be negotiated with the Development Partners.

4. POST-DECISION IMPLEMENTATION

- 4.1 The Co-operation Agreement and CRL Share Purchase Agreement will be updated to incorporate these amendments. The Chief Executive, in consultation with the Leader of the Council, will then agree the detail of both Agreements and authorise execution alongside the Principal Development Agreement and CPO Indemnity Agreement in advance of the Assets, Regeneration and Growth Committee on 3 March 2015.

5. IMPLICATIONS OF DECISION

Corporate Priorities and Performance

- 5.1 The regeneration of Brent Cross Cricklewood supports the Corporate Plan 2013-2016 priority '*To maintain the right environment for a strong diverse local economy*', and the strategic objective under this priority to sustain Barnet by '*promoting growth, development and success across the borough*'.
- 5.2 The Growth Strategy for Barnet recognised that regeneration and growth are vital for ensuring the future prosperity of the Borough and maintaining Barnet as a successful London suburb. The BXC regeneration proposals will play a major role in delivering this objective, doubling the size of the shopping centre and linking seamlessly to a new town centre for Barnet and North London across the North Circular Road. BXC is one of Barnet's priority regeneration areas, and will provide approximately 7,500 new homes over the next 20 years. It is a key part of the wider revitalisation of the A5 corridor, linking BXC with developments at West Hendon, Colindale and Edgware and improvements to Cricklewood Town Centre, to create a series of high quality modern suburbs.
- 5.3 The first phase of the BXC project includes the redevelopment of the shopping centre, creation of major new infrastructure, improved links to the existing tube station, and delivery of approximately 2,500 new homes over the next 8-10 years. This will create an estimated 3,000 construction jobs, and 4,000 permanent jobs.

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

- 5.4 It is proposed that the additional land acquisition costs are funded from additional capital funding approved by the Urgency Committee on behalf of the Policy and Resources Committee.

Legal and Constitutional References

- 5.5 The Council has a power of general competence under Section 1 of Chapter 1 of the Localism Act 2011 and this empowers the Council to enter into legal arrangements for the development of the Brent Cross Cricklewood regeneration scheme. Section 1 of the Localism Act 2011 provides local authorities with a broad power to do anything that individuals can do subject to any specific prohibitions and restrictions on Local Government powers pre-dating the power of general competence.
- 5.6 The Council has the power to acquire and dispose of land in accordance with Sections 120 to 123 of the Local Government Act 1972, and subject to obtaining appropriate consents and approvals.
- 5.7 The Public Services (Social Value) Act 2012 requires the Council to consider whether it can achieve an improvement to the economic, social and environmental well-being of an area as part of the procurement of these services. If so, the social value objectives identified must be written into the procurement process. All of this must be achieved with regard to value for money and in a way that is compliant with existing public procurement law. "Social value" objectives can include the creation of employment, apprenticeship and training opportunities for local people, trading opportunities for local businesses and the third sector; and the promotion of equality and diversity through contract delivery.
- 5.8 Section 111 of the Local Government Act 1972 provides that a local authority has power to do anything which is calculated to facilitate, or is conducive or is incidental to, the discharge of its functions.
- 5.9 The public sector equality duty referred to in Section 5 also required consultation to ensure the Council complies with its duties under the Equality Act 2010.
- 5.10 The majority of decisions in this report would ordinarily be approved by the Assets Regeneration and Growth Committee, with the exception of the additional land acquisition costs which would require approval by Policy and Resources Committee. However the next meeting of the Assets, Regeneration and Growth Committee is not scheduled to take place until 3 March 2015, and the next meeting of Policy and Resources Committee is not scheduled to take place until 24 March 2015. As these agreements must be completed prior to 3rd March an Urgency Committee decision is required.
- 5.11 The Council's Constitution, Responsibility for Functions, 7.1 states if a decision on an issue is required as a matter of urgency and if time allows

under the provisions of the Access to Information Rules, then a Committee comprising of the Leader, the Deputy Leader, and the Leader of the Opposition will be called. The decision may be within the terms of reference of another committee, but this will not invalidate the decision as the arrangements to discharge the function in cases of urgency is through a committee comprising the three specified members. The Committee must consult with the Chairman of the relevant Committee.

Risk Management

- 5.12 The Brent Cross Cricklewood Programme Management Office manages the key risks across the programme. The key risks reported to the Cabinet Resources Committee on 16 January can be summarised as follows:
- 5.13 The Committee report noted that the main risk to the project is viability and that the Council is seeking to mitigate this risk through the following measures:

(1) Delivery of the Thameslink Station

The delivery of the station will help drive land values, thereby enabling the regeneration of the Brent Cross Cricklewood area. The Council together with public sector partners (GLA, Network Rail and TFL) and Central Government are exploring strategies to bring forward the station. This includes continuing design work in respect of the station itself, including a review of the station output, functional specification as well as technical due diligence work to provide a detailed cost estimate. An update on the Funding Strategy is expected mid March.

(2) Development of a viable first phase market proposition.

This involved undertaking detailed financial modelling and a detailed review of all technical existing due diligence to provide an updated cost plan. As detailed in Section 9 of the January 14 report, GVA has undertaken a detailed review of the existing scheme and consider that there is a viable first phase proposition.

- 4.3 The report to the Cabinet Resources Committee also outlined the risk that any procurement of the south side partner could be subject to challenge. To mitigate this risk, the procurement process will be subject to the relevant European Union procurement procedures, including if required, submitting a contract notice to the Official Journal of the European Union (OJEU). The Council has retained specialist legal advice on the scheme as a means of ensuring that all actions taken by the Council accord with the provisions of relevant national and international laws, regulations and directives. The procurement process and selection of a preferred development partner is subject to a separate report being considered by the Assets, Regeneration and Growth Committee on 3 March 2015.
- 4.4 Lastly the Committee also outlined the risk that Hammerson and Standard Life do not progress the shopping centre scheme. In this regard the proposed amendments described in this report seek to mitigate this risk. The proposed amendments will ensure that the Council and its preferred development

partner are able to progress the regeneration of the southern land independently, in the unlikely event that the north side does not progress.

Equalities and Diversity

- 5.14 The public sector equality duty under section 149 of the Equality Act 2010 (“PSED”) requires the Council to have due regard to: (i) the need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010; and (ii) the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it. ‘Protected characteristics’ are: gender, race and disability, sexual orientation, age, religion or belief, pregnancy and maternity and gender reassignment.
- 5.15 The Council is committed to improving the quality of life for all and wider participation in the economic, educational, cultural, social and community life in the Borough.
- 5.16 The development proposals for the BXC scheme will make a significant contribution to the provision of additional, high quality affordable housing units in the Borough as well as providing employment through the creation of a new town centre with leisure, health and educational facilities. The delivery of the Thameslink Station will enhance public transport provision and improve accessibility and provide greater choice for all. It should be emphasised that a fully integrated and accessible town centre will be created as part of these proposals.
- 5.17 An Equalities Impact analysis was carried out in respect of the Outline Planning Application granted in 2010, which took fully into account the demographic makeup of the regeneration area and addressed the impact on the protected characteristics. This anticipated a significant positive impact from the regeneration proposals.
- 5.18 BXC is an opportunity to extend Barnet’s success as a desirable and attractive suburb, by creating a new urban village for London which sets the tone for future evolution of the borough more widely and emphasises the need to create a place that makes residents, workers and visitors feel good – inviting people to meet and spend time in the spaces, and to walk or cycle.
- 5.19 Importantly, the requirements highlight that BXC will be a place for people of all ages, with a housing mix that reflects different life stages, a range of housing tenures, and public spaces which are accessible to all. It emphasises that promoting health and wellbeing and reducing dependency will be ingrained in the place.

Consultation and Engagement

- 5.20 Extensive consultation has and will continue to be undertaken with key stakeholders and the community to ensure that the BXC scheme reflects local

needs including the needs of those with protected characteristics, as well as securing the future of North London's only regional shopping centre.

- 5.21 There has also been consultation and engagement with local stakeholders and the community during the planning process.

6. BACKGROUND PAPERS

- 6.1 Cabinet, 26 April 2004 (Decision Item 8) – approved the adoption of the Cricklewood, Brent Cross and West Hendon Development Framework as Supplementary Planning Guidance.
- 6.2 Cabinet, 29 March 2005 (Decision Item 6) – agreed to enter into a Collaboration Agreement with the development partnership (Cricklewood Regeneration Limited, Hammerson and Standard Life). [<http://barnet.moderngov.co.uk/Data/Cabinet/200503291900/Agenda/Document%204.pdf>]
- 6.3 Cabinet, 5 December 2005 (Decision Item 7) – approved, amongst other matters, that 1) the Eastern Lands Addendum be adopted as Supplementary Planning Guidance; and 2) the Eastern Lands Supplementary Guidance is incorporated into the Cricklewood, Brent Cross and West Hendon Development Framework. [<http://barnet.moderngov.co.uk/Data/Cabinet/200512051900/Agenda/Document%204.pdf>]
- 6.4 Cabinet Resources Committee, 25 March 2008 (Decision Item 16) – approved the outline terms so far agreed with the Brent Cross partners and Cricklewood Redevelopment Limited, including the proposals for the finalisation of the financial terms, be approved in principle subject to the outcome of Counsel's advice on procurement issues, and that the finally agreed terms for the Development Framework Agreement and the Principal Development Agreements be reported to a future meeting of the Cabinet for approval. [<http://barnet.moderngov.co.uk/Data/Cabinet%20Resources%20Committee/200803251900/Agenda/Document%2015.pdf>]
- 6.5 Cabinet, 21 October 2009 (Decision Item 7) – approved the terms and conditions of entering into the Development Framework Agreement and the Principal Development Agreements, subject to approval of the Brookfield Europe and Hammerson Guarantor companies by the Director of Finance and the Leader of the Council, and the approval of the appropriate land transaction and financial arrangements by the Secretary of State. The approval was also subject to agreement of the plans, the historic costs and the form of the legal documents. [<http://barnet.moderngov.co.uk/CeListDocuments.aspx?Committeeld=120&MeetingId=306&DF=21%2f10%2f2009&Ver=2>]
- 6.6 Cabinet Resources Committee, 19 October 2010 (Decision Item 5) – approved the changes to the terms and conditions of the Development Framework Agreement and the two Principal Development Agreements

regarding Brent Cross Cricklewood (as considered and approved by Cabinet in October 2009)

[<http://barnet.moderngov.co.uk/Data/Cabinet%20Resources%20Committee/201010191900/Agenda/Document%203.pdf>]

- 6.7 Cabinet Resources Committee, 18 April 2013 (Decision Item 14) - noted that the Brent Cross Cricklewood Development Partners wished to modify the existing planning consent to allow re-phasing; approved that the Director for Place begin preparations to enable the Council to procure a development partner to deliver the regeneration of the southern parts of Brent Cross Cricklewood Regeneration Area and confirmed the continued appointment of the external advisors for the Brent Cross Cricklewood Regeneration project, and the procurement of appropriate additional advice, and to delegate authority to the Director for Place to deal with necessary contractual issues or arrangements.

[<http://barnet.moderngov.co.uk/mgConvert2PDF.aspx?ID=8369&ISATT=1#search=%22Brent%20Cross%20%22>]

- 6.8 Cabinet Resources Committee, 16 January 2014 (Decision Item 6) - approved the changes to the terms of the Brent Cross Principal Development Agreement (as considered and approved by CRC in October 2010) and the terms for the Co-operation Agreement as set out in Section 9 of this report; authorised the Chief Executive in consultation with the Leader of the Council to agree the detail of the Brent Cross Principal Development Agreement and Co-operation Agreement; approved commencement of market testing through the issue of a Prior Information Notice to inform the delivery strategy for the Brent Cross Cricklewood South area; and approve that the Council enter into negotiations with landowners to acquire land required in advance of any Compulsory Purchase Order, subject to approval of the bid for capital funding by Cabinet on 25 February 2014; and approved that the Council continue the design and development work to develop the business case and funding strategy for delivery of the Thameslink Station, subject to approval of the capital funding bid by Cabinet on 25 February 2014; and delegate authority to the Strategic Director for Growth and Environment to procure the necessary advice and consultants to progress the Brent Cross project workstreams and deal with the related contractual issues and arrangements.

[<http://barnet.moderngov.co.uk/mgConvert2PDF.aspx?ID=12505&ISATT=1#search=%22Brent%20Cross%20%22>]

- 6.9 Assets, Regeneration & Growth Committee, 8 September 2014 (Decision Item 10) – approved the appropriate Chief Officers be authorised to negotiate and enter into agreements to acquire by private treaty the land and interests; and to approve and enter into agreements and undertakings with the owners and/or occupiers of the land in the said areas so as to facilitate its acquisition.

<http://barnet.moderngov.co.uk/documents/s17302/Brent%20Cross%20Cricklewood%20-%20Report.pdf>

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Policy and Resources Committee
24 March 2015

Title	Policy and Resources Committee Work Programme
Report of	Andrew Travers, Chief Executive Kate Kennally, Strategic Director for Communities
Wards	All
Status	Public
Enclosures	Committee Work Programme March 2015-June 2015
Officer Contact Details	Kirstin Lambert, kirstin.lambert@barnet.gov.uk 020 83592117

Summary

The Committee is requested to consider and comment on the items included in the 2015 work programme

Recommendations

1. That the Committee consider and comment on the items included in the 2015 work programme

1. WHY THIS REPORT IS NEEDED

- 1.1 The Policy and Resources Committee's Work Programme 2015 indicates forthcoming items of business.
- 1.2 The work programme of this Committee is intended to be a responsive tool, which will be updated on a rolling basis following each meeting, for the inclusion of areas which may arise through the course of the year.
- 1.3 The Committee is empowered to agree its priorities and determine its own schedule of work within the programme.

2. REASONS FOR RECOMMENDATIONS

- 2.1 There are no specific recommendations in the report. The Committee is empowered to agree its priorities and determine its own schedule of work within the programme.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 N/A

4. POST DECISION IMPLEMENTATION

- 4.1 Any alterations made by the Committee to its Work Programme will be published on the Council's website.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The Committee Work Programme is in accordance with the Council's strategic objectives and priorities as stated in the Corporate Plan 2013-16.

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

- 5.2.1 None in the context of this report.

5.3 Legal and Constitutional References

- 5.3.1 The Terms of Reference of the Policy and Resources Committee is included in the Constitution, Responsibility for Functions, Annex A.

5.4 Risk Management

5.4.1 None in the context of this report.

5.5 Equalities and Diversity

5.5.1 None in the context of this report.

5.6 Consultation and Engagement

5.6.1 None in the context of this report.

6. BACKGROUND PAPERS

6.1 None.

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**London Borough of Barnet
Policy and Resources
Committee Work Programme
March 2015 - May 2015**

Contact: Kirstin Lambert 020 8359 2177 kirstin.lambert@barnet.gov.uk

Subject	Decision requested	Report Of	Contributing Officer(s)
24 March 2015			
Authorisation for Waiver of Best Interest Assessor and Mental Health Assessor service	Authorisation for Waiver of Best Interest Assessor and Mental Health Assessor service whilst procurement of supplier is set up.	Adults and Communities Director	
Better Care Fund - Pooled Budget Arrangements for 2015/16	<p>Updates the Committee on the arrangements agreed between the Commissioning Council, Adults and Communities Delivery Unit and Barnet CCG for a Pooled Budget required to manage the delivery of services described in the Better Care Fund Plan approved February 2015 and Business Case for the Integration approved by Council in November 2014.</p> <p>Requests approval to allocate the budget stated in the report to the Pool as the Council's defined contribution, to be managed subject to the arrangements described.</p>	Adults and Communities Director	
Approval of Fees and Charges above inflation	To approve referrals from the Environment and Assets, Regeneration & Growth and Environment committees on Environment, Planning & Regeneration and StreetScene Fees and Charges for 2015/16	Chief Operating Officer (Director of Finance / Section 151 Officer)	

Subject	Decision requested	Report Of	Contributing Officer(s)
Corporate Plan 2015-20	To approve the Corporate Forward Plan.	Chief Operating Officer (Director of Finance / Section 151 Officer), Strategic Director for Communities, Strategic Director for Growth and Environment	
0-25 Disability service		Adults and Communities Director	
Waiver of the Contract Procedure Rules For Fremantle Trust and Age Concern Barnet Contracts	Report to note a decision taken under emergency delegated powers - waiver of the Contract Procedure Rules For Fremantle Trust and Age Concern Barnet Contracts	Assistant Director Adults and Communities	
Planning Additional Services Pilot	The report seeks approval to pilot premium planning services until March 2016.		
Urgency Committee decision - Sale of Claim in Glitnir hf	Informs the Committee of a decision taken by the Urgency Committee.	Head of Governance (Acting)	
Urgency Committee decision - London Boroughs Grants Scheme Borough Contributions 2015/16	Informs the Committee of a decision taken by the Urgency Committee.	Head of Governance (Acting)	

Subject	Decision requested	Report Of	Contributing Officer(s)
Urgency Committee decision - Brent Cross Cricklewood - Amendments to Legal Agreements	To report a decision taken by the Urgency Committee	Head of Governance (Acting)	
Items to be Allocated			
Customer Access Strategy	To approve the Customer Access Strategy	Commercial and Customer Services Director	
Provision of support services for carers	Seeks committee approval for authorisation to commence the procurement process.	Adults and Communities Director	
Local Development Scheme			Street Scene Director
North London Waste Plan (Reg 18 stage)		Street Scene Director	
Grahame Park Stage B	To approve the Supplementary Planning Document for the regeneration of Grahame Park for consultation	Enterprise & Regeneration Lead Commissioner	
Draft Grahame Park Phase B SPD		Commissioning Director, Growth and Development	

Subject	Decision requested	Report Of	Contributing Officer(s)
Inter Authority Agreement between North London Waste Authority and it's seven Constituent Authorities	To agree the Inter Authority Agreement between the North London Waste Authority (NLWA) and the seven constituent authorities. The main item in the Inter Authority Agreement is the agreement to change to menu pricing, which will alter the way in which the constituent authorities pay NLWA, which will lead to a fairer system. In 2014/15 Barnet's payments to NLWA will be approximately £11m.	Street Scene Director	
Grahame Park Phase B SPD		Commissioning Director, Growth and Development	
Draft Affordable Housing SPD			Commissioning Director, Growth and Development
Draft Green Infrastructure SPD		Commissioning Director, Growth and Development	

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AGENDA ITEM 20

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AGENDA ITEM 21

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AGENDA ITEM 22

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