

**MEETING**

**POLICY AND RESOURCES COMMITTEE**

**DATE AND TIME**

**TUESDAY 16 FEBRUARY, 2016**

**AT 7.00 PM**

**VENUE**

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

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

Chairman: Councillor Richard Cornelius

Vice Chairman: Councillor Daniel Thomas

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

**Substitute Members**

Melvin Cohen	Alan Schneiderman	ReubenThompstone
Geof Cooke	Mark Shooter	Arjun Mittra

In line with the Constitution's Public Participation and Engagement Rules, requests to submit public questions or comments must be submitted by 10AM on the third working day before the date of the committee meeting. Therefore, the deadline for this meeting is Thursday 11 February at 10AM. Requests must be submitted to Faith Mwende; 02083594917 [faith.mwende@barnet.gov.uk](mailto:faith.mwende@barnet.gov.uk)

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

**Andrew Charlwood – Head of Governance**

Governance Service contact: Faith Mwende; 02083594917 [faith.mwende@barnet.gov.uk](mailto:faith.mwende@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)	
6.	Members' Items (if any)	
7.	Business Planning 2016-20	9 - 560
8.	Establishment of a new wholly owned council housing company (WOC)	561 - 570
9.	Loan to Barnet Homes' Registered Provider (Opendoor Homes) for the development of new affordable homes	571 - 618
10.	Child and Adolescent Mental Health - Contract Extension	619 - 634
11.	Extension of Mental Health Prevention and Supported Living Services	635 - 652
12.	Barnet Carers and Young Carers Strategy 2015-20: "Carers are supported and valued by our communities"	653 - 698
13.	Brake Shear House - Draft Planning Brief	699 - 722
14.	Committee Forward Work Programme	723 - 732
15.	Any other item(s) the Chairman decides are urgent	
16.	Motion to Exclude the Press and Public	
17.	Any other exempt item(s) the Chairman decides are urgent	

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## Decisions of the Policy and Resources Committee

16 December 2015

Members Present:-

AGENDA ITEM 1

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

Councillor Dean Cohen  
Councillor Tom Davey  
Councillor Paul Edwards  
Councillor Ross Houston  
Councillor Alon Or-Bach  
Councillor Barry Rawlings

Apologies for Absence

Councillor Anthony Finn  
Councillor David Longstaff  
Councillor Alison Moore  
Councillor Sachin Rajput

### 1. MINUTES OF LAST MEETING

**RESOLVED** – That the minutes of the meeting held on 14 October 2015 be approved as a correct record.

### 2. ABSENCE OF MEMBERS

Apologies for absence were received from:

- Councillor Cllr Longstaff, who was substituted by Councillor Thompstone;
- Councillor Moore, who was substituted by Councillor Cooke;
- Councillor Finn, who was substituted by Councillor Cohen; and
- Councillor Rajput.

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

Councillor	Agenda Item	Interest Declared
Councillor Ross Huston	Item 7	Non-disclosable pecuniary interest as he is a Council appointed representative on the Board of The Barnet Group Ltd.
Councillor Ross Huston	Item 11	Non-disclosable pecuniary interest as he has a share in Genesis Housing Association
Councillor Barry Rawlings	Item 11	Non-disclosable pecuniary interest as he is a tenant of Genesis Housing Association.

Councillor Rawlings	Barry	Item 17	Disclosable pecuniary interest as he is works for Community Barnet and thus did not take part in the vote.
Councillor Cohen	Dean	Item 10	Non-disclosable pecuniary interest as he is has land on the site where cross rail 2 is proposed.

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

There was none.

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

There were none.

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

There were none.

**7. BUSINESS PLANNING - MEDIUM TERM FINANCIAL STRATEGY 2016-20**

The Committee considered the report with a correction to Para 1.6.5 which read 'to be increased by £1.5k' and it should read 'to be increased by £1.5m'. This was agreed by the committee.

Having been put to the vote the Committee voted on each recommendation individually as follows:

Recommendation 1.1, 1.2, and 1.7

For: 6  
Against: 0  
Abstain: 5

Recommendation 1.5

For: 6  
Against: 5  
Abstain: 0

Recommendation 1.3, 1.4, 1.6 and 1.8

For: 11  
Against: 0  
Abstain: 0

The Committee

**RESOLVED –**

- 1.1 To note the updated Medium Term Financial Strategy up to 2020 as set out in Appendix A and the assumptions underpinning this in section 1.3;
- 1.2 To agree, subject to consultation, a Council Tax freeze for 2016/17 as set out in section 1.3;

- 1.3 To agree to consult on whether or not a 2% social care precept - to help fund care for the elderly - should be applied for 2016/17 as set out in section 1.3, ahead of the final budget for 2016/17 coming back to P&R on 16 February, when full details of how the precept can be applied by local authorities will be known, and to Full Council for approval in March;
- 1.4 To agree to engage with Barnet CCG immediately to secure a more equitable share of the Better Care Fund for the council tax payer;
- 1.5 To agree for the savings proposals as set out in Appendix B, subject to consultation ahead of the final budget for 2016/17 coming back to P&R on 16 February, and to Full Council for final approval of the budget in March;
- 1.6 To agree the capital additions as set out in Appendix C and section 1.5;
- 1.7 To agree the process for consultation as set out in section 5.7;
- 1.8 To agree the movements in budget in 2015/16 as set out in section 1.6.

## **8. CUSTOMER ACCESS STRATEGY**

The Committee considered the report.

Councillor Edwards moved a motion that was duly seconded, to include an additional recommendation as follows:

“to pilot the scheme following consultation but before implementing the Customer Access Strategy”

Having been put to the vote the Committee voted:

For: 5  
Against: 6  
Abstain: 0

The motion was therefore lost.

The Chairman moved to the vote. Votes were recorded as follows

For: 6  
Against: 5  
Abstain: 0

The committee

### **RESOLVED –**

1. To approve the draft Customer Access Strategy in Appendix 1 of the report.
2. To agree for the proposals in the Customer Access strategy, that will alter the way customers currently access services, to be consulted on with the public for a period of 8 weeks, starting no later than 18 January 2016.
3. To approve the funding for the first phase of work as outlined in section 5.2 of this report.
4. To receive a report back in 2016, with the outcomes from the consultation, and a progress update on the development of a full business case for implementing the Customer Access Strategy.

## **9. ANNUAL PROCUREMENT FORWARD PLAN [APFP] 2016/2017**

The Committee considered the report.

Having been put to the vote the Committee voted:

For: 6  
Against: 5  
Abstain: 0

The Committee;

**RESOLVED** – that approval be given to officers to proceed with procurement activity as presented in the Annual Procurement Forward Plan [APFP] 2016/2017 and where known for 2017/18

## 10. NORTH LONDON BUSINESS PARK - DRAFT PLANNING BRIEF

The Committee considered the report.

Councillor Cooke moved a motion that was duly seconded, to include an additional recommendation as follows:

“to include the possibility of a railway station near the site in the consultation”

Having been put to the vote the Committee voted:

For: 5  
Against: 6  
Abstain: 0

The motion was therefore lost.

Councillor Edwards moved a motion that was duly seconded, to include an additional recommendation as follows:

“to increase the number affordable housing in the scheme to 50%”

Having been put to the vote the Committee voted:

For: 5  
Against: 6  
Abstain: 0

The motion was therefore lost.

The Chairman moved to the vote. Votes were recorded as follows

For: 6  
Against: 5  
Abstain: 0

The committee

**RESOLVED** – to approve the North London Business Park draft Planning Brief for consultation.

## 11. GRAHAME PARK ESTATE DEVELOPMENT DRAFT SUPPLEMENTARY



## **PLANNING DOCUMENT (SPD)**

The Committee considered the report.

Having been put to the vote the Committee voted:

For: 6

Against: 0

Abstain: 5

The Committee;

### **RESOLVED –**

1. To approve the publication of the draft Grahame Park Development Framework SPD, and supporting documents, as described in the report, and delegates to the Commissioning Director the power to make any final necessary amendments to the documents prior to publication.
2. To note that following the consultation appropriate changes are made to the SPD and the revised SPD is reported back to Committee for approval and adoption.

## **12. THE RELOCATION AND REDEVELOPMENT OF CHURCH FARM LEISURE CENTRE AND THE REDEVELOPMENT OF BARNET COPTHALL LEISURE CENTRE**

The Committee considered the report.

Having been put to the vote the Committee voted:

For: 11

Against: 0

Abstain: 0

The Committee;

### **RESOLVED**

1. To approve the selection of Victoria Recreation Ground as the site for a new leisure centre to replace the existing Church Farm facility, based on evidence from the public consultation, Health Impact assessment, planning guidelines and feasibility (as set out in paragraph 2.14 of this report).
2. To approve the core facilities mix for the new leisure centre in Victoria Recreation Ground, as set out in paragraph 2.17 of this report.
3. To approve the core facilities mix for the new leisure centre in Barnet Cophall, as set out in paragraph 2.21 of this report.
4. To note the consultation findings in respect of the two potential locations for the reprovided Church Farm Leisure Centre. (Appendix 1)
5. To note the consultation findings in respect of the core facilities mix for the new leisure centre in Victoria Recreation Ground. (Appendix 1)
6. To note the consultation findings in respect of the core facilities mix for the new leisure centre in Barnet Cophall. (Appendix 1)
7. To note the findings of the Health Impact Assessment, as set out in paragraphs 2.6 – 2.8 of this report and at appendix 2.
8. To note the planned milestones for the next phase of the project. (Paragraph 4.1)

**13. BUSINESS RATES DISCRETIONARY RATE RELIEF POLICY**

The Committee considered the report.

Having been put to the vote the Committee voted:

For: 11  
Against: 0  
Abstain: 0

The Committee;

**RESOLVED** - to approve the Draft Discretionary Rate Relief Policy for consultation

**14. NATIONAL INSTITUTE OF MEDICAL RESEARCH - DRAFT PLANNING BRIEF**

The Committee considered the report.

Councillor Edwards moved a motion that was duly seconded, to include an additional recommendation as follows:

“to increase the number affordable housing in the scheme to 50%”

Having been put to the vote the Committee voted:

For: 5  
Against: 6  
Abstain: 0

The motion was therefore lost.

The Chairman moved to the vote. Votes were recorded as follows

For: 6  
Against: 5  
Abstain: 0

The committee

**RESOLVED** – to approve the National Institute of Medical Research draft Planning Brief for consultation.

**15. PROCUREMENT ACTIVITY TO SUPPORT THE DEVELOPMENT PIPELINE INCLUDING THE ESTABLISHMENT OF A COUNCIL WHOLLY OWNED HOUSING/PROPERTY COMPANY (WOC)**

The Committee considered the report.

Having been put to the vote the Committee voted:

For: 11  
Against: 0  
Abstain: 0

The Committee;

**RESOLVED –**

1. To approve the waiver of Contract Procedure Rules to appoint Wragge, Lawrence Graham and Co LLP as legal advisors for the Development Pipeline and the establishment of the WOC.
2. To authorise the commencement of procurement exercises to deliver technical advice necessary to support the Development Pipeline including the establishment of the WOC Policy and Resources Committee 16 December 2015 Title Procurement activity to support the Development Pipeline including the establishment of a Council Wholly Owned Housing/Property Company (WOC)
3. To authorise the procurement of tax advice for the property WOC from existing framework supplier KPMG
4. To note the business case for the wholly owned housing/property company will be submitted to Policy and Resource Committee in early 2016, recommending that Full Council approve the WOC.

**16. COPTHALL - DRAFT PLANNING BRIEF**

The Committee considered the report.

Having been put to the vote the Committee voted:

For: 10  
Against: 0  
Abstain: 0

The Committee;

**RESOLVED** - to approve the Copthall draft Planning Brief for public consultation

**17. EXTENSION OF FAMILY SERVICES CONTRACTS**

Having declared an interest Councillor Rawlings left the room and did not take part in the discussion or the vote.

The Committee considered the report.

Having been put to the vote the Committee voted:

For: 10  
Against: 0  
Abstain: 0

The Committee;

**RESOLVED** - to approve the required waivers and contract extensions set out in section 5.2.2 of the report.

**18. AUTHORISATION FOR WAIVER OF CONTRACT PROCEDURE RULES - BEST INTEREST ASSESSOR**

The Committee considered the report.

Having been put to the vote the Committee voted:

For: 11

Against: 0

Abstain: 0

The Committee;

**RESOLVED** - to approve the increased use of existing independent Best Interest Assessors and recruitment of new Independent Best Interest Assessors up to the value of £300,000 for year 2015/16, prior to the completion of the formal procurement exercise.

**19. COMMITTEE FORWARD WORK PROGRAMME**

The Committee noted the work programme and cancelled the meeting on 12<sup>th</sup> January 2016.

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

The committee offered a vote of thanks to outgoing Strategic Director for Commissioning, Kate Kennally.

The meeting finished at 8.20 pm

	<h2>Policy and Resources Committee</h2> <h3>16 February 2016</h3>
<b>Title</b>	<b>Business Planning 2016-20</b>
<b>Report of</b>	Chief Executive Chief Operating Officer
<b>Wards</b>	All
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Key</b>	Yes
<b>Enclosures</b>	<p>Appendix A – Medium Term Financial Strategy                  Appendix B1 – Detailed Revenue Budgets, Savings, Pressures and Council Tax Schedules                  Appendix B2 – Theme Committee Revenue Budgets, Savings and Pressures                  Appendix C1 – Theme Committee Capital programme                  Appendix C2 – Capital Programme by Delivery Unit                  Appendix D – Housing Revenue Account                  Appendix E – Dedicated Schools Grant                  Appendix F – Fees and Charges                  Appendix G – Interim Consultation report                  Appendix H – Cumulative and Individual Equality Impact Assessments                  Appendix I – Treasury Management Strategy                  Appendix J – Transformation Programme                  Appendix K – Reserves and Balances Policy                  Appendix L – Write Offs                  Appendix M – Corporate Risk Register</p>
<b>Officer Contact Details</b>	<p>Anisa Darr, Director of Resources,  <a href="mailto:Anisa.Darr@barnet.gov.uk">Anisa.Darr@barnet.gov.uk</a>                  Stephen Evans, Director of Strategy and Communications,  <a href="mailto:Stephen.evans@barnet.gov.uk">Stephen.evans@barnet.gov.uk</a>                  Patricia Phillipson, Interim Head of Finance,  <a href="mailto:Patricia.phillipson@barnet.gov.uk">Patricia.phillipson@barnet.gov.uk</a></p>

## **Summary**

On 17 December 2015 Department for Communities and Local Government (CLG) published the provisional local government finance settlement which set out the individual authority grant allocations. This report revises the Medium Term Financial Strategy (MTFS) in line with the publication, sets out the savings proposals, capital programme for the period 2016-20 and Council Tax for 2016/17.

## **Recommendations**

**The report recommends that the Committee:**

- 1.1 Consider the issues that have, so far, emerged from the consultation when making their decisions. Consultation closed on 12 February, however due to the timings of compiling and publishing this report, the consultation report in Appendix G is presented as an interim report, reflecting responses received as of 3 February 2016. A final consultation report will be reported to Council on 1 March, to inform final decisions on the council's budget. The committee make the decisions below also being mindful of the equalities impact assessments including the cumulative equalities impact assessments;**
- 1.2 Recommend to Council for approval the MTFS attached as Appendix A and the detailed revenue budgets in Appendices B1 and B2. The MTFS sets out all of the budget changes over the period 2016-20, 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.**
- 1.3 Recommend to Council that the budget for 2016/17 is prepared on the basis of no increase to council tax in 2016/17, other than for the increase set out below in 1.4 – subject to the results of the current consultation;**
- 1.4 Recommend to Council applying the social care precept at 1.7% in 2016/17 – to help fund care for the elderly – subject to the results of the current consultation;**
- 1.5 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 135,324 (band D equivalents) as the Council Tax base for the year 2016/17 [item T in the formula in Section 31B (1) of the Local Government Finance Act 1992, as amended (the "Act")];**
- 1.6 Recommend to Council for approval, the following amounts calculated for the year 2016/17 in accordance with Sections 31(A) and (B), 34, 35 and 36 of the Act:**
  - a) £956,469,590 being the aggregate of the amounts which the council estimates for the items set out in Section 31A(2) (a) to (f) of the Act;**
  - b) £804,761,913 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) £151,707,677 being the amount by which the aggregate at 1.6(a) above exceeds the aggregate at 1.6(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) £1,121.07 being the amount at 1.6(c) above (item R), divided by Item T (Item 1.5 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;

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

A	B	C	D	E	F	G	H
747.38	871.94	996.51	1121.07	1370.20	1619.32	1868.45	2242.14

Being the amounts given by multiplying the amounts at 1.6(d) above by the number which, in proportion set out in Section 5(1) of the Act, is applicable to dwellings listen 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;

- 1.7 Recommend to Council, on the advice of the Chief Finance Officer, that it determines that the council's basic amount of Council Tax for 2016/17 as set out in 1.6(d) above is not excessive in accordance with the principles approved under section 52ZB and 52ZC of the Local Government Finance Act 1992, set out in the Referendums relating to draft Council Tax increases (Principles) Report (England) 2016/17 subject to any changes to that Report which at the time of publication of this report was still in draft;

- 1.8 Note that for the year 2016/17 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 Valuation Bands (£)**

A	B	C	D	E	F	G	H
184.00	214.67	245.33	276.00	337.33	398.67	460.00	552.00

- 1.9 Recommend that having calculated the aggregate in each case of the amounts at 1.6(d) with the amounts at 1.8, the council, in accordance with Section 30(2) of the Local Government Finance Act 1992, sets the following amounts as the amounts of Council Tax for the year 2016/17 for each of the categories dwellings shown below:

**Council Tax for Area (£)**

A	B	C	D	E	F	G	H
931.38	1086.61	1241.84	1397.07	1707.53	2017.99	2328.45	2794.14

- 1.10 Recommend to Council for approval the Barnet Council Tax Support Scheme, adopted in January 2015, remain unchanged except for uprating in line with Department for Work and Pension changes for housing benefit.

- 1.11 Notes that the working age non-dependent (ND) charges be uprated as set out in paragraph 1.6.14

- 1.12 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 1.9 above within a period of 21 days following the Council's decision;

- 1.13 Recommend to Council for approval the capital programme as set out in Appendix C1 and C2, and that the Chief Officers be authorised to take all necessary actions for implementation;
- 1.14 Recommend to Council that the Chief Finance Officer be authorised to adjust capital project budgets and financing in 2016/17 throughout the capital programme after the 2015/16 accounts are closed and the amount of slippage and budget carry forward required are known.
- 1.15 Recommend to Council the approval of the Treasury Management Strategy for 2016/17 as set out in Appendix I;
- 1.16 Approve the following in relation to the Housing Revenue Account:
- a) The proposed rent decrease by 1% for council dwelling as set out in paragraph 1.9.3 to take effect from 1 April 2016;
  - b) The proposed increase to service charges for council dwelling as set out in paragraph 1.9.9 to take effect from 1 April 2016;
  - c) The proposed rent increase of 2% for council garages as set out in paragraph 1.9.9 to take effect from 1 April 2016,
- 1.17 Approve the Housing Revenue Account estimates for 2016/17 as set out in Appendix D;
- 1.18 Note the submission of the Authority Proforma Tool in relation to the Dedicated Schools Budget as set out in Appendix E;
- 1.19 Approve the Assurance fees and charges in Appendix F, whilst noting the Adults, Children's and Environment fees and charges that were approved at their relevant Theme Committee as detailed in Appendix F;
- 1.20 Note the summary equality impact assessment (EIA) and cumulative assessment set out in section 5.6. Appendix H provides the cumulative impact and individual Delivery Unit assessments where significant changes to service delivery are proposed. As EIAs and cumulative EIA are assessed to take account of responses to the budget consultation will be reported to Council of 1 March 2016 to inform the final decision on next year's budget;
- 1.21 Recommend to Council approval of the reserves and balances policy as set out in Appendix K and indicative amounts as set out in para 1.11 and the Chief Finance Officer's assessment of adequacy of reserves in section 1.11. The Committee recommend to Council that CFO authorised to adjust balances in 2016/17 after 2015/16 accounts are closed and the amount of balances carry forward required are known;
- 1.22 Approve budget movements as set out in para 1.12;
- 1.23 Approve the transformation programme as detailed in Appendix J and



**additional funding as set out in para 1.13;**

**1.24 Recommend to Council to approve the write offs as detailed in Appendix L and summarised in para 1.12.8;**

**1.25 Note the corporate risk register and recommend it to Council as set out in Appendix M.**

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

### **1.1 Executive Summary**

1.1.1 On 17 December 2015, Department for Communities and Local Government (CLG) published the provisional local government finance settlement which set the individual authority grant allocations. There are changes to the way the Revenue Support Grant (RSG) has been calculated including factoring in the level of council tax each borough can raise. This change means that grant allocations have been increased for boroughs with lower council tax base and doesn't take population or the increase in deprivation in outer London boroughs into consideration. Where Barnet has a large council tax base, it also has the largest population in London, and this isn't taken into account. The change in RSG calculation was not well communicated, impacts negatively on Barnet and does not take into account historic underfunding of outer London boroughs or the demographic changes in London over the last decade.

1.1.2 Barnet has had 32% cut to grant in 2016/17 which is £5.5m worse than the projection we would have had without the changes to the RSG. In order to mitigate the impact of this on the savings target, collection fund surplus income (£2m), increased income from New Homes Bonus (£2m) and reduction in contingency (£1.5m) has been used.

1.1.3 The council's budget gap, therefore, remains consistent with the overall position presented to Policy and Resources Committee in December 2015. The budget gap for the period 2016-20 is estimated to be £81.1m.

1.1.4 Social care precept is new for 2016/17 and allows councils to raise money through council tax to be spent exclusively on adult social care. There are demographic pressures and pressures from increased referrals from the NHS in Adults social care. If the social care precept was applied, the income, along with more funding from the Better Care Fund, would be used to mitigate the impact of this.

1.1.5 This report sets out the savings proposals developed by Theme Committees, in line with commissioning priorities, to close this budget gap. It also sets out interim consultation responses, equality impact assessments and capital investment proposals required to ensure Barnet is able to support the growth needed.

### **1.2 Strategic context**

1.2.1 The past five years have been a period of significant challenges for the council, but ones we have risen to, having successfully saved £75 million

while limiting the impact on front line services and maintaining resident satisfaction. The latest Residents' Perception Survey indicates that 88 per cent of residents are satisfied with Barnet as a place to live and nearly 80 per cent feeling that the council is doing a good job. With financial pressure on the council set to continue, the next 5 years will continue to present challenges but, crucially, there will be some significant opportunities.

### **The Government's 2015 Spending Review – continued reductions to the Local Government core grant**

1.2.2 On 25 November, the Chancellor announced the Spending Review and Autumn Statement, which reiterated the Government's commitment to eliminate the budget deficit – achieving a £10 billion surplus by 2019/20 – and reduce national debt.

1.2.3 Local Government, along with budgets such as transport, skills, and universities, remain unprotected, meaning that reductions are even more pronounced. The Chancellor announced £4.1bn cuts to Local Government core funding – comprising business rates and the Revenue Support Grant – by 2020. London Councils estimate that this represents a 30 per cent reduction in real terms when changes in funding for the New Homes Bonus and Better Care Fund are factored in.

### **Continued restrictions to increasing Council Tax**

1.2.4 The existing 2% limit imposed on increases to general Council Tax, before triggering a local referendum, remains in place. This reduces the flexibility for councils to use Council Tax as a means of reducing the gap.

### **The ability for councils to introduce a 2% per year adult social care precept from 2016/17 to fund care for the elderly**

1.2.5 Recognising the pressure of social care budgets, the Spending Review did provide councils with a new power to introduce a 'social care precept' of 2% per year to help fund care for the elderly. The precept is additional to the 2% limit for general Council Tax increases, meaning that councils are now able to increase Council Tax by up to 4% a year, although half would need to be spent exclusively on adult social care. The social precept is discussed further in para 1.6.3.

### **Changes to the retention of business rates**

1.2.6 The Spending Review also announced changes to business rates retention that would see Local Government retain 100% of business rates collected by 2020. The details of how this will be baselined and how the system will work have not been outlined, so it difficult to determine the potential impact on Barnet at this stage. Although greater flexibility in relation to business rates is welcome, as a lever to stimulate local business growth, the devil will be in the detail. It is not yet clear whether there will be a cap on retained business rates or whether a degree of redistribution across Local Authority areas will occur.

1.2.7 It is also likely that the Government will place additional responsibilities on councils in return for allowing a greater level of business rates. One of the additional responsibilities we are aware of at this stage is Housing Benefit for pensioners.

## **Housing**

- 1.2.8 The Chancellor also set out the Government's intention for social housing rent to be capped at the relevant Local Housing Allowance rate. Current estimates quantify the impact of the Housing Benefit changes in Barnet to be minimal. However, detailed modelling will be undertaken as further details emerge.
- 1.2.9 In addition, the Government will consult on reforms to the New Homes Bonus, including reducing the length of payments from 6 years to 4 years and a preferred option to reduce the overall total by £800m (roughly 50%). Details will be set out in the local government finance settlement consultation, which will include proposals to introduce a floor to ensure that no authority loses out disproportionately.

## **Barnet's strategy – Capital investment in infrastructure to ensure that Barnet remains a place where people want to live and work**

- 1.2.10 The Spending Review makes clear that, for Local Government, there will continue to be significant pressure on resources, which will mean that Barnet, like all councils will have to reduce its day to day spending. However, as we focus on reducing the council's running costs, we must continue to use capital resources effectively to invest in the borough's essential infrastructure including housing, transport, school places, leisure centres and community facilities.
- 1.2.11 The council's regeneration programme will see £6bn of private sector investment over the next 25 years, which will create around 20,000 new homes and up to 30,000 new jobs. It will also generate £11m of additional recurrent income for the council by 2020, with one-off income of £50m to be reinvested in infrastructure.
- 1.2.12 The Treasury has made financial commitments to support our regeneration plans at Grahame Park and Brent Cross Cricklewood, including £97 million to fund a new Thameslink station. The council intends to hold a stake in these regeneration plans, for example as part of the joint venture developing Brent Cross. This will help the sustainability of the council's finances not just through to 2020, but beyond.
- 1.2.13 The council, via Barnet Homes, is also investing in an additional 50 Extra Care Housing units by 2017/18, and is considering plans to provide 100 specialist homes linked to health and care support and community facilities by 2020 including 50 for sale. The council will continue to invest in this way, to reduce the ongoing cost of social care.
- 1.2.14 The council will further invest in school places, building on the £116m invested over the past 5 years. Investment in school expansion, both in terms of funding and provision of land, has contributed to the creation of over 7,500 new school places over the last six years.
- 1.2.15 The council is also investing in new community centres at Grahame Park, Colindale and Stonegrove Spur Road, as well as two new leisure centres located in New Barnet and Cophall. These facilities will help to ensure that

Barnet's growing population can stay healthy and build strong community cohesion.

## **Barnet's strategy – Maximising the revenues we generate locally through growth and investment**

### Housing and regeneration

1.2.16 Growth is an essential part of the council's strategy, as we become less reliant on Government funding and which requires us to generate more of our income locally. Residents from Barnet will continue to share in the benefits of growth, with increasing housing development leading to an increase in the tax base and, subsequently, helping the council to bear down on Council Tax bills. As well as the significant financial benefits outlined, housing development is also a necessity as the population of Barnet, already the highest in London, continues to grow, driven by a high birth rate, high in-migration and low out-migration, and people living longer.

### Employment and skills

1.2.17 Most residents will benefit from the opportunities that a growing national and local economy will bring, but some will require targeted support – such as help to get a job – so they do not miss out. Barnet's Welfare Reform Task Force and Burnt Oak Opportunity Support Team (BOOST) are examples of initiatives that have already demonstrated significant benefits for residents, by providing a 'one stop shop' approach which brings together multi agencies under one roof. The results have been impressive, with the Task Force having engaged with 96 per cent of Barnet residents affected by the Benefit Cap and helping 35 per cent into work. Since its launch in June 2015, 200 residents have signed up to work with the BOOST team in Burnt Oak, with over 100 helped into employment and, crucially, achieving high retention rates. In total, over 830 people have been helped to get a job through council-led employment initiatives.

1.2.18 Not only does the model of co-located, multi-agency teams provide a better service for residents, it also generates efficiencies across the public sector with analysis showing an economic benefit of £3 for every £1 invested in the Task Force. The model of co-located teams is something that the council will look to roll out for other services in locations across the borough.

## **Barnet's strategy – Transforming the way we design and deliver services**

1.2.19 For every service, the council will consider the case for different ways to deliver our priority outcomes. For example, in adult social care, a greater number of elderly residents will be provided with social care support within their own homes, which will allow individuals to access support services and technologies that are right for them. This will save money by reducing demand for high cost residential accommodation.

1.2.20 In children's social care, proposals to increase the size and effectiveness of the in-house foster care service are designed to save money by helping a greater number of children and young people to move from residential to foster care placements. Intervening earlier will prevent placements from breaking down, increasing the likelihood that children will remain in stable placements for longer.

1.2.21 Environmental services will be transformed through the use of new technology to improve the efficiency of street cleansing services and make it easier for residents to report problems. At the same time, increased monitoring and enforcement of littering, fly tipping and other offences, particularly in town centres, will help to reduce the need for street cleansing services.

### **Barnet's strategy – Promoting community participation and resilience**

1.2.22 To ensure Barnet continues to thrive, and building on local community spirit, the council will work to build stronger relationships with residents and communities. The aim is to ensure that residents and community groups become more independent and resilient and less reliant on public services.

1.2.23 If we succeed, residents and community groups will be able to deliver more, and take on more responsibility for their local areas in places where there is clear potential for community groups to support and complement the council's role. Engaging users in the design and delivery of services will also help to ensure they are better matched to local need and ultimately more successful.

1.2.24 The council has developed a wider ranging Community Participation Strategy in order to achieve its ambitions to support resilient communities where residents participate more in local activities. The strategy covers multiple work streams, including:

- **Community Assets Strategy** – setting out how we will use over 140 of our community buildings to achieve outcomes and lever support from residents and the voluntary and community sector;
- **Developing a comprehensive VCS database** – of 1,400 local voluntary and community sector organisations, so residents can find local support and reduce demand on statutory services; and
- **A resident volunteering brokering service** – to put more residents who want to volunteer – in areas such as parks and adult social care in contact with local volunteering opportunities.

### **Barnet's strategy – Managing demand for services**

1.2.25 Pressure on the council's budget is not only a consequence of declining funding from Government – increasingly it is driven by rising demand for services due to changing demographics.

1.2.26 Between 2010 and 2015, the council successfully met a 25% budget gap largely through efficiency savings and delivering services differently. This helped to limit the impact on frontline services, which might help explain high levels of resident satisfaction. Moving forward, although the council will continue to focus on becoming more efficient, it will be increasingly difficult to manage a further 25% budget gap through supply side reforms alone.

1.2.27 As a consequence, the focus of the council's savings plans for 2015 to 2020 place a greater emphasis on ways to reduce demand on services - through the community doing more; intervening earlier to treat the cause, not the problem – including tackling the 'Toxic Trio' of domestic violence, drug and alcohol abuse and mental ill health, which are the most prevalent causes of poor outcomes for Barnet families – and influencing residents to change their behaviour, for example by recycling more.

### **1.3 Refreshing the council's Corporate Plan performance indicators for 2016/17**

1.3.1 In April 2015, Full Council approved a five-year Corporate Plan covering the period 2015 to 2020. Each year, the council will publish an addendum to the five-year plan that sets out revised performance indicators for the year ahead. It will also set out the key activities planned for the year ahead, set against the council's priorities of growth, transformation, demand management and community resilience.

1.3.3 Performance indicators – which are used to track progress – have been refreshed and will be presented to theme committees through March 2016 before coming back to Council at the next meeting.

### **1.4 Medium Term Financial Strategy**

1.4.1 Appendix A sets out the Medium Term Financial Strategy from 2016/17 to 2019/20, taking into account national economic factors such as assumed government funding cuts and inflation, along with local factors such as housing trajectory and population and demand pressures on services. The headline figure is a budget gap of £81.1m for 2016-20.

1.4.2 The assumptions within the budget envelope are as follows:

- **Demographic Pressures:** an assumption has been made in the budget envelope for future demographic pressures specifically for Adults and Children's Social Care costs. This is based on latest demographic projections from the GLA and specific data from Protecting Older People Population Information System (POPPI) and Projecting Adults Needs and Service Information (PANSI). An assumption has also been included for increase in costs relating to complexity of cases in SEN and LD;
- **Inflation (pay):** the Local Government pay award has been confirmed as 1% increase for the next 4 years;
- **Inflation (non-pay):** figures of 2% for inflation have been used to estimate the increase in non-pay costs;
- **North London Waste Authority (NLWA) levy:** figures for the NLWA levy are based on the latest information from the NLWA;
- **Capital financing costs:** no further provision has been added since the budget was agreed in March by full Council as the current budget provision is considered to be sufficient based on current capital needs. This may be revised after the capital needs analysis exercise has been completed;
- **Contingency:** A provision has been added from 17/18 to cover general risks;
- **Homelessness:** £500k in a specific contingency in 2016/17 to deal with the pressures in supply and demand side costs in relation to temporary accommodation;
- **Concessionary fares:** increases have been projected in line with demographic changes of the 60+ population in Barnet;
- **Business rates:** The council, along with other London boroughs, have noticed a decrease in business rates due to an increase in successful appeals against rateable values; therefore a decrease in the baseline has been factored in to reflect this;

- **Revenue Support Grant (RSG):** the assumption for reduction in RSG prudently reflects the Government's aspiration to have a budget surplus by 2019/20;
- **Public Health Grant:** it has been confirmed that the ring-fence on public health spending will be maintained in 2016/17 and 2017/18 with a 3.9% average saving per annum over the next 5 years. To be prudent, a reduction of 5% has been modelled in the MTFS. It has been confirmed that funding of public health expenditure is one of the responsibilities local government will have to take on as a result of further localisation of business rates, however it is not clear which year this will be implemented from and further consultation is expected. For now, the MTFS assumes this will be implemented after the current parliament ends;
- **Education Services Grant:** the Autumn Statement 2015 announced a £600m reduction in this budget. We have assumed a 10% year on year reduction in this grant into the MTFS;
- **Council Tax:** the proposal subject to consultation and the Equalities Impact Assessment is that there is no increase in general council tax for 2016/17, with an increase of 2% per annum beyond that.
- **Social care precept:** the proposal subject to consultation and the Equalities Impact Assessment is that the precept is applied at 1.7% for 2016/17.

1.4.3 There are a number of known pressures that we can confidently quantify and include in the MTFS, as presented above; these include inflationary pressures on pay and contracts, demographic increases and the impact on service provision and concessionary fares. However, there are other risks and pressures that haven't materialised yet and therefore inclusion of the pressure at this stage in the MTFS would further increase the savings target. These include:

- The impact of the social care market, specifically care homes and home care, not being viable and the impact on the local authority being able to discharge of its statutory and safeguarding responsibilities;
- North London Waste Authority's (NLWA) proposed procurement of a new waste disposal facility, or upgrade of the current facility, will adversely impact the budget position for the council. Alternative delivery models for waste disposal, including the potential for the borough to exit the NLWA and procure its own contract for waste disposal;
- The costs of disposal of residual waste is more expensive compared to recycling and therefore if recycling rates continue to plateau or decline and / or the savings identified are not realised, it may become necessary to go to alternate weekly collection;
- Family services have seen increased referrals and assessments and increased demand for special guardianship orders and resident's orders. If these increases continue to rise, this could lead to a significant pressure in the Family Services budget.
- The proposal to reduce New Homes Bonus (NHB) payments from 6 to 4 years in the Chancellor's budget on 25 November 2015 poses a potential risk of funding the infrastructure projects in our capital programme. A reduction in NHB payments could lead to an increase in our borrowing, which would have an adverse impact on revenue by way of interest and associated borrowing costs.

## 1.5 Savings proposals

1.5.1 The proposed budget for 2016/17 reflects a budget gap of £15.582m, with savings proposals to reach a balanced position. These savings are set out in detail in Appendix B1 and B2.

	2016/17 £000
Budget Gap before savings and pressures	15,582
Identified Pressures	3,972
Proposed Savings	(19,554)
<b>Budget Gap after savings</b>	<b>0</b>

1.5.2 The 2016/17 savings targets by Theme Committee are as below. These are set out in detail at **Appendix B2**.

Theme Committee	2016-17 £000
Adults & Safeguarding	(3,383)
Assets, Regeneration & Growth	(2,253)
Children, Education, Libraries & Safeguarding	(2,071)
Community Leadership	(9)
Environment	(4,021)
Health and Wellbeing Board	
Policy & Resources	(7,817)
<b>Total</b>	<b>(19,554)</b>

1.5.3 The combined savings targets from 2016 through to 2020 are set out below:

Theme Committee	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Adults & Safeguarding	(3,383)	(5,412)	(5,161)	(4,497)	(18,453)
Assets, Regeneration & Growth	(2,253)	(6,362)	(5,132)	(48)	(13,795)
Children, Education, Libraries & Safeguarding	(2,071)	(4,062)	(2,596)	(5,818)	(14,547)
Community Leadership	(9)	0	0	(243)	(252)
Environment	(4,021)	(2,315)	(2,165)	(2,080)	(10,581)
Health and Wellbeing Board					£0
Policy & Resources	(7,817)	(3,720)	(4,389)	(2,544)	(18,470)



Policy & Resources Reserves				(5,000)	(5,000)
<b>Total</b>	<b>(19,554)</b>	<b>(21,871)</b>	<b>(19,443)</b>	<b>(20,230)</b>	<b>(81,098)</b>

### Adults and Safeguarding

1.5.4 Adults and Safeguarding Committee has a total savings target of £18.5m. The main proposals contributing to this gap are:

- Improving information, advice and support offer so that individuals and their families take greater responsibility for their own and their family member's care and support;
- Develop alternative housing and support options to reduce the need for higher cost placements;
- To utilise new technologies to enable people to continue to live safely in their own homes;
- Increase the proportion of working age adults known to adults social care into employment;
- To integrate health and social care services to improve the experience of receiving care and support and reduce duplication;
- Increase the productivity of the adult social workforce to be able to meet the needs of a growing population within available resources.

### Assets, Regeneration and Growth

1.5.5 Assets, Regeneration and Growth Committee has a total savings target of £13.8m. This is mainly achieved through:

- Efficiency savings in the civic and community asset estate by implementing the Office Accommodation Strategy and Community Asset Strategy;
- Additional income council tax and business rates from increasing the base through regeneration and development opportunities.

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

1.5.6 Children's, Education, Libraries and Safeguarding Committee has a total savings target of £14.5m. The main savings proposals are made of:

- Reshape early intervention and prevention services to provide effective, targeted interventions which reduce the need for higher cost interventions;
- Developing new models of social work practice and intervention which reduce the need for higher cost placements and the number of adolescents in residential care;
- To utilise new technology and community capacity to create a sustainable library offer for Barnet;
- To integrate health, care and education services to improve the experience of receiving care and support for disabled children and their families and reduce duplication;
- Increase the productivity of the children's service to be able to meet the needs of a growing population within available resources

### Community Leadership

1.5.7 Community Leadership Committee has a total savings target of £0.3m. The main savings proposal is made of:

- Reducing expenditure associated with CCTV once the capital contribution towards investment has been paid off.

## **Environment**

1.5.8 Environment Committee has a total savings target of £10.6m. The savings proposals are made of:

- Delivering a sustainable waste and recycling service which increases recycling rates, minimises the tonnage collected and sustains resident satisfaction;
- Securing greater value from Barnet's extensive green and open spaces and parks service through increased income and greater utilisation levels;
- Better utilising the council's regulatory powers to keep Barnet clean, green and safe;
- Increasing the efficiency and productivity of commissioned services.

## **Policy and Resources**

1.5.9 Policy and Resources Committee has a total savings target of £18.4m. The savings proposals comprise of:

- Increasing the efficiency and productivity of commissioned services;
- Reducing costs associated with workforce and exploring option of shared service;
- Achieving efficiency through reduction in the costs associated with borrowing;
- Increasing revenue income through review of council tax support payments (already implemented).

1.5.10 The 'ring fenced' budgets are listed below:

### **Better Care Fund (BCF)**

1.5.11 Government has confirmed that the BCF will continue and increase (nationally by £1.5 billion) in 2016/17. The 2015/16 Barnet BCF allocation is £23.4m and is used to fund health services, social care services, major adaptations through the Disabled Facilities Grant and make investments into the development of integrated services.

1.5.12 Prior to the BCF, the council received section 256 monies for the funding of social care services which benefited health with a value of £6.6m. The section 256 monies were consolidated into the BCF in 2015/16. Adults Social Care services currently receives £4.2m of funding through the BCF for the protection of social care with the balance of the £6.6m being spent on health and social care integration projects.

1.5.13 The monies within Barnet's BCF form a pooled budget under section 75 of the NHS Act 2006 overseen by the Barnet Health and Wellbeing Board. The section 75 agreement allows for resources to be easily transferred between health and social care in order to meet the objectives of the pooled fund.

1.5.14 The success of the BCF and therefore the pooled budget is measured through the achievement of a reduction in emergency hospital admissions and initiatives with the BCF are targeting resources on preventing admissions to

hospital through 7 day social work service, rapid response services and enablement.

1.5.15 Given the additional demand pressures that adult social care is facing as a result of more people receiving care outside of hospital (there has been an average increase of 22% per year in referrals to hospital social work teams since 2012) and reduced winter pressures funding (88% reduction from funding levels in 2012), the council has engaged with the CCG to ensure that £6.6m of the BCF will be available for the protection of adult social care services referred to in para 1.5.11. The additional funding will be used to address the underlying deficit of adult social care referred to in paras 1.6.3 and 1.6.4.

1.5.16 Council officers engaged with Barnet CCG on the options for 2016/17 to achieve an additional £2.4m for the protection of adult social care through the BCF. This discussion is progressing well and has achieved officer agreement and a draft version of this will be submitted to the CCG's finance board for sign off ahead of April 2016.

#### **Dedicated Schools Budget (DSG)**

1.5.17 Details of the way in which the Schools' Budget has been put together is shown in Appendix E, which also includes a table showing a summary breakdown of the Schools' Budget.

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

1.5.19 The key factors are as follows:

- The government's minimum funding guarantee for schools remains the same as in 2015/16 (-1.5%). This means that the maximum reduction in per pupil funding for any school is 1.5%.
- In the autumn all schools and academies were consulted on options to change the School Funding Formula that would involve no or little extra cost to the budget. The option supported by most respondents and the Schools Forum, and subsequently agreed by CELS, increases the age weighted pupil unit (AWPU) by £10 per annum and also changes the amount capped schools can gain. Schools would keep 15% of all gains per pupil in the funding formula.
- The government released new Index of Multiple Deprivation figures in December, which showed the IDACI (Income Deprivation Affecting Children Index) figures were lower for all Barnet schools (and in London generally) than in the previous year. This does not affect the DSG funding to the LA, as that does not relate to IDACI, but it does affect the distribution of funding to schools in Barnet because IDACI figures are a factor in our local school funding formula. Without a change in the formula, the amount distributed for deprivation factors would fall significantly, because many Barnet postcodes fell into IDACI bands we did not fund. To avoid a significant reduction in the amount distributed according to deprivation measures, the formula has been changed so that

funding distributed in relation to IDACI bands is now based on bands 3 to 5 rather than 4 to 6. For similar reasons Free School Meal eligibility in primary schools appears to have fallen, possibly due to the introduction of universal infant free school meals. The IDACI and FSM funding rates have also been increased to ensure the same amount of funding is distributed via deprivation factors as in 2015/16 and thus avoid significant reductions in funding for individual schools. As there would still be big losses among schools which gain, the cap was also raised to 20% without reducing the overall funding envelope.

- All academies and free schools are now treated equally in that their pupils are used to determine the Schools Block of the DSG, and the local authority calculates and submits their funding on the authority proforma tool (APT) so the money can be recouped from the DSG.
- Local authorities are responsible for pupil growth at all schools, except in the first year of opening a new free school. £3.6m has been included in the budget for the growth fund to pay for new year groups opening in academies and free schools as well as expansions at maintained schools.
- The same early years funding formula and rates as 2015/16 will be applied in 2016/17.

1.5.20 The funding rates proposed for the 2016/17 financial year are thus as follows:

	Primary Rate £	Secondary Rate £
Age Weighted Pupil Unit	3,325.75	4,772.86
Free School Meals (Ever 6)	1,423.56	505.00
Lump sum per school	122,000.00	122,000.00
Deprivation: IDACI 4	350.00	1,045.00
Deprivation: IDACI 5	2,100.00	5,225.00
Deprivation: IDACI 6	4,200.00	10,450.00
English as Additional Language 2	530.00	1,378.00
Mobility	422.90	618.53

## Housing

1.5.21 Housing Committee has savings that deliver benefits to the Housing Revenue Account (HRA) business plan. These total £2.6m and comprise of the proposals below:

- Reduction in management and repairs costs due to forecast stock losses through estate regeneration and Right to Buy sales;
- Enhancing the value of contract arrangements, reduced accommodation costs and new ways of effective use of IT;
- Stopping 'non-essential' works and re-prioritisation of certain types of non-urgent repairs.

## Public Health

1.5.22 Public Health funding has sustained an in-year cut of 6.2% (£1.048m) in 2015/16 as a contribution towards the national deficit. The Spending Review and Autumn Statement 2015 has confirmed that the ring-fence on public health spending will continue in 2016/17 and 2017/18, however funding is expected to reduce by an average of 3.9% per annum over the next 5 years. As part of the additional responsibilities that local government will need to take on as a result of further localisation of business rates – funding of public health expenditure has been confirmed. However, it is not clear which year this will be implemented from and a government consultation is expected. Therefore for now, the MTFS assumes this will be implemented after the current parliament ends.

1.5.23 In anticipation of a funding reduction the Public Health budgets have been modelled on a prudent 5% reduction. The programme of procurement in 2016/17 and beyond will in the main be a collaborative approach to the commissioning of sexual health services across London and is assumed to deliver efficiencies and contain growth, from April 2018. The proposals follow the strategic direction established for Public Health spend in 2014/15 with budget allocated to ensure delivery of priority outcomes. Decreases in spend in core Public Health service areas have been achieved via efficiencies and contract re-procurement.

1.5.24 Spend on the wider determinants of health, notably in Early Years, is increased. As a result, investment of £200k per annum (until March 2018) into Adult Social Care Prevention and £250k per annum (until March 2019) for CAMHS has been assumed. These investments will mitigate the impact of savings that will be delivered.

1.5.25 Commissioning intentions and the budget for 2016/17 are due to be presented to Health and Wellbeing Board at its meeting in March 2016.

## **1.6 Council Tax**

1.6.1 As part of the Localism Act the Government has introduced new arrangements for Council Tax setting. These include provisions for a referendum on excessive Council Tax increases. The Government has indicated that the level that it considers excessive for general council tax is 2%. In effect this means that general Council Tax increases are capped at 2% for 2016/17.

1.6.2 The detailed council tax base schedule is included in Appendix B. Under delegated powers, the Chief Finance Officer has determined the 2016/17 tax base to be 135,324 (Band D equivalents) – the calculations are set out below:

<b>Council Taxbase</b>	<b>2015/2016</b>	<b>2016/2017</b>
	<b>Band D Equivalents</b>	<b>Band D Equivalents</b>
Total properties (per Valuation List)	166,725	168,206
Exemptions	(2,648)	(2,454)
Disabled reductions	(115)	(112)
Discounts (10%, 25% & 50%)	(31,571)	(28,938)
Adjustments	1,677	605
Aggregate Relevant Amounts	134,068	137,307
Non-Collection (1.5% both years)	(1,998)	(2,060)
Contributions in lieu from MoD	81	77
	<b>132,151</b>	<b>135,324</b>

### **Adult Social Care Precept**

- 1.6.3 The Chancellor's budget announcement on 25 November 2015 allowed the flexibility of applying a precept of up to 2% annually from 2016/17 in order to mitigate the impact of the pressures on care for the elderly. The current underlying pressure in Adult social care is estimated to be at least £5.4m for 2016/17, which includes risks around increasing demand, new statutory requirements and increased referrals from the NHS.
- 1.6.4 Applying the new precept at the maximum amount for 2016/17 will allow for £3m of the pressure to be funded from this, with the remainder of the pressure being funded from further allocation of Better Care Fund and Winter Pressures money through negotiations with the CCG as detailed in para1.5.11. The precept would result in annual increases in Council Tax for householders ranging from £12.67 (£0.24 per week) for Band A to £38.01 (£0.73 per week) for Band H.
- 1.6.5 The Localism Act requires Council approval of the Council Tax requirement (including settlement funding assessment) in place of budget requirement (excluding settlement funding assessment).
- 1.6.6 If the Social Care Precept is applied, the council tax for Barnet will be as per the table below:

BUDGET	2015/2016 Original	2015/2016 Current	2016/2017 Original
	£	£	£
<b>Total Service Expenditure</b>	<b>276,465,365</b>	<b>277,965,365</b>	<b>271,782,521</b>
Contribution to / (from) Specific Reserves	6,461,288	6,461,288	10,735,156
<b>NET EXPENDITURE</b>	<b>282,926,653</b>	<b>284,426,653</b>	<b>282,517,677</b>
Other Grants	(32,038,000)	(33,538,000)	(38,829,000)
<b>BUDGET REQUIREMENT</b>	<b>250,888,653</b>	<b>250,888,653</b>	<b>243,688,677</b>
Business Rates Retention	(35,191,000)	(35,191,000)	(35,484,000)
Business rates top-up	(18,114,000)	(18,114,000)	(18,265,000)
<b>BUSINESS RATES INCOME</b>	<b>(53,305,000)</b>	<b>(53,305,000)</b>	<b>(53,749,000)</b>
RSG	(50,444,000)	(50,444,000)	(36,849,000)
Collection Fund Adjustments	(1,500,000)	(1,500,000)	(3,636,000)
Additional income from Council Tax			2,253,000
<b>BARNET'S ELEMENT OF COUNCIL TAX REQUIREMENT</b>	<b>145,639,653</b>	<b>145,639,653</b>	<b>151,707,677</b>
Council Tax Base			
<b>BASIC AMOUNT OF TAX</b>	<b>1,102.07</b>	<b>1,102.07</b>	<b>1,121.07</b>
<b>GLA TAX</b>	<b>295.00</b>	<b>295.00</b>	<b>276.00</b>
<b>TOTAL COUNCIL TAX (BAND D EQUIVALENT)</b>	<b>1,397.07</b>	<b>1,397.07</b>	<b>1,397.07</b>

1.6.7 The provisional GLA precept is £37,349,424 making the total estimated demand on the collection fund and Council Tax requirement £189,057,101.

<b>London Borough of Barnet</b>	<b>£149,136,521</b>
<b>Social Care Precept</b>	<b>£2,571,156</b>
<b>Barnet's Council Tax Requirement</b>	<b>£151,707,677</b>
<b>Greater London Authority</b>	<b>£37,349,424</b>
<b>Total Requirement for Council Tax</b>	<b>£189,057,101</b>

1.6.8 The levels of council tax for each category of dwelling will be:

Council Tax Band	Barnet	GLA	Aggregate
A	747.38	184.00	931.38
B	871.94	214.67	1,086.61
C	996.51	245.33	1,241.84
D	1,121.07	276.00	1,397.07
E	1,370.20	337.33	1,707.53
F	1,619.32	398.67	2,017.99
G	1,868.45	460.00	2,328.45
H	2,242.14	552.00	2,794.14

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

## Council Tax Support Scheme

1.6.10 On 13 January 2015, following a consultation, The Council, adopted a revised Local Council Tax Reduction Scheme called Council Tax Support. The scheme had the following features:

- Contribution of 20% for working age claimants unless in a protected group;
- Continued protection from the impact of the minimum contribution for war pensioners;
- War pension income disregarded from both the working age scheme and the pension credit age scheme;

1.6.11 The working age Non-dependant (ND) charges be updated as follows:

Description	Deduction
Gross income greater than or equal to £195.00 per week from any source unless the non-dependant is receiving an income in category 3)	£11.45 per week
Gross income less than or equal to £194.99 per week unless the non-dependant is receiving an income in category 3)	£5.00 per week
In receipt of Income Support, Income based Jobseekers Allowance, Income related Employment and Support Allowance, State Pension Credit or Universal Credit where the award is calculated on the basis that the recipient has no earned income	Nil

## 1.7 Capital Investment Programme

1.7.1 Investing in the future is a key strand of the council's response to the scale of the challenge facing Local Government from funding reductions and increasing demand. Barnet will not be able to support the growth needed to ensure the council's financial independence without investment for the future. The capital programme doesn't only support the growth agenda but also includes a number of additions that enable the achievement of the revenue savings proposals.

1.7.2 The current capital programme totals £761m up to 2020, funded from a combination of capital receipts, borrowing, revenue and external grant contributions. The MTFs includes provision for future capital expenditure on council priorities through to 2020.

1.7.3 A summary of the capital programme by Theme Committee is as below. The detail is set out in Appendix C1 & C2.

Theme Committee	2015-16 £'000	2016-17 £'000	2017-18 £'000	2018-19 £'000	2019-20 £'000	Total £'000
Adults & Safeguarding	4,450	5,886	15,914			26,250



<b>Theme Committee</b>	<b>2015-16 £'000</b>	<b>2016-17 £'000</b>	<b>2017-18 £'000</b>	<b>2018-19 £'000</b>	<b>2019-20 £'000</b>	<b>Total £'000</b>
Assets, Regeneration & Growth	42,124	55,747	50,180	22,380	5,700	<b>176,131</b>
Children, Education, Libraries & Safeguarding	47,550	68,853	31,262	43,462	31,875	<b>223,002</b>
Community Leadership		208				<b>208</b>
Environment	24,599	31,331	11,697	10,871	9,230	<b>87,728</b>
Housing	5,993	6,249	4,334	3,868	3,867	<b>24,311</b>
Policy & Resources	29,751	22,531	3,249	1,000	1,000	<b>57,531</b>
Housing Revenue Account	41,070	48,097	36,984	22,487	17,132	<b>165,770</b>
<b>Total</b>	<b>195,537</b>	<b>238,902</b>	<b>153,620</b>	<b>104,068</b>	<b>68,804</b>	<b>760,931</b>

1.7.4 There are a number of capital additions at different stages of development and approval, which may have a significant up front borrowing requirement. The costs of these are still being worked up and therefore at this stage these have not been added to the capital programme from 2016/17 but these are estimated to be:

- Brent Cross Thameslink station: estimated to be in the region of £215m; and will enable the regeneration of Brent Cross south side. £97m of this will be funded by central government grant (re-confirmed at Spending Review and Autumn Statement 2015) and ring-fenced increased business rates generated in the area (Barnet and GLA share);
- Development Pipeline Tranche 1: estimated to be in the region of £85m (2016-20); this mixed tenure development will generate capital receipts in excess of the investment which will enable us to continue investing in other projects across the borough;
- Development Pipeline Tranche 3: estimated to be in the region of £60m (2016-20); this affordable housing for rent development is intended to pay back the investment within 30 years and provide much needed social rents in the borough.

1.7.5 In the period up to 2020, there are a number of non-HRA projects and programmes including office building at Colindale, Thameslink station, secondary school builds and investment in roads and pavements that require significant capital funding. The Treasury Management team has undertaken work to review the current strategy with specific regard to the borrowing strategy and reviewing capital financing requirement, cash balances, other capital proceeds, cashflow and phasing of new borrowing requirements. This forms part of the Treasury Management Strategy, in order to utilise cash balances as much as possible and reduce the need to take out new external borrowing.

## **1.8 Treasury Management Strategy**

1.8.1 The Treasury Management Strategy is included in Appendix I. The main recommended revisions to the Treasury Management Strategy are:

- Further diversification of financial instruments into more secure /higher yield asset classes in consultation with the Council's investment advisor
- Increasing limit of investments over one year/non specified investments to a maximum of £150 million

1.8.2 There is also the proposal to lend up to £65 million to Barnet Homes Open Door but this will be treated as a policy decision rather than as part of the TMS i.e. it is a one off decision.

## **1.9 Housing Revenue Account**

1.9.1 The Local Government and Housing Act 1989 requires the Housing Revenue Account (HRA) to be maintained as a ring-fenced account. Any surpluses generated from the HRA can be used to support the account when it fails to break even. One budget can be set so that there is a drawing on balances, but it is not permissible for an overall HRA budget deficit to be set. It is for the Council to determine what level of balances should be maintained. The quarter 3 monitoring position indicated that at 31 March 2015 the HRA balances were £14.9m, and forecast to be £8.3m at 31 March 2016.

1.9.2 The principal items of expenditure within the HRA are management and maintenance costs, together with charges for capital expenditure (depreciation and interest). This is substantially met by rent and service charge income from dwellings, garages and commercial premises.

### **Council Dwelling Rents**

1.9.3 Council rents will fall by 1% a year for the next four years from April 2016, following which they are expected to increase by Consumer Prices Index (CPI) + 1%. This is required by the Welfare Reform and Work Bill that is currently progressing through Parliament.

1.9.4 When a dwelling is re-let to a new tenant then the rent will be reset at the formula rent level, minus 1% for four years from April 2016 as required by the Government policy for social rents.

1.9.5 Where a dwelling rent is already above formula rent levels at the point it becomes empty, there will be no adjustment to the rent when the property is re-let.

1.9.6 Once a property has been let, the rent will reduce by 1% a year at the start of the following financial year for the current tenant up to and including 2019/2020.

1.9.7 New homes being delivered on the Council's land will be subject to affordable rents set at 65% of average private sector market rents or the Local Housing Allowance (LHA) whichever is lower. In line with Government Policy, the affordable rent that applies at the end of each financial year will be reduced by

1% at the start of the next financial year for the current tenant up to and including 2019/2020.

1.9.8 The average weekly rent on a 52 week basis will be £101.84. This has decreased from an existing weekly average rent of £102.87.

### Service Charges and Garages

1.9.9 The table below outlines the changes that are recommended to take effect from 1 April 2016:

	2015/16	2016/17	Increase	% Increase
Grounds Maintenance	£1.85	£2.71	£0.86	46.3%
Lighting	£1.14	£1.16	£0.02	2%
Heating - Grahame Park	1 Bed- £11.96	1 Bed- £12.20	1 Bed- £0.24	2%
	2 Bed - £16.59	2 Bed - £16.92	2 Bed - £0.33	
	3 Bed - £17.91	3 Bed - £18.27	3 Bed - £0.36	
Heating – excluding Grahame Park	2%			
Digital Television	£0.82	£0.84	£0.02	2%
Weekly Caretaking	£6.48	£6.61	£0.13	2%
Caretaking Plus	£8.36	£8.53	£0.17	2%
Quarterly Caretaking	£1.31	£1.34	£0.03	2%
Enhanced Housing Management and Alarm Service (sheltered housing)	2%			
Garages	2%			

1.9.10 Service charges and garage rents have been reviewed to ensure that costs are being recovered.

1.9.11 Grounds maintenance fees will increase by 46.3 %, an increase of £0.86 per week. This is due to the fact that a review of charges and recharges has shown that more can be charged to reflect the actual costs of running the service.

1.9.12 All other housing related service charges and the rents for garages will be increased by 2%.

### HRA Summary and working balance

1.9.13 Total expenditure for 2016/17 is estimated at £59m, including charges for financing HRA debt.

1.9.14 The HRA for 2016/17 shows a contribution to balances of £1.2m. The estimated HRA balance as at 31 March 2017 is £9.5m.

### **1.10 Robustness of the budget and assurance from Chief Finance Officer**

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

#### **Robustness of Estimates**

1.10.2 The financial planning process for 2016/17 is in light of confirmation of further cuts from central Government. This has posed a significant challenge for all authorities to balance budgets with significant reductions in government support.

1.10.3 The draft local government finance settlement for Barnet in 2016/17 has resulted in an additional £5.5m of grant reduction. The impact on the MTFs has been mitigated by using collection fund surplus, additional new homes bonus received and reducing general contingency.

1.10.4 The reduction of funding in contingency means that if the social care precept is not applied, additional savings options will need to be developed of at least £3m (on-going) to ensure there is a balanced and sustainable budget going forward.

1.10.5 The financial planning process has been managed at officer level through the Delivery Unit Board and Commissioning Group Management Team meetings. These Director level groups have overseen the process for financial planning, including medium-term resource projections, the strategic context for the borough, and the quantification of new pressures on resources, and the identification of potential budget savings. This has happened alongside budget challenge sessions with members of Performance and Contract Management Committee and Policy and Resources Committee.

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

1.10.7 At Member level, the Theme Committees have considered the financial planning process and made recommendations to the Policy and Resource Committee. The savings will then be referred to Council and agreed in March.

#### **Robustness of Budget Setting Process**

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

#### **Effectiveness of Budget Management**

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

## 1.11 Reserves and balances

1.11.1 It is the role of the Section 151 officer to recommend a level of reserves within the council's budget. However, it is important that members understand the level of reserves that the council holds, and ensure that the reserves policy fits in line with the organisational strategy. The council's policy on reserves and balances is attached at Appendix K.

1.11.2 The council holds general non ring-fenced and not earmarked annual reserves of £15m to deal with any in year and unplanned pressures. This is equivalent to 5% of annual expenditure and this amount is in line with Audit and Regulatory good practice. The council's need to ensure an adequate level of reserves and contingencies which will enable it to manage the risks associated with delivery of the budget including equalities impacts and unforeseen events.

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

Specific reserves	Mar-15	Mar-16	Mar-17	Mar-18	Mar-19	Mar-20
	£m	£m	£m	£m	£m	£m
Risk	12.0	9.9	9.9	9.9	9.9	9.9
Transformation	15.0	1.5	1.5	1.5	1.5	1.5
PFI	3.7	3.7	3.7	3.7	3.7	3.7
Service Development	7.9	6.1	6.1	6.1	6.1	6.1
Infrastructure	34.7	20.6	0.6	0.6	5.3	11.1
Service Reserves	42.7	35.6	34.3	34.2	34.2	34.2
<b>Council total</b>	<b>116</b>	<b>77.4</b>	<b>56.1</b>	<b>56</b>	<b>60.7</b>	<b>66.5</b>
Schools reserves	13.1	13.1	13.1	13.1	13.1	13.1
<b>Total</b>	<b>129.1</b>	<b>90.5</b>	<b>69.2</b>	<b>69.1</b>	<b>73.8</b>	<b>79.6</b>

General reserve	Mar-15	Mar-16	Mar-17	Mar-18	Mar-19	Mar-20
	£m	£m	£m	£m	£m	£m
General fund	14.8	14.8	14.8	14.8	14.8	14.8

Housing revenue account	32.8	32.8	32.8	32.8	32.8	32.8
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## 1.12 2015/16 Revenue Budget management

1.12.1 The general fund forecast outturn for quarter 3 is an overspend of £2.6m. This represents a 0.95% variance against a budget of £277.9m. In order to manage expenditure and income within agreed budgets, Directors are tasked with developing recovery plans to identify all significant pressures to ensure mitigations are identified.

1.12.2 The Delivery Units with significant overspends are listed below with a summary of their main pressures:

- Adults and Communities: forecast overspend of £2.2m at quarter 3, driven by increased demand for services funded from care budgets, particularly clients with dementia; clients transitioning into learning disabilities from children's services with increasingly complex needs and correspondingly expensive packages of care; and self-funders whose funds have depleted.
- Family Services: forecast overspend of £0.96m at quarter 3, driven by increased demand for residential care, special guardianship orders and resident's orders, preparing for independence and family assessments. The overspend also relates to the use of agency staff due to the national shortage of social workers.
- Housing: forecast overspend of £.4m at quarter 3, driven primarily because of a reduction in availability of lower cost units on regeneration estates, along with other economic factors resulting in increased demand for more expensive short term accommodation.

1.12.3 Recovery plans for forecast in-year overspends are monitored by Performance and Contract Management Committee through the year. Specific risks in the MTFS in para 1.4.2 takes the pressures above into consideration, however relevant Directors will need to ensure existing overspends are being addressed in order to ensure delivery of future savings proposals are not at risk.

### Transfers from contingency and reserves

1.12.4 Allocate £584k (on-going) from contingency to fund the revenue pressure from temporary accommodation in Housing Needs and Resources.

1.12.5 Allocate £1.4m (one-off) from contingency to fund the continued pressure on Adults and Communities budget from increased referrals, an increase in clients with complex needs and self-funders with depleted funds.

### Transfers to reflect budget changes

1.12.6 The Summers Lane Civic Amenities and Recycling Centre (CARC) transferred to the control of the North London Waste Authority (NLWA). The associated costs for the management of the Summers Lane CARC will in future be charged to the council through the NLWA waste levy. As a result an on-going budget virement of £764k is required from Street Scene to Commissioning Group.

1.12.7 Insurance budgets need to be re-aligned across all delivery units to capture the total cost of running the service. This virement will be on a one-off basis as per the table below:

Service Area	£
Adults and Communities	(23,420)
Assurance	(6,030)
Births Deaths & Marriages	(750)
Children's Education & Skills	(14,990)
Children's Family Services	(59,200)
Commissioning	(13,760)
Customer Support Group	(97,720)
Housing Needs Resources	(140)
Parking & Infrastructure	(1,570)
Regional Enterprise	(3,850)
Streetscene	38,400
Central Expenses	183,030
<b>Grand Total</b>	<b>(0)</b>

### **Debt Write off**

1.12.8 The following write offs over £5k, be referred to Full Council. The full detail is included in Appendix L;

- Sundry Debt write offs totalling £0.306m
- Council Tax write offs totalling £0.131m
- Non-Domestic Rates write offs totalling £1.001m
- Housing Rents write offs totalling £0.285m
- Housing Leaseholder write offs totalling £0.038m

### **1.13 Transformation Programme**

1.13.1 Delivery of the outcomes set through the Corporate Plan and the savings required by the MTFs will continue to be achieved by the transformation programme, established in December 2014. At the heart of this approach is an invest-to-save model, aiming to achieve cumulative benefits of £171m by 2020.

1.13.2 The Council has delivered major changes already through the transformation programme, including:

- A new innovative partnership with Cambridge Education for a range of education services (due to commence in April 2016);
- A new pilot multi-agency employment support team in Burnt Oak called BOOST;
- A new, integrated service for 0-25 year olds with learning disabilities;
- New proposed strategies for Open Spaces and Waste & Recycling services which are now out for public consultation;
- Transferred staff out of North London Business Park Building 4;
- Identified two sites on Copthall and Victoria Recreation Ground for new leisure centres.

1.13.3 The transformation programme will continue to be the key mechanism for delivering the Council's MTFs savings and wider desired outcomes, providing the additional skilled capacity and delivery arrangements, beyond current

business as usual operations, which will be required. In total, the programme now aims to achieve £62.8m budget savings, including £22m new areas of savings from when the programme was first established. Cumulatively this would mean £171m of savings delivered by the end of 2019/20.

1.13.4 A number of new projects will need to be established, or existing projects re-scoped, in order to deliver these new savings areas. These include:

- Supporting people to find work and improve their employment opportunities, focusing on social care clients and young people at risk of being not in employment, education or training
- Safely reducing the number of children in care by working with social workers and other children's services professionals to embed new social care best practice frameworks & approaches used for targeted intervention and managing demand, such as Signs of Safety, Pause and No Wrong Door
- Improving how residents and businesses access council services by improving the website, moving to online services, redesigning key processes, developing the right face-to-face service points, and providing greater ability to manage demand
- Increasing the independence of social care clients, through additional capacity to improve the review and support planning process including the use of equipment and technology
- Putting in place the most appropriate delivery models for adults social care, children's services and street scene services
- Improving the provision of alternative education services (where pupils engage in timetabled, educational activities away from school and school staff) for Barnet schools within a new Multi-Academy Trust which integrates existing services within suitable accommodation
- Delivering service reforms to early years, youth, adoption, and CAMHS services
- Reinforcing a culture that rewards high performance and drives up productivity by implementing new pay, grading and contractual arrangements to ensure a better overall package in terms of basic pay.

1.13.5 The Council will continue to use its established model for ensuring projects are developed and delivered in an effective way, with business cases and recommendations presented to Committees at set points - with a strong focus on ensuring that the costs are proportionate with the benefits of delivering the project. Larger, more complex projects are subject to internal audit and, where required, external gateway reviews. Progress against relevant programmes and projects will continue to be reported to Performance and Contract Monitoring Committee each quarter.

1.13.6 The Council has put in place a Transformation Reserve to enable successful delivery of required changes. There are some underspends in specific areas that can be used to fund some of the new areas of spend as shown in the table below. After use of these underspends, the total additional funding required from 2016/17 onwards for future projects is £4.3m which will be transferred to the transformation reserve from the service development reserve.



## **2. REASONS FOR RECOMMENDATIONS**

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

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

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

## **4 POST DECISION IMPLEMENTATION**

- 4.1 Following approval of these recommendations, these budget proposals and council tax requirement will be considered by Council on 1 March 2016.

## **5. IMPLICATIONS OF DECISION**

### **5.1 Corporate Priorities and Performance**

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

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

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

- 5.2.1 The revenue budget proposals will enable the council to meet its savings target as set out in the MTFS. These budgets will be formally agreed each year, after appropriate consultation and equality impact assessments, as part of the council budget setting process. For this reason, the proposals are subject to change annually.

5.2.2 The budget proposals in this report will have an impact on staff. A number of budget proposals will result in a reduction in posts in the organisation. For 2016/17, this impact will be discussed at General Functions Committee and is summarised below:

Delivery Unit	Full Time Equivalent (FTE)
Adults and Communities	47.5
Family Services	0
Street Scene	12
Commissioning Group	0
<b>Total</b>	<b>59.5</b>

### 5.3 Social Value

5.3.1 In taking forward the proposals due regard will be paid to the Social Value Act. The Social Value Act will be a useful tool in ensuring that our activities are embedded in prevention and early intervention. We will seek to look for added value that providers can bring in delivering our services, such as where apprenticeships are provided.

5.3.2 The Public Services (Social Value) Act 2013 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. Before commencing a procurement process, commissioners should think about whether the services they are going to buy, or the way they are going to buy them, could secure these benefits for their area or stakeholders.

### 5.4 Legal and Constitutional References

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

5.4.2 Section 28 of the Local Government Act 2003 (the Act) imposes a statutory duty on a billing or major precepting authority to monitor, during the financial year, its income and expenditure against the budget calculations. If the monitoring establishes that the budgetary situation has deteriorated, the authority must take such action as it considers necessary to deal with the situation. Definition as to whether there is deterioration in an authority’s financial position is set out in sub-section 28(4) of the Act.

5.4.3 All proposals emerging from the review of the budget setting 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.

5.4.4 Constitution Responsibilities for Functions Annex A sets out the terms of the Policy and Resources Committee, which include:

- To be the principal means by which advice on strategic policy and plans is given and co-ordinated on strategic issues such as the Council's Capital and Revenue Budget setting, Medium Term Financial Strategy and ensuring effective Use of Resources and Value for Money.
- To be responsible for the overall strategic direction of the Council including strategic partnerships, Treasury Management Strategy and internal transformation programmes.
- To consider and take any necessary action on proposals for new legislation, Bills before Parliament, Acts of Parliament and other proceedings before Parliament affecting or likely to affect the interests of the Borough or its inhabitants generally, where not the specific concern of any other committee(s). The promotion of Bills and Provisional and Statutory Orders in Parliament shall be dealt with by the council.

5.4.5 As a matter of public law the duty to consult with regards to proposals to vary reduce or withdraw services will arise in 4 circumstance:

- Where there is a statutory requirement in the relevant legislative framework;
- Where the practice has been to consult or where a policy document states the council will consult then the council must comply with its own practice or policy;
- Exceptionally, where the matter is so important that there is a legitimate expectation of consultation; and
- Where consultation is required to complete an equalities impact assessment.

5.4.6 Regardless of whether the council has a duty to consult, if it chooses to consult, such consultation must be carried out fairly. In general, a consultation can only be considered as proper consultation if:

- Comments are genuinely invited at the formative stage;
- The consultation documents include sufficient reasons for the proposal to allows those being consulted to be properly informed and to give an informed response;
- There is adequate time given to the consultees to consider the proposals;
- There is a mechanism for feeding back the comments and those comments are conscientiously taken into account by the decision maker / decision making body when making a final decision;
- The degree of specificity with which, in fairness, the public authority should conduct its consultation exercise may be influenced by the identity of those whom it is consulting; and
- The consultation is clear on the reasons why, and the extent to which alternatives and discarded options, have been considered.

5.4.7 Barnet Council is committed to involving residents, businesses and service users in shaping the borough and the services they receive. Consultation and engagement is one of the key ways the council interacts with and involves local communities and residents, providing them with opportunities to:

- Gain greater awareness and understanding of what the council does
- Voice their views and understand how they can get involved
- Feed in their views to the democratic decision making process.

- 5.4.8 There will be staff consultation about these proposals in compliance with s188 of the Trade Union & Labour Relations (Consolidation) Act 1992. The Council may be required to publish a statutory notice to the Secretary of State and undertake consultation should we reach the minimum thresholds for potential redundancies resulting from these proposals
- 5.4.9 Decision makers should have due regard to the Public Sector Equality Duty when making their decisions. If negative equality impacts are found then decision makers may – or may not – decide to change their decisions after balancing all of the factors, including but not limited to equality considerations. The equalities duties are ongoing duties – they are not duties to secure a particular outcome. The equalities duties should be taken into account before a decision is made. It is important that decision makers have regard to the statutory requirements on them and make decisions in light of all available material. This will include the results of consultation and other comments that residents and organisations make on the proposals.
- 5.4.10 Full equality impact assessments have been prepared for the Policy and Resources Committee for those savings that will make up the budget for 2016/17 taking into account the results of the public consultation before the budget is referred to Council. Where proposals are at early stages then the equality impact assessment will be completed prior to decisions being made.

## **5.5 Risk Management**

- 5.5.1 The Council has taken steps to improve its risk management processes by integrating the management of financial and other risks facing the organisation. Risk management information is reported quarterly to Committees and is reflected, as appropriate, throughout the annual business planning process.
- 5.5.2 In December 2015, the Government confirmed spending totals for Councils for 2016/17 and indicative figures from 2017-20. Ahead of this the Spending Review and Autumn Statement 2015 has confirmed that the deficit elimination and debt reduction programme is set to continue until the end of the decade. For this reason, it is important that the Council continues to be prudent with its use of reserves and contingency to mitigate future cuts.
- 5.5.3 The challenges set out in this report require fundamental change in the way Council services are delivered, which impacts on the human resources of the organisation and related policies and practices. This process will be managed in conjunction with Trade Unions and staff.
- 5.5.4 The future savings proposals are significantly challenging and dependent on a range of factors often outside of the control of the service and with longer lead in times. The achievement of savings predicated on reducing demand through improved preventative work and social work practice should lead to better outcomes. However the relationship between early intervention/prevention and reduced demand on social care is not always linear and is subject to a range of both controllable and uncontrollable variables. There is therefore a risk that the savings set out may not be deliverable as the Council must always ensure that safeguarding of adults, children and young people remains paramount.

5.5.5 The corporate risk register as at quarter 3 is included in Appendix M.

## **5.6 Equalities and Diversity**

5.6.1 The Equality Act 2010 and The Public Sector Equality Duty, require elected Members to satisfy themselves that equality impact considerations have been fully taken into account in developing the proposals which emerge from the finance and business planning process, and considered together with any mitigating factors. As part of the Council's approach to strengthening how due regard is paid to equalities in decision making, the Council will consider the equality impact of each proposal in the budget year in question and develop Equality Impact Assessments (EIAs) as appropriate.

5.6.2 As with last year the council has considered the 9 characteristics protected by Equality Act 2010. In addition, as in previous years, the council has sought to assess the impact on other groups who may be vulnerable including carers, (adult and young carers), people currently out of work and those on low income and particular geographic areas of disadvantage – groups who are not defined as a protected characteristic under the 2010 Equality Act but who may nevertheless experience additional barriers to equal life chances. This is in line with the council commitment to fairness as discussed at Policy and Resources Committee on 10 June 2014, when Members advised that Committees 'should be mindful of fairness and in particular, of disadvantaged communities when making their recommendations on savings proposals. These groups were also highlighted in last year's assessment of cumulative equalities impact of our proposals.

5.6.3 The council has taken account of growing diversity in the demographic makeup of the borough's population, including growth in both young and older people, in determining both the corporate strategy and service responses in this paper so that the aspirations and contributions of current residents are reflected. The council also aims to consider the needs of all tax payers and to strike the right balance between fairness towards the more frequent users of services and fairness to the wider taxpayer, making sure that all residents from our diverse communities can access and benefit from local services and the opportunities of growth in the borough.

5.6.4 To meet the requirement for members outlined above equality impact assessments will be published to support 2016/17 savings proposals. A Cumulative Equalities Impact assessment of the proposed 2016/17 budget savings is attached at Appendix H to this paper. This document is scheduled for publication on 8th February 2016 for Policy and Resources Committee on 16th February. At this stage, whilst the document represents a near final cumulative EIA, and the analyses of the equality impacts of proposals are not expected to change, it must be kept in mind that the paper is published ahead of the closure of the Council's public consultation of the budget proposals on 12th February 2016. Therefore both the cumulative and individual EIAs may require updating after this to take account of consultation feedback and prior to final endorsement of the budget at the Council meeting on 1st March 2016.

5.6.5 The council has carried out 13 EIAs for 14 individual budget savings proposals for 2016/17 and these are published with a cumulative assessment

of the equalities impact. One of the EIAs covers two proposals. 8 of the 13 EIAs are showing either significant or minimal positive impact, 2 are showing a neutral impact and 3 are showing a negative impact.

5.6.6 The minimal negative equalities impacts identified in cumulative EIA of the council's budget proposals arise from two proposals - Home Meals (ASC) and Libraries (CELS) and affect five protected groups. These are:

- Age: Over 85's (Home meals, ASC);
- Ethnicity: Jewish and other minority groups (Home meals, ASC);
- Age: 16-18 years (Libraries, CELS);
- Women – pregnancy and maternity (Libraries, CELS);
- People with disabilities (Libraries, CELS).

5.6.7 Mitigations are fully detailed in the cumulative EIA which also notes a regrettable continuing cumulative negative impact for young people. According to the Equality and Human Rights Commission; prospects for young people in the UK have worsened over the past five years<sup>1</sup>. - taking into consideration Barnet's commitment to fairness and the wider economic context.

5.6.8 Environment are showing **impact not known** for five new budget saving proposals from (Parks and Green spaces, street scene, waste collection and fees and charges). This is because the proposals are at an early stage and during 2016 it is planned to develop a strategy for waste and recycling and proposals for Parks and Open Spaces, both of which affect all residents in the borough, to deliver services which reflect the needs of the diversity of Barnet residents. Consultations have been launched to assist those strategic reviews and to inform further years' budget savings from 2017 and the EIAs will be developed as those proposals take shape and prior to decision making on those proposals in committee.

5.6.9 Adults' proposals for supporting people in the community, independence of young people, personal assistants, support for working age adults, provision of wheelchair housing and Homeshare are all assessed as positive showing positive impacts for older people, vulnerable people, people with learning, mental health and other disabilities. Positive impacts are identified for children and young people in the strategy for Looked after Children, Early Years proposals are expected to have a minimum positive impact on the protected characteristics and in particular they anticipate improved access to information and services for pregnancy and maternity. The alternative delivery model for Education and skills indicates a neutral impact for the protected characteristics and anticipates benefits for staff transferring. On balance therefore, the equalities analysis of the business planning process has identified that, as the council makes hard decisions, they are aware of the need to mitigate negative impacts, for the protected characteristics and to design new services with this in mind.

5.6.10 All human resources implications of the budget savings proposals will be managed in accordance with the Council's Managing Organisational Change

<sup>1</sup> <http://www.equalityhumanrights.com/about-us/our-work/key-projects/britain-fairer-0>

policy that supports the Council's Human Resources Strategy and meets statutory equalities duties and current employment legislation.

## 5.7 Consultation and Engagement

### Preliminary consultation

5.7.1 The Council has already undertaken a range of consultation and engagement to inform the Council's development of the Corporate Plan strategic priorities and 5 year Commissioning priorities and plans, along with indicative savings proposals to inform the MTFs. The preliminary consultation was designed to:

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

5.7.2 Last year formal consultation took place on the Strategic Plan to 2020. The results of which were presented to Policy and Resources Committee in February 2015 and Full Council in March 2015, before signing off the final Strategic Plan and MTFs to 2020.

5.7.3 The Strategic Plan consultation was designed to consult on the combined package of the Corporate Plan; Commissioning Priorities; and budget to 2020.

The consultation aimed to:

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

5.7.4 The table below outlines the phases of engagement to date:

Phase	Date	Summary
Phase 1: Setting out the challenge	Summer 2013	The council forecast that its budget would reduce by a further £72m between 2016/17 and 2019/20, setting the scene for the PSR consultation
Phase 2: PSR consultation to inform development of options	October 2013 - June 2014	<ul style="list-style-type: none"> <li>• Engagement through Citizen's Panel Workshops which focused on stakeholder priorities and how they would want the Council to approach the Priorities and Spending Review</li> <li>• An open 'Call for Evidence' asking residents to feedback ideas on the future of public services in Barnet.</li> </ul>
Phase 3:	Summer 2015	• Focus on developing

Engagement through Committees		commissioning priorities and MTFS proposals for each of the 6 committees <ul style="list-style-type: none"> <li>Engagement through Committee meetings and working groups</li> </ul>
Phase 4: Strategic Plan to 2020 Consultation	December 2014 – 2015	<ul style="list-style-type: none"> <li>A series of 6 workshops with a cross section of residents recruited from the Citizens Panel and Youth Board, plus two workshops with users<sup>2</sup> of council services.</li> <li>An online survey</li> </ul>

### **Formal consultation on 2016/17 budget**

5.7.5 The preliminary consultation and engagement has informed the development of the Council's 2016/17 budget proposals to be put forward for consultation.

5.7.6 To allow for an eight-week budget consultation, a general budget consultation began after Policy and Resources Committee on 18 December 2015 and will be concluded on 12 February 2016.

5.7.7 This report outlines the headline interim findings as of 3 February 2016. The interim consultation findings will be updated and re-published on 16 February 2016 for Policy and Resources Committee to consider on the night, together with Appendix B.

5.7.8 The final consultation findings and full report will be taken to Council on 1 March 2016.

### **General consultation on 2016/17 budget**

#### **Method**

5.7.9 The 2016/17 general budget consultation focused on the overall size and individual components of the 2016/17 budget in general terms. In particular, the consultation invited views on the:

- Overall budget and saving proposals;
- the savings being made within each Theme Committee;
- the proposal not to increase general Council Tax;
- and whether or not the council should introduce the 2% 'Adult Social Care Precept' Council Tax increase.

5.7.10 The general consultation was published on Engage Barnet with detailed background information about the Council's budget setting process and the financial challenges the council faces.

5.7.11 Respondent's views were gathered via online survey. Paper copies and an easy read version of the consultation were also made available on request.

5.7.12 As part of the Council's statutory duty to consult with National Non Domestic Rate (NNDR) Payers, letters were sent out to all the council's NNDR payers inviting them to take part in the consultation.

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<sup>2</sup> One "service user" workshop was for a cross section of residents who are users of non-universal services from across the Council. The second workshop was for adults with learning disabilities.



5.7.13 The consultation was widely promoted via the Council's Residents' magazine, Barnet First; Barnet Online; local press; Twitter; Face book; Area Forums; and posters in libraries and other public places.

5.7.14 Super-users, i.e. users of non-universal services, have also been invited to take part in the consultation through Community Barnet; Communities Together Network, Youth Board, and Delivery Unit newsletters/circulars and super user mailing lists.

5.7.15 To ensure the views of a representative sample of the borough's population were captured on the proposal not to increase Council Tax and whether or not the council should introduce the 2% 'Adult Social Care Precept' Council Tax increase a separate questionnaire was sent to the Citizens' Panel.

#### **Headline Interim findings:**

5.7.16 As at the 3 February, a total of 345 questionnaires have been completed, 43 by the general public via the open online web survey, and 302 by the Citizens' Panel.

#### **Overall Budget and Savings for 2016/17**

5.7.17 Respondents were asked if they had any comments to make on how the 2016/17 proposed savings had been allocated across the Theme Committees.

5.7.18 Of the 43 respondents, 23 completed this question.

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

5.7.20 The types of responses were varied with no clear majority. The most frequently mentioned responses are outlined below:

Four respondents indicated they agreed with the overall approach, citing:

- *I agree with proposals (2);*
- *Well thought out I think they are well thought out and the most vulnerable will be looked after ;*
- *The Theme Committee approach to identify effective saving is more effective than standard percentage slicing across all areas of Council spend.*

Five respondents asked for further clarity on the savings and approach:

- *Are savings based on services being commissioned or being in-house?*
- *How well are commissioned services being delivered?*
- *What savings are based on cutting services?*
- *What is the new model of social work practice?*
- *Do not understand 'Community Leadership' committee or its purpose.*

Three respondents felt that further efficiency savings could be made, citing:

- *Cut processes rather than services*

- *Review corporate support contracts due in 2016 and look at profit margins*
- *Value for money is required rather than reducing budgets*

### **Theme Committee Saving Proposals 2016/17**

5.7.21 Respondents were asked the following questions on the saving proposals within each Themed Committee for 2016/17:

- Do you have any comments to make about the savings being proposed within this Committee's budget for 2016/17?
- Overall, to what extent do you agree or disagree with the savings that have been proposed within this Committee's budget for 2016/17?
- If you disagree, please give reasons for your answer:
- If you disagree, do you have any alternative suggestions for where the council could make these savings or generate income?

5.7.22 This interim report provides the headline findings on the extent of which respondents agreed or disagreed with the savings proposed within each committee. Further analysis on the open ended questions will be provided in the final report.

Theme Committee	Consultation Findings
Policy and Resources	Opinion was mixed on the saving proposals within this committee, with no clear majority agreeing or disagreeing - 10 out of 24 respondents agreed, 11 out of 24 disagreed. One respondent indicated they Neither agree nor disagree and two indicated Don't know/Not sure.
Adults and Safeguarding	More respondents disagreed with the proposed savings within the Adults and Safeguarding Committee's - 16 out of 25 respondents disagreed compared to 7 out of 25 who agreed. One respondent indicated they Neither agree nor disagree and one indicated Don't know/Not sure.
Children, Education, Libraries and Safeguarding	Opinion was mixed on the proposed savings within the Children, Education, Libraries and Safeguarding Committee, with more respondents disagreeing - 14 out of 24 respondents disagreed compared to 8 out of 24 who agreed. One respondent indicated they Neither agree nor disagree and one indicated Don't know/Not sure.
Environment	Opinion was mixed on the proposed savings within the this committee - 11 out of 23 respondents agreed compared to 10 out of 23 who disagreed. Two respondents indicated they Neither agree nor disagree.
Assets, Regeneration and Growth	Opinion was slightly more mixed on the saving proposals within this committee, with no clear majority agreeing or disagreeing - 7 out of 19 respondents agreed compared to 6 out of 19 who disagreed. Four respondents indicated they

	Neither agree nor disagree and two indicated Don't know/Not sure.
Community Leadership	The majority of respondents agreed with the budget proposals within this committee - 10 out of 15 respondents agreed and 5 out of 15 disagreed.
Housing	Slightly more respondents disagreed with the proposed savings within the Adults and Safeguarding Committee's - 3 out of 6 disagreed. Three respondents indicated they Neither agree nor disagree.

## Council Tax

5.7.23 As at 3 February 2016, 345 respondents have completed the questions on Council Tax, 43 from the general public questionnaire, and 302 by the Citizens' Panel.

5.7.24 The findings to these questions will be reported on separately, in terms of the responses from the general public consultation to all residents and the Citizens' Panel responses. This is to allow for comparisons to be made with the larger representative sample of the Citizens Panel and the much smaller response to the general public questionnaire. As the general public questionnaire has only received a total response of 43, when considering the general public findings account should be taken of the small sample size.

5.7.25 Key findings are summarised below:

### The Council's proposal not to increase general Council Tax in 2016/17

5.7.26 Respondents were asked how much they agreed with the council's proposals not to increase the proportion of Council Tax bills which can be spent on general local services.

- 302 Citizens' Panel members and 33 from the general public answered this question.

5.7.27 Full analysis on the equality monitoring questions will be done in the final report.

- The table over the page shows that almost three fifths of the Citizens' Panel (56 per cent) agreed with the council's proposal not to increase general Council Tax in 2016/17. A further third disagreed (32 per cent), and 12 per cent said they did not know or were not sure.
- In contrast, just over half of those responding to the general public consultation, disagreed with the councils proposal not to increase council tax in 2016/17 (52 per cent, 17 out of 33). A third agreed (36 per cent, 12 out of 33 respondents) and 12 per cent (4 out of 33) said they were not sure or did not know.

Do you agree with the council's plans not to increase the proportion of Council Tax bills which can be spent on general local services?	Citizens' Panel		General Public	
	%	Number	%	Number

Yes	56%	169	36%	12
No	32%	96	52%	12
Don't know/Not sure	12%	36	12%	3
Total	100%	302	100%	27

### Reasons given by those who agreed with the proposal not to increase general Council Tax in 2016/17

5.7.28 Of those who indicated they agreed with the proposal 49 per cent of Citizens' Panel and 25 per cent (3 out of 12 respondents) of the general public respondents did not give a reason for their response. Of the respondents who did give a reason, the top five most frequently cited reasons were:

- **'Barnet council tax is very high already / Enough is being charged'**. Nine per cent of Citizens' Panel respondents who agreed cited this as a reason for why they supported the proposal not to increase general Council Tax. None of the general public consultation respondents gave this reason.
- **'Earnings/ Incomes have not increased in reality / Many people struggle already / I cannot afford it Good for pensioners / those on low income/ on fixed income.** Seven per cent of the Citizens' Panel who agreed mentioned this as a reason for their support. None of the general public consultation respondents gave this reason.
- **'Services: Seem to be coping with the cuts / Assume council confident services will be maintained'** Five per cent of the Citizens' Panel gave this as a reason for their support. 25 per cent (4 out of 12) of the general public consultation also gave this reason.
- **'Services: Social Care / Adult Care/ services for the vulnerable need an increase in funding'** Five per cent of the Citizens' Panel cited this as a reason for why they agreed with the proposal not to increase general Council Tax. As before none of the general public consultation respondents gave this reason.
- **'Council workers are inefficient / waste money / Council needs to manage itself better/ Can make more savings on overheads'** Four per cent of the Citizens' Panel cited this as a reason for why they supported the proposal not to increase general Council Tax. Again none of the general public consultation respondents gave this reason.

### Reasons given by those who did not agree with the proposal not to increase general Council Tax in 2016/17

5.7.29 Of those who indicated they agreed with the proposal 36 per cent of Citizens' Panel and 24 per cent (3 out of 17 respondents) of the general public respondents did not give a reason for their response. Of the respondents who did give a reason, the top five most frequently cited reasons were:

- **'Services: Services generally need increase in funding.** 27 per cent of Citizens' Panel respondents who disagreed cited this as a reason for why they did not support the proposal not to increase general Council Tax. 4 out of 17 of the general public consultation respondents gave this reason.

- **‘Services: Social Care / Adult Care/ services for the vulnerable need an increase in funding’** 7 per cent of the Citizens’ Panel mentioned this as a reason why they disagreed. 1 out of 17 of the general public consultation also gave this reason.
- **‘Services: If not increased concern that level of services would decrease/ Services should be protected/ An increase is necessary Services’** 7 per cent of the Citizens’ Panel gave this as a reason for why they did not support the proposal. 3 out of 17 of the general public consultation also gave this reason.
- **‘People need to understand they have to pay for services’** 7 per cent of the Citizens’ Panel cited this as a reason for why they did not support the proposal not to increase general Council Tax. 1 out of 17 of the general public consultation also gave this reason.
- **‘Services: Maintenance of roads and pavements already low’** 6 per cent of the Citizens’ Panel cited this as a reason for why they disagreed with the proposal. As before none of the general public consultation respondents gave this reason.

### **Residents views on increasing Council Tax by 2% in 2016/17 via a ‘social care precept’**

5.7.30 Respondents were asked if they think that the Council should increase Council Tax by 2% in 2016/17 via the ‘social care precept’.

- 302 Citizens’ Panel members and 33 from the general public answered this question.

5.7.31 Full analysis on the equality monitoring questions will be done on the Citizen Panel data in the final report.

- The results of the Citizens’ Panel and the general public consultation are very similar in that nearly three fifths of each sample think the Council should increase Council Tax by 2% via the ‘social care precept’ next year.
- The table below shows that almost three fifths of the Citizens' Panel (56 per cent) think the Council’s should increase Council Tax by 2% via the ‘social care precept’ A further third disagreed (33 per cent), and 11 per cent said they did not know or they were not sure.
- Similarly, nearly three fifths of those responding to the general public consultation think the council’s should increase Council Tax by 2% via the ‘social care precept’ (55 per cent, 18 out of 33). However, a further fifth think the council's should not increase Council Tax by 2% via the ‘social care precept’ (45 per cent, 15 out of 33 respondents). No respondents said they were not sure or did not know.

Do you think that the council should increase Council Tax by 2% in 2016/17 via a ‘social care precept’	Citizens’ Panel		General Public	
	%	Number	%	Number
Yes	56%	170	55%	18
No	33%	100	45%	15
Don't know/Not sure	11%	30	0%	0

Total	100%	302	100%	33
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### Reasons why respondents think the council should increase Council Tax by 2% in 2016/17 via a 'social care precept'

5.7.32 Of those who indicated they agreed with this increase in Council Tax, 44 per cent of Citizens' Panel and 33 per cent (6 out of 18 respondents) of the general public respondents did not give a reason for their response. Of the respondents who did give a reason, the top five most frequently cited reasons were:

- **'Adult social care needs further funding / Care for the elderly and vulnerable needs more attention/Agree this is required'**. 31 per cent of Citizens' Panel respondents cited this as a reason why they think the council's should increase Council Tax by 2 per cent via the 'social care precept'. 4 out of 18 of the general public consultation also gave this reason.
- **'2% / £22 would be manageable / affordable by all/most people'** 15 per cent of Citizens' Panel respondents cited this as a reason for why they support an increase in Council Tax by 2% via the 'social care precept'. 7 out of 18 of the general public consultation also gave this reason.
- **'The population is ageing. More resources are required for them./ Barnet has a large population of older adults'** 12 per cent of the Citizens' Panel gave this as a reason for their support. 1 out of 18 of the general public consultation also gave this reason.
- **'If Council Tax is not increased concern that level of services would decrease/ Service should be protected'** 6 per cent of the Citizens' Panel cited this as a reason why they think the council's should increase Council Tax by 2% via the 'social care precept'. 1 out of 18 of the general public consultation also gave this reason.

### Reasons why respondents do not think the council should increase Council Tax by 2% in 2016/17 via a 'social care precept'

5.7.33 Of those who indicated they do not think the Council's should not increase Council Tax by 2 per cent via the 'social care precept' 42 per cent of Citizens' Panel and 27 per cent (6 out of 18 respondents) of the general public respondents did not give a reason for their response. Of the respondents who did give a reason, the top five most frequently cited reasons were:

- **'Barnet council tax is very high already / Enough is being charged'** 8 per cent of Citizens' Panel respondents cited this as a reason why they do not think the Council's should increase Council Tax by 2% via the 'social care precept' 4 out of 15 of the general public consultation also gave this reason.
- **'Make savings in other department areas to help this one'** 5 per cent of Citizens' Panel respondents cited this as a reason why they do not support an increase in Council Tax by 2% via the 'social care precept'. None of the general public consultation respondents gave this reason.
- **'Families should be more responsible and look after their elderly family members'** 5 per cent of the Citizens' Panel gave this as a reason why they do not want a 2 per cent 'social care' Council Tax increase. None of the general public consultation respondents gave this reason.

- ***‘Earnings/ Incomes have not increased in reality / Many people struggle already’*** 4 per cent of the Citizens’ Panel cited this as a reason why they do not think the Council’s should increase Council Tax by 2% via the ‘social care precept’. 3 out of 15 of the general public consultation also gave this reason.
- ***‘Suspicion/doubt that this additional taxation would be properly targeted towards the elderly’*** 4 per cent of the Citizens’ Panel cited this as a reason as a reason why they do not want a 2 per cent ‘social care’ Council Tax increase. None of the general public consultation respondents gave this reason.

### **Service Specific Budget Consultations 2016/17**

5.7.34 In terms of service specific consultations the Council has a duty to consult with service users where there are proposals to vary, reduce or withdraw services. Where appropriate separate service specific consultations have already taken place for the 2016/17 savings, and the outcome of these consultations have been reported into committee decision making process. However, there are two further service specific consultations which are currently being consulted on:

- Recycling and Waste Strategy – 18 January – 13 March 2016
- Parks and Open Spaces Strategy – 18 January – March 2016

5.7.35 A further consultation on the Playing Pitch Strategy will take place in May 2016.

### **5.8 Insight**

5.8.1 The Adults and Safeguarding and Children’s, Education, Libraries and Safeguarding proposals have been developed using the Joint Strategic Needs Assessment (JSNA) which outlines the current and projected needs of the borough’s population.

5.8.2 All the proposals have used evidence of best practice and guidance (such as NICE guidance), where available and relevant, to develop their initiatives.

## **6 BACKGROUND PAPERS**

<b>Item</b>	<b>Decision</b>	<b>Link</b>
Policy and Resources Committee 16 December 2015	Decision item 7 – Business Planning	<a href="http://barnet.moderngov.co.uk/ie/ListDocuments.aspx?CId=692&amp;MId=8349&amp;Ver=4">http://barnet.moderngov.co.uk/ie/ListDocuments.aspx?CId=692&amp;MId=8349&amp;Ver=4</a>
Assets, Regeneration and Growth Committee 30 November 2015	Decision Item 15 – Business Planning	<a href="http://barnet.moderngov.co.uk/ie/ListDocuments.aspx?CId=696&amp;MId=8311&amp;Ver=4">http://barnet.moderngov.co.uk/ie/ListDocuments.aspx?CId=696&amp;MId=8311&amp;Ver=4</a>
Children’s Education, Libraries and Safeguarding Committee 18 November 2015	Decision Item 8 – Annual Business Planning	<a href="http://barnet.moderngov.co.uk/ie/ListDocuments.aspx?CId=697&amp;MId=8259&amp;Ver=4">http://barnet.moderngov.co.uk/ie/ListDocuments.aspx?CId=697&amp;MId=8259&amp;Ver=4</a>
Adults & Safeguarding	Decision Item 7 – Business Planning	<a href="http://barnet.moderngov.co.uk/ie/ListDocuments.aspx?CId=698&amp;MId=8349&amp;Ver=4">http://barnet.moderngov.co.uk/ie/ListDocuments.aspx?CId=698&amp;MId=8349&amp;Ver=4</a>

Committee 12 November 2015	2016/17	<a href="#">MId=8362&amp;Ver=4</a>
Environment Committee 10 November 2015	Decision Item 7 – Business Planning	<a href="http://barnet.moderngov.co.uk/ie/ListDocuments.aspx?CId=695&amp;MId=8334&amp;Ver=4">http://barnet.moderngov.co.uk/ie/ListDocuments.aspx?CId=695&amp;MId=8334&amp;Ver=4</a>
Housing Committee 19 October 2015	Decision Item 11 – Housing Revenue Account (HRA) Business Plan	<a href="http://barnet.moderngov.co.uk/ie/ListDocuments.aspx?CId=699&amp;MId=8268&amp;Ver=4">http://barnet.moderngov.co.uk/ie/ListDocuments.aspx?CId=699&amp;MId=8268&amp;Ver=4</a>
Policy and Resources Committee 9 July 2015	Decision Item 10 - Business Planning – 2015/16- 2019/20	<a href="http://barnet.moderngov.co.uk/documents/s24390/Finance%20and%20Business%20Planning%20Medium%20Term%20Financial%20Strategy%20201617%20to%20201920.pdf">http://barnet.moderngov.co.uk/documents/s24390/Finance%20and%20Business%20Planning%20Medium%20Term%20Financial%20Strategy%20201617%20to%20201920.pdf</a>



<b>APPENDIX A - Medium Term Financial Strategy</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Budget brought forward</b>	<b>282,927</b>	<b>282,518</b>	<b>269,924</b>	<b>259,880</b>
<b>Statutory/cost drivers</b>				
Inflation (pay )	1,097	1,108	1,119	1,130
Inflation (non-pay)	3,309	3,376	3,443	3,512
North London Waste Authority (NLWA) levy	1,366	937	758	1,035
Capital financing costs	0	1,000	1,000	2,500
Public Health	4,209	(927)	(881)	(837)
<b>Statutory/cost drivers sub-total</b>	<b>9,981</b>	<b>5,494</b>	<b>5,439</b>	<b>7,340</b>
Contingency - general risks	(2,380)	(238)	703	3,843
Homelessness	500			
Social Care Precept	2,571			
Concessionary Fares	227	255	292	346
<b>Central Expenses sub-total</b>	<b>918</b>	<b>17</b>	<b>995</b>	<b>4,189</b>
<b>Balances to/(from) reserves</b>				
Specific reserves contribution 2015/16 NHB	(7,416)			
Specific reserves contribution 2016/17 NHB	10,735	(10,735)		
Specific reserves contribution 2017/18 NHB		10,548	(10,548)	
Specific reserves contribution 2018/19 NHB			9,897	(9,897)
Specific reserves contribution 2019/20 NHB				7,583
Transfer from reserves	955			
<b>Reserves sub-total</b>	<b>4,274</b>	<b>(187)</b>	<b>(651)</b>	<b>(2,314)</b>
<b>Total expenditure</b>	<b>298,100</b>	<b>287,841</b>	<b>275,707</b>	<b>269,094</b>
<b>New Formula grant funding</b>				
Business Rates	35,484	36,182	37,250	38,440
Business Rates- Top up	18,265	18,624	19,173	19,786
Revenue Support Grant (RSG)	36,849	23,413	14,865	6,182
<b>New Formula grant sub-total</b>	<b>90,598</b>	<b>78,219</b>	<b>71,288</b>	<b>64,408</b>
<b>Council Tax</b>				
Council Tax (CT)	146,884	149,566	152,501	155,918
Social Care precept	2,571	2,571	2,571	2,571
Collection Fund contribution (CT)	3,636	2,000		
CT freeze grant 15-16	0			
<b>Core grants</b>				
Private Finance Initiative (PFI) credit	2,235	2,235	2,235	2,235
Education Services Grant	3,521	3,169	2,852	2,567
NHB	12,307	12,548	9,897	7,583
Housing and CT Benefit Administration Grant	2,223	2,001	1,801	1,621
Public Health	18,543	17,616	16,735	15,898
<b>Other funding sub-total</b>	<b>191,920</b>	<b>191,705</b>	<b>188,592</b>	<b>188,393</b>
<b>Total Income from grant and Council Tax</b>	<b>282,518</b>	<b>269,924</b>	<b>259,880</b>	<b>252,801</b>
<b>Proposed Pressures</b>	<b>3,972</b>	<b>3,953</b>	<b>3,616</b>	<b>3,936</b>
<b>Budget Gap before savings &amp; pressures</b>	<b>15,582</b>	<b>17,918</b>	<b>15,827</b>	<b>16,294</b>
<b>Proposed Savings</b>	<b>(19,554)</b>	<b>(21,871)</b>	<b>(19,443)</b>	<b>(15,230)</b>
<b>Budget Gap after savings</b>	<b>0</b>	<b>(0)</b>	<b>0</b>	<b>5,000</b>

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<b>Appendix B1: Revenue Budget 2016/17</b>			
	<b>2015/2016</b>		<b>2016/2017</b>
	<b>Original Estimate</b>	<b>Current Estimate</b>	<b>Original Estimate</b>
<b>Council Services</b>	<b>£</b>	<b>£</b>	<b>£</b>
Adults and Communities	81,816,126	86,378,114	85,566,270
Assurance	4,110,443	4,198,773	3,792,773
Births Deaths & Marriages	(160,530)	(159,890)	(159,890)
Central Expenses	72,619,227	51,277,047	51,381,147
Children's Education & Skills	6,152,047	7,263,013	7,068,213
Children's Family Services	47,717,064	48,476,193	46,480,663
Commissioning	9,805,873	20,248,990	19,158,990
Customer Support Group	20,821,765	22,119,555	22,119,555
HB LAW	1,752,397	2,011,397	2,011,397
Housing Needs Resources	3,953,609	4,975,749	4,975,749
Parking & Infrastructure	6,219,169	6,319,479	6,119,479
Public Health	14,335,000	15,835,000	18,544,000
Regional Enterprise	730,197	1,133,957	1,133,957
Streetscene	14,013,753	15,010,433	13,895,663
Special Parking Account	(7,420,775)	(7,122,445)	(8,052,445)
Additional Income from Council Tax			(2,253,000)
<b>Total Service Expenditure</b>	<b>276,465,365</b>	<b>277,965,365</b>	<b>271,782,521</b>

## REVENUE BUDGET 2016/17

BUDGET	2015/2016 Original	2015/2016 Current	2016/2017 Original
	£	£	£
<b>Total Service Expenditure</b>	<b>276,465,365</b>	<b>277,965,365</b>	<b>271,782,521</b>
Contribution to / (from) Specific Reserves	6,461,288	6,461,288	10,735,156
<b>NET EXPENDITURE</b>	<b>282,926,653</b>	<b>284,426,653</b>	<b>282,517,677</b>
Other Grants	(32,038,000)	(33,538,000)	(38,829,000)
<b>BUDGET REQUIREMENT</b>	<b>250,888,653</b>	<b>250,888,653</b>	<b>243,688,677</b>
Business Rates Retention	(35,191,000)	(35,191,000)	(35,484,000)
Business rates top-up	(18,114,000)	(18,114,000)	(18,265,000)
<b>BUSINESS RATES INCOME</b>	<b>(53,305,000)</b>	<b>(53,305,000)</b>	<b>(53,749,000)</b>
RSG	(50,444,000)	(50,444,000)	(36,849,000)
Collection Fund Adjustments	(1,500,000)	(1,500,000)	(3,636,000)
Additional income from Council Tax			2,253,000
<b>BARNET'S ELEMENT OF COUNCIL TAX REQUIREMENT</b>	<b>145,639,653</b>	<b>145,639,653</b>	<b>151,707,677</b>
Greater London Authority - Precept	38,984,545	38,984,545	37,349,424
<b>COUNCIL TAX REQUIREMENT</b>	<b>184,624,198</b>	<b>184,624,198</b>	<b>189,057,101</b>
<b>Components of the Council Tax (Band D)</b>	<b>2015/2016</b>	<b>2016/17</b>	<b>Increase</b>
	£	£	
Mayors Office for Policing and Crime	211.19	192.19	(9.00%)
London Fire & Emergency Planning Authority	48.55	48.55	0.00%
Mayor, Administration, Transport for London, Olympic Games and Boroughs' Collection Fund balances.	35.25	35.25	0.00%
Greater London Authority	295.00	276.00	(6.44%)
London Borough of Barnet	1,102.07	1,121.07	1.72%
<b>Total</b>	<b>1,397.07</b>	<b>1,397.07</b>	<b>(0.00%)</b>

# REVENUE BUDGET 2016/17

## COUNCIL TAX SUMMARY

Council Tax Bands (based on property values @ 1 April 1991)	2015/16	2016/17	Tax Yield
	£	£	£
[Up to £40,000] Band A	931.38	931.38	1,835,741
[Over £40,000 & up to £52,000] Band B	1,086.61	1,086.61	6,215,301
[Over £52,000 & up to £68,000] Band C	1,241.84	1,241.84	24,093,621
[Over £68,000 & up to £88,000] <u>Band D</u>	<u>1,397.07</u>	<u>1,397.07</u>	36,330,591
[Over £88,000 & up to £120,000] Band E	1,707.53	1,707.53	42,666,872
[Over £120,000 & up to £160,000] Band F	2,017.99	2,017.99	33,946,285
[Over £160,000 & up to £320,000] Band G	2,328.45	2,328.45	33,320,306
[Over £320,000] Band H	2,794.14	2,794.14	10,648,384
			189,057,101

## COUNCIL TAXBASE

Council Taxbase	2015/2016	2016/2017	
	Band D Equivalents	Band D Equivalents	Income
Total properties (per Valuation List)	166,725	168,206	234,995,558
Exemptions	(2,648)	(2,454)	(3,428,410)
Disabled reductions	(115)	(112)	(156,472)
Discounts (10%, 25% & 50%)	(31,571)	(28,938)	(40,428,412)
Adjustments	1,677	605	845,227
Aggregate Relevant Amounts	134,068	137,307	191,827,491
Non-Collection (1.5% both years)	(1,998)	(2,060)	(2,877,964)
Contributions in lieu from MoD	81	77	107,574
	132,151	135,324	189,057,101

## Budget Summary and Forward Plan

Adults & Communities	2016/17 £	2017/18 £	2018/19 £	2019/20 £
Base Budget	81,816,126	85,566,270	82,081,470	79,640,670
Virements	4,561,988			
	<b>86,378,114</b>	<b>85,566,270</b>	<b>82,081,470</b>	<b>79,640,670</b>
<b>Efficiencies</b>				
<p>Budget proposals for 2016-20 include efficiency savings on third party contracts by approximately 2% per annum.</p> <p>The bulk of the adult social care budget (75%) is spent on external contracts for care services with external providers. Of this, the majority is spent on individual support plans for people with eligible social care need which is being addressed through other savings lines below. The remainder of contracts, i.e those not spent on people with eligible needs, £5.5m in total and are being considered under this saving. Proposals are being developed in relation to individual contracts and the changes include commissioning different models of service delivery, terminating contracts, improved contract management and negotiation of better rates for 15/16 contracts.</p> <p>Last year's budget proposals for 2016-20 included workforce savings spread equally over four years. These have now been brought forward to deliver an earlier saving. An element of the saving can be mitigated through improved productivity and efficiency, in particular through the implementation of an improved case management IT system and changes to the assessment process. The proposals will include reviewing management roles, skills mix (i.e. reducing qualified social workers and having more unqualified social workers) and back office efficiencies.</p>	(400,000)	(431,500)	(395,500)	(280,500)
	(1,088,000)	(400,000)		(213,000)
	<b>(1,488,000)</b>	<b>(831,500)</b>	<b>(395,500)</b>	<b>(493,500)</b>

Adults & Communities	2016/17 £	2017/18 £	2018/19 £	2019/20 £
<b><u>Service Reductions</u></b>				
	0	0	0	0
<p data-bbox="159 397 389 427"><b><u>Service Redesign</u></b></p> <p data-bbox="327 437 1211 671">Integrated Care for frail elderly/over 50 years with long-term conditions The proposal to develop a 5 tier model to support the development of an integrated health and social care system for older frail people was agreed at the Health and Wellbeing Board in March 2014 and has formed the key element of the Council and CCG's national Better Care Fund plan. Saving is modelled on the impact of reducing demand on acute and residential care by working to reduce unplanned care.</p> <p data-bbox="327 743 1211 943">Increased use of assistive technology (e.g. sensors, alarms, monitoring systems) both in individuals homes and in residential and nursing care providers, is expected to lead to a reduction in care package costs (e.g. reduction in requirement for waking/sleeping nights). This could be delivered through partnering with a telecare provider to provide large scale telecare services.</p> <p data-bbox="327 986 1211 1220">Following full implementation of the new mental health social work model to provide better services for users, the intention is to deliver further savings to high cost placements, workforce reconfiguration and longer term demand management for latter half of 4 year MTFs. The Saving is modelled on projections for demand of mental health care, the intended impact of demand management and reduction in crisis care admissions to hospital.</p>		(192,500)	(150,000)	(175,000)
	0	(692,500)	(900,000)	(425,000)

Adults & Communities	2016/17 £	2017/18 £	2018/19 £	2019/20 £
<p><b><u>Reducing Demand, Promoting Independence</u></b></p> <p>Continuation and further development of work to deliver savings through supporting older people in alternative ways, such as care in the community, instead of high cost care packages and residential placements. This will be applied to existing and new service users and will lead to increased use of universal services, enablement, telecare, equipment and direct payments which cost less than traditional home care and residential care. Eligible needs will therefore be met by a lower personal budget. The savings will be delivered by social workers incorporating elements in care and support plans which cost less than traditional care or that do not require Council funding. This might include support from volunteers, local clubs or local libraries, for example.</p> <p>Implement a 0-25 disabilities service that better brings together health, care and education to ensure that growth is enabled for young people with disabilities.</p> <p>This should reduce the cost to adult social care arising from lower care package costs for those transitioning at the age of 18 over this period than has been the case for past transitions cases. Thorough review of all young people currently placed in residential care and activity is underway to enable young people to move into more independent accommodation options, improving outcomes and reducing cost to the Adult Social Care Budget. Savings from the new ways of working, designed to increase service user independence, are also expected.</p> <p>Increasing choice in retirement and for younger disabled adults - investment in an increased advice and support service promoting adaptations and moving to a more suitable home. Savings are based on incremental impact of adaptation/move avoiding costs of enablement, increased homecare and residential care admission for c.20 adults.</p>	(350,000)	(350,000)	(350,000)	
	(300,000)			
	(100,000)	(90,000)	(85,000)	(85,000)



Adults & Communities	2016/17 £	2017/18 £	2018/19 £	2019/20 £
<p>Develop methods of increasing numbers of personal assistants in Barnet, as an alternative to home care agencies. Service users directly employ the personal assistant and therefore are able to personalise and control their care and support to a very high level. Savings are based on lower unit costs than home care agencies but assume all PAs are paid the LLW. Saving is modelled on 78,000 hours of home care being provided by PAs instead of home care agencies.</p>	(60,000)	(200,000)		
<p>Review support packages and develop support plans to meet needs at a lower cost. This is likely to include the following:- Increase the supply and take-up of supported living and independent housing opportunities - Supporting transitions to the above for people currently in residential care- Ensure that the review and support planning process is more creative and cost effective- Ensure that this considers how technology can enable people with disabilities to live more independently.</p>	(700,000)	(450,000)	(350,000)	(200,000)
<p>Work has taken place to identify and review service users in placements who are suitable to step down from residential to supported living. Eligible needs will still be met. These savings are based on an audit of mental health service users currently in high cost residential placements who have been identified as suitable for more independent living (20 users).</p>		(500,000)		
<p>Remove the Council subsidy for the home meals service on expiry of the current contract and put in place alternative arrangements which actively enable service users to self arrange meals provision which meets individual and cultural needs in a safe way.</p>	(280,000)			

<b>Adults &amp; Communities</b>	<b>2016/17 £</b>	<b>2017/18 £</b>	<b>2018/19 £</b>	<b>2019/20 £</b>
<p>Use of existing wheelchair accessible housing stock of 21 units to enable people currently in high cost residential, nursing or supported living placements to become more independent ('step down'), through improved working between adult social care and Barnet Homes. The saving is also modelled on a small number of new build wheelchair housing units funded from HRA headroom. The saving is expected from a reduction in the cost of care package following review, preparation and transfer of individuals to more suitable placements, based on an average saving of £25K per year for high cost residential placements, and £10K per year for lower cost placements. Wheelchair accessible housing will be best suited to individuals with physical disabilities, or multiple disabilities and these are the primary cohort. Saving is modelled on people placed, saving the difference between care in one's own home and high cost residential placements.</p> <p>Encourage use of Older people home share schemes (where older people make space in their properties available at no/reduced rent to younger people/ students in return for support with domestic tasks such as cooking, cleaning, shopping etc). This will reduce reliance and requirement for home care and the cost of some care packages and is expected to have a positive impact on loneliness. Saving is based on a reducing the uptake of homecare hours for older people and stepping some users down. The saving will be £2k per year for each additional homesharing arrangement (120 homes). Saving will be delivered if home share scheme is targeted at those who would otherwise have those needs met by the Council. However, home share will also be developed as a preventative service in addition.</p>	(83,000)	(69,500)	(48,500)	(55,000)
	(22,000)			

<b>Adults &amp; Communities</b>	<b>2016/17 £</b>	<b>2017/18 £</b>	<b>2018/19 £</b>	<b>2019/20 £</b>
<p>An intensive evidence-based model of support for Barnet carers of people with dementia, in order to increase carer sustainability, delay residential care and manage adult social care demand. The saving is modelled on 10 couples and was developed and consulted on as part of the priorities and spending review process in 2013/14 and the adults and safeguarding commissioning plan.</p> <p>The programme to deliver support to sustain carers of people with dementia to stay in their own homes will be developed internally.</p>		(160,000)	(160,000)	(180,000)
<p>Support to help people remain caring and in work by increasing support to carers and employers in the borough enabling carers to remain in work and caring by achieving a 0.5% retention rate (c.14 carers). Savings are from cost avoidance of increased homecare support. This is a continuation of previous carers offer savings.</p>		(141,300)	(151,800)	
	<b>(1,895,000)</b>	<b>(1,960,800)</b>	<b>(1,145,300)</b>	<b>(520,000)</b>
<b><u>Income</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Pressures</u></b>				
Adults social care pressures (Precept)	2,571,156			
	<b>2,571,156</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget</b>	<b>85,566,270</b>	<b>82,081,470</b>	<b>79,640,670</b>	<b>78,202,170</b>

## Adults and Communities

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Care Quality	1,061,943	1,074,603	1,074,603
Customer Care	748,382	348,725	234,275
Integrated care - LD & MH	38,533,652	40,527,390	40,587,214
Integrated care - OP & DP	35,610,181	35,665,124	35,609,356
Safeguarding	731,111	733,091	603,751
Social Care Management	595,910	411,845	411,845
<b>Adults Social Care</b>	<b>77,281,179</b>	<b>78,760,778</b>	<b>78,521,044</b>
Community Well-being	(1,063,790)	391,460	549,070
Customer Finance	785,999	827,189	719,079
Performance & Improvement	1,024,365	767,135	575,755
Prevention & Well Being	3,603,173	5,445,112	5,014,882
<b>Community Well-being</b>	<b>4,349,747</b>	<b>7,430,896</b>	<b>6,858,786</b>
Dir Adult Soc Serv & Health	185,200	186,440	186,440
<b>Dir Adult Soc Serv &amp; Health</b>	<b>185,200</b>	<b>186,440</b>	<b>186,440</b>
<b>Adults and Communities</b>	<b>81,816,126</b>	<b>86,378,114</b>	<b>85,566,270</b>

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Employee Related	12,708,555	14,807,949	13,723,719
Premises Related	20,755	33,228	33,228
Secondary Recharges	0	25,623	25,623
Supplies/Services	6,844,892	10,133,691	9,733,691
Third Party Payments	75,764,082	73,795,341	74,284,417
Transfer Payments	6,862,732	14,372,999	14,372,999
Transport Related	1,228,197	1,279,389	1,279,389
<b>Expenditure</b>	<b>103,429,213</b>	<b>114,448,220</b>	<b>113,453,066</b>
Customer & Client Receipts	(12,213,347)	(11,056,075)	(10,872,765)
Government Grants	0	(2,199,643)	(2,199,643)
Other Grants, Reimbursements &	(9,399,740)	(14,814,388)	(14,814,388)
<b>Income</b>	<b>(21,613,087)</b>	<b>(28,070,106)</b>	<b>(27,886,796)</b>
<b>Adults and Communities</b>	<b>81,816,126</b>	<b>86,378,114</b>	<b>85,566,270</b>

## Budget Summary and Forward Plan

<b>Assurance</b>	<b>2016/17</b> £	<b>2017/18</b> £	<b>2018/19</b> £	<b>2019/20</b> £
Base Budget	4,110,443	3,792,773	3,712,773	3,712,773
Virements	38,330			
	<b>4,148,773</b>	<b>3,792,773</b>	<b>3,712,773</b>	<b>3,712,773</b>
<b><u>Efficiencies</u></b>				
<p>Budget proposals for 2016-20 include efficiency savings of approximately 2% per annum on third party contracts. This saving comes from Commissioning Group and Assurance contract spending, which include communications and engagement contracts, internal audit and insurance. The overall budget includes provision for price increases of 2.5% per annum, so this saving could be made either from keeping the costs of contracts stable, or through improved contract management and negotiation of better rates.</p>	(16,000)			
<p>Budget proposals for 2016-20 include workforce efficiency savings of approximately 10% of the relevant staff budgets. As Government funding for council services continues to reduce, delivery units will need to review their workforce budgets to ensure that they can make the required savings. At this stage, it is expected that the 10% saving can be made without impacting on service delivery, but this assumption will need to be tested in the years to 2020. Corporate initiatives such as the review of terms and conditions and the unified pay project will support delivery units to achieve this saving. Delivery units will also need to review performance management, use of agency staff, management layers and productivity to ensure that this saving can be achieved.</p>	(200,000)			

<b>Assurance</b>	<b>2016/17 £</b>	<b>2017/18 £</b>	<b>2018/19 £</b>	<b>2019/20 £</b>
The bulk of this saving has already been achieved through a revised Scheme of Members Allowances that was agreed by Council on 15 July 2014. The new scheme of Allowances- reflecting the replacement of Cabinet and Scrutiny with eight theme committees- produced a saving of £90,358. In addition, a further £29,541 was saved as no Member may receive more than one Special Responsibility Allowance and some of the SRA paying posts were held by members already in receipt of an SRA. There are underspends in the budget that will fund the remaining savings of £100k.	(140,000)	(80,000)		
	<b>(356,000)</b>	<b>(80,000)</b>	<b>0</b>	<b>0</b>
<b><u>Service Reductions</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Service Redesign</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Reducing Demand, Promoting Independence</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Income</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Pressures</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget</b>	<b>3,792,773</b>	<b>3,712,773</b>	<b>3,712,773</b>	<b>3,712,773</b>

## Assurance

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Assurance Management	526,790	564,745	565,008
<b>Assurance Management</b>	<b>526,790</b>	<b>564,745</b>	<b>565,008</b>
Elections	423,055	391,880	348,195
<b>Elections</b>	<b>423,055</b>	<b>391,880</b>	<b>348,195</b>
Governance	2,310,780	2,375,490	2,143,500
<b>Governance</b>	<b>2,310,780</b>	<b>2,375,490</b>	<b>2,143,500</b>
Internal Audit & CAFT	849,818	866,658	736,070
<b>Internal Audit &amp; CAFT</b>	<b>849,818</b>	<b>866,658</b>	<b>736,070</b>
<b>Assurance</b>	<b>4,110,443</b>	<b>4,198,773</b>	<b>3,792,773</b>

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Employee Related	3,748,746	3,749,736	3,488,303
Premises Related	9,200	0	520
Secondary Recharges	(10,680)	(4,660)	120,607
Supplies/Services	437,477	527,997	391,890
Third Party Payments	250	250	0
Transport Related	34,610	34,610	28,230
<b>Expenditure</b>	<b>4,219,603</b>	<b>4,307,933</b>	<b>4,029,550</b>
Customer & Client Receipts	(109,160)	(109,160)	(59,530)
Other Grants, Reimbursements & Contributions	0	0	(177,247)
<b>Income</b>	<b>(109,160)</b>	<b>(109,160)</b>	<b>(236,777)</b>
<b>Assurance</b>	<b>4,110,443</b>	<b>4,198,773</b>	<b>3,792,773</b>

**Budget Summary and Forward Plan**

<b>Births, Deaths &amp; Marriages</b>	<b>2016/17 £</b>	<b>2017/18 £</b>	<b>2018/19 £</b>	<b>2019/20 £</b>
Base Budget	(160,530)	(159,890)	(159,890)	(159,890)
Virements	640			
	<b>(159,890)</b>	<b>(159,890)</b>	<b>(159,890)</b>	<b>(159,890)</b>
<b><u>Efficiencies</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Service Reductions</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Service Redesign</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Reducing Demand, Promoting Independence</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Income</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Pressures</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget</b>	<b>(159,890)</b>	<b>(159,890)</b>	<b>(159,890)</b>	<b>(159,890)</b>



## Births, Deaths and Marriages

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Births Deaths & Marriages	(160,530)	(159,890)	(159,890)
<b>Births Deaths &amp; Marriages</b>	<b>(160,530)</b>	<b>(159,890)</b>	<b>(159,890)</b>
<b>Births Deaths &amp; Marriages</b>	<b>(160,530)</b>	<b>(159,890)</b>	<b>(159,890)</b>

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Employee Related	275,120	274,950	274,950
Premises Related	36,550	36,520	36,520
Secondary Recharges	0	840	840
Supplies/Services	28,190	28,190	28,190
Transport Related	1,000	1,000	1,000
<b>Expenditure</b>	<b>340,860</b>	<b>341,500</b>	<b>341,500</b>
Customer & Client Receipts	(501,390)	(501,390)	(501,390)
<b>Income</b>	<b>(501,390)</b>	<b>(501,390)</b>	<b>(501,390)</b>
<b>Births Deaths &amp; Marriages</b>	<b>(160,530)</b>	<b>(159,890)</b>	<b>(159,890)</b>

### Budget Summary and Forward Plan

Central Expenses	2016/17 £	2017/18 £	2018/19 £	2019/20 £
Base Budget Virements	72,619,227 (20,968,080)	51,381,147	57,820,599	66,493,562
	<b>51,651,147</b>	<b>51,381,147</b>	<b>57,820,599</b>	<b>66,493,562</b>
<p><b>Efficiencies</b></p> <p>The Council is required to budget each year for costs associated with repaying the principle on borrowing costs. This is known as "minimum revenue provision", and is prescribed as part of CIPFA accounting guidance. A review has been undertaken of the Council's MRP calculation, and it concludes that the annual charge is £1m more prudent than is necessary. This dates back to the original calculation made when the current capital financing regime came into place in 2004. This approach has been agreed with the Council's external auditors and is still considered to be a prudent approach.</p> <p>Barnet Council revised its redundancy terms and conditions back in 2011 which led to a reduction in individual redundancy payments. This approach was consistent with many other councils at the time. This, along with a lower level of redundancies per annum (partly arising from the outsourcing of services to CSG and Re) means that the annual budget that the Council sets aside for redundancy can be reduced by £1.875m per annum.</p>	(1,000,000)			
	(1,850,000)			

<b>Central Expenses</b>	<b>2016/17 £</b>	<b>2017/18 £</b>	<b>2018/19 £</b>	<b>2019/20 £</b>
<p>The Council sets aside a budget each year to fund future borrowing costs for additional capital expenditure. This budget is approximately 4.5% of additional capital costs. Over recent years, the Council has not borrowed to fund additional capital expenditure and used cash balances instead. In addition, the interest rate on loans is currently less than 4%, leading to an annual saving. If future borrowing costs remain below 4%, then a saving of £5m over the period to 2020 is achievable. If interest rates increase, then the Council will be able to generate additional interest income on deposits, so this saving would also be achievable.</p>	(2,500,000)	(2,500,000)	(1,500,000)	(500,000)
<p>Reduction in Audit fees budget to reflect changes in current costs</p>	(135,000)			
<p>Insurance reduction as part of re-procurement in October 2015</p>	(25,000)			
<p>Reduction in spending on annual subscriptions and membership fees to organisations which the Council is currently a member of. A review of spending on annual subscriptions and membership fees is to take place in 2015. This will include recommendations on where to make savings.</p>	(400,000)			
	<b>(5,910,000)</b>	<b>(2,500,000)</b>	<b>(1,500,000)</b>	<b>(500,000)</b>
<b><u>Service Reductions</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Service Redesign</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Reducing Demand, Promoting Independence</u></b>				
<p>Reduction in grants budget for London Councils Grants Scheme</p>	(59,000)	(59,000)		
	<b>(59,000)</b>	<b>(59,000)</b>	<b>0</b>	<b>0</b>

<b>Central Expenses</b>	<b>2016/17 £</b>	<b>2017/18 £</b>	<b>2018/19 £</b>	<b>2019/20 £</b>
<b><u>Income</u></b>				
Increasing Council Tax Support payments to 20%	(1,026,000)	(456,000)		
	<b>(1,026,000)</b>	<b>(456,000)</b>	<b>0</b>	<b>0</b>
<b><u>Pressures</u></b>				
General Provision for inflation	4,406,000	4,484,000	4,562,000	4642000
Reduction / increase in Contingency budget for risks in service areas	(1,880,000)	(238,000)	703,000	3843000
Capital Financing		1,000,000	1,000,000	2500000
Increase in Concessionary Fares	227,000	255,000	292,000	346000
Demographics pressures due to general trends and price as well as transitions of children joining adult service areas	2,083,000	2,340,000	2,158,000	2,330,000
Due to increases in complex cases the demand for services is increasing. Social Care placement costs are being driven by an increase in external	950,000	600,000	400,000	200,000
Demographic pressures on 0 to 17 age group based on current placement costs and trends	939,000	1,013,452	907,964	1,195,912
Major developments in the western part of the borough mean higher waste support needs			150,000	210,000
	<b>6,725,000</b>	<b>9,454,452</b>	<b>10,172,964</b>	<b>15,266,912</b>
<b>Budget</b>	<b>51,381,147</b>	<b>57,820,599</b>	<b>66,493,562</b>	<b>81,260,474</b>

## Central Expenses

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Capital Financing	22,815,670	22,759,670	19,259,670
Car Leasing	2,210	2,210	2,210
Central Contingency	12,412,386	2,430,406	7,876,506
Corporate Fees & Charges	398,940	398,940	263,940
Corporate Subscriptions	314,220	314,220	314,220
Early Retirement	5,427,321	5,427,321	3,577,321
Levies	30,717,050	19,074,250	19,242,250
Local Area Agreement	105,000	105,000	105,000
Miscellaneous Finance	426,430	765,030	740,030
<b>Central Expenses</b>	<b>72,619,227</b>	<b>51,277,047</b>	<b>51,381,147</b>
<b>Central Expenses</b>	<b>72,619,227</b>	<b>51,277,047</b>	<b>51,381,147</b>

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Capital Financing	36,437,296	26,455,316	28,401,416
Employee Related	4,163,281	4,721,491	2,871,491
Premises Related	829,490	740,400	740,400
Secondary Recharges	0	(191,230)	(191,230)
Supplies/Services	1,398,100	1,025,420	890,420
Third Party Payments	31,332,880	20,067,470	20,210,470
Transfer Payments	1,180	1,180	1,180
Transport Related	2,210	2,210	2,210
<b>Expenditure</b>	<b>74,164,437</b>	<b>52,822,257</b>	<b>52,926,357</b>
Customer & Client Receipts	176,040	176,040	176,040
Interest	(1,703,120)	(1,703,120)	(1,703,120)
Other Grants, Reimbursements &	(18,130)	(18,130)	(18,130)
<b>Income</b>	<b>(1,545,210)</b>	<b>(1,545,210)</b>	<b>(1,545,210)</b>
<b>Central Expenses</b>	<b>72,619,227</b>	<b>51,277,047</b>	<b>51,381,147</b>

## Central Expenses (Levies)

Levies	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016-17
	£	£	£
<u>Other Establishments - Third part Payments</u>			
Environment Agency	320,730	320,730	320,730
Lea Valley Regional Park	428,350	428,350	428,350
London Pension Funds	707,000	707,000	707,000
Traffic Control Signals Unit	519,400	519,400	519,400
Concessionary Fares	15,918,280	15,918,280	16,145,280
	<b>17,893,760</b>	<b>17,893,760</b>	<b>18,120,760</b>
<u>Joint Authorities - Third Party Payments</u>			
North London Waste Authority	11,642,800	11,642,800	0
Coroners Court	284,000	284,000	284,000
	<b>11,926,800</b>	<b>11,926,800</b>	<b>284,000</b>
<u>Other Local Authorities - Third Party</u>			
London Boroughs Grants	896,490	896,490	837,490
<b>Total Levies</b>	<b>30,717,050</b>	<b>30,717,050</b>	<b>19,242,250</b>

## Budget Summary and Forward Plan

Children's Education & Skills	2016/17 £	2017/18 £	2018/19 £	2019/20 £
Base Budget	6,152,047	7,068,213	6,908,213	6,653,213
Virements	1,001,166			
	<b>7,153,213</b>	<b>7,068,213</b>	<b>6,908,213</b>	<b>6,653,213</b>
<b><u>Efficiencies</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Service Reductions</u></b>				
Create an alternative way to deliver the Education and Skills service that currently provides school improvement support, school admissions, support for children with special educational needs, post-16 support and school catering. By developing a new service delivery model in partnership with schools, there is an opportunity to grow and develop services rather than reduce them.	(85,000)	(160,000)	(255,000)	(350,000)
	<b>(85,000)</b>	<b>(160,000)</b>	<b>(255,000)</b>	<b>(350,000)</b>
<b><u>Service Redesign</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Reducing Demand, Promoting Independence</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Children's Education &amp; Skills</b>	<b>2016/17 £</b>	<b>2017/18 £</b>	<b>2018/19 £</b>	<b>2019/20 £</b>
<p><b><u>Income</u></b></p> <p>Through the development of a proposed new Delivery model for Education and Skills services in Barnet there will be a contractual requirement for a gainshare of profits from the trading of services externally. The council's share of any surplus that is available through Gainshare will be allocated as savings achieved as a result of the growth in services. This is over and above the agreed contractual savings.</p>				(300,000)
	<b>0</b>	<b>0</b>	<b>0</b>	<b>(300,000)</b>
<p><b><u>Pressures</u></b></p>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<p><b>Budget</b></p>	<b>7,068,213</b>	<b>6,908,213</b>	<b>6,653,213</b>	<b>6,003,213</b>



## Children's Education and Skills

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Education & Skills Management	(499,986)	(529,556)	6,939,683
ES Deactivated Codes	320,020	0	0
<b>Education Management Team</b>	<b>(179,966)</b>	<b>(529,556)</b>	<b>6,939,683</b>
14-19 Learning Partnership	353,740	305,690	0
Catering	(190,470)	(131,970)	0
Education Partner & Comm Mgt	481,259	621,339	0
Education Psychology	452,580	591,570	0
Placement & Transport Mgt	3,867,064	4,426,510	0
School Monitoring Management	813,380	817,192	128,530
School Traded Services	5,530	16,780	0
SEN Monitoring & Review	574,330	1,164,548	0
Traded services	(25,400)	(19,090)	0
<b>Inclusion &amp; Skills</b>	<b>6,332,013</b>	<b>7,792,569</b>	<b>128,530</b>
<b>Children's Education &amp; Skills</b>	<b>6,152,047</b>	<b>7,263,013</b>	<b>7,068,213</b>

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Capital Financing	(112,486)	(225,575)	0
Employee Related	8,581,467	10,635,105	64,610
Premises Related	81,750	144,540	0
Secondary Recharges	303,190	316,980	0
Supplies/Services	4,225,887	5,259,861	16,258,686
Third Party Payments	648,670	754,370	80,550
Transfer Payments	0	11,150	0
Transport Related	2,415,849	2,986,729	0
<b>Expenditure</b>	<b>16,144,327</b>	<b>19,883,160</b>	<b>16,403,846</b>
Customer & Client Receipts	(9,523,830)	(11,796,860)	(9,059,903)
Government Grants	(107,090)	(525,207)	(107,090)
Other Grants, Reimbursements & Contributions	(361,360)	(298,080)	(168,640)
<b>Income</b>	<b>(9,992,280)</b>	<b>(12,620,147)</b>	<b>(9,335,633)</b>
<b>Children's Education &amp; Skills</b>	<b>6,152,047</b>	<b>7,263,013</b>	<b>7,068,213</b>

## Children's Service DSG

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
DSG Deactivated Codes	230,166	16,756	10,780
Edu Partnership&Commercial DSG	282,490	282,490	282,490
School Improvement DSG	733,171	730,510	731,950
Schools Funding	0	(475,000)	0
SEND & Inclusion DSG	(7,290,407)	(7,030,113)	(7,647,700)
<b>Education (DSG)</b>	<b>(6,044,580)</b>	<b>(6,475,357)</b>	<b>(6,622,480)</b>
Early Years DSG	5,269,850	5,700,627	5,847,750
Family Support DSG	336,040	336,040	336,040
Intake and Assessment DSG	285,540	285,540	285,540
Perm,Transit & Corp Parent DSG	153,150	153,150	153,150
<b>Family Services DSG</b>	<b>6,044,580</b>	<b>6,475,357</b>	<b>6,622,480</b>
<b>Children's Service DSG</b>	<b>0</b>	<b>0</b>	<b>0</b>

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Capital Financing	0	0	(1,802,500)
Employee Related	3,772,533	4,012,512	3,801,250
Premises Related	2,630	2,630	2,630
Secondary Recharges	200	2,108	0
Supplies/Services	8,608,909	1,082,900	5,707,260
Third Party Payments	25,674,544	26,203,294	29,069,210
Transfer Payments	174,612,454	179,330,710	178,755,800
Transport Related	457,320	461,633	456,780
<b>Expenditure</b>	<b>213,128,590</b>	<b>211,095,787</b>	<b>215,990,430</b>
Customer & Client Receipts	(33,000)	(83,000)	(83,000)
Government Grants	(213,095,590)	(211,012,787)	(215,907,430)
<b>Income</b>	<b>(213,128,590)</b>	<b>(211,095,787)</b>	<b>(215,990,430)</b>
<b>Children's Service DSG</b>	<b>0</b>	<b>0</b>	<b>0</b>

### Budget Summary and Forward Plan

Children's Family Service	2016/17 £	2017/18 £	2018/19 £	2019/20 £
Base Budget	47,717,064	46,480,663	42,578,663	40,237,663
Virements	749,599			
	<b>48,466,663</b>	<b>46,480,663</b>	<b>42,578,663</b>	<b>40,237,663</b>
<b>Efficiencies</b>				
<p>Budget proposals for 2016-20 include efficiency savings on third party contracts. The overall budget has extra built in to allow for increases in the prices charged by suppliers. This savings would be achieved by improving contract management and negotiating better rates across a range of services.</p>	(381,000)	(135,000)	(134,000)	(188,000)
<p>Proposal to save money by commissioning different models of service delivery and ceasing contracts, improved contract management and negotiating better rates.</p>	(285,000)			
<p>The contracts include Independent Reviewing Officers, early intervention commissioned services and recently concluded procurements.</p>				
<p>Proposal to reduce spending on work related travel and on agency staff. This includes a small reconfiguration of some back office functions. The recruitment and retention approach being implemented in Family Services will support the reduction in agency spend; there are opportunities to save money on travel through purchasing arrangements and better planning of required travel. The savings are in the context of significant reductions in the workforce in the past year.</p>		(180,000)	(231,000)	(146,000)
	<b>(666,000)</b>	<b>(315,000)</b>	<b>(365,000)</b>	<b>(334,000)</b>

<b>Children's Family Service</b>	<b>2016/17 £</b>	<b>2017/18 £</b>	<b>2018/19 £</b>	<b>2019/20 £</b>
<p><b><u>Shared Service Models</u></b></p> <p>The Council will look at emerging best practice across the country to ensure the highest quality of purposeful social work and wider children's service, with a focus on targeted early intervention and prevention. Professionally lead by children's workers, the approach may include established practice models such as a not for profit charitable trust or a Community Interest Company. Early evidence suggests that these models, by focussing on effective practice, have achieved greater productivity and delivered efficiencies. The integration of the delivery of services with other local London Boroughs will also be considered.</p> <p>Government is proposing for all adoption agencies to move to a regional model of provision. Savings would come from regionalisation of adoption and integrating services across London.</p>			(150,000)	(800,000)
	<b>0</b>	<b>0</b>	<b>(150,000)</b>	<b>(800,000)</b>
<p><b><u>Service Redesign</u></b></p> <p>Savings through implementing an Early Years Review aimed at ensuring early years services function effectively in the face of limited resources. Use of public health grant to fund service levels above the statutory minimum (£1.5m), intervening early before needs escalate.</p> <p>Proposal to reconfigure Early Years, building on the locality model and further integrating services. The integration of services will include looking at different ways of delivering some elements of the Healthy Child Programme through Children's Centres.</p> <p>Following the implementation of the libraries review the implementation will be monitored to see if additional income over and above the present model is being delivered. If not alternative savings will need to be found</p>	(550,000)	(506,000)	(535,000)	(74,000)  (850,000)  (573,000)

<b>Children's Family Service</b>	<b>2016/17 £</b>	<b>2017/18 £</b>	<b>2018/19 £</b>	<b>2019/20 £</b>
Developing joined up Child and Adolescent Mental Health provision with neighbouring boroughs enabling a saving through re-commissioning the externally commissioned service.		(200,000)		
Developing an alternative approach to providing library services by maintaining the size of the libraries network and increasing opening hours through the use of technology. £546k of this is income generated for Family Services through Estates Services.	(194,000)	(1,907,000)	(25,000)	(151,000)
Proposal to remodel the Council's existing youth service, alongside the development of a youth zone, to secure economies of scale and to realise opportunities to generate income.				(800,000)
	<b>(744,000)</b>	<b>(2,613,000)</b>	<b>(560,000)</b>	<b>(2,448,000)</b>
<b><u>Reducing Demand, Promoting Independence</u></b>				
Reduce cost of placements for children in care by growing and strengthening the in-house foster care service; intervening early to prevent placement breakdown, transitioning placements from residential to foster care, and ensuring provision of high quality, competitively priced residential placements in appropriate locations. By 2019 Barnet will have one of the largest proportions of children in care placed with in-house foster carers in the country.	(131,000)	(144,000)	(149,000)	(69,000)
Additional social care demand management. This will focus on considering new models for social care practice. These approaches include a focus on preventing periods of accommodation for children and preventing escalation of needs.			(440,000)	(1,267,000)
	<b>(131,000)</b>	<b>(144,000)</b>	<b>(589,000)</b>	<b>(1,336,000)</b>

<b>Children's Family Service</b>	<b>2016/17 £</b>	<b>2017/18 £</b>	<b>2018/19 £</b>	<b>2019/20 £</b>
<b>Income</b>				
Through the development of the 0-25 integrated service savings through appropriate allocation of education costs for joint placements for children under the age of 18.	(250,000)	(250,000)	(250,000)	(250,000)
At present the council funds support for Child and Adolescent Mental Health provision in Primary and Secondary schools. It is proposed to remove that investment and develop a more bespoke traded service enabling schools to access required support where necessary.		(430,000)		
It is proposed to fund children's substance misuse services with the public health grant to support joined up delivery with wider public health services.	(45,000)			
Government is, at present, consulting on a range of proposals to change the approach for people with No Recourse to Public funds. In light of these proposals there will be an opportunity to reduce spending in this area. Proposals to reduce spending on No Recourse to Public Funds will not affect any new asylum seeking families who are likely to receive support from the Government.			(227,000)	
As part of the on-going work to develop an integrated 0-25 year service, the council will ensure that all eligible children with disabilities and other limiting conditions are receiving continuing care funding from the NHS to better meet their health and care needs.	(150,000)	(150,000)	(200,000)	
	<b>(445,000)</b>	<b>(830,000)</b>	<b>(677,000)</b>	<b>(250,000)</b>
<b>Pressures</b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget</b>	<b>46,480,663</b>	<b>42,578,663</b>	<b>40,237,663</b>	<b>35,069,663</b>

## Children's Family Services

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Adoption	1,173,370	1,447,010	1,447,010
Children in Care Teams	733,470	903,375	905,605
Children's Homes	1,469,520	1,492,600	1,491,970
CSC Specialist Service	308,410	138,730	138,730
Disabled Children	1,978,630	2,212,120	2,212,140
Duty and Assessment	1,682,850	1,895,460	1,897,950
Family Resources Centre	652,580	642,557	642,557
Fostering	3,336,148	3,437,935	3,437,935
Intake and Assessment	272,050	304,090	304,090
Intervention and Planning	1,937,880	3,057,480	3,060,220
Kinship	1,872,062	1,754,690	1,754,690
Onwards & Upwards	1,651,140	1,496,820	1,496,820
Placements	10,740,060	9,869,530	9,338,530
Safeguarding & Quality	1,087,175	1,306,675	1,306,675
Social Care Management	960,310	1,174,958	1,174,958
<b>Children Social Care</b>	<b>29,855,655</b>	<b>31,134,030</b>	<b>30,609,880</b>
Business & Finance Support	1,378,319	1,652,324	1,571,254
Childcare	0	16,270	16,270
Children's Centres	1,216,760	1,643,870	1,533,830
Children's Centres Devolved	1,832,374	1,633,244	1,282,374
Commissioning Management	96,640	112,100	112,100
Communication & Complaints	513,318	739,890	739,890
Community Engagement	62,560	124,995	124,995
Early Years	680,580	464,400	385,940
Early Years Devolved	70,030	71,340	71,340
Early Years Management	86,920	36,400	4,730
Family Focus	609,245	747,960	747,960
Libraries	4,513,630	4,639,820	4,437,940
Performance & Data Management	692,180	757,582	757,582
Positive Activities	258,560	269,170	269,170
Skills, Sports & Play	151,210	152,600	152,440
StrategyInsight & Commissioning	750,345	834,842	625,842
Targeted Youth Support	1,362,745	1,183,580	1,143,580
WF & Community Engagement Mgt	0	123,000	123,000
Workforce Development	497,090	483,585	483,585
YOS	703,470	681,850	681,850
Youth & FS Mgt	0	81,470	81,470
Youth Centres & Equipment	148,810	146,664	146,444
<b>Early Intervention &amp; Preventio</b>	<b>15,624,786</b>	<b>16,596,956</b>	<b>15,493,586</b>
Family Services Management	524,410	745,207	383,757
FS Deactivated Codes	1,712,213	0	(6,560)
<b>Family Services Management</b>	<b>2,236,623</b>	<b>745,207</b>	<b>377,197</b>
<b>Children's Family Services</b>	<b>47,717,064</b>	<b>48,476,193</b>	<b>46,480,663</b>

	<b>Original Estimate 2015/16</b>	<b>Current Estimate 2015/16</b>	<b>Original Estimate 2016/17</b>
Capital Financing	(1,332,905)	(1,340,415)	(343,490)
Employee Related	24,471,166	24,669,944	24,158,154
Premises Related	1,119,874	1,109,224	1,108,514
Secondary Recharges	0	267,160	66,960
Supplies/Services	6,894,294	6,106,700	4,349,435
Third Party Payments	14,526,765	15,448,990	13,905,190
Transfer Payments	4,898,290	5,579,830	5,578,290
Transport Related	565,910	501,180	501,380
<b>Expenditure</b>	<b>51,143,394</b>	<b>52,342,613</b>	<b>49,324,433</b>
Customer & Client Receipts	(1,419,910)	(1,458,250)	(1,284,600)
Government Grants	(760,860)	(1,360,660)	(511,660)
Other Grants, Reimbursements &	(1,245,560)	(1,047,510)	(1,047,510)
<b>Income</b>	<b>(3,426,330)</b>	<b>(3,866,420)</b>	<b>(2,843,770)</b>
<b>Children's Family Services</b>	<b>47,717,064</b>	<b>48,476,193</b>	<b>46,480,663</b>



### Budget Summary and Forward Plan

Commissioning	2016/17 £	2017/18 £	2018/19 £	2019/20 £
Base Budget	9,805,873	19,158,990	17,044,490	13,093,909
Virements	10,393,117			
	<b>20,198,990</b>	<b>19,158,990</b>	<b>17,044,490</b>	<b>13,093,909</b>
<b>Efficiencies</b>				
<p>This proposal is to reduce the remaining Council IT spending that does not form part of the Customer &amp; Support Group contract (approximately £1m per annum). This proposal would reduce this by approximately 10% in 2016/17.</p>	(140,000)			
<p>Budget proposals for 2016-20 include efficiency savings of approximately 2% per annum on third party contracts. This saving comes from Commissioning Group and Assurance contract spending, which include communications and engagement contracts, internal audit and insurance. The overall budget includes provision for price increases of 2.5% per annum, so this saving could be made either from keeping the costs of contracts stable, or through improved contract management and negotiation of better rates.</p>	(46,000)	(46,000)	(45,000)	(44,000)
<p>Budget proposals for 2016-20 include workforce efficiency savings of approximately 10% of the relevant staff budgets. As Government funding for council services continues to reduce, delivery units will need to review their workforce budgets to ensure that they can make the required savings. At this stage, it is expected that the 10% saving can be made without impacting on service delivery, but this assumption will need to be tested in the years to 2020. Corporate initiatives such as the review of terms and conditions and the unified pay project will support delivery units to achieve this saving. Delivery units will also need to review performance management, use of agency staff, management layers and productivity to ensure that this saving can be achieved.</p>	(280,000)	(579,000)	(100,000)	



Commissioning	2016/17 £	2017/18 £	2018/19 £	2019/20 £
<p>Savings from redesign of Day services and other community support projects which enable people to participate in social and recreational activities outside of the home. This will include a substantial remodelling of day services to promote greater access to community activities and the development of pathways into employment and volunteering. Eligible needs of service users and carers will continue to be met but in different ways.</p> <p>The Customer Access Strategy will use insight about customers and their experiences to design improvements to the council's existing customer services model. It is expected that the strategy will identify a number of opportunities to make savings by directing customers away from face to face, increasing use of the Coventry contact centre, changing service standards and exploring possibilities for income generation.</p> <p>There are a number of opportunities to share services with other local authorities. These services include health and safety, emergency planning, insurance, internal audit and governance. In practice, this saving would involve shared management of these functions between Barnet and another local authority. Similar arrangements are already in place with Harrow Council, Brent Council and other bodies in respect of legal services and public health. No firm proposals are currently in place to deliver this saving, but options are being considered to ensure that this is deliverable before 2018.</p> <p>Senior Management Costs Saving</p>			<p>(500,000)</p> <p>(500,000)</p> <p>(1,243,581)</p>	<p>(500,000)</p> <p>(1,000,000)</p>

<b>Commissioning</b>	<b>2016/17 £</b>	<b>2017/18 £</b>	<b>2018/19 £</b>	<b>2019/20 £</b>
Identification of alternative delivery model(s) and / or shared service options, e.g. mutual or trusts, that can reduce the cost of the adult social care system (staffing costs) and then better utilise the demand management levers (e.g. self-management, early intervention, tele care, enablement, creative support planning) to reduce care costs. Savings will be delivered through implementation of an asset based approach to meeting care needs, using local resources to prevent the need for council funded care.		(654,000)	(654,000)	(654,000)
	<b>(475,000)</b>	<b>(1,710,500)</b>	<b>(3,438,081)</b>	<b>(3,205,500)</b>
<b><u>Service Reductions</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Commissioning</b>	<b>2016/17 £</b>	<b>2017/18 £</b>	<b>2018/19 £</b>	<b>2019/20 £</b>
<p><b><u>Service Redesign</u></b></p> <p>Integrated Care for frail elderly/over 50 years with long-term conditions The proposal to develop a 5 tier model to support the development of an integrated health and social care system for older frail people was agreed at the Health and Wellbeing Board in March 2014 and has formed the key element of the Council and CCG's national Better Care Fund plan. Saving is modelled on the impact of reducing demand on acute and residential care by working to reduce unplanned care.</p> <p>Increase income from CCTV service and reduce expenditure so that the service is self funding by the end of the decade</p>		(192,500)	(150,000)	(175,000)
				(243,000)
	<b>0</b>	<b>(192,500)</b>	<b>(150,000)</b>	<b>(418,000)</b>
<p><b><u>Reducing Demand, Promoting Independence</u></b></p> <p>Movement to menu pricing within the North London Waste Authority and waste disposal diversion projects: The current cost of waste disposal is based on a long-standing system where each Council pays an average price per tonne in proportion to its relative size. This payment is made two years in arrears. The introduction of menu pricing will see the Council pay a price per tonne specifically for the type and volume of waste sent for disposal within the year that the disposals occurs. This will incentivise Councils to minimise waste and will generate a saving based on Barnet sending less waste for disposal compared with other members of the North London Waste Authority. Future waste diversion savings are reliant on demand management projects, changes to collection services and the success of communications campaigns.</p>	(1,900,000)	(500,000)	(100,000)	(100,000)

Commissioning	2016/17 £	2017/18 £	2018/19 £	2019/20 £
<p>Revised waste offer to increase recycling: The planned ending of central Government support for weekly refuse collection will necessitate a revised waste collection offer to residents that will need to focus on the delivery of challenging recycling targets. The Council collects residual waste, recyclables, and food waste from all households. The proposal is for a comprehensive and targeted communications and engagement campaign which aims to change resident behaviours and drive up recycling rates in order to reduce collection and disposal costs. This includes making it easier to recycle food waste and compulsory recycling of dry and food waste; increasing recycling in flats by working with managing agents to identify the most suitable mix of containers and limiting the capacity for residual waste. The proposals will be supported by small scale pilot projects, incentive schemes and targeted communications projects. However it may become necessary to go to alternate weekly collection if recycling rates continue to plateau and/or the savings identified are not realised.</p> <p>Implement a 0-25 disabilities service that better brings together health, care and education to ensure that growth is enabled for young people with disabilities.</p> <p>This should reduce the cost to adult social care arising from lower care package costs for those transitioning at the age of 18 over this period than has been the case for past transitions cases. Thorough review of all young people currently placed in residential care and activity is underway to enable young people to move into more independent accommodation options, improving outcomes and reducing cost to the Adult Social Care Budget. Savings from the new ways of working, designed to increase service user independence, are also expected.</p>	(31,000)			
		(350,000)	(150,000)	(100,000)

Commissioning	2016/17 £	2017/18 £	2018/19 £	2019/20 £
<p>Increasing choice in retirement and for younger disabled adults - investment in an increased advice and support service promoting adaptations and moving to a more suitable home. Savings are based on incremental impact of adaptation/move avoiding costs of enablement, increased homecare and residential care admission for c.20 adults.</p>		(90,000)	(85,000)	(85,000)
<p>Use of existing wheelchair accessible housing stock of 21 units to enable people currently in high cost residential, nursing or supported living placements to become more independent ('step down'), through improved working between adult social care and Barnet Homes. The saving is also modelled on a small number of new build wheelchair housing units funded from HRA headroom. The saving is expected from a reduction in the cost of care package following review, preparation and transfer of individuals to more suitable placements, based on an average saving of £25K per year for high cost residential placements, and £10K per year for lower cost placements. Wheelchair accessible housing will be best suited to individuals with physical disabilities, or multiple disabilities and these are the primary cohort. Saving is modelled on people placed, saving the difference between care in one's own home and high cost residential placements.</p>		(69,500)	(48,500)	(55,000)
<p>Encourage use of Older people home share schemes (where older people make space in their properties available at no/reduced rent to younger people/ students in return for support with domestic tasks such as cooking, cleaning, shopping etc). This will reduce reliance and requirement for home care and the cost of some care packages and is expected to have a positive impact on loneliness. Saving is based on a reducing the uptake of homecare hours for older people and stepping some users down. The saving will be £2k per year for each additional homesharing arrangement (120 homes). Saving will be delivered if home share scheme is targeted at those who would otherwise have those needs met by the Council. However, home share will also be developed as a preventative service in addition.</p>		(44,000)	(72,000)	(102,000)

<b>Commissioning</b>	<b>2016/17 £</b>	<b>2017/18 £</b>	<b>2018/19 £</b>	<b>2019/20 £</b>
Brent Cross -Extra Care development of fully integrated service for older people to rent, offering a wide range of services as an alternative to more expensive residential care. 51 units. Saving is modelled on a 10k saving per person per year, based on the difference between the costs of residential care and extra-care. Saving will be achieved if the scheme is targeted at those who would otherwise have their needs met by the council.				(380,000)
Colindale - Extra Care development of fully integrated service for older people to rent, offering a wide range of services as an alternative to more expensive residential care. 51 Units. Saving is modelled on a 10k saving per person per year, based on the difference between the costs of residential care and extra-care. Saving will be achieved if the scheme is targeted at those who would otherwise have their needs met by the council.			(380,000)	
Generating general fund savings from providing specialist integrated housing for older people based on the provision of 52 flats with 50% high needs, 25% medium needs and 25% low needs. Saving is modelled on the difference between unit cost of residential care and extra care for 51 people.		(95,000)	(285,000)	
	<b>(1,931,000)</b>	<b>(1,148,500)</b>	<b>(1,120,500)</b>	<b>(822,000)</b>
<b>Income</b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Pressures</b>				
North London Waste Authority (NLWA) levy increased pressure	1,366,000	937,000	758,000	1,035,000
	<b>1,366,000</b>	<b>937,000</b>	<b>758,000</b>	<b>1,035,000</b>
<b>Budget</b>	<b>19,158,990</b>	<b>17,044,490</b>	<b>13,093,909</b>	<b>9,683,409</b>



## Commissioning

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Commercial	1,224,210	1,162,566	1,049,180
<b>Commercial &amp; Customer</b>	<b>1,224,210</b>	<b>1,162,566</b>	<b>1,049,180</b>
Commissioning Group	635,974	0	0
<b>Commissioning Group</b>	<b>635,974</b>	<b>0</b>	<b>0</b>
Finance	1,708,801	1,120,331	648,481
Information Management	796,853	879,623	879,623
Programme & Resources	691,013	781,853	918,103
<b>Deputy Chief Operating Officer</b>	<b>3,196,667</b>	<b>2,781,807</b>	<b>2,446,207</b>
Adults and Health	1,000,681	1,258,234	1,258,234
Children & Young people	76,130	365,245	298,231
Environment	1,923,314	12,689,959	12,048,945
Growth & Development	0	308,984	174,956
<b>Strategic Commissioning</b>	<b>3,000,125</b>	<b>14,622,422</b>	<b>13,780,366</b>
Strategic Commissioning Board	705,070	767,950	767,950
<b>Strategic Commissioning Board</b>	<b>705,070</b>	<b>767,950</b>	<b>767,950</b>
Blocked Costcentres CSC	60	0	60
Commissioning Strategy	405,430	240,358	441,340
Communications	638,337	673,887	673,887
<b>Strategy &amp; Communications</b>	<b>1,043,827</b>	<b>914,245</b>	<b>1,115,287</b>
<b>Commissioning</b>	<b>9,805,873</b>	<b>20,248,990</b>	<b>19,158,990</b>

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Asset Capital Accg Charges	1,000	1,000	1,000
Capital Financing	(15,000)	(428,517)	(42,514)
Employee Related	7,559,578	9,572,679	8,569,024
Premises Related	49,170	17,970	17,970
Secondary Recharges	(459,800)	(1,903,437)	(1,666,409)
Supplies/Services	1,841,982	13,508,563	12,597,577
Third Party Payments	2,402,128	2,699,138	2,699,138
Transfer Payments	214,252,660	258,000,000	258,000,000
Transport Related	16,190	18,190	18,190
<b>Expenditure</b>	<b>225,647,908</b>	<b>281,485,586</b>	<b>280,193,976</b>
Customer & Client Receipts	(534,890)	(1,218,020)	(1,249,020)
Government Grants	(211,590,694)	(256,099,206)	(256,099,206)
Interest	45,430	45,430	45,430
Other Grants, Reimbursements & Contributions	(3,761,881)	(3,964,800)	(3,732,190)
<b>Income</b>	<b>(215,842,035)</b>	<b>(261,236,596)</b>	<b>(261,034,986)</b>
<b>Commissioning</b>	<b>9,805,873</b>	<b>20,248,990</b>	<b>19,158,990</b>

### Budget Summary and Forward Plan

Customer Support Group	2016/17 £	2017/18 £	2018/19 £	2019/20 £
Base Budget	20,821,765	22,119,555	20,119,555	19,119,555
Virements	1,297,790			
	<b>22,119,555</b>	<b>22,119,555</b>	<b>20,119,555</b>	<b>19,119,555</b>
<b>Efficiencies</b>				
<p>The current Medium Term Financial Strategy for 2014-16 already includes approximately £3m per annum of savings on the cost of office accommodation arising from the exit of North London Business Park Building 4 and the transfer of staff into vacant space in Barnet House and North London Business Park Building 2. Current plans suggest that the total saving from the exit of Building 4 could be more than £3m per annum subject to confirmation of costs of moving and wear and tear. This, along with further savings that could arise as part of a move to Colindale, would generate further savings of approximately £1m per annum by 2017. In addition, changes to the Council's wider estate and opportunities to generate greater income on the commercial portfolio are expected to generate income and savings totalling £1m by 2017.</p>		(2,000,000)		
<p>The Council entered into the Customer &amp; Support Group contract for customer and back office services in the autumn of 2013. This contract will deliver a total £125m saving over a 10 year period. This includes a reduction in the cost of back office services of £70m, or £7m per annum (average across the contract). The contract price has already reduced by £6m per annum and forms part of the Council's existing budget and Medium Term Financial Strategy. A further reduction of £2m is anticipated (£1.5m guaranteed in the contract and £0.5m is an expectation of greater savings from the contract review at year 3) meaning that an additional saving can be included in the Council's budget for 2018/19 and 2019/20.</p>			(1,000,000)	(1,000,000)
	<b>0</b>	<b>(2,000,000)</b>	<b>(1,000,000)</b>	<b>(1,000,000)</b>

<b>Customer Support Group</b>	<b>2016/17 £</b>	<b>2017/18 £</b>	<b>2018/19 £</b>	<b>2019/20 £</b>
<b><u>Service Reductions</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Service Redesign</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Reducing Demand, Promoting Independence</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Income</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Pressures</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget</b>	<b>22,119,555</b>	<b>20,119,555</b>	<b>19,119,555</b>	<b>18,119,555</b>

## Customer Support Group

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Building Services	(268,835)	(67,110)	(268,835)
CSG Management Fee	16,836,019	18,463,691	18,001,959
Estates	4,254,581	3,539,234	4,386,431
Other Managed	0	183,740	0
<b>Customer Support Group</b>	<b>20,821,765</b>	<b>22,119,555</b>	<b>22,119,555</b>
<b>Customer Support Group</b>	<b>20,821,765</b>	<b>22,119,555</b>	<b>22,119,555</b>

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Premises Related	6,957,210	6,806,025	7,057,410
Secondary Recharges	0	(400,519)	197,140
Supplies/Services	21,659,273	26,704,217	22,285,513
<b>Expenditure</b>	<b>28,616,483</b>	<b>33,109,723</b>	<b>29,540,063</b>
Customer & Client Receipts	(6,500,698)	(9,696,148)	(6,126,488)
Government Grants	(422,830)	0	(422,830)
Other Grants, Reimbursements & Contributions	(871,190)	(1,294,020)	(871,190)
<b>Income</b>	<b>(7,794,718)</b>	<b>(10,990,168)</b>	<b>(7,420,508)</b>
<b>Customer Support Group</b>	<b>20,821,765</b>	<b>22,119,555</b>	<b>22,119,555</b>

**Budget Summary and Forward Plan**

<b>HB Law</b>	<b>2016/17 £</b>	<b>2017/18 £</b>	<b>2018/19 £</b>	<b>2019/20 £</b>
Base Budget	1,752,397	2,011,397	2,011,397	2,011,397
Virements	259,000			
	<b>2,011,397</b>	<b>2,011,397</b>	<b>2,011,397</b>	<b>2,011,397</b>
<b><u>Efficiencies</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Service Reductions</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Service Redesign</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Reducing Demand, Promoting Independence</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Income</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Pressures</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget</b>	<b>2,011,397</b>	<b>2,011,397</b>	<b>2,011,397</b>	<b>2,011,397</b>

<b>HB LAW</b>
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	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
HB Law	1,752,397	2,011,397	2,011,397
<b>HB Law</b>	<b>1,752,397</b>	<b>2,011,397</b>	<b>2,011,397</b>
<b>HB LAW</b>	<b>1,752,397</b>	<b>2,011,397</b>	<b>2,011,397</b>

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Secondary Recharges	(173,432)	0	0
Supplies/Services	2,532,229	2,791,229	2,791,229
<b>Expenditure</b>	<b>2,358,797</b>	<b>2,791,229</b>	<b>2,791,229</b>
Customer & Client Receipts	(606,400)	(779,832)	(779,832)
<b>Income</b>	<b>(606,400)</b>	<b>(779,832)</b>	<b>(779,832)</b>
<b>HB LAW</b>	<b>1,752,397</b>	<b>2,011,397</b>	<b>2,011,397</b>

**Budget Summary and Forward Plan**

<b>Housing Needs Resources</b>	<b>2016/17 £</b>	<b>2017/18 £</b>	<b>2018/19 £</b>	<b>2019/20 £</b>
Base Budget	3,953,609	4,975,749	4,975,749	4,975,749
Virements	1,022,140			
	<b>4,975,749</b>	<b>4,975,749</b>	<b>4,975,749</b>	<b>4,975,749</b>
<b><u>Efficiencies</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Service Reductions</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Service Redesign</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Reducing Demand, Promoting Independence</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Income</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Pressures</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget</b>	<b>4,975,749</b>	<b>4,975,749</b>	<b>4,975,749</b>	<b>4,975,749</b>

## Housing Needs Resources

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Housing Needs Resources	3,953,609	4,975,749	4,975,749
Housing Needs Resources	3,953,609	4,975,749	4,975,749
<b>Housing Needs Resources</b>	<b>3,953,609</b>	<b>4,975,749</b>	<b>4,975,749</b>
<b>Housing Needs Resources</b>	<b>3,953,609</b>	<b>4,975,749</b>	<b>4,975,749</b>
	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Employee Related	89,400	84,670	84,670
Premises Related	170	0	0
Secondary Recharges	0	140	140
Supplies/Services	3,485,097	3,485,097	3,485,097
Third Party Payments	16,609,000	17,635,900	17,635,900
<b>Expenditure</b>	<b>20,183,667</b>	<b>21,205,807</b>	<b>21,205,807</b>
Customer & Client Receipts	(15,741,808)	(15,741,808)	(15,741,808)
Other Grants, Reimbursements & Contributions	(488,250)	(488,250)	(488,250)
<b>Income</b>	<b>(16,230,058)</b>	<b>(16,230,058)</b>	<b>(16,230,058)</b>
<b>Housing Needs Resources</b>	<b>3,953,609</b>	<b>4,975,749</b>	<b>4,975,749</b>



### Budget Summary and Forward Plan

Parking & Infrastructure	2016/17 £	2017/18 £	2018/19 £	2019/20 £
Base Budget	6,219,169	6,119,479	6,119,479	5,969,479
Virements	100,310			
	<b>6,319,479</b>	<b>6,119,479</b>	<b>6,119,479</b>	<b>5,969,479</b>
<b><u>Efficiencies</u></b>				
<p>Street lighting Savings: The current street lighting contract requires the contractor to maintain quality standards relating to lighting levels. Officers will look to reduce management costs by sharing client and back office functions with the London Borough of Enfield and work with the contractor to reduce maintenance costs. Officers will also look at opportunities to reduce energy costs and mitigate the impact of future energy price increases.</p>	(200,000)			
<p>Re-procure the Parking Contract: The current contract for parking and enforcement services is due to expire in 2017. A decision to re-procure the service will allow further cost savings to be identified through sharing services with partnering authorities, making contract management savings using varied specifications or through investing in modern IT systems.</p>			(150,000)	
	<b>(200,000)</b>	<b>0</b>	<b>(150,000)</b>	<b>0</b>
<b><u>Service Reductions</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Parking &amp; Infrastructure</b>	<b>2016/17 £</b>	<b>2017/18 £</b>	<b>2018/19 £</b>	<b>2019/20 £</b>
<b><u>Service Redesign</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Reducing Demand, Promoting Independence</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Income</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Pressures</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget</b>	<b>6,119,479</b>	<b>6,119,479</b>	<b>5,969,479</b>	<b>5,969,479</b>

## Parking & Infrastructure

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Highway Inspection/Maintenance	382,007	353,727	353,727
Parking	(457,750)	(457,750)	(457,750)
<b>Parking &amp; Infrastructure</b>	<b>(75,743)</b>	<b>(104,023)</b>	<b>(104,023)</b>
<b>Special Parking Account</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Special Parking Account</b>	<b>0</b>	<b>0</b>	<b>0</b>
Street Lighting	6,294,912	6,423,502	6,223,502
<b>Street Lighting</b>	<b>6,294,912</b>	<b>6,423,502</b>	<b>6,223,502</b>
<b>Parking &amp; Infrastructure</b>	<b>6,219,169</b>	<b>6,319,479</b>	<b>6,119,479</b>

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Asset Capital Accg Charges	1,880	1,880	1,880
Capital Accounting Charges	7,420,775	7,122,445	8,052,445
Employee Related	1,328,339	1,291,169	1,291,169
Premises Related	192,260	192,260	192,260
Secondary Recharges	(143,507)	(141,977)	(141,977)
Supplies/Services	11,209,820	11,644,100	11,444,100
Transport Related	67,790	67,790	67,790
<b>Expenditure</b>	<b>20,077,357</b>	<b>20,177,667</b>	<b>20,907,667</b>
Customer & Client Receipts	(13,858,188)	(13,858,188)	(14,788,188)
<b>Income</b>	<b>(13,858,188)</b>	<b>(13,858,188)</b>	<b>(14,788,188)</b>
<b>Parking &amp; Infrastructure</b>	<b>6,219,169</b>	<b>6,319,479</b>	<b>6,119,479</b>

**Budget Summary and Forward Plan**

<b>Public Health</b>	<b>2016/17 £</b>	<b>2017/18 £</b>	<b>2018/19 £</b>	<b>2019/20 £</b>
Base Budget	14,335,000	18,544,000	18,544,000	18,544,000
Virements	4,209,000			
	<b>18,544,000</b>	<b>18,544,000</b>	<b>18,544,000</b>	<b>18,544,000</b>
<b><u>Efficiencies</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Service Reductions</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Service Redesign</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Reducing Demand, Promoting Independence</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Income</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Pressures</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget</b>	<b>18,544,000</b>	<b>18,544,000</b>	<b>18,544,000</b>	<b>18,544,000</b>

<b>Public Health</b>
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	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Public Health	14,335,000	15,835,000	18,544,000
<b>Public Health</b>	<b>14,335,000</b>	<b>15,835,000</b>	<b>18,544,000</b>
<b>Public Health</b>	<b>14,335,000</b>	<b>15,835,000</b>	<b>18,544,000</b>

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Third Party Payments	14,335,000	15,835,000	18,544,000
<b>Expenditure</b>	<b>14,335,000</b>	<b>15,835,000</b>	<b>18,544,000</b>
<b>Public Health</b>	<b>14,335,000</b>	<b>15,835,000</b>	<b>18,544,000</b>

### Budget Summary and Forward Plan

Regional Enterprise	2016/17 £	2017/18 £	2018/19 £	2019/20 £
Base Budget	730,197	(1,119,043)	(5,481,043)	(11,113,043)
Virements	403,760			
	<b>1,133,957</b>	<b>(1,119,043)</b>	<b>(5,481,043)</b>	<b>(11,113,043)</b>
<b>Efficiencies</b>				
<p>Contract Negotiations: There is a potential opportunity for additional savings from the Re contract, or for additional income to be generated from these contracts over and above the contractual guarantee. £500k represents about 5% of the gross spend on Re services, and it is considered that this is a realistic target for additional savings for 2018/19 as part of the mid term contract review.</p>			(500,000)	
<p>Reduction in highways reactive maintenance costs: The Council has invested £50 million in planned maintenance for a five year period from 2015/16. It is anticipated that the investment will reduce on-going reactive maintenance costs. The proposal will be supported by increased enforcement action against builders and developers who damage the highway by enforcing the Council's policy on footway parking.</p>				(550,000)
	<b>0</b>	<b>0</b>	<b>(500,000)</b>	<b>(550,000)</b>
<b>Service Reductions</b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Service Redesign</b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Regional Enterprise</b>	<b>2016/17 £</b>	<b>2017/18 £</b>	<b>2018/19 £</b>	<b>2019/20 £</b>
<b><u>Reducing Demand, Promoting Independence</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Growth &amp; Income</u></b>				
The Council's regeneration schemes are projecting an increase in Council Tax and Business Rates over the period 2016- 2020. This increase is above current baseline predictions, so can be used to support the Council's budget.  A number of development opportunities are being considered that are not included in the current regeneration programme, which could create additional capital receipts that would reduce the Council's future borrowing requirements. They could also generate additional Council Tax revenues. Finally, they could generate rents or dividends through the Council taking a development role, either directly or via a Joint Venture. These proposals will come forward through the Assets, Regeneration and Growth Committee.	(2,253,000)	(3,362,000)  (1,000,000)	(5,132,000)	(48,000)
	<b>(2,253,000)</b>	<b>(4,362,000)</b>	<b>(5,132,000)</b>	<b>(48,000)</b>
<b><u>Pressures</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget</b>	<b>(1,119,043)</b>	<b>(5,481,043)</b>	<b>(11,113,043)</b>	<b>(11,711,043)</b>

## Regional Enterprise

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
RE Guaranteed Income	0	(14,749,463)	(14,661,463)
RE Managed Budgets	1,095,332	1,144,852	1,056,852
RE Projects	49,520	0	0
<b>Re Managed Budgets</b>	<b>1,144,852</b>	<b>(13,604,611)</b>	<b>(13,604,611)</b>
RE Management Fee	(414,655)	14,738,568	14,738,568
<b>Re Management Fee</b>	<b>(414,655)</b>	<b>14,738,568</b>	<b>14,738,568</b>
<b>Regional Enterprise</b>	<b>730,197</b>	<b>1,133,957</b>	<b>1,133,957</b>
Additional income from Council Tax			(2,253,000)
<b>Regional Enterprise Total</b>			<b>(1,119,043)</b>

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Capital Financing	0	(150,000)	(150,000)
Employee Related	0	910	910
Premises Related	0	5,810	5,810
Secondary Recharges	(2,339,000)	(2,336,960)	(2,336,960)
Supplies/Services	14,224,676	23,106,418	23,106,418
Third Party Payments	0	0	0
<b>Expenditure</b>	<b>11,885,676</b>	<b>20,626,178</b>	<b>20,626,178</b>
Customer & Client Receipts	(9,029,164)	(14,749,463)	(14,749,463)
Government Grants	(4,000)	0	0
Interim Budgets	(1,285,325)	(1,285,325)	(1,285,325)
Other Grants, Reimbursements & Contributions	(836,990)	(3,457,433)	(3,457,433)
<b>Income</b>	<b>(11,155,479)</b>	<b>(19,492,221)</b>	<b>(19,492,221)</b>
<b>Regional Enterprise</b>	<b>730,197</b>	<b>1,133,957</b>	<b>1,133,957</b>
Additional income from Council Tax			(2,253,000)
<b>Regional Enterprise Total</b>			<b>(1,119,043)</b>



### Budget Summary and Forward Plan

Streetscene	2016/17 £	2017/18 £	2018/19 £	2019/20 £
Base Budget	14,013,753	13,895,663	12,350,663	11,175,663
Virements	841,910			
	<b>14,855,663</b>	<b>13,895,663</b>	<b>12,350,663</b>	<b>11,175,663</b>
<b><u>Efficiencies</u></b>				
<p>Improving fleet efficiency: The service will continue to reduce the unit cost of maintenance by making procurement processes more competitive and increasing the effectiveness and efficiency of the fleet e.g. through increased preventative maintenance resulting in fewer unplanned repairs. The savings are based on the complete London Borough of Barnet fleet.</p>	(125,000)			
<p>Service changes and Community Engagement Regarding Parks Services: Under this proposal the management of bowling greens would transfer from the council's responsibility to a range of locally-based community organisations, the delivery of annual bedding planting would either cease or transfer to "adopt a place" schemes. In addition, officers will look to return areas of parks and open spaces to "natural" areas and so reduce the level of maintenance as well as revising highway grass cutting frequencies and improving scheduling</p>	(50,000)	(345,000)		
<p>Household Waste Recycling Centre to transfer to NLWA: Under this proposal the ownership on a lease and management of the Summers Lane Recycling Centre has been transferred to the North London Waste Authority.</p>	(80,000)			
<p>Creation of a shared mortuary service: The council has developed a shared service arrangement with neighbouring boroughs to deliver operational efficiencies, raise revenue by disposing of the Finchley Mortuary at a competitive price and continue to maintain a high standard of service.</p>	(45,000)			

<b>Streetscene</b>	<b>2016/17 £</b>	<b>2017/18 £</b>	<b>2018/19 £</b>	<b>2019/20 £</b>
<p>Review of Street Cleansing Services: Reduction in Street Cleansing frequencies by reducing overall number of operational teams. Detailed proposals will determine areas that might be suitable for reductions including :- Fly-tip frequencies, frequency of Deep Cleanse, extension of litter picking and monitoring intervals and Town Centre servicing. There will be a corresponding change to levels of supervision including utilising the latest technology to design better routes and monitor them more effectively. Officers will introduce an increased level of enforcement activity to reduce the need for street cleansing in areas of littering and fly tipping and greater use will be made of people serving community sentences.</p> <p>Increased Productivity and Reduction of Overheads: Restructure of the Street Scene business model - options may include a social enterprise, mutual, shared service or outsourcing for Waste, Recycling, Street Cleansing and Grounds Maintenance services. A decision about a future alternative model will be subject to a full detailed business case and options appraisals, including a comparison with the costs and quality of the in-house service.</p>	(150,000)	(600,000)		
	<b>(450,000)</b>	<b>(1,195,000)</b>	<b>(450,000)</b>	<b>0</b>
<b><u>Service Reductions</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Service Redesign</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Streetscene	2016/17 £	2017/18 £	2018/19 £	2019/20 £
<p><b>Reducing Demand, Promoting Independence</b></p> <p>Revised waste offer to increase recycling: The planned ending of central Government support for weekly refuse collection will necessitate a revised waste collection offer to residents that will need to focus on the delivery of challenging recycling targets. The Council collects residual waste, recyclables, and food waste from all households. The proposal is for a comprehensive and targeted communications and engagement campaign which aims to change resident behaviours and drive up recycling rates in order to reduce collection and disposal costs. This includes making it easier to recycle food waste and compulsory recycling of dry and food waste; increasing recycling in flats by working with managing agents to identify the most suitable mix of containers and limiting the capacity for residual waste. The proposals will be supported by small scale pilot projects, incentive schemes and targeted communications projects. However it may become necessary to go to alternate weekly collection if recycling rates continue to plateau and/or the savings identified are not realised.</p> <p>Reduce Demand for Services through targeted enforcement and Education - increase the investment in enforcement and public communication activities to reduce the amount of fly tipping, littering and ASB - provides a reduction in overall operating costs and a small revenue stream above investment costs.</p>		(50,000)	(200,000)	(200,000)
	<b>0</b>	<b>(75,000)</b>	<b>(225,000)</b>	<b>(200,000)</b>

<b>Streetscene</b>	<b>2016/17 £</b>	<b>2017/18 £</b>	<b>2018/19 £</b>	<b>2019/20 £</b>
<b><u>Income</u></b>				
Invest in 3G Pitches (x3): This proposal will see the Council secure additional investment (in partnership with funding bodies such as The Football Foundation) in modern 3G sports pitches across the borough. The Council will benefit from a mechanism for sharing the additional income generated from new pitches with any delivery partner.			(100,000)	
Income generation from Non-Statutory Waste Services: A challenging income generation target across a range of chargeable services including but not limited to: bulky waste collection, special collections, additional collections, and the identification of new services where charging the user more in order to offset the impact of wider budget reductions is appropriate. To be delivered through a fundamental review of all transactional services e.g. development of the trade and commercial waste services including recycling and a review of commercial activity to identify new or improved income opportunities. Further work to be done with commercial waste to both obtain contracts and offer recycling services.	(50,000)	(200,000)	(300,000)	(1,000,000)
Improve service Efficiencies to Reduce Growth Demand: Current budget forecasts include growth related to the new developments to waste collection and recycling service. Service efficiencies will be introduced to absorb additional work within the current workforce	(360,000)	(75,000)		
Increased Productivity and Reduction of Overheads: Develop a range of alternative management models for parks and open spaces including trusts, management by friends groups and volunteers. Ensure that all costs are recovered from External Agencies such as Barnet Homes and ensure that suitable specifications are in place.	(100,000)		(100,000)	(100,000)
	<b>(510,000)</b>	<b>(275,000)</b>	<b>(500,000)</b>	<b>(1,100,000)</b>
<b><u>Pressures</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget</b>	<b>13,895,663</b>	<b>12,350,663</b>	<b>11,175,663</b>	<b>9,875,663</b>

## Streetscene

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Business Improvement	335,131	264,227	264,227
<b>Business Improvement</b>	<b>335,131</b>	<b>264,227</b>	<b>264,227</b>
Mortuary	141,010	144,070	99,070
Transport	(178,820)	(199,030)	(327,530)
<b>Contract Management</b>	<b>(37,810)</b>	<b>(54,960)</b>	<b>(228,460)</b>
Green Spaces	4,711,982	4,631,022	4,329,682
<b>Green Spaces</b>	<b>4,711,982</b>	<b>4,631,022</b>	<b>4,329,682</b>
Street Cleansing	3,750,550	3,597,450	3,526,540
<b>Parks, Street Cleaning &amp; Groun</b>	<b>3,750,550</b>	<b>3,597,450</b>	<b>3,526,540</b>
Street Scene Management	649,661	652,091	652,091
<b>Street Scene Management</b>	<b>649,661</b>	<b>652,091</b>	<b>652,091</b>
Recycling	69,810	1,117,858	1,021,398
Trade Waste	(1,622,851)	(1,921,985)	(1,929,805)
Waste	6,157,280	6,724,730	6,259,990
<b>Waste &amp; Recycling</b>	<b>4,604,239</b>	<b>5,920,603</b>	<b>5,351,583</b>
<b>Streetscene</b>	<b>14,013,753</b>	<b>15,010,433</b>	<b>13,895,663</b>

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Asset Capital Accg Charges	26,820	16,820	16,820
Employee Related	13,389,110	13,688,316	13,015,546
Premises Related	1,497,995	1,448,345	1,448,345
Secondary Recharges	(6,550,471)	(6,778,413)	(6,778,413)
Supplies/Services	2,743,535	2,989,652	2,889,652
Third Party Payments	383,260	4,945	4,945
Transport Related	9,760,938	9,767,438	9,625,438
<b>Expenditure</b>	<b>21,251,187</b>	<b>21,137,103</b>	<b>20,222,333</b>
Customer & Client Receipts	(5,409,434)	(4,364,670)	(4,564,670)
Government Grants	(1,828,000)	(1,762,000)	(1,762,000)
<b>Income</b>	<b>(7,237,434)</b>	<b>(6,126,670)</b>	<b>(6,326,670)</b>
<b>Streetscene</b>	<b>14,013,753</b>	<b>15,010,433</b>	<b>13,895,663</b>

## Budget Summary and Forward Plan

Special Parking Account	2016/17 £	2017/18 £	2018/19 £	2019/20 £
Base Budget	(7,420,775)	(8,052,445)	(8,322,445)	(8,562,445)
Virements	298,330			
	<b>(7,122,445)</b>	<b>(8,052,445)</b>	<b>(8,322,445)</b>	<b>(8,562,445)</b>
<b><u>Efficiencies</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Service Reductions</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Service Redesign</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Reducing Demand, Promoting Independence</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Income</u></b>				
Income generation from a full review of fees and charges across all Environmental Committee business areas. This will include making sure that all fees are collected.	(930,000)	(270,000)	(240,000)	(130,000)
	<b>(930,000)</b>	<b>(270,000)</b>	<b>(240,000)</b>	<b>(130,000)</b>
<b><u>Pressures</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget</b>	<b>(8,052,445)</b>	<b>(8,322,445)</b>	<b>(8,562,445)</b>	<b>(8,692,445)</b>

## Revenue Budget 2016-2017

### Special Parking Account

	2015-2016	2015-2016	2016-2017
	Original Estimate	Current Estimate	Original Estimate
	£	£	£
<b>Income</b>			
Penalty Charge Notices	(6,635,010)	(6,615,010)	(6,615,010)
Permits	(2,220,000)	(2,220,000)	(2,550,000)
Pay & Display	(3,060,000)	(3,080,000)	(3,080,000)
CCTV Bus lanes	(870,000)	(870,000)	(1,470,000)
<b>Total Income</b>	<b>(12,785,010)</b>	<b>(12,785,010)</b>	<b>(13,715,010)</b>
Operating Expenditure	5,364,235	5,662,565	5,662,565
<b>Net Operating Surplus</b>	<b>(7,420,775)</b>	<b>(7,122,445)</b>	<b>(8,052,445)</b>
Add Capital Expenditure / Debt Charge			
<b>Net Expenditure in Year</b>	<b>(7,420,775)</b>	<b>(7,122,445)</b>	<b>(8,052,445)</b>
Balance brought forward	0	0	0
Appropriation to General Fund	7,420,775	7,122,445	8,052,445
<b>Balance Carried Forward</b>	<b>0</b>	<b>0</b>	<b>0</b>

The SPA is a ringfenced statutory account covering the estimated impact of implementing On-Street Parking and Council on 4 November 1997 noted that the provision of further off-street parking places was unnecessary for the time. The net projected surplus on the SPA is available for implementation of parking schemes and as a general support for

<b>HOUSING REVENUE ACCOUNT</b>		
	<b>2015/16</b>	<b>2016/17</b>
	<b>Original Budget</b>	<b>Original Budget</b>
<b>Income</b>	<b>£</b>	<b>£</b>
Dwelling rents	(53,758,196)	(50,604,854)
Non-dwelling rents	(1,744,813)	(1,613,781)
Tenants Charges for services and facilities	(3,800,417)	(3,927,160)
Leaseholder Charges for Services and Facilities	(2,951,326)	(3,049,752)
Grants and other income	0	(1,274,486)
<b>Total Income</b>	<b>(62,254,752)</b>	<b>(60,470,033)</b>
<b>Expenditure</b>		
Repairs and Maintenance	7,550,000	7,701,000
Supervision and management		
General	13,962,664	14,503,736
Special	6,756,617	6,834,476
Rents, Rates, taxes and other charges	121,500	430,535
Depreciation and impairment of fixed assets	12,866,805	12,837,638
Contribution to Major Repairs Reserve	19,185,195	8,313,362
Impairment write off for HRA commercial properties	820,000	820,000
Debt Management Costs	6,688,827	7,413,628
Increase in bad debt provision	615,000	516,376
<b>Total Expenditure</b>	<b>68,566,608</b>	<b>59,370,752</b>
<b>Net Cost of HRA Services</b>	<b>6,311,857</b>	<b>(1,099,281)</b>
Interest and investment income	(80,360)	(147,197)
<b>(Surplus) or deficit for the year on HRA services</b>	<b>6,231,497</b>	<b>(1,246,477)</b>



## Appendix B2: Revenue Budget 2016/17

	2015/2016		2016/2017
	Original Estimate	Current Estimate	Original Estimate
<b>Council Theme Committee</b>			
	£	£	£
Adults & Safeguarding Committee	82,816,807	87,636,348	86,824,504
Assets, Regeneration & Growth	6,156,615	296,312	(256,656)
Children, Education, Libraries & Safeguarding	53,945,241	56,104,451	53,847,107
Community Leadership Committee	2,372,352	2,270,420	2,259,420
Environment Committee	20,913,599	40,277,106	38,242,322
Housing Committee	3,953,609	4,698,069	4,698,069
Policy & Resources	99,392,917	77,970,104	77,929,200
Public Health	14,335,000	15,835,000	18,544,000
Special Parking Account	(7,420,775)	(7,122,445)	(8,052,445)
Additional income from Council Tax			(2,253,000)
<b>Total</b>	<b>276,465,365</b>	<b>277,965,365</b>	<b>271,782,521</b>

## REVENUE BUDGET 2016/17

BUDGET	2015/2016 Original	2015/2016 Current	2016/2017 Original
	£	£	£
<b>Total Service Expenditure</b>	<b>276,465,365</b>	<b>277,965,365</b>	<b>271,782,521</b>
Contribution to / (from) Specific Reserves	6,461,288	6,461,288	10,735,156
<b>NET EXPENDITURE</b>	<b>282,926,653</b>	<b>284,426,653</b>	<b>282,517,677</b>
Other Grants	(32,038,000)	(33,538,000)	(38,829,000)
<b>BUDGET REQUIREMENT</b>	<b>250,888,653</b>	<b>250,888,653</b>	<b>243,688,677</b>
Business Rates Retention	(35,191,000)	(35,191,000)	(35,484,000)
Business rates top-up	(18,114,000)	(18,114,000)	(18,265,000)
<b>BUSINESS RATES INCOME</b>	<b>(53,305,000)</b>	<b>(53,305,000)</b>	<b>(53,749,000)</b>
RSG	(50,444,000)	(50,444,000)	(36,849,000)
Collection Fund Adjustments	(1,500,000)	(1,500,000)	(3,636,000)
Additional income from Council Tax			2,253,000
<b>BARNET'S ELEMENT OF COUNCIL TAX REQUIREMENT</b>	<b>145,639,653</b>	<b>145,639,653</b>	<b>151,707,677</b>
Greater London Authority - Precept	38,984,545	38,984,545	37,349,424
<b>COUNCIL TAX REQUIREMENT</b>	<b>184,624,198</b>	<b>184,624,198</b>	<b>189,057,101</b>
<b>Components of the Council Tax (Band D)</b>	2015/2016	2016/17	Increase
	£	£	
Mayors Office for Policing and Crime	211.19	192.19	(9.00%)
London Fire & Emergency Planning Authority	48.55	48.55	0.00%
Mayor, Administration, Transport for London, Olympic Games and Boroughs' Collection Fund balances.	35.25	35.25	0.00%
Greater London Authority	295.00	276.00	(6.44%)
London Borough of Barnet	1,102.07	1,121.07	1.72%
<b>Total</b>	<b>1,397.07</b>	<b>1,397.07</b>	<b>(0.00%)</b>

# REVENUE BUDGET 2016/17

## COUNCIL TAX SUMMARY

Council Tax Bands (based on property values @ 1 April 1991)		2015/16	2016/17	Tax Yield
		£	£	£
[Up to £40,000]	Band A	<b>931.38</b>	<b>931.38</b>	1,835,741
[Over £40,000 & up to £52,000]	Band B	<b>1,086.61</b>	<b>1,086.61</b>	6,215,301
[Over £52,000 & up to £68,000]	Band C	<b>1,241.84</b>	<b>1,241.84</b>	24,093,621
[Over £68,000 & up to £88,000]	<u>Band D</u>	<u><b>1,397.07</b></u>	<u><b>1,397.07</b></u>	36,330,591
[Over £88,000 & up to £120,000]	Band E	<b>1,707.53</b>	<b>1,707.53</b>	42,666,872
[Over £120,000 & up to £160,000]	Band F	<b>2,017.99</b>	<b>2,017.99</b>	33,946,285
[Over £160,000 & up to £320,000]	Band G	<b>2,328.45</b>	<b>2,328.45</b>	33,320,306
[Over £320,000]	Band H	<b>2,794.14</b>	<b>2,794.14</b>	10,648,384
				189,057,101

## COUNCIL TAXBASE

Council Taxbase	2015/2016	2016/2017	Income
	Band D Equivalents	Band D Equivalents	
Total properties (per Valuation List)	166,725	168,206	234,995,558
Exemptions	(2,648)	(2,454)	(3,428,410)
Disabled reductions	(115)	(112)	(156,472)
Discounts (10%, 25% & 50%)	(31,571)	(28,938)	(40,428,412)
Adjustments	1,677	605	845,227
Aggregate Relevant Amounts	134,068	137,307	191,827,491
Non-Collection (1.5% both years)	(1,998)	(2,060)	(2,877,964)
Contributions in lieu from MoD	81	77	107,574
	132,151	135,324	189,057,101

### Budget Summary and Forward Plan

Adults & Safeguarding	2016/17 £	2017/18 £	2018/19 £	2019/20 £
Base Budget	82,816,807	86,824,504	83,753,204	80,750,404
Virements	4,819,541			
	<b>87,636,348</b>	<b>86,824,504</b>	<b>83,753,204</b>	<b>80,750,404</b>
<p><b><u>Efficiencies</u></b></p> <p>Budget proposals for 2016-20 include efficiency savings on third party contracts by approximately 2% per annum.</p> <p>The bulk of the adult social care budget (75%) is spent on external contracts for care services with external providers. Of this, the majority is spent on individual support plans for people with eligible social care need which is being addressed through other savings lines below. The remainder of contracts, i.e those not spent on people with eligible needs, £5.5m in total and are being considered under this saving. Proposals are being developed in relation to individual contracts and the changes include commissioning different models of service delivery, terminating contacts, improved contract management and negotiation of better rates for 15/16 contracts.</p> <p>Last year's budget proposals for 2016-20 included workforce savings spread equally over four years. These have now been brought forward to deliver an earlier saving. An element of the saving can be mitigated through improved productivity and efficiency, in particular through the implementation of an improved case management IT system and changes to the assessment process. The proposals will include reviewing management roles, skills mix (i.e. reducing qualified social workers and having more unqualified social workers) and back office efficiencies.</p>	(400,000)	(863,000)	(791,000)	(561,000)
	(1,088,000)	(400,000)		(213,000)

<b>Adults &amp; Safeguarding</b>	<b>2016/17 £</b>	<b>2017/18 £</b>	<b>2018/19 £</b>	<b>2019/20 £</b>
<p>Identification of alternative delivery model(s) and / or shared service options, e.g. mutual or trusts, that can reduce the cost of the adult social care system (staffing costs) and then better utilise the demand management levers (e.g. self-management, early intervention, tele care, enablement, creative support planning) to reduce care costs. Savings will be delivered through implementation of an asset based approach to meeting care needs, using local resources to prevent the need for council funded care.</p> <p>It is now known that the Better Care Fund will continue into 2016/17. Evidence from other parts of the UK indicates that efficiencies can be delivered across health and social care by using social and community care instead of hospital care. This saving is assumed on the following basis: increased joint commissioning and budget pooling with the NHS on a larger scale to deliver savings across the system, with the local authority receiving a proportionate share of the efficiencies achieved.</p> <p>Savings from redesign of Day and Supported Living services including substantial remodelling with a focus on employment and social inclusion. Options being developed include: re-commissioning supported living to achieve contract efficiencies: re-modelling Barnet Independent Living Services (BILS) and Community Space, with reduced day centre operations, more access to community activities and the development of pathways into employment and volunteering. Eligible needs of service users and carers will continue to be met but in different ways.</p>		(654,000)	(654,000)	(654,000)
	<b>(1,488,000)</b>	<b>(1,917,000)</b>	<b>(1,945,000)</b>	<b>(2,655,000)</b>

<b>Adults &amp; Safeguarding</b>	<b>2016/17 £</b>	<b>2017/18 £</b>	<b>2018/19 £</b>	<b>2019/20 £</b>
<b><u>Service Reductions</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<p data-bbox="159 328 389 351"><b><u>Service Redesign</u></b></p> <p data-bbox="327 363 1211 592">Integrated Care for frail elderly/over 50 years with long-term conditions The proposal to develop a 5 tier model to support the development of an integrated health and social care system for older frail people was agreed at the Health and Wellbeing Board in March 2014 and has formed the key element of the Council and CCG's national Better Care Fund plan. Saving is modelled on the impact of reducing demand on acute and residential care by working to reduce unplanned care.</p> <p data-bbox="327 628 1211 823">Increased use of assistive technology (e.g. sensors, alarms, monitoring systems) both in individuals homes and in residential and nursing care providers, is expected to lead to a reduction in care package costs (e.g. reduction in requirement for waking/sleeping nights). This could be delivered through partnering with a telecare provider to provide large scale telecare services.</p> <p data-bbox="327 844 1211 1072">Following full implementation of the new mental health social work model to provide better services for users, the intention is to deliver further savings to high cost placements, workforce reconfiguration and longer term demand management for latter half of 4 year MTFS. The Saving is modelled on projections for demand of mental health care, the intended impact of demand management and reduction in crisis care admissions to hospital.</p>		(385,000)	(300,000)	(350,000)
	<b>0</b>	<b>(885,000)</b>	<b>(1,050,000)</b>	<b>(600,000)</b>

<b>Adults &amp; Safeguarding</b>	<b>2016/17 £</b>	<b>2017/18 £</b>	<b>2018/19 £</b>	<b>2019/20 £</b>
<p><b><u>Reducing Demand, Promoting Independence</u></b></p> <p>Continuation and further development of work to deliver savings through supporting older people in alternative ways, such as care in the community, instead of high cost care packages and residential placements. This will be applied to existing and new service users and will lead to increased use of universal services, enablement, telecare, equipment and direct payments which cost less than traditional home care and residential care. Service users will therefore receive lower personal budgets whilst ensuring that eligible needs are met. The savings will be delivered by social workers incorporating elements in care and support plans which cost less than traditional care or that do not require Council funding. This might include support from volunteers, local clubs or local libraries, for example.</p> <p>An intensive evidence-based model of support for Barnet carers of people with dementia, in order to increase carer sustainability, delay residential care and manage adult social care demand. The saving is modelled on 10 couples and was developed and consulted on as part of the priorities and spending review process in 2013/14 and the adults and safeguarding commissioning plan.</p> <p>The programme to deliver support to sustain carers of people with dementia to stay in their own homes will be developed internally.</p> <p>Generating general fund savings from providing specialist integrated housing for older people based on the provision of 52 flats with 50% high needs, 25% medium needs and 25% low needs. Saving is modelled on the difference between unit cost of residential care and extra care for 51 people.</p>	(350,000)	(350,000)	(350,000)	(180,000)
		(160,000)	(160,000)	
		(95,000)	(285,000)	

Adults & Safeguarding	2016/17 £	2017/18 £	2018/19 £	2019/20 £
<p>Implement a 0-25 disabilities service that better brings together health, care and education to ensure that growth is enabled for young people with disabilities. This should reduce the cost to adult social care arising from lower care package costs for those transitioning at the age of 18 over this period than has been the case for past transitions cases. Thorough review of all young people currently placed in residential care and activity is underway to enable young people to move into more independent accommodation options, improving outcomes and reducing cost to the Adult Social Care Budget. Savings from the new ways of working, designed to increase service user independence, are also expected.</p> <p>Support to help people remain caring and in work by increasing support to carers and employers in the borough enabling carers to remain in work and caring by achieving a 0.5% retention rate (c.14 carers). Savings are from cost avoidance of increased homecare support. This is a continuation of previous carers offer savings.</p> <p>Increasing choice in retirement and for younger disabled adults - investment in an increased advice and support service promoting adaptations and moving to a more suitable home. Savings are based on incremental impact of adaptation/move avoiding costs of enablement, increased homecare and residential care admission for c.20 adults.</p> <p>Develop methods of increasing numbers of personal assistants in Barnet, as an alternative to home care agencies. Service users directly employ the personal assistant and therefore are able to personalise and control their care and support to a very high level. Savings are based on lower unit costs than home care agencies but assume all PAs are paid the LLW. Saving is modelled on 78,000 hours of home care being provided by PAs instead of home care agencies.</p>	(300,000)	(350,000)	(150,000)	(100,000)
		(141,300)	(151,800)	
	(100,000)	(180,000)	(170,000)	(170,000)
	(60,000)	(200,000)		



<b>Adults &amp; Safeguarding</b>	<b>2016/17 £</b>	<b>2017/18 £</b>	<b>2018/19 £</b>	<b>2019/20 £</b>
<p>Review support packages and develop support plans to meet needs at a lower cost. This is likely to include the following:- Increase the supply and take-up of supported living and independent housing opportunities - Supporting transitions to the above for people currently in residential care- Ensure that the review and support planning process is more creative and cost effective- Ensure that this considers how technology can enable people with disabilities to live more independently.</p> <p>Work has taken place to identify and review service users in placements who are suitable to step down from residential to supported living. Eligible needs will still be met. These savings are based on an audit of mental health service users currently in high cost residential placements who have been identified as suitable for more independent living (20 users).</p> <p>Remove the Council subsidy for the home meals service on expiry of the current contract and put in place alternative arrangements which actively enable service users to self arrange meals provision which meets individual and cultural needs in a safe way.</p> <p>Use of existing wheelchair accessible housing stock of 21 units to enable people currently in high cost residential, nursing or supported living placements to become more independent ('step down'), through improved working between adult social care and Barnet Homes. The saving is also modelled on a small number of new build wheelchair housing units funded from HRA headroom. The saving is expected from a reduction in the cost of care package following review, preparation and transfer of individuals to more suitable placements, based on an average saving of £25K per year for high cost residential placements, and £10K per year for lower cost placements. Wheelchair accessible housing will be best suited to individuals with physical disabilities, or multiple disabilities and these are the primary cohort. Saving is modelled on people placed, saving the difference between care in one's own home and high cost residential placements.</p>	(700,000)	(450,000)	(350,000)	(200,000)
		(500,000)		
	(280,000)			
	(83,000)	(139,000)	(97,000)	(110,000)

<b>Adults &amp; Safeguarding</b>	<b>2016/17 £</b>	<b>2017/18 £</b>	<b>2018/19 £</b>	<b>2019/20 £</b>
<p>Encourage use of Older people home share schemes (where older people make space in their properties available at no/reduced rent to younger people/ students in return for support with domestic tasks such as cooking, cleaning, shopping etc). This will reduce reliance and requirement for home care and the cost of some care packages and is expected to have a positive impact on loneliness. Saving is based on a reducing the uptake of homecare hours for older people and stepping some users down. The saving will be £2k per year for each additional homesharing arrangement (120 homes). Saving will be delivered if home share scheme is targeted at those who would otherwise have those needs met by the Council. However, home share will also be developed as a preventative service in addition.</p> <p>Extra Care development of fully integrated service for older people to rent, offering a wide range of services as an alternative to more expensive residential care. 51 units. Saving is modelled on a 10k saving per person per year, based on the difference between the costs of residential care and extra-care. Saving will be achieved if the scheme is targeted at those who would otherwise have their needs met by the council.</p> <p>Extra Care development of fully integrated service for older people of 51 Units. Saving is modelled on a 10k saving per person per year, based on the difference between the costs of residential care and extra-care. Saving will be achieved if the scheme is targeted at those who would otherwise have their needs met by the council.</p>	(22,000)	(44,000)	(72,000)	(102,000)
			(380,000)	(380,000)
	<b>(1,895,000)</b>	<b>(2,609,300)</b>	<b>(2,165,800)</b>	<b>(1,242,000)</b>
<b>Growth and Income</b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Pressures</b>				
Adults social care pressures (Precept)	2,571,156			
Demographics pressures due to general trends and price as well as transitions of children joining adult service areas		2,340,000	2,158,000	2,330,000
	<b>2,571,156</b>	<b>2,340,000</b>	<b>2,158,000</b>	<b>2,330,000</b>
<b>Budget</b>	<b>86,824,504</b>	<b>83,753,204</b>	<b>80,750,404</b>	<b>78,583,404</b>

## Adults & Safeguarding Committee

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Care Quality	1,061,943	1,074,603	1,074,603
Customer Care	748,382	348,725	234,275
Integrated care - LD & MH	38,533,652	40,527,390	40,587,214
Integrated care - OP & DP	35,610,181	35,665,124	35,609,356
Safeguarding	731,111	733,091	603,751
Social Care Management	595,910	411,845	411,845
<b>Adults Social Care</b>	<b>77,281,179</b>	<b>78,760,778</b>	<b>78,521,044</b>
Community Well-being	(1,063,790)	391,460	549,070
Customer Finance	785,999	827,189	719,079
Performance & Improvement	1,024,365	767,135	575,755
Prevention & Well Being	3,603,173	5,445,112	5,014,882
<b>Community Well-being</b>	<b>4,349,747</b>	<b>7,430,896</b>	<b>6,858,786</b>
Dir Adult Soc Serv & Health	185,200	186,440	186,440
<b>Dir Adult Soc Serv &amp; Health</b>	<b>185,200</b>	<b>186,440</b>	<b>186,440</b>
Adults and Health	1,000,681	1,258,234	1,258,234
<b>Strategic Commissioning</b>	<b>1,000,681</b>	<b>1,258,234</b>	<b>1,258,234</b>
<b>Adults &amp; Safeguarding Committee</b>	<b>82,816,807</b>	<b>87,636,348</b>	<b>86,824,504</b>

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Asset Capital Accg Charges	1,000	1,000	1,000
Capital Financing	0	(161,336)	(27,514)
Employee Related	13,376,912	16,421,761	15,203,709
Premises Related	64,025	49,068	49,068
Secondary Recharges	23,150	57,553	57,553
Supplies/Services	6,887,607	10,184,431	9,784,431
Third Party Payments	76,760,182	75,088,451	75,577,527
Transfer Payments	6,862,732	14,372,999	14,372,999
Transport Related	1,231,197	1,282,389	1,282,389
<b>Expenditure</b>	<b>105,206,805</b>	<b>117,296,316</b>	<b>116,301,162</b>
Customer & Client Receipts	(12,227,147)	(11,069,875)	(10,886,565)
Government Grants	(62,300)	(2,304,094)	(2,304,094)
Other Grants, Reimbursements & Contributions	(10,100,551)	(16,285,999)	(16,285,999)
<b>Income</b>	<b>(22,389,998)</b>	<b>(29,659,968)</b>	<b>(29,476,658)</b>
<b>Adults &amp; Safeguarding Committee</b>	<b>82,816,807</b>	<b>87,636,348</b>	<b>86,824,504</b>

## Budget Summary and Forward Plan

Assets, Regeneration & Growth	2016/17 £	2017/18 £	2018/19 £	2019/20 £
Base Budget	6,156,615	(2,509,656)	(8,871,656)	(14,003,656)
Virements	(6,413,271)			
	<b>(256,656)</b>	<b>(2,509,656)</b>	<b>(8,871,656)</b>	<b>(14,003,656)</b>
<b><u>Efficiencies</u></b>				
The current Medium Term Financial Strategy for 2014-16 already includes approximately £3m per annum of savings on the cost of office accommodation arising from the exit of North London Business Park Building 4 and the transfer of staff into vacant space in Barnet House and North London Business Park Building 2. Current plans suggest that the total saving from the exit of Building 4 could be more than £3m per annum subject to confirmation of costs of moving and wear and tear. This, along with further savings that could arise as part of a move to Colindale, would generate further savings of approximately £1m per annum by 2017. In addition, changes to the Council's wider estate and opportunities to generate greater income on the commercial portfolio are expected to generate income and savings totalling £1m by 2017.		(2,000,000)		
	<b>0</b>	<b>(2,000,000)</b>	<b>0</b>	<b>0</b>
<b><u>Service Reductions</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Service Redesign</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Reducing Demand, Promoting Independence</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Assets, Regeneration &amp; Growth</b>	<b>2016/17 £</b>	<b>2017/18 £</b>	<b>2018/19 £</b>	<b>2019/20 £</b>
<p><b><u>Growth and Income</u></b></p> <p>The Council's regeneration schemes are projecting and increase in Council Tax and Business Rates over the period 2016- 2020. This increase is above current baseline predictions, so can be used to support the Council's budget.</p> <p>A number of development opportunities are being considered that are not included in the current regeneration programme, which could create additional capital receipts that would reduce the Council's future borrowing requirements. They could also generate additional Council Tax revenues. Finally, they could generate rents or dividends through the Council taking a development role, either directly or via a Joint Venture. These proposals will come forward through the Assets, Regeneration and Growth Committee.</p>	(2,253,000)	(3,362,000)	(5,132,000)	(48,000)
	<b>(2,253,000)</b>	<b>(4,362,000)</b>	<b>(5,132,000)</b>	<b>(48,000)</b>
<b><u>Pressures</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget</b>	<b>(2,509,656)</b>	<b>(8,871,656)</b>	<b>(14,003,656)</b>	<b>(14,051,656)</b>

## Assets, Regeneration & Growth

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Building Services	(268,835)	(67,110)	(268,835)
Estates	6,375,930	6,776,045	6,470,830
<b>Customer Support Group</b>	<b>6,107,095</b>	<b>6,708,935</b>	<b>6,201,995</b>
RE Guaranteed Income	0	(6,721,607)	(6,633,607)
RE Projects	49,520	0	0
<b>Re Managed Budgets</b>	<b>49,520</b>	<b>(6,721,607)</b>	<b>(6,633,607)</b>
Growth & Development	0	308,984	174,956
<b>Strategic Commissioning</b>	<b>0</b>	<b>308,984</b>	<b>174,956</b>
<b>Assets, Regeneration &amp; Growth</b>	<b>6,156,615</b>	<b>296,312</b>	<b>(256,656)</b>
Additional income from Council Tax			(2,253,000)
<b>Assets, Regeneration &amp; Growth Total</b>			<b>(2,509,656)</b>

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Capital Financing	0	(149,071)	0
Employee Related	0	736,190	319,063
Premises Related	6,709,210	6,776,045	6,779,430
Secondary Recharges	0	(278,135)	(119,427)
Supplies/Services	49,520	3,431,433	3,431,433
<b>Expenditure</b>	<b>6,758,730</b>	<b>10,516,462</b>	<b>10,410,499</b>
Customer & Client Receipts	(602,115)	(6,788,717)	(7,235,722)
Other Grants, Reimbursements & Contributions	0	(3,431,433)	(3,431,433)
<b>Income</b>	<b>(602,115)</b>	<b>(10,220,150)</b>	<b>(10,667,155)</b>
<b>Assets, Regeneration &amp; Growth</b>	<b>6,156,615</b>	<b>296,312</b>	<b>(256,656)</b>
Additional income from Council Tax			(2,253,000)
<b>Assets, Regeneration &amp; Growth Total</b>			<b>(2,509,656)</b>

### Budget Summary and Forward Plan

Children's Education, Libraries & Safeguarding	2016/17 £	2017/18 £	2018/19 £	2019/20 £
Base Budget	53,945,241	53,847,107	51,398,559	50,110,522
Virements	1,972,866			
	<b>55,918,107</b>	<b>53,847,107</b>	<b>51,398,559</b>	<b>50,110,522</b>
<b><u>Efficiencies</u></b>				
<p>Budget proposals for 2016-20 include efficiency savings on third party contracts. The overall budget has extra built in to allow for increases in the prices charged by suppliers. This savings would be achieved by improving contract management and negotiating better rates across a range of services.</p>	(381,000)	(135,000)	(134,000)	(188,000)
<p>Proposal to save money by commissioning different models of service delivery and ceasing contracts, improved contract management and negotiating better rates.</p>	(285,000)			
<p>The contracts include Independent Reviewing Officers, early intervention commissioned services and recently concluded procurements.</p>				
<p>Proposal to reduce spending on work related travel and on agency staff. This includes a small reconfiguration of some back office functions. The recruitment and retention approach being implemented in Family Services will support the reduction in agency spend; there are opportunities to save money on travel through purchasing arrangements and better planning of required travel. The savings are in the context of significant reductions in the workforce in the past year.</p>		(180,000)	(231,000)	(146,000)
	<b>(666,000)</b>	<b>(315,000)</b>	<b>(365,000)</b>	<b>(334,000)</b>

<b>Children's Education, Libraries &amp; Safeguarding</b>	<b>2016/17 £</b>	<b>2017/18 £</b>	<b>2018/19 £</b>	<b>2019/20 £</b>
<b>Service Reform</b>				
Savings through implementing an Early Years Review aimed at ensuring early years services function effectively in the face of limited resources. Use of public health grant to fund service levels above the statutory minimum (£1.5m), intervening early before needs escalate.	(550,000)	(506,000)	(535,000)	(74,000)
Proposal to reconfigure Early Years, building on the locality model and further integrating services. The integration of services will include looking at different ways of delivering some elements of the Healthy Child Programme through Children's Centres.				(850,000)
Developing an alternative approach to providing library services by maintaining the size of the libraries network and increasing opening hours through the use of technology. £546k of this is income generated for Family Services through Estates Services.	(194,000)	(1,907,000)	(25,000)	(151,000)
Following the implementation of the libraries review the implementation will be monitored to see if additional income over and above the present model is being delivered. If not alternative savings will need to be found				(573,000)
Developing joined up Child and Adolescent Mental Health provision with neighbouring boroughs enabling a saving through re-commissioning the externally commissioned service.		(200,000)		
Proposal to remodel the Council's existing youth service, alongside the development of a youth zone, to secure economies of scale and to realise opportunities to generate income.				(800,000)
	<b>(744,000)</b>	<b>(2,613,000)</b>	<b>(560,000)</b>	<b>(2,448,000)</b>



<b>Children's Education, Libraries &amp; Safeguarding</b>	<b>2016/17 £</b>	<b>2017/18 £</b>	<b>2018/19 £</b>	<b>2019/20 £</b>
<p><b>Shared services models</b></p> <p>Create an alternative way to deliver the Education and Skills service that currently provides school improvement support, school admissions, support for children with special educational needs, post-16 support and school catering. By developing a new service delivery model in partnership with schools, there is an opportunity to grow and develop services rather than reduce them.</p> <p>The Council will look at emerging best practice across the country to ensure the highest quality of purposeful social work and wider children's service, with a focus on targeted early intervention and prevention. Professionally lead by children's workers, the approach may include established practice models such as a not for profit charitable trust or a Community Interest Company. Early evidence suggests that these models, by focussing on effective practice, have achieved greater productivity and delivered efficiencies. The integration of the delivery of services with other local London Boroughs will also be considered.</p> <p>Government is proposing for all adoption agencies to move to a regional model of provision. Savings would come from regionalisation of adoption and integrating services across London.</p>	(85,000)	(160,000)	(255,000)	(350,000)
			(150,000)	(800,000)
	<b>(85,000)</b>	<b>(160,000)</b>	<b>(405,000)</b>	<b>(1,150,000)</b>
<p><b>Reducing Demand, Promoting Independence</b></p> <p>Reduce cost of placements for children in care by growing and strengthening the in-house foster care service; intervening early to prevent placement breakdown, transitioning placements from residential to foster care, and ensuring provision of high quality, competitively priced residential placements in appropriate locations. By 2019 Barnet will have one of the largest proportions of children in care placed with in-house foster carers in the country.</p> <p>Additional social care demand management. This will focus on considering new models for social care practice. These approaches include a focus on preventing periods of accommodation for children and preventing escalation of needs.</p>	(131,000)	(144,000)	(149,000)	(69,000)
			(440,000)	(1,267,000)
	<b>(131,000)</b>	<b>(144,000)</b>	<b>(589,000)</b>	<b>(1,336,000)</b>

<b>Children's Education, Libraries &amp; Safeguarding</b>	<b>2016/17 £</b>	<b>2017/18 £</b>	<b>2018/19 £</b>	<b>2019/20 £</b>
<b>Income Generation</b>				
Through the development of a proposed new Delivery model for Education and Skills services in Barnet there will be a contractual requirement for a gainshare of profits from the trading of services externally. The council's share of any surplus that is available through Gainshare will be allocated as savings achieved as a result of the growth in services. This is over and above the agreed contractual savings.				(300,000)
Through the development of the 0-25 integrated service savings through appropriate allocation of education costs for joint placements for children under the age of 18.	(250,000)	(250,000)	(250,000)	(250,000)
At present the council funds support for Child and Adolescent Mental Health provision in Primary and Secondary schools. It is proposed to remove that investment and develop a more bespoke traded service enabling schools to access required support where necessary.		(430,000)		
It is proposed to fund children's substance misuse services with the public health grant to support joined up delivery with wider public health services.	(45,000)			
Government is, at present, consulting on a range of proposals to change the approach for people with No Recourse to Public funds. In light of these proposals there will be an opportunity to reduce spending in this area. Proposals to reduce spending on No Recourse to Public Funds will not affect any new asylum seeking families who are likely to receive support from the Government.			(227,000)	
As part of the on-going work to develop an integrated 0-25 year service, the council will ensure that all eligible children with disabilities and other limiting conditions are receiving continuing care funding from the NHS to better meet their health and care needs.	(150,000)	(150,000)	(200,000)	
	<b>(445,000)</b>	<b>(830,000)</b>	<b>(677,000)</b>	<b>(550,000)</b>

<b>Children's Education, Libraries &amp; Safeguarding</b>	<b>2016/17 £</b>	<b>2017/18 £</b>	<b>2018/19 £</b>	<b>2019/20 £</b>
<b><u>Pressures</u></b>				
Due to increases in complex cases the demand for services is increasing. Social Care placement costs are being driven by an increase in external placement costs.		600,000	400,000	200,000
Demographic pressures on 0 to 17 age group based on current placement costs and trends		1,013,452	907,964	1,195,912
	<b>0</b>	<b>1,613,452</b>	<b>1,307,964</b>	<b>1,395,912</b>
<b>Budget</b>	<b>53,847,107</b>	<b>51,398,559</b>	<b>50,110,522</b>	<b>45,688,434</b>

## Children, Education, Libraries & Safeguarding

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Adoption	1,173,370	1,447,010	1,447,010
Children in Care Teams	733,470	903,375	905,605
Children's Homes	1,469,520	1,492,600	1,491,970
CSC Specialist Service	308,410	138,730	138,730
Disabled Children	1,978,630	2,212,120	2,212,140
Duty and Assessment	1,682,850	1,895,460	1,897,950
Family Resources Centre	652,580	642,557	642,557
Fostering	3,336,148	3,437,935	3,437,935
Intake and Assessment	272,050	304,090	304,090
Intervention and Planning	1,937,880	3,057,480	3,060,220
Kinship	1,872,062	1,754,690	1,754,690
Onwards & Upwards	1,651,140	1,496,820	1,496,820
Placements	10,740,060	9,869,530	9,338,530
Safeguarding & Quality	1,087,175	1,306,675	1,306,675
Social Care Management	960,310	1,174,958	1,174,958
<b>Children Social Care</b>	<b>29,855,655</b>	<b>31,134,030</b>	<b>30,609,880</b>
Business & Finance Support	1,378,319	1,652,324	1,571,254
Childcare	0	16,270	16,270
Children's Centres	1,216,760	1,643,870	1,533,830
Children's Centres Devolved	1,832,374	1,633,244	1,282,374
Commissioning Management	96,640	112,100	112,100
Communication & Complaints	513,318	739,890	739,890
Community Engagement	62,560	124,995	124,995
Early Years	680,580	464,400	385,940
Early Years Devolved	70,030	71,340	71,340
Early Years Management	86,920	36,400	4,730
Family Focus	609,245	747,960	747,960
Libraries	4,513,630	4,639,820	4,437,940
Performance & Data Management	692,180	757,582	757,582
Positive Activities	258,560	269,170	269,170
Skills, Sports & Play	151,210	152,600	152,440
Strategy/Insight & Commissioning	750,345	834,842	625,842
Targeted Youth Support	1,362,745	1,183,580	1,143,580
WF & Community Engagement Mgt	0	123,000	123,000
Workforce Development	497,090	483,585	483,585
YOS	703,470	681,850	681,850
Youth & FS Mgt	0	81,470	81,470
Youth Centres & Equipment	148,810	146,664	146,444
<b>Early Intervention &amp; Prevention</b>	<b>15,624,786</b>	<b>16,596,956</b>	<b>15,493,586</b>
DSG Deactivated Codes	230,166	16,756	10,780
Edu Partnership&Commercial DSG	282,490	282,490	282,490
School Improvement DSG	733,171	730,510	731,950
Schools Funding	0	(475,000)	0
SEND & Inclusion DSG	(7,290,407)	(7,030,113)	(7,647,700)
<b>Education (DSG)</b>	<b>(6,044,580)</b>	<b>(6,475,357)</b>	<b>(6,622,480)</b>

## Children, Education, Libraries & Safeguarding

Education & Skills Management	(499,986)	(529,556)	6,939,683
ES Deactivated Codes	320,020	0	0
<b>Education Management Team</b>	<b>(179,966)</b>	<b>(529,556)</b>	<b>6,939,683</b>
Early Years DSG	5,269,850	5,700,627	5,847,750
Family Support DSG	336,040	336,040	336,040
Intake and Assessment DSG	285,540	285,540	285,540
Perm, Transit & Corp Parent DSG	153,150	153,150	153,150
<b>Family Services DSG</b>	<b>6,044,580</b>	<b>6,475,357</b>	<b>6,622,480</b>
Family Services Management	524,410	745,207	383,757
FS Deactivated Codes	1,712,213	0	(6,560)
<b>Family Services Management</b>	<b>2,236,623</b>	<b>745,207</b>	<b>377,197</b>
14-19 Learning Partnership	353,740	305,690	0
Catering	(190,470)	(131,970)	0
Education Partner & Comm Mgt	481,259	621,339	0
Education Psychology	452,580	591,570	0
Placement & Transport Mgt	3,867,064	4,426,510	0
School Monitoring Management	813,380	817,192	128,530
School Traded Services	5,530	16,780	0
SEN Monitoring & Review	574,330	1,164,548	0
Traded services	(25,400)	(19,090)	0
<b>Inclusion &amp; Skills</b>	<b>6,332,013</b>	<b>7,792,569</b>	<b>128,530</b>
Nursery Schools Direct Management	946,054	946,054	946,054
<b>Nursery Schools Direct Management</b>	<b>946,054</b>	<b>946,054</b>	<b>946,054</b>
Primary Schools Direct Management	10,026,824	10,026,824	10,026,824
<b>Primary Schools Direct Management</b>	<b>10,026,824</b>	<b>10,026,824</b>	<b>10,026,824</b>
PRUs Direct Management	64,486	64,486	64,486
<b>PRUs Direct Management</b>	<b>64,486</b>	<b>64,486</b>	<b>64,486</b>
Blocked Costcentres SDM	(13,425,565)	(13,425,565)	(13,425,565)
Secondary Schools Direct Management	1,834,000	1,834,000	1,834,000
<b>Secondary Schools Direct Management</b>	<b>(11,591,565)</b>	<b>(11,591,565)</b>	<b>(11,591,565)</b>
Special Schools Direct Management	554,201	554,201	554,201
<b>Special Schools Direct Management</b>	<b>554,201</b>	<b>554,201</b>	<b>554,201</b>
Children & Young people	76,130	365,245	298,231
<b>Strategic Commissioning</b>	<b>76,130</b>	<b>365,245</b>	<b>298,231</b>
<b>Children, Education, Libraries &amp; Safeguarding</b>	<b>53,945,241</b>	<b>56,104,451</b>	<b>53,847,107</b>

## Children, Education, Libraries & Safeguarding

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Capital Accounting Charges	(11,708,576)	(10,721,656)	(11,708,576)
Capital Financing	(1,445,391)	(1,469,100)	(2,145,990)
Employee Related	199,114,586	201,579,783	190,532,335
Premises Related	14,326,596	14,951,872	14,233,486
Secondary Recharges	303,390	587,448	68,160
Supplies/Services	46,042,643	41,082,146	52,628,934
Support Services	10,619,980	11,963,921	10,619,980
Third Party Payments	40,849,979	42,406,654	43,054,950
Transfer Payments	(1,816,688)	591,937	3,006,658
Transport Related	3,439,079	3,951,542	960,160
<b>Expenditure</b>	<b>299,725,598</b>	<b>304,924,547</b>	<b>301,250,097</b>
Customer & Client Receipts	(24,092,224)	(27,871,354)	(23,542,987)
Government Grants	(215,051,964)	(214,300,263)	(217,614,604)
Other Grants, Reimbursements & Contributions	(6,636,169)	(6,648,479)	(6,245,399)
<b>Income</b>	<b>(245,780,357)</b>	<b>(248,820,096)</b>	<b>(247,402,990)</b>
<b>Children, Education, Libraries &amp; Safeguarding</b>	<b>53,945,241</b>	<b>56,104,451</b>	<b>53,847,107</b>

### Budget Summary and Forward Plan

Community Leadership	2016/17 £	2017/18 £	2018/19 £	2019/20 £
Base Budget	2,372,352	2,259,420	2,259,420	2,259,420
Virements	(103,932)			
	<b>2,268,420</b>	<b>2,259,420</b>	<b>2,259,420</b>	<b>2,259,420</b>
<b>Efficiencies</b>				
Non-renewal of the Council's annual subscription to MOSIAC customer data segmentation programme. MOSIAC is software which allows the Council to model population growth and preferences to help inform policy development. The Customer and Support Group Insight Team uses an identical programme called Call Credit. The proposal is not to renew the subscription to MOSIAC in order to avoid duplication and confusion by using two similar programmes and generate a saving in the process.	(9,000)			
	<b>(9,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Community Leadership</b>	<b>2016/17 £</b>	<b>2017/18 £</b>	<b>2018/19 £</b>	<b>2019/20 £</b>
<b><u>Service Reductions</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Service Redesign</u></b>				
There is a potential equalities impact and this will be kept under review as proposals develop				(243,000)
	<b>0</b>	<b>0</b>	<b>0</b>	<b>(243,000)</b>
<b><u>Reducing Demand, Promoting Independence</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Growth and Income</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Pressures</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget</b>	<b>2,259,420</b>	<b>2,259,420</b>	<b>2,259,420</b>	<b>2,016,420</b>



## Community Leadership Committee

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Births Deaths & Marriages	(160,530)	(159,890)	(159,890)
<b>Births Deaths &amp; Marriages</b>	<b>(160,530)</b>	<b>(159,890)</b>	<b>(159,890)</b>
Community Safety	0	0	0
<b>Community Well-being</b>	<b>0</b>	<b>0</b>	<b>0</b>
Finance	181,571	181,571	181,571
<b>Deputy Chief Operating Officer</b>	<b>181,571</b>	<b>181,571</b>	<b>181,571</b>
Governance	9,240	9,240	7,240
<b>Governance</b>	<b>9,240</b>	<b>9,240</b>	<b>7,240</b>
Environment	1,923,314	1,876,009	1,867,009
<b>Strategic Commissioning</b>	<b>1,923,314</b>	<b>1,876,009</b>	<b>1,867,009</b>
Communications	418,757	363,490	363,490
<b>Strategy &amp; Communications</b>	<b>418,757</b>	<b>363,490</b>	<b>363,490</b>
<b>Community Leadership Committee</b>	<b>2,372,352</b>	<b>2,270,420</b>	<b>2,259,420</b>

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Capital Financing	(15,000)	(15,000)	(15,000)
Employee Related	1,621,151	1,495,389	1,495,389
Premises Related	37,980	37,950	37,950
Secondary Recharges	(20,910)	2,950	2,950
Supplies/Services	985,857	969,607	958,607
Third Party Payments	646,218	646,218	646,218
Transport Related	6,880	6,880	6,880
<b>Expenditure</b>	<b>3,262,176</b>	<b>3,143,994</b>	<b>3,132,994</b>
Customer & Client Receipts	(575,400)	(575,400)	(575,400)
Government Grants	(252,924)	(236,674)	(236,674)
Other Grants, Reimbursements & Contributions	(61,500)	(61,500)	(61,500)
<b>Income</b>	<b>(889,824)</b>	<b>(873,574)</b>	<b>(873,574)</b>
<b>Community Leadership Committee</b>	<b>2,372,352</b>	<b>2,270,420</b>	<b>2,259,420</b>

### Budget Summary and Forward Plan

Environment	2016/17 £	2017/18 £	2018/19 £	2019/20 £
Base Budget	20,913,599	38,242,322	37,134,322	36,117,322
Virements	19,053,723			
	<b>39,967,322</b>	<b>38,242,322</b>	<b>37,134,322</b>	<b>36,117,322</b>
<b>Efficiencies</b>				
<p>Contract Negotiations: There is a potential opportunity for additional savings from the Re contract, or for additional income to be generated from these contracts over and above the contractual guarantee. £500k represents about 5% of the gross spend on Re services, and it is considered that this is a realistic target for additional savings for 2018/19 as part of the mid term contract review.</p> <p>Reduction in highways reactive maintenance costs: The Council has invested £50 million in planned maintenance for a five year period from 2015/16. It is anticipated that the investment will reduce on-going reactive maintenance costs. The proposal will be supported by increased enforcement action against builders and developers who damage the highway by enforcing the Council's policy on footway parking.</p> <p>Improving fleet efficiency: The service will continue to reduce the unit cost of maintenance by making procurement processes more competitive and increasing the effectiveness and efficiency of the fleet e.g. through increased preventative maintenance resulting in fewer unplanned repairs. The savings are based on the complete London Borough of Barnet fleet.</p> <p>Service changes and Community Engagement Regarding Parks Services: Under this proposal the management of bowling greens would transfer from the council's responsibility to a range of locally-based community organisations, the delivery of annual bedding planting would either cease or transfer to "adopt a place" schemes. In addition, officers will look to return areas of parks and open spaces to "natural" areas and so reduce the level of maintenance as well as revising highway grass cutting frequencies and improving scheduling</p>			(500,000)	(550,000)
	(125,000)			
	(50,000)	(345,000)		

Environment	2016/17 £	2017/18 £	2018/19 £	2019/20 £
<p>Re-procure the Parking Contract: The current contract for parking and enforcement services is due to expire in 2017. A decision to re-procure the service will allow further cost savings to be identified through sharing services with partnering authorities, making contract management savings using varied specifications or through investing in modern IT systems.</p> <p>Street lighting Savings: The current street lighting contract requires the contractor to maintain quality standards relating to lighting levels. Officers will look to reduce management costs by sharing client and back office functions with the London Borough of Enfield and work with the contractor to reduce maintenance costs. Officers will also look at opportunities to reduce energy costs and mitigate the impact of future energy price increases.</p> <p>Household Waste Recycling Centre to transfer to NLWA: Under this proposal the ownership on a lease and management of the Summers Lane Recycling Centre has been transferred to the North London Waste Authority.</p> <p>Increased Productivity and Reduction of Overheads: Restructure of the Street Scene business model - options may include a social enterprise, mutual, shared service or outsourcing for Waste, Recycling, Street Cleansing and Grounds Maintenance services. A decision about a future alternative model will be subject to a full detailed business case and options appraisals, including a comparison with the costs and quality of the in-house service.</p>	<p>(200,000)</p> <p>(80,000)</p>	<p>(250,000)</p>	<p>(150,000)</p> <p>(450,000)</p>	

<b>Environment</b>	<b>2016/17 £</b>	<b>2017/18 £</b>	<b>2018/19 £</b>	<b>2019/20 £</b>
Creation of a shared mortuary service: The council has developed a shared service arrangement with neighbouring boroughs to deliver operational efficiencies, raise revenue by disposing of the Finchley Mortuary at a competitive price and continue to maintain a high standard of service.	(45,000)			
Review of Street Cleansing Services: Reduction in Street Cleansing frequencies by reducing overall number of operational teams. Detailed proposals will determine areas that might be suitable for reductions including :- Fly-tip frequencies, frequency of Deep Cleanse, extension of litter picking and monitoring intervals and Town Centre servicing. There will be a corresponding change to levels of supervision including utilising the latest technology to design better routes and monitor them more effectively. Officers will introduce an increased level of enforcement activity to reduce the need for street cleansing in areas of littering and fly tipping and greater use will be made of people serving community sentences.	(150,000)	(600,000)		
	<b>(650,000)</b>	<b>(1,195,000)</b>	<b>(1,100,000)</b>	<b>(550,000)</b>
<b><u>Service Reductions</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Service Redesign</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Environment</b>	<b>2016/17 £</b>	<b>2017/18 £</b>	<b>2018/19 £</b>	<b>2019/20 £</b>
<b><u>Reducing Demand, Promoting Independence</u></b>				
<p>Movement to menu pricing within the North London Waste Authority and waste disposal diversion projects: The current cost of waste disposal is based on a long-standing system where each Council pays an average price per tonne in proportion to its relative size. This payment is made two years in arrears. The introduction of menu pricing will see the Council pay a price per tonne specifically for the type and volume of waste sent for disposal within the year that the disposals occurs. This will incentivise Councils to minimise waste and will generate a saving based on Barnet sending less waste for disposal compared with other members of the North London Waste Authority. Future waste diversion savings are reliant on demand management projects, changes to collection services and the success of communications campaigns.</p>	(1,900,000)	(500,000)	(100,000)	(100,000)
<p>Revised waste offer to increase recycling: The planned ending of central Government support for weekly refuse collection will necessitate a revised waste collection offer to residents that will need to focus on the delivery of challenging recycling targets. The Council collects residual waste, recyclables, and food waste from all households. The proposal is for a comprehensive and targeted communications and engagement campaign which aims to change resident behaviours and drive up recycling rates in order to reduce collection and disposal costs. This includes making it easier to recycle food waste and compulsory recycling of dry and food waste; increasing recycling in flats by working with managing agents to identify the most suitable mix of containers and limiting the capacity for residual waste. The proposals will be supported by small scale pilot projects, incentive schemes and targeted communications projects. However it may become necessary to go to alternate weekly collection if recycling rates continue to plateau and/or the savings identified are not realised.</p>	(31,000)	(50,000)	(200,000)	(200,000)
<p>Increased Productivity and Reduction of Overheads: Develop a range of alternative management models for parks and open spaces including trusts, management by friends groups and volunteers. Ensure that all costs are recovered from External Agencies such as Barnet Homes and ensure that suitable specifications are in place.</p>	(100,000)		(100,000)	(100,000)
	<b>(2,031,000)</b>	<b>(550,000)</b>	<b>(400,000)</b>	<b>(400,000)</b>

<b>Environment</b>	<b>2016/17 £</b>	<b>2017/18 £</b>	<b>2018/19 £</b>	<b>2019/20 £</b>
<b><u>Growth and Income</u></b>				
Invest in 3G Pitches (x3): This proposal will see the Council secure additional investment (in partnership with funding bodies such as The Football Foundation) in modern 3G sports pitches across the borough. The Council will benefit from a mechanism for sharing the additional income generated from new pitches with any delivery partner.			(100,000)	
Income generation from Non-Statutory Waste Services: A challenging income generation target across a range of chargeable services including but not limited to: bulky waste collection, special collections, additional collections, and the identification of new services where charging the user more in order to offset the impact of wider budget reductions is appropriate. To be delivered through a fundamental review of all transactional services e.g. development of the trade and commercial waste services including recycling and a review of commercial activity to identify new or improved income opportunities. Further work to be done with commercial waste to both obtain contracts and offer recycling services.	(50,000)	(200,000)	(300,000)	(1,000,000)
Reduce Demand for Services through targeted enforcement and Education - increase the investment in enforcement and public communication activities to reduce the amount of fly tipping, littering and ASB - provides a reduction in overall operating costs and a small revenue stream above investment costs.		(25,000)	(25,000)	
Improve service Efficiencies to Reduce Growth Demand: Current budget forecasts include growth related to the new developments to waste collection and recycling service. Service efficiencies will be introduced to absorb additional work within the current workforce	(360,000)	(75,000)		
	<b>(410,000)</b>	<b>(300,000)</b>	<b>(425,000)</b>	<b>(1,000,000)</b>
<b><u>Pressures</u></b>				
Major developments in the western part of the borough mean higher waste support needs			150,000	210,000
North London Waste Authority (NLWA) levy increased pressure	1,366,000	937,000	758,000	1,035,000
	<b>1,366,000</b>	<b>937,000</b>	<b>908,000</b>	<b>1,245,000</b>
<b>Budget</b>	<b>38,242,322</b>	<b>37,134,322</b>	<b>36,117,322</b>	<b>35,412,322</b>

## Environment Committee

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Business Improvement	335,131	264,227	264,227
<b>Business Improvement</b>	<b>335,131</b>	<b>264,227</b>	<b>264,227</b>
Mortuary	141,010	144,070	99,070
Transport	(178,820)	(199,030)	(327,530)
<b>Contract Management</b>	<b>(37,810)</b>	<b>(54,960)</b>	<b>(228,460)</b>
Green Spaces	4,711,982	4,631,022	4,329,682
<b>Green Spaces</b>	<b>4,711,982</b>	<b>4,631,022</b>	<b>4,329,682</b>
Highway Inspection/Maintenance	382,007	353,727	353,727
Parking	(457,750)	(457,750)	(457,750)
<b>Parking &amp; Infrastructure</b>	<b>(75,743)</b>	<b>(104,023)</b>	<b>(104,023)</b>
Street Cleansing	3,750,550	3,597,450	3,526,540
<b>Parks, Street Cleaning &amp; Groun</b>	<b>3,750,550</b>	<b>3,597,450</b>	<b>3,526,540</b>
RE Guaranteed Income	0	(7,750,176)	(7,750,176)
RE Managed Budgets	1,095,332	1,144,852	1,056,852
<b>Re Managed Budgets</b>	<b>1,095,332</b>	<b>(6,605,324)</b>	<b>(6,693,324)</b>
RE Management Fee	(414,655)	14,738,568	14,738,568
<b>Re Management Fee</b>	<b>(414,655)</b>	<b>14,738,568</b>	<b>14,738,568</b>
Special Parking Account	0	0	0
<b>Special Parking Account</b>	<b>0</b>	<b>0</b>	<b>0</b>
Environment	0	10,813,950	10,181,936
<b>Strategic Commissioning</b>	<b>0</b>	<b>10,813,950</b>	<b>10,181,936</b>
Street Lighting	6,294,912	6,423,502	6,223,502
<b>Street Lighting</b>	<b>6,294,912</b>	<b>6,423,502</b>	<b>6,223,502</b>
Street Scene Management	649,661	652,091	652,091
<b>Street Scene Management</b>	<b>649,661</b>	<b>652,091</b>	<b>652,091</b>
Recycling	69,810	1,117,858	1,021,398
Trade Waste	(1,622,851)	(1,921,985)	(1,929,805)
Waste	6,157,280	6,724,730	6,259,990
<b>Waste &amp; Recycling</b>	<b>4,604,239</b>	<b>5,920,603</b>	<b>5,351,583</b>
<b>Environment Committee</b>	<b>20,913,599</b>	<b>40,277,106</b>	<b>38,242,322</b>

## Environment Committee

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Asset Capital Accg Charges	28,700	18,700	18,700
Capital Accounting Charges	7,420,775	7,122,445	8,052,445
Employee Related	14,717,449	15,487,867	14,645,083
Premises Related	1,690,255	1,646,415	1,646,415
Secondary Recharges	(9,032,978)	(9,463,462)	(9,360,462)
Supplies/Services	28,128,511	45,775,537	44,941,537
Third Party Payments	383,260	4,945	4,945
Transport Related	9,828,728	9,835,228	9,693,228
<b>Expenditure</b>	<b>53,164,700</b>	<b>70,427,675</b>	<b>69,641,891</b>
Customer & Client Receipts	(28,296,786)	(27,103,244)	(28,352,244)
Government Grants	(1,832,000)	(1,762,000)	(1,762,000)
Interim Budgets	(1,285,325)	(1,285,325)	(1,285,325)
Other Grants, Reimbursements & Contributions	(836,990)	0	0
<b>Income</b>	<b>(32,251,101)</b>	<b>(30,150,569)</b>	<b>(31,399,569)</b>
<b>Environment Committee</b>	<b>20,913,599</b>	<b>40,277,106</b>	<b>38,242,322</b>



**Budget Summary and Forward Plan**

<b>Housing Committee</b>	<b>2016/17 £</b>	<b>2017/18 £</b>	<b>2018/19 £</b>	<b>2019/20 £</b>
Base Budget	3,953,609	4,698,069	4,698,069	4,698,069
Virements	744,460			
	<b>4,698,069</b>	<b>4,698,069</b>	<b>4,698,069</b>	<b>4,698,069</b>
<b><u>Efficiencies</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Service Reductions</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Service Redesign</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Reducing Demand, Promoting Independence</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Housing Committee	2016/17 £	2017/18 £	2018/19 £	2019/20 £
<u>Income</u>				
	0	0	0	0
<u>Pressures</u>				
	0	0	0	0
<b>Budget</b>	<b>4,698,069</b>	<b>4,698,069</b>	<b>4,698,069</b>	<b>4,698,069</b>

## Housing Committee

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Housing Needs Resources	3,953,609	4,975,749	4,975,749
<b>Housing Needs Resources</b>	<b>3,953,609</b>	<b>4,975,749</b>	<b>4,975,749</b>
HRA Other Income & Expenditure	5,284,086	5,284,086	5,284,086
HRA Regeneration	1,027,770	1,027,770	1,027,770
HRA Surplus/Deficit for the year	(6,231,496)	(6,231,496)	(6,231,496)
Interest on Balances	(80,360)	(80,360)	(80,360)
<b>HRA</b>	<b>0</b>	<b>0</b>	<b>0</b>
RE Guaranteed Income	0	(277,680)	(277,680)
<b>Re Managed Budgets</b>	<b>0</b>	<b>(277,680)</b>	<b>(277,680)</b>
<b>Housing Committee</b>	<b>3,953,609</b>	<b>4,698,069</b>	<b>4,698,069</b>

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Asset Capital Accg Charges	12,866,805	12,866,805	12,866,805
Asset Capital Financing	820,000	820,000	820,000
Capital Accounting Charges	12,953,699	12,953,699	12,953,699
Capital Financing	6,688,827	6,538,827	6,538,827
Employee Related	615,940	611,210	611,210
Premises Related	8,039,390	8,039,220	8,039,220
Secondary Recharges	0	140	140
Supplies/Services	21,411,636	21,587,636	21,587,636
Support Services	576,410	576,410	576,410
Third Party Payments	17,931,072	18,957,972	18,957,972
<b>Expenditure</b>	<b>81,903,779</b>	<b>82,951,919</b>	<b>82,951,919</b>
Customer & Client Receipts	(74,823,236)	(75,100,916)	(75,100,916)
Interest	(80,360)	(80,360)	(80,360)
Other Grants, Reimbursements & Contributions	(3,046,574)	(3,072,574)	(3,072,574)
<b>Income</b>	<b>(77,950,170)</b>	<b>(78,253,850)</b>	<b>(78,253,850)</b>
<b>Housing Committee</b>	<b>3,953,609</b>	<b>4,698,069</b>	<b>4,698,069</b>

### Budget Summary and Forward Plan

Policy & Resources	2016/17 £	2017/18 £	2018/19 £	2019/20 £
Base Budget	99,392,917	77,929,200	79,710,200	81,878,619
Virements	(20,371,717)			
	<b>79,021,200</b>	<b>77,929,200</b>	<b>79,710,200</b>	<b>81,878,619</b>
<b>Efficiencies</b>				
<p>This proposal is to reduce the remaining Council IT spending that does not form part of the Customer &amp; Support Group contract (approximately £1m per annum). This proposal would reduce this by approximately 10% in 2016/17.</p>	(140,000)			
<p>Budget proposals for 2016-20 include efficiency savings of approximately 2% per annum on third party contracts. This saving comes from Commissioning Group and Assurance contract spending, which include communications and engagement contracts, internal audit and insurance. The overall budget includes provision for price increases of 2.5% per annum, so this saving could be made either from keeping the costs of contracts stable, or through improved contract management and negotiation of better rates.</p>	(62,000)	(46,000)	(45,000)	(44,000)
<p>Budget proposals for 2016-20 include workforce efficiency savings of approximately 10% of the relevant staff budgets. As Government funding for council services continues to reduce, delivery units will need to review their workforce budgets to ensure that they can make the required savings. At this stage, it is expected that the 10% saving can be made without impacting on service delivery, but this assumption will need to be tested in the years to 2020. Corporate initiatives such as the review of terms and conditions and the unified pay project will support delivery units to achieve this saving. Delivery units will also need to review performance management, use of agency staff, management layers and productivity to ensure that this saving can be achieved.</p>	(480,000)	(579,000)	(100,000)	

Policy & Resources	2016/17 £	2017/18 £	2018/19 £	2019/20 £
<p>The bulk of this saving has already been achieved through a revised Scheme of Members Allowances that was agreed by Council on 15 July 2014. The new scheme of Allowances- reflecting the replacement of Cabinet and Scrutiny with eight theme committees- produced a saving of £90,358. In addition, a further £29,541 was saved as no Member may receive more than one Special Responsibility Allowance and some of the SRA paying posts were held by members already in receipt of an SRA. There are underspends in the budget that will fund the remaining savings of £100k.</p> <p>There are a number of opportunities to share services with other local authorities. These services include health and safety, emergency planning, insurance, internal audit and governance. In practice, this saving would involve shared management of these functions between Barnet and another local authority. Similar arrangements are already in place with Harrow Council, Brent Council and other bodies in respect of legal services and public health. No firm proposals are currently in place to deliver this saving, but options are being considered to ensure that this is deliverable before 2018.</p> <p>The Council is required to budget each year for costs associated with repaying the principle on borrowing costs. This is known as "minimum revenue provision", and is prescribed as part of CIPFA accounting guidance. A review has been undertaken of the Council's MRP calculation, and it concludes that the annual charge is £1m more prudent than is necessary. This dates back to the original calculation made when the current capital financing regime came into place in 2004. This approach has been agreed with the Council's external auditors and is still considered to be a prudent approach.</p> <p>Barnet Council revised its redundancy terms and conditions back in 2011 which led to a reduction in individual redundancy payments. This approach was consistent with many other councils at the time. This, along with a lower level of redundancies per annum (partly arising from the outsourcing of services to CSG and Re) means that the annual budget that the Council sets aside for redundancy can be reduced by £1.875m per annum.</p> <p>Reduction in spending on annual subscriptions and membership fees to organisations which the Council is currently a member of. A review of spending on annual subscriptions and membership fees is to take place in 2015. This will include recommendations on where to make savings.</p>	(140,000)	(80,000)	(1,243,581)	

<b>Policy &amp; Resources</b>	<b>2016/17 £</b>	<b>2017/18 £</b>	<b>2018/19 £</b>	<b>2019/20 £</b>
<p>The Council sets aside a budget each year to fund future borrowing costs for additional capital expenditure. This budget is approximately 4.5% of additional capital costs. Over recent years, the Council has not borrowed to fund additional capital expenditure and used cash balances instead. In addition, the interest rate on loans is currently less than 4%, leading to an annual saving. If future borrowing costs remain below 4%, then a saving of £5m over the period to 2020 is achievable. If interest rates increase, then the Council will be able to generate additional interest income on deposits, so this saving would also be achievable.</p>	(2,500,000)	(2,500,000)	(1,500,000)	(500,000)
<p>The Customer Access Strategy will use insight about customers and their experiences to design improvements to the council's existing customer services model. It is expected that the strategy will identify a number of opportunities to make savings by directing customers away from face to face, increasing use of the Coventry contact centre, changing service standards and exploring possibilities for income generation.</p>			(500,000)	
<p>The Council entered into the Customer &amp; Support Group contract for customer and back office services in the autumn of 2013. This contract will deliver a total £125m saving over a 10 year period. This includes a reduction in the cost of back office services of £70m, or £7m per annum (average across the contract). The contract price has already reduced by £6m per annum and forms part of the Council's existing budget and Medium Term Financial Strategy. A further reduction of £2m is anticipated (£1.5m guaranteed in the contract and £0.5m is an expectation of greater savings from the contract review at year 3) meaning that an additional saving can be included in the Council's budget for 2018/19 and 2019/20.</p>			(1,000,000)	(1,000,000)
Reduction in Audit fees budget to reflect changes in current costs	(135,000)			
Insurance reduction as part of re-procurement in October 2015	(25,000)			
Senior Management Costs Saving				(1,000,000)
	<b>(6,732,000)</b>	<b>(3,205,000)</b>	<b>(4,388,581)</b>	<b>(2,544,000)</b>

<b>Policy &amp; Resources</b>	<b>2016/17 £</b>	<b>2017/18 £</b>	<b>2018/19 £</b>	<b>2019/20 £</b>
<b><u>Service Reductions</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Service Redesign</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Reducing Demand, Promoting Independence</u></b>				
Reduction in grants budget for London Councils Grants Scheme	(59,000)	(59,000)		
	<b>(59,000)</b>	<b>(59,000)</b>	<b>0</b>	<b>0</b>
<b><u>Growth and Income</u></b>				
Increasing Council Tax Support payments to 20%	(1,026,000)	(456,000)		
General Provision for inflation	4,406,000	4,484,000	4,562,000	4,642,000
Reduction / increase in Contingency budget for risks in service areas	(1,880,000)	(238,000)	703,000	3,843,000
Capital Financing		1,000,000	1,000,000	2,500,000
Increase in Concessionary Fares	227,000	255,000	292,000	346,000
	<b>1,727,000</b>	<b>5,045,000</b>	<b>6,557,000</b>	<b>11,331,000</b>
<b><u>Pressures</u></b>				
Demographics pressures due to general trends and price as well as transitions of children joining adult service areas	2,083,000			
Due to increases in complex cases the demand for services is increasing. Social Care placement costs are being driven by an increase in external placement costs.	950,000			
Demographic pressures on 0 to 17 age group based on current placement costs and trends	939,000			
	<b>3,972,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget</b>	<b>77,929,200</b>	<b>79,710,200</b>	<b>81,878,619</b>	<b>90,665,619</b>

## Policy and Resources

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Assurance Management	526,790	564,745	565,008
<b>Assurance Management</b>	<b>526,790</b>	<b>564,745</b>	<b>565,008</b>
Capital Financing	22,815,670	22,759,670	19,259,670
Car Leasing	2,210	2,210	2,210
Central Contingency	12,412,386	2,430,406	7,876,506
Corporate Fees & Charges	398,940	398,940	263,940
Corporate Subscriptions	314,220	314,220	314,220
Early Retirement	5,427,321	5,427,321	3,577,321
Levies	30,717,050	19,074,250	19,242,250
Local Area Agreement	105,000	105,000	105,000
Miscellaneous Finance	426,430	765,030	740,030
<b>Central Expenses</b>	<b>72,619,227</b>	<b>51,277,047</b>	<b>51,381,147</b>
Commercial	1,224,210	1,162,566	1,049,180
<b>Commercial &amp; Customer</b>	<b>1,224,210</b>	<b>1,162,566</b>	<b>1,049,180</b>
Commissioning Group	635,974	0	0
<b>Commissioning Group</b>	<b>635,974</b>	<b>0</b>	<b>0</b>
CSG Management Fee	16,836,019	18,463,691	18,001,959
Estates	(2,121,349)	(3,236,811)	(2,084,399)
Other Managed	0	183,740	0
<b>Customer Support Group</b>	<b>14,714,670</b>	<b>15,410,620</b>	<b>15,917,560</b>
Finance	1,527,230	938,760	466,910
Information Management	796,853	879,623	879,623
Programme & Resources	691,013	781,853	918,103
<b>Deputy Chief Operating Officer</b>	<b>3,015,096</b>	<b>2,600,236</b>	<b>2,264,636</b>
Elections	423,055	391,880	348,195
<b>Elections</b>	<b>423,055</b>	<b>391,880</b>	<b>348,195</b>
Governance	2,301,540	2,366,250	2,136,260
<b>Governance</b>	<b>2,301,540</b>	<b>2,366,250</b>	<b>2,136,260</b>
HB Law	1,752,397	2,011,397	2,011,397
<b>HB Law</b>	<b>1,752,397</b>	<b>2,011,397</b>	<b>2,011,397</b>
Internal Audit & CAFT	849,818	866,658	736,070
<b>Internal Audit &amp; CAFT</b>	<b>849,818</b>	<b>866,658</b>	<b>736,070</b>
Strategic Commissioning Board	705,070	767,950	767,950
<b>Strategic Commissioning Board</b>	<b>705,070</b>	<b>767,950</b>	<b>767,950</b>
Blocked Costcentres CSC	60	0	60
Commissioning Strategy	405,430	240,358	441,340
Communications	219,580	310,397	310,397
<b>Strategy &amp; Communications</b>	<b>625,070</b>	<b>550,755</b>	<b>751,797</b>
<b>Policy &amp; Resources</b>	<b>99,392,917</b>	<b>77,970,104</b>	<b>77,929,200</b>



## Policy and Resources

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Capital Financing	36,437,296	26,455,316	28,401,416
Employee Related	13,281,087	13,200,838	11,176,837
Premises Related	1,091,160	771,080	1,019,600
Secondary Recharges	(646,152)	(2,050,839)	(1,352,593)
Supplies/Services	26,868,679	31,922,469	26,866,672
Third Party Payments	32,092,940	20,827,530	20,970,280
Transfer Payments	214,253,840	258,001,180	258,001,180
Transport Related	44,130	44,130	37,750
<b>Expenditure</b>	<b>323,422,980</b>	<b>349,171,704</b>	<b>345,121,142</b>
Customer & Client Receipts	(6,885,183)	(10,341,990)	(6,187,695)
Government Grants	(211,598,300)	(255,658,081)	(256,080,911)
Interest	(1,657,690)	(1,657,690)	(1,657,690)
Other Grants, Reimbursements & Contributions	(3,888,890)	(3,543,839)	(3,265,646)
<b>Income</b>	<b>(224,030,063)</b>	<b>(271,201,600)</b>	<b>(267,191,942)</b>
<b>Policy &amp; Resources</b>	<b>99,392,917</b>	<b>77,970,104</b>	<b>77,929,200</b>

## Central Expenses (Levies)

Levies	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016-17
	£	£	£
<u>Other Establishments - Third part Payments</u>			
Environment Agency	320,730	320,730	320,730
Lea Valley Regional Park	428,350	428,350	428,350
London Pension Funds	707,000	707,000	707,000
Traffic Control Signals Unit	519,400	519,400	519,400
Concessionary Fares	15,918,280	15,918,280	16,145,280
	<b>17,893,760</b>	<b>17,893,760</b>	<b>18,120,760</b>
<u>Joint Authorities - Third Party Payments</u>			
North London Waste Authority	11,642,800	11,642,800	0
Coroners Court	284,000	284,000	284,000
	<b>11,926,800</b>	<b>11,926,800</b>	<b>284,000</b>
<u>Other Local Authorities - Third Party</u>			
London Boroughs Grants	896,490	896,490	837,490
<b>Total Levies</b>	<b>30,717,050</b>	<b>30,717,050</b>	<b>19,242,250</b>

**Budget Summary and Forward Plan**

<b>Public Health</b>	<b>2016/17 £</b>	<b>2017/18 £</b>	<b>2018/19 £</b>	<b>2019/20 £</b>
Base Budget	14,335,000	18,544,000	18,544,000	18,544,000
Virements	4,209,000			
	<b>18,544,000</b>	<b>18,544,000</b>	<b>18,544,000</b>	<b>18,544,000</b>
<b><u>Efficiencies</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Service Reductions</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Service Redesign</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Reducing Demand, Promoting Independence</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Public Health</b>	<b>2016/17 £</b>	<b>2017/18 £</b>	<b>2018/19 £</b>	<b>2019/20 £</b>
<b><u>Income</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Pressures</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget</b>	<b>18,544,000</b>	<b>18,544,000</b>	<b>18,544,000</b>	<b>18,544,000</b>

<b>Public Health</b>
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	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Public Health	14,335,000	15,835,000	18,544,000
<b>Public Health</b>	<b>14,335,000</b>	<b>15,835,000</b>	<b>18,544,000</b>
<b>Public Health</b>	<b>14,335,000</b>	<b>15,835,000</b>	<b>18,544,000</b>

	Original Estimate 2015/16	Current Estimate 2015/16	Original Estimate 2016/17
Third Party Payments	14,335,000	15,835,000	18,544,000
<b>Expenditure</b>	<b>14,335,000</b>	<b>15,835,000</b>	<b>18,544,000</b>
<b>Public Health</b>	<b>14,335,000</b>	<b>15,835,000</b>	<b>18,544,000</b>

**Budget Summary and Forward Plan**

<b>Special Parking Account</b>	<b>2016/17 £</b>	<b>2017/18 £</b>	<b>2018/19 £</b>	<b>2019/20 £</b>
Base Budget	(7,420,775)	(8,052,445)	(8,322,445)	(8,562,445)
Virements	298,330			
	<b>(7,122,445)</b>	<b>(8,052,445)</b>	<b>(8,322,445)</b>	<b>(8,562,445)</b>
<b><u>Efficiencies</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Service Reductions</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Service Redesign</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Reducing Demand, Promoting Independence</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Income</u></b>				
Income generation from a full review of fees and charges across all Environmental Committee business areas. This will include making sure that all fees are collected.	(930,000)	(270,000)	(240,000)	(130,000)
	<b>(930,000)</b>	<b>(270,000)</b>	<b>(240,000)</b>	<b>(130,000)</b>
<b><u>Pressures</u></b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget</b>	<b>(8,052,445)</b>	<b>(8,322,445)</b>	<b>(8,562,445)</b>	<b>(8,692,445)</b>

## Revenue Budget 2016-2017

### Special Parking Account

	2015-2016	2015-2016	2016-2017
	Original Estimate	Current Estimate	Original Estimate
	£	£	£
<b>Income</b>			
Penalty Charge Notices	(6,635,010)	(6,615,010)	(6,615,010)
Permits	(2,220,000)	(2,220,000)	(2,550,000)
Pay & Display	(3,060,000)	(3,080,000)	(3,080,000)
CCTV Bus lanes	(870,000)	(870,000)	(1,470,000)
<b>Total Income</b>	<b>(12,785,010)</b>	<b>(12,785,010)</b>	<b>(13,715,010)</b>
Operating Expenditure	5,364,235	5,662,565	5,662,565
<b>Net Operating Surplus</b>	<b>(7,420,775)</b>	<b>(7,122,445)</b>	<b>(8,052,445)</b>
Add Capital Expenditure / Debt Charge			
<b>Net Expenditure in Year</b>	<b>(7,420,775)</b>	<b>(7,122,445)</b>	<b>(8,052,445)</b>
Balance brought forward	0	0	0
Appropriation to General Fund	7,420,775	7,122,445	8,052,445
<b>Balance Carried Forward</b>	<b>0</b>	<b>0</b>	<b>0</b>

The SPA is a ringfenced statutory account covering the estimated impact of implementing On-Street Parking and Council on 4 November 1997 noted that the provision of further off-street parking places was unnecessary for the time. The net projected surplus on the SPA is available for implementation of parking schemes and as a general support for

<b>HOUSING REVENUE ACCOUNT</b>		
	<b>2015/16</b>	<b>2016/17</b>
	<b>Original Budget</b>	<b>Original Budget</b>
<b>Income</b>	<b>£</b>	<b>£</b>
Dwelling rents	(53,758,196)	(50,604,854)
Non-dwelling rents	(1,744,813)	(1,613,781)
Tenants Charges for services and facilities	(3,800,417)	(3,927,160)
Leaseholder Charges for Services and Facilities	(2,951,326)	(3,049,752)
Grants and other income	0	(1,274,486)
<b>Total Income</b>	<b>(62,254,752)</b>	<b>(60,470,033)</b>
<b>Expenditure</b>		
Repairs and Maintenance	7,550,000	7,701,000
Supervision and management		
General	13,962,664	14,503,736
Special	6,756,617	6,834,476
Rents, Rates, taxes and other charges	121,500	430,535
Depreciation and impairment of fixed assets	12,866,805	12,837,638
Contribution to Major Repairs Reserve	19,185,195	8,313,362
Impairment write off for HRA commercial properties	820,000	820,000
Debt Management Costs	6,688,827	7,413,628
Increase in bad debt provision	615,000	516,376
<b>Total Expenditure</b>	<b>68,566,608</b>	<b>59,370,752</b>
<b>Net Cost of HRA Services</b>	<b>6,311,857</b>	<b>(1,099,281)</b>
Interest and investment income	(80,360)	(147,197)
<b>(Surplus) or deficit for the year on HRA services</b>	<b>6,231,497</b>	<b>(1,246,477)</b>



Theme Committee	2015/16 Funding													
	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	Other (incl. S106)	Capital Receipts	RCCO/MRA	Development Reserve	Capital Reserve	Borrowing	Total 2015/16
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Adults & Safeguarding	4,450	5,886	15,914			26,250	3,202		641	207		150	250	4,450
Asset, Regeneration and Growth	42,124	55,747	50,180	22,380	5,700	176,131	739					23,729	17,656	42,124
Children's Education, Libraries & safeguarding	47,550	68,853	31,262	43,462	31,875	223,002	28,150	1,241	4,813	458		448	12,438	47,549
Community Leadership		208				208								
Enviroment	24,599	31,331	11,697	10,871	9,230	87,728	5,695	203	395	1,271	150	1,420	15,465	24,600
Housing	5,993	6,249	4,334	3,868	3,867	24,311	1,120		433	22		750	3,668	5,993
Policy & Resources	29,751	22,531	3,249	1,000	1,000	57,531	1,006		22,925	600			5,220	29,751
<b>Total - General Fund</b>	<b>154,467</b>	<b>190,806</b>	<b>116,636</b>	<b>81,581</b>	<b>51,672</b>	<b>595,161</b>	<b>39,912</b>	<b>1,445</b>	<b>29,207</b>	<b>2,558</b>	<b>150</b>	<b>26,497</b>	<b>54,698</b>	<b>154,467</b>
Housing Revenue Account	41,070	48,097	36,984	22,487	17,132	165,770		7,225	2,596	29,956			1,295	41,071
<b>Total - all services</b>	<b>195,537</b>	<b>238,902</b>	<b>153,620</b>	<b>104,068</b>	<b>68,804</b>	<b>760,931</b>	<b>39,912</b>	<b>8,669</b>	<b>31,803</b>	<b>32,514</b>	<b>150</b>	<b>26,497</b>	<b>55,993</b>	<b>195,538</b>

Theme Committee	2016/17 Funding								2017/18 Funding							
	Grants	Other (incl. S106)	Capital Receipts	RCCO/MRA	Development Reserve	Capital Reserve	Borrowing	Total 2016/17	Grants	Other (incl. S106)	Capital Receipts	RCCO/MRA	Development Reserve	Capital Reserve	Borrowing	Total 2017/18
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Adults & Safeguarding						3,250	2,636	5,886							15,914	15,914
Asset, Regeneration and Growth	4,282	1,876	2,300			27,592	19,697	55,747	3,600	1,321				32,069	13,190	50,180
Children's Education, Libraries & safeguarding	20,942	4,564	1,694			2,470	39,183	68,853	16,096	3,251				1,270	10,645	31,262
Community Leadership				208				208								
Enviroment	5,555	1,898	343	574	90	275	22,595	31,331	1,500		10	887			9,300	11,697
Housing	1,629	1,416	100				3,104	6,249	1,066		48			52	3,168	4,334
Policy & Resources	1,648		13,435			1,500	5,948	22,531			23				3,226	3,249
<b>Total - General Fund</b>	<b>34,056</b>	<b>9,754</b>	<b>17,872</b>	<b>782</b>	<b>90</b>	<b>35,087</b>	<b>93,162</b>	<b>190,805</b>	<b>22,262</b>	<b>4,572</b>	<b>81</b>	<b>887</b>		<b>33,391</b>	<b>55,443</b>	<b>116,636</b>
Housing Revenue Account	280	1,114	6,127	21,151			19,423	48,096	4,720	650	4,195	21,292			6,127	36,984
<b>Total - all services</b>	<b>34,336</b>	<b>10,869</b>	<b>23,999</b>	<b>21,934</b>	<b>90</b>	<b>35,087</b>	<b>112,585</b>	<b>238,900</b>	<b>26,982</b>	<b>5,222</b>	<b>4,276</b>	<b>22,179</b>		<b>33,391</b>	<b>61,570</b>	<b>153,620</b>

Theme Committee	2018/19 Funding								2019/20 Funding							
	Grants	Other (incl. S106)	Capital Receipts	RCCO/ MRA	Development Reserve	Capital Reserve	Borrowing	Total 2018/19	Grants	Other (incl. S106)	Capital Receipts	RCCO/ MRA	Development Reserve	Capital Reserve	Borrowing	Total 2019/20
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Adults &amp; Safeguarding</b>																
Asset, Regeneration and Growth	4,100					7,150	11,130	22,380	1,100					4,500	100	5,700
Children's Education, Libraries & safeguarding	7,000	5,000				400	31,062	43,462	7,000	3,000					21,875	31,875
Community Leadership																
Enviroment	1,500		5	716			8,650	10,871	1,500		5				7,725	9,230
Housing	1,066					69	2,733	3,868	1,066						2,801	3,867
Policy & Resources							1,000	1,000							1,000	1,000
<b>Total - General Fund</b>	<b>13,666</b>	<b>5,000</b>	<b>5</b>	<b>716</b>		<b>7,619</b>	<b>54,575</b>	<b>81,581</b>	<b>10,666</b>	<b>3,000</b>	<b>5</b>			<b>4,500</b>	<b>33,501</b>	<b>51,672</b>
Housing Revenue Account		552	1,225	17,145			3,565	22,487				17,132				17,132
<b>Total - all services</b>	<b>13,666</b>	<b>5,552</b>	<b>1,230</b>	<b>17,861</b>		<b>7,619</b>	<b>58,140</b>	<b>104,068</b>	<b>10,666</b>	<b>3,000</b>	<b>5</b>	<b>17,132</b>		<b>4,500</b>	<b>33,501</b>	<b>68,804</b>

Theme Committee	Total Funding							
	Grants	Other (incl. S106)	Capital Receipts	RCCO/ MRA	Development Reserve	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000
Adults & Safeguarding	3,202		641	207		3,400	18,800	26,250
Asset, Regeneration and Growth	13,821	3,197	2,300			95,040	61,773	176,131
Children's Education, Libraries & safeguarding	79,188	17,056	6,506	458		4,588	115,203	223,000
Community Leadership				208				208
Enviroment	15,750	2,102	759	3,449	240	1,695	63,735	87,729
Housing	5,947	1,416	581	22		871	15,474	24,311
Policy & Resources	2,654		36,383	600		1,500	16,394	57,531
<b>Total - General Fund</b>	<b>120,563</b>	<b>23,771</b>	<b>47,170</b>	<b>4,944</b>	<b>240</b>	<b>107,094</b>	<b>291,379</b>	<b>595,161</b>
Housing Revenue Account	5,000	9,540	14,143	106,677			30,410	165,770
<b>Total - all services</b>	<b>125,563</b>	<b>33,311</b>	<b>61,313</b>	<b>111,620</b>	<b>240</b>	<b>107,094</b>	<b>321,789</b>	<b>760,931</b>

							TOTAL CAPITAL FUNDING						
Adults & Safeguarding	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	Other (incl. S106)	Capital Receipts	RCCO/MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Investing in IT	3,045					3,045	2,447		141	207		250	3,045
Transformation Care Grant	5					5	5						5
Sport and Physical Activites	1,400	5,886	15,914			23,200	750		500		3,400	18,550	23,200
	4,450	5,886	15,914			26,250	3,202		641	207	3,400	18,800	26,250

Assets, Regeneration & Growth							TOTAL CAPITAL FUNDING					
	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	Other (incl. S106)	Capital Receipts	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
GF Regeneration		2,478				2,478			2,300		178	2,478
Mill Hill East	23	219	100	100	100	542					542	542
Outer London Fund - Cricklewood	108	45				153	153					153
Outer London Fund - North Finchley	34	186				220	220					220
BXC - Funding for land aquisition	21,000	15,000	22,969			58,969				58,969		58,969
Graham Park Regeneration -Building works												
Graham Park Regeneration -Infrastructure improvements	168	4,318	3,571	750		8,807	2,000	2,807		4,000		8,807
Colindale - Lanacre Ave/Aerodrome rd Junction	750	2,250	3,750	3,500	1,750	12,000	3,500	150		8,350		12,000
Colindale - Grahame park decant programme	500	4,200	1,750	250	250	6,950				6,950		6,950
West Hendon Highway Improvement	60	690	2,950	3,750	3,600	11,050	3,350			7,700		11,050
Town Centre	598	3,411	2,000	3,000		9,009	4,598	240		4,171		9,009
Thames Link Station	1,250	3,650				4,900				4,900		4,900
Office Build	6,890	19,300	13,090	11,030		50,310					50,310	50,310
Development pipeline	10,743					10,743					10,743	10,743
	<b>42,124</b>	<b>55,747</b>	<b>50,180</b>	<b>22,380</b>	<b>5,700</b>	<b>176,131</b>	<b>13,821</b>	<b>3,197</b>	<b>2,300</b>	<b>95,040</b>	<b>61,773</b>	<b>176,131</b>

Children's Education, Libraries & safeguarding							TOTAL CAPITAL FUNDING						
	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	Other (incl. S106)	Capital Receipts	RCCO/MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Modernisation - Primary & Secondary	3,903	726				4,629	3,431		192	2		1,003	4,629
Urgent Primary Places - Temporary Allocated	1,821	270	250			2,341	2,090					251	2,341
Millbrook Park (MHE)	373					373		216	157				373
Orion Primary School	459					459				7		452	459
Blessed Dominic/St James	200	1,763				1,963	200					1,763	1,963
Moss Hall	84					84						84	84
Brunswick	60					60			35			25	60
Menorah Foundation	1,830					1,830			905	100		825	1,830
St Marys and St Johns	1,085					1,085	465			300		320	1,085
Martin Primary	81					81		26				55	81
Oakleigh School	37					37						37	37
Beis Yakov	107					107						107	107
St Joseph's RC Junior & St Joseph's RC Infants School	1,986					1,986	1,957					29	1,986
Monkfrith	1,252	2,590				3,842	1,880					1,962	3,842
Wren Academy	4,826	2,415				7,241	2,946		297			3,998	7,241
London Academy	5,500	3,806				9,306	6,242					3,064	9,306
Oak Hill Campus	250					250	250						250
Permanent Secondary Expansion Programme													
Christ College	85	11				96	50					46	96
Copthall	106	326				432	432						432

Children's Education, Libraries & safeguarding							TOTAL CAPITAL FUNDING						
	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	Other (incl. S106)	Capital Receipts	RCCO/MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Compton	277					277	276					1	277
Oak Lodge Special School	1,741	4,026				5,767	2,187					3,580	5,767
Bishop Douglas	98					98	98						98
St Mary's & St John's	2,000					2,000	2,000						2,000
Infant Free School Meals Capital Fund	241					241	241						241
Other Projects													
Wave 1 - Whittings Hill	21	180				201						201	201
Wave 1 - Northway/Fairway	182	22				204			181			23	204
Primary Capital Programme	538					538			30			508	538
East Barnet & Project Faraday	101	463				564			140			424	564
Temporary Bulge Classes													
Primary Programme		11,000	9,000	6,000	4,000	30,000	22,482	268				7,250	30,000
Secondary Programme	3,500	10,500	1,000	15,000	19,000	49,000	11,000	1,238				36,762	49,000
SEN	5,850	2,000	2,000	2,000		11,850	1,462	1,000	2,426			6,962	11,850
Alternative Provision	4,000	4,000				8,000	7,000					1,000	8,000
Contingency	519	5,325	4,025	2,300	2,300	14,469	31		65			14,373	14,469
School place planning – meeting basic need for school places (primary and secondary school places)		8,000	12,347	17,482	6,345	44,174	12,038	14,309				17,827	44,174



Children's Education, Libraries & safeguarding							TOTAL CAPITAL FUNDING						
	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	Other (incl. S106)	Capital Receipts	RCCO/MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
E Financial	10					10					10		10
Education Systems	50					50				50			50
Early Intervention System	47					47					47		47
Implementation of libraries Strategy	525	1,554				2,079			2,079				2,079
2 year old offer	246					246	246						246
Libraries – commissioning plan 2015-2020													
Early education - provision in west of borough	1,754	746	500			3,000						3,000	3,000
Social care placements - residential and fostering expansions	1,000	2,250	250	100	100	3,700						3,700	3,700
Information Management - replacement youth offending system and single view of data for children's	285	150	400			835	185					650	835
Early Learning Review	191	70	70			331					331		331
Youth Zone	200	2,400	1,200	400		4,200					4,200		4,200
Loft conversion and extension policy for Foster Carers	130	240	220	180	130	900						900	900

							TOTAL CAPITAL FUNDING						
Children's Education, Libraries & safeguarding	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	Other (incl. S106)	Capital Receipts	RCCO/MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
New Park House Children's home		80				80						80	80
Libraries Service Capital Works		3,940				3,940						3,940	3,940
	47,550	68,853	31,262	43,462	31,875	223,002	79,188	17,056	6,506	458	4,588	115,203	223,001

							TOTAL CAPITAL FUNDING						
Community Leadership	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	Other (incl. S106)	Capital Receipts	RCCO/MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
CCTV Installation		208				208				208			208
		208				208				208			208

Environment							TOTAL CAPITAL FUNDING							
	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	Other (incl. S106)	Capital Receipts	RCCO/MRA	Development Reserve	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>HIGHWAYS TfL - LOCAL IMPLEMENTATION PLAN</b>														
Local Implementation Plan														
Local Implementation Plan 2014/15	275					275	275							275
Local Implementation Plan 2015/16	4,194					4,194	4,194							4,194
Local Implementation Plan 2016/17 and onwards		4,857	1,500	1,500	1,500	9,357	9,357							9,357
Major Schemes														
Bus stop Accessibility	400					400	400							400
Bridge Assessment	51					51	51							51
Air Quality Scheme	155					155	155							155
<b>HIGHWAYS non-TfL</b>														
Footway Reconstruction	0	119				119		76					43	119
Traffic Management	0	48				48		43					5	48
Colindale Development Area														
Reconstruction of Railway Bridges	0	850				850			29				821	850
Controlled Parking Zones		14				14		10					5	14
Colindale Station interchange		50				50			44				6	50
Improvement & Signalisation and Infrastructure		356				356		356						356
Public Transportation Improvements	0	103				103		98					5	103
Pedestrian Improvements programme		262				262		262						262
Colindale CPZ Parking Review Feasibility Study-Colindale Hospital		15				15		11					5	15

Environment							TOTAL CAPITAL FUNDING							
	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	Other (incl. S106)	Capital Receipts	RCCO/ MRA	Development Reserve	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Highways Investment Programme		610				610		546					65	610
Travel Plan Implementation		235				235		210					25	235
Carriageways		4,000				4,000							4,000	4,000
Carriageways (Phase 2)														
Outstanding Transport Commitments on Completed Schemes		3				3			3					3
Highways Planned Maintenance Works Programme		40				40				40				40
CCTV Projects Retention														
Pavements	118	2,000				2,118							2,118	2,118
Pavements (Phase 2)		133				133				133				133
Pothole Fund	1					1	1							1
Saracens		17				17		17						17
Drainage Schemes	0	493				493	69						423	493
Refurbish and regenerate Hendon Cemetery and Crematorium	515	668				1,183				591			592	1,183
Borough Cycling Programme	231	206				437	437							437
Road Traffic Act - Controlled Parking Zones		184				184		164	4				15	184
Parking	(0)	30				30		2	28					30
Investment in Roads & Pavement	14,500	13,830	8,000	8,000	6,375	50,705							50,705	50,705
Improvements to Six of the Borough's Parks	5					5		5						5
Copthall Car Park														
Old Court House - public toilets	40					40		40						40

Environment							TOTAL CAPITAL FUNDING							
	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	Other (incl. S106)	Capital Receipts	RCCO/MRA	Development Reserve	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Parks & Open Spaces and Tree Planting	93	105				198		198						198
Lagan System	120					120						120		120
Park Infrastructure	200	145				345	18	65		20			242	345
Waste	477					477			132	345				477
Weekly Collection Support Scheme	370	423				793	793							793
Fuel Storage Tank		60				60							60	60
Replacement Bins	250	250	250	250	250	1,250							1,250	1,250
Street litter bins	15	15	10	5	5	50			50					50
Parks Equipment			100	100	100	300							300	300
Vehicles	500	100	750	100	800	2,250							2,250	2,250
Waste and recycling vehicles		190	530	270		990				990				990
Street cleansing and greenspaces - vehicles and equipment	391	164	357	446		1,358				1,358				1,358
Hendon Cemetery & Crematorium Enhancement	165	220				385			385					385

Environment							TOTAL CAPITAL FUNDING							
	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	Other (incl. S106)	Capital Receipts	RCCO/MRA	Development Reserve	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Lines and Signs	150	250				400					200	200		400
Parking Machines		12				12				12				12
CCTV	1,300					1,300						1,300		1,300
CCTV Projects Retention	84					84			84					84
Town Centre Bays		75				75						75		75
Parking signs and lines introduction and replenishment		200	200	200	200	800							800	800
	<b>24,599</b>	<b>31,331</b>	<b>11,697</b>	<b>10,871</b>	<b>9,230</b>	<b>87,728</b>	<b>15,750</b>	<b>2,102</b>	<b>759</b>	<b>3,449</b>	<b>240</b>	<b>1,695</b>	<b>63,735</b>	<b>87,729</b>

							TOTAL CAPITAL FUNDING						
Housing	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	Other (incl. S106)	Capital Receipts	RCCO/MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Alexandra Road	33					33			33				33
Hostel Refurbishment Programme		100	100	69		269			148		121		269
Housing Association Development Programme - New Affordable Homes		1,416				1,416		1,416					1,416
Disabled Facilities Grants Programme	3,353	2,563	2,627	2,692	2,760	13,995	5,134		400	22		8,439	13,995
Empty Properties (45)	1,500	1,500	1,500	1,000	1,000	6,500						6,500	6,500
Decent Homes Programme	107	107	107	107	107	535						535	535
Moxton Street Land purchases	750					750					750		750
Social Mobility Fund -	210	540				750	750						750
DECC - Fuel Povety	40	23				63	63						63
	<b>5,993</b>	<b>6,249</b>	<b>4,334</b>	<b>3,868</b>	<b>3,867</b>	<b>24,311</b>	<b>5,947</b>	<b>1,416</b>	<b>581</b>	<b>22</b>	<b>871</b>	<b>15,474</b>	<b>24,311</b>



							TOTAL CAPITAL FUNDING						
Policy & Resources	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	Other (incl. S106)	Capital Receipts	RCCO/MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Customer access Centre													
Depot relocation	21,085	9,580	49			30,714			30,688			26	30,714
Community Centre	1,300	181				1,481			881	600			1,481
Asset Management	2,720	1,000	1,000	1,000	1,000	6,720						6,720	6,720
Information Management	500	1,000				1,500						1,500	1,500
Libraries – Commissioning Plan 2015-2020	2,000					2,000						2,000	2,000
Centre for Independent Living & Libraries	1,006	1,970				2,976	1,476				1,500		2,976
Daws Lane Community Centre	320	2,680				3,000	1,178		1,822				3,000
ICT strategy	820	6,120	2,200			9,140			2,992			6,148	9,140
	<b>29,751</b>	<b>22,531</b>	<b>3,249</b>	<b>1,000</b>	<b>1,000</b>	<b>57,531</b>	<b>2,654</b>		<b>36,383</b>	<b>600</b>	<b>1,500</b>	<b>16,394</b>	<b>57,531</b>

Housing Revenue Account							TOTAL CAPITAL FUNDING						
	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	RCCO/ MRA	Other (incl. S106)	Capital Reserve	Capital Receipts	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Major Works (excl Granv Rd)	10,539	5,430	4,950	4,550	4,550	30,019		29,086	933				30,019
Regeneration	1,950	2,130	1,270	900	720	6,970		6,410	560				6,970
Misc - Repairs	1,580	2,979	2,345	2,255	2,205	11,364		11,177	187				11,364
M&E/ GAS	14,318	8,722	9,977	6,592	6,257	45,866		44,187	1,679				45,866
Voids and Lettings	3,400	2,588	3,400	3,400	3,400	16,188		15,815	373				16,188
New Affordable Homes	7,034	249				7,283			5,810		1,473		7,283
Advanced Acquisitions (Regen Estates)	1,250	6,580	5,000	1,250		14,080					3,750	10,330	14,080
Moreton Close	900	12,518	1,582			15,000					4,500	10,500	15,000
Tranche 3 RP		2,000				2,000						2,000	2,000
Infil Homes		4,400				4,400					1,320	3,080	4,400
Brent Cross Extra Care		500	8,460	3,540		12,500	5,000				3,000	4,500	12,500
Dollis Valley	100					100					100		100
	<b>41,070</b>	<b>48,097</b>	<b>36,984</b>	<b>22,487</b>	<b>17,132</b>	<b>165,770</b>	<b>5,000</b>	<b>106,677</b>	<b>9,540</b>		<b>14,143</b>	<b>30,410</b>	<b>165,770</b>

Delivery Unit							2015/16 Funding							
	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	Other (incl. S106)	Capital Receipts	RCCO/ MRA	Development Reserve	Capital Reserve	Borrowing	Total 2015/16
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Adults and Communities	4,450	6,094	15,914			26,458	3,202		641	207		150	250	4,450
Children's education	43,112	57,423	28,622	42,782	31,645	203,584	27,720	1,241	4,288	408			9,454	43,112
Children's family services	4,437	11,430	2,640	680	230	19,417	431		525	50		448	2,984	4,437
Commercial	1,534	537	200	200	200	2,671			84		150	1,300		1,534
Commissioning Group	29,751	22,531	3,249	1,000	1,000	57,531	1,006		22,925	600			5,220	29,751
Re delivery unit	68,689	91,239	63,914	35,679	17,442	276,963	7,167		565	537		24,479	35,942	68,690
Street Scene	2,460	1,452	1,997	1,171	1,155	8,235	388	203	147	756		120	847	2,461
The Barnet Group	33	100	100	69		302			33					33
<b>Total - General Fund</b>	<b>154,467</b>	<b>190,805</b>	<b>116,636</b>	<b>81,581</b>	<b>51,672</b>	<b>595,161</b>	<b>39,912</b>	<b>1,445</b>	<b>29,207</b>	<b>2,558</b>	<b>150</b>	<b>26,497</b>	<b>54,698</b>	<b>154,467</b>
Housing Revenue Account	41,070	48,097	36,984	22,487	17,132	165,770		7,225	2,596	29,956			1,295	41,071
<b>Total - all services</b>	<b>195,537</b>	<b>238,902</b>	<b>153,620</b>	<b>104,068</b>	<b>68,804</b>	<b>760,931</b>	<b>39,912</b>	<b>8,669</b>	<b>31,803</b>	<b>32,514</b>	<b>150</b>	<b>26,497</b>	<b>55,993</b>	<b>195,538</b>

Delivery Unit	2016/17 Funding								2017/18 Funding							
	Grants	Other (incl. S106)	Capital Receipts	RCCO/ MRA	Development Reserve	Capital Reserve	Borrowing	Total 2016/17	Grants	Other (incl. S106)	Capital Receipts	RCCO/ MRA	Development Reserve	Capital Reserve	Borrowing	Total 2017/18
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Adults and Communities				208		3,250	2,636	6,094							15,914	15,914
Children's education	20,942	4,564	140				31,777	57,423	16,096	3,251					9,275	28,622
Children's family services			1,554			2,470	7,406	11,430						1,270	1,370	2,640
Commercial				12	50	275	200	537							200	200
Commissioning Group	1,648		13,435			1,500	5,948	22,531			23				3,226	3,249
Re delivery unit	11,043	5,085	2,628	209	40	27,592	44,641	91,239	6,166	1,321				32,069	24,358	63,914
Street Scene	423	105	15	354			555	1,452			10	887			1,100	1,997
The Barnet Group			100					100			48			52		100
<b>Total - General Fund</b>	<b>34,056</b>	<b>9,754</b>	<b>17,872</b>	<b>782</b>	<b>90</b>	<b>35,087</b>	<b>93,162</b>	<b>190,805</b>	<b>22,262</b>	<b>4,572</b>	<b>81</b>	<b>887</b>		<b>33,391</b>	<b>55,443</b>	<b>116,636</b>
Housing Revenue Account	280	1,114	6,127	21,151			19,423	48,096	4,720	650	4,195	21,292			6,127	36,984
<b>Total - all services</b>	<b>34,336</b>	<b>10,869</b>	<b>23,999</b>	<b>21,934</b>	<b>90</b>	<b>35,087</b>	<b>112,585</b>	<b>238,900</b>	<b>26,982</b>	<b>5,222</b>	<b>4,276</b>	<b>22,179</b>		<b>33,391</b>	<b>61,570</b>	<b>153,620</b>

Delivery Unit	2018/19 Funding								2019/20 Funding							
	Grants	Other (incl. S106)	Capital Receipts	RCCO/ MRA	Development Reserve	Capital Reserve	Borrowing	Total 2018/19	Grants	Other (incl. S106)	Capital Receipts	RCCO/ MRA	Development Reserve	Capital Reserve	Borrowing	Total 2019/20
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Adults and Communities</b>																
Children's education	7,000	5,000					30,782	42,782	7,000	3,000					21,645	31,645
Children's family services						400	280	680							230	230
Commercial							200	200							200	200
Commissioning Group							1,000	1,000							1,000	1,000
Re delivery unit	6,666					7,150	21,863	35,679	3,666					4,500	9,276	17,442
Street Scene			5	716			450	1,171			5				1,150	1,155
The Barnet Group						69		69								
<b>Total - General Fund</b>	<b>13,666</b>	<b>5,000</b>	<b>5</b>	<b>716</b>		<b>7,619</b>	<b>54,575</b>	<b>81,581</b>	<b>10,666</b>	<b>3,000</b>	<b>5</b>			<b>4,500</b>	<b>33,501</b>	<b>51,672</b>
Housing Revenue Account		552	1,225	17,145			3,565	22,487				17,132				17,132
<b>Total - all services</b>	<b>13,666</b>	<b>5,552</b>	<b>1,230</b>	<b>17,861</b>		<b>7,619</b>	<b>58,140</b>	<b>104,068</b>	<b>10,666</b>	<b>3,000</b>	<b>5</b>	<b>17,132</b>		<b>4,500</b>	<b>33,501</b>	<b>68,804</b>

Delivery Unit	Total Funding							
	Grants	Other (incl. S106)	Capital Receipts	RCCO/ MRA	Development Reserve	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000
Adults and Communities	3,202		641	415		3,400	18,800	26,458
Children's education	78,758	17,056	4,427	408			102,933	203,583
Children's family services	431		2,079	50		4,588	12,270	19,417
Commercial			84	12	200	1,575	800	2,671
Commissioning Group	2,654		36,383	600		1,500	16,394	57,531
Re delivery unit	34,708	6,406	3,193	746	40	95,790	136,080	276,963
Street Scene	811	308	182	2,713		120	4,102	8,236
The Barnet Group			181			121		302
<b>Total - General Fund</b>	<b>120,563</b>	<b>23,771</b>	<b>47,170</b>	<b>4,944</b>	<b>240</b>	<b>107,094</b>	<b>291,379</b>	<b>595,161</b>
Housing Revenue Account	5,000	9,540	14,143	106,677			30,410	165,770
<b>Total - all services</b>	<b>125,563</b>	<b>33,311</b>	<b>61,313</b>	<b>111,620</b>	<b>240</b>	<b>107,094</b>	<b>321,789</b>	<b>760,931</b>

							TOTAL CAPITAL FUNDING						
Adults and Communities	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	Other (incl. S106)	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Investing in IT	3,045					3,045	2,447		141	207		250	3,045
Transformation Care Grant	5					5	5						5
Sport and Physical Activites	1,400	5,886	15,914			23,200	750		500		3,400	18,550	23,200
CCTV Installation		208				208				208			208
	<b>4,450</b>	<b>6,094</b>	<b>15,914</b>			<b>26,458</b>	<b>3,202</b>		<b>641</b>	<b>415</b>	<b>3,400</b>	<b>18,800</b>	<b>26,458</b>

Children's Education							TOTAL CAPITAL FUNDING						
	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	Other (incl. S106)	Capital Receipts	RCCO/MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Modernisation - Primary & Secondary	3,903	726				4,629	3,431		192	2		1,003	4,628
Urgent Primary Places - Temporary Allocated	1,821	270	250			2,341	2,090					251	2,341
Millbrook Park (MHE)	373					373		216	157				373
Orion Primary School	459					459				7		452	459
Blessed Dominic/St James	200	1,763				1,963	200					1,763	1,963
Moss Hall	84					84						84	84
Brunswick	60					60			35			25	60
Menorah Foundation	1,830					1,830			905	100		825	1,830
St Marys and St Johns	1,085					1,085	465			300		320	1,085
Martin Primary	81					81		26				55	81
Oakleigh School	37					37						37	37
Beis Yakov	107					107						107	107
St Joseph's RC Junior & St Joseph's RC Infants School	1,986					1,986	1,957					29	1,986
Monkfrith	1,252	2,590				3,842	1,880					1,962	3,842
Wren Academy	4,826	2,415				7,241	2,946		297			3,998	7,241
London Academy	5,500	3,806				9,306	6,242					3,064	9,306
Oak Hill Campus	250					250	250						250
Permanent Secondary Expansion Programme													
Christ College	85	11				96	50					46	96
Copthall	106	326				432	432						432
Compton	277					277	276					1	277
Oak Lodge Special School	1,741	4,026				5,767	2,187					3,580	5,767



Children's Education							TOTAL CAPITAL FUNDING						
	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	Other (incl. S106)	Capital Receipts	RCCO/MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Bishop Douglas	98					98	98						98
St Mary's & St John's	2,000					2,000	2,000						2,000
Infant Free School Meals Capital Fund	241					241	241						241
Other Projects													
Wave 1 - Whittings Hill	21	180				201						201	201
Wave 1 - Northway/Fairway	182	22				204			181			23	204
Primary Capital Programme	538					538			30			508	538
East Barnet & Project Faraday	101	463				564			140			424	564
Temporary Bulge Classes													
Primary Programme		11,000	9,000	6,000	4,000	30,000	22,482	268				7,250	30,000
Secondary Programme	3,500	10,500	1,000	15,000	19,000	49,000	11,000	1,238				36,762	49,000
SEN	5,850	2,000	2,000	2,000		11,850	1,462	1,000	2,426			6,962	11,850
Alternative Provision	4,000	4,000				8,000	7,000					1,000	8,000
Contingency	519	5,325	4,025	2,300	2,300	14,469	31		65			14,373	14,469
School place planning – meeting basic need for school places (primary and secondary school places)		8,000	12,347	17,482	6,345	44,174	12,038	14,309				17,827	44,174
	<b>43,112</b>	<b>57,423</b>	<b>28,622</b>	<b>42,782</b>	<b>31,645</b>	<b>203,584</b>	<b>78,758</b>	<b>17,056</b>	<b>4,427</b>	<b>408</b>		<b>102,933</b>	<b>203,583</b>

							TOTAL CAPITAL FUNDING							
Commercial	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	Other (incl. S106)	Capital Receipts	RCCO/MRA	Development Reserve	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Lines and Signs	150	250				400					200	200		400
Parking Machines		12				12				12				12
CCTV	1,300					1,300						1,300		1,300
CCTV Projects Retention	84					84			84					84
Town Centre Bays		75				75						75		75
Parking signs and lines introduction and replenishment		200	200	200	200	800							800	800
	<b>1,534</b>	<b>537</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>2,671</b>			<b>84</b>	<b>12</b>	<b>200</b>	<b>1,575</b>	<b>800</b>	<b>2,671</b>

Children's Family Services							TOTAL CAPITAL FUNDING						
	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	Other (incl. S106)	Capital Receipts	RCCO/MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
E Financial	10					10					10		10
Education Systems	50					50				50			50
Early Intervention System	47					47					47		47
Implementation of libraries Strategy	525	1,554				2,079			2,079				2,079
2 year old offer	246					246	246						246
Libraries – commissioning plan 2015-2020													
Early education - provision in west of borough	1,754	746	500			3,000						3,000	3,000
Social care placements - residential and fostering expansions	1,000	2,250	250	100	100	3,700						3,700	3,700
Information Management - replacement youth offending system and single view of data for children's	285	150	400			835	185					650	835
Early Learning Review	191	70	70			331					331		331
Youth Zone	200	2,400	1,200	400		4,200					4,200		4,200
Loft conversion and extension policy for Foster Carers	130	240	220	180	130	900						900	900
New Park House Children's home		80				80						80	80
Libraries Service Capital Works		3,940				3,940						3,940	3,940
	<b>4,437</b>	<b>11,430</b>	<b>2,640</b>	<b>680</b>	<b>230</b>	<b>19,417</b>	<b>431</b>		<b>2,079</b>	<b>50</b>	<b>4,588</b>	<b>12,270</b>	<b>19,417</b>

Commissioning Group							TOTAL CAPITAL FUNDING						
	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	Other (incl. S106)	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Customer access Centre													
Depot relocation	21,085	9,580	49			30,714			30,688			26	30,714
Community Centre	1,300	181				1,481			881	600			1,481
Asset Management	2,720	1,000	1,000	1,000	1,000	6,720						6,720	6,720
Information Management	500	1,000				1,500						1,500	1,500
Libraries – Commissioning Plan 2015-2020	2,000					2,000						2,000	2,000
Centre for Independent Living & Libraries	1,006	1,970				2,976	1,476				1,500		2,976
Daws Lane Community Centre	320	2,680				3,000	1,178		1,822				3,000
ICT strategy	820	6,120	2,200			9,140			2,992			6,148	9,140
	<b>29,751</b>	<b>22,531</b>	<b>3,249</b>	<b>1,000</b>	<b>1,000</b>	<b>57,531</b>	<b>2,654</b>		<b>36,383</b>	<b>600</b>	<b>1,500</b>	<b>16,394</b>	<b>57,531</b>

Re delivery unit							TOTAL CAPITAL FUNDING							
	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	Other (incl. S106)	Capital Receipts	RCCO/ MRA	Development Reserve	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>HIGHWAYS TfL - LOCAL IMPLEMENTATION PLAN</b>														
Local Implementation Plan														
Local Implementation Plan 2014/15	275					275	275							275
Local Implementation Plan 2015/16	4,194					4,194	4,194							4,194
Local Implementation Plan 2016/17 and onwards		4,857	1,500	1,500	1,500	9,357	9,357							9,357
Major Schemes														
Bus stop Accessibility	400					400	400							400
Bridge Assessment	51					51	51							51
Air Quality Scheme	155					155	155							155
<b>HIGHWAYS non-TfL</b>														
Footway Reconstruction	0	119				119		76					43	119
Traffic Management	0	48				48		43					5	48
Colindale Development Area														
Reconstruction of Railway Bridges	0	850				850			29				821	850
Controlled Parking Zones		14				14		10					5	14
Colindale Station interchange		50				50			44				6	50
Improvement & Signalisation and Infrastructure		356				356		356						356
Public Transportation Improvements	0	103				103		98					5	103
Pedestrian Improvements programme		262				262		262						262
Colindale CPZ Parking Review Feasibility Study-Colindale Hospital		15				15		11					5	15
Highways Investment Programme		610				610		546					65	610
Travel Plan Implementation		235				235		210					25	235
Carriageways		4,000				4,000							4,000	4,000

Re delivery unit							TOTAL CAPITAL FUNDING							
	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	Other (incl. S106)	Capital Receipts	RCCO/ MRA	Development Reserve	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Carriageways (Phase 2)														
Outstanding Transport Commitments on Completed Schemes		3				3			3					3
Highways Planned Maintenance Works Programme		40				40				40				40
CCTV Projects Retention														
Pavements	118	2,000				2,118							2,118	2,118
Pavements (Phase 2)		133				133				133				133
Pothole Fund	1					1	1							1
Saracens		17				17		17						17
Drainage Schemes	0	493				493	69						423	493
Refurbish and regenerate Hendon Cemetery and Crematorium	515	668				1,183				591			592	1,183
Borough Cycling Programme	231	206				437	437							437
Road Traffic Act - Controlled Parking Zones		184				184		164	4				15	184
Parking	(0)	30				30		2	28					30
Investment in Roads & Pavement	14,500	13,830	8,000	8,000	6,375	50,705							50,705	50,705
GF Regeneration		2,478				2,478			2,300				178	2,478
Mill Hill East	23	219	100	100	100	542							542	542
Outer London Fund - Cricklewood	108	45				153	153							153
Outer London Fund - North Finchley	34	186				220	220							220
BXC - Funding for land aquisition	21,000	15,000	22,969			58,969						58,969		58,969
Graham Park Regeneration -Building works														
Graham Park Regeneration -Infrastructure improvements	168	4,318	3,571	750		8,807	2,000	2,807				4,000		8,807
Colindale - Lanacre Ave/Aerodrome rd Junction	750	2,250	3,750	3,500	1,750	12,000	3,500	150				8,350		12,000
Colindale - Grahame park decant programme	500	4,200	1,750	250	250	6,950						6,950		6,950

Re delivery unit							TOTAL CAPITAL FUNDING							
	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	Other (incl. S106)	Capital Receipts	RCCO/ MRA	Development Reserve	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
West Hendon Highway Improvement	60	690	2,950	3,750	3,600	11,050	3,350					7,700		11,050
Town Centre	598	3,411	2,000	3,000		9,009	4,598	240				4,171		9,009
Thames Link Station	1,250	3,650				4,900						4,900		4,900
Office Build	6,890	19,300	13,090	11,030		50,310							50,310	50,310
Development pipeline	10,743					10,743							10,743	10,743
Housing Association Development Programme - New Affordable Homes		1,416				1,416		1,416						1,416
Hendon Cemetry & Crematorium Enhancement	165	220				385			385					385
Disabled Facilities Grants Programme	3,353	2,563	2,627	2,692	2,760	13,995	5,134		400	22			8,439	13,995
Empty Properties (45)	1,500	1,500	1,500	1,000	1,000	6,500							6,500	6,500
Decent Homes Programme	107	107	107	107	107	535							535	535
Moxton Street Land purchases	750					750						750		750
Social Mobility Fund -	210	540				750	750							750
DECC - Fuel Povety	40	23				63	63							63
	<b>68,689</b>	<b>91,239</b>	<b>63,914</b>	<b>35,679</b>	<b>17,442</b>	<b>276,963</b>	<b>34,708</b>	<b>6,406</b>	<b>3,193</b>	<b>746</b>	<b>40</b>	<b>95,790</b>	<b>136,080</b>	<b>276,963</b>

Streetscene							TOTAL CAPITAL FUNDING							
	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	Other (incl. S106)	Capital Receipts	RCCO/ MRA	Development Reserve	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Improvements to Six of the Borough's Parks	5					5		5						5
Copthall Car Park														
Old Court House - public toilets	40					40		40						40
Parks & Open Spaces and Tree Planting	93	105				198		198						198
Lagan System	120					120						120		120
Park Infrastructure	200	145				345	18	65		20			242	345
Waste	477					477			132	345				477
Weekly Collection Support Scheme	370	423				793	793							793
Fuel Storage Tank		60				60							60	60
Replacement Bins	250	250	250	250	250	1,250							1,250	1,250
Street litter bins	15	15	10	5	5	50			50					50
Parks Equipment			100	100	100	300							300	300
Vehicles	500	100	750	100	800	2,250							2,250	2,250



Streetscene	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	Other (incl. S106)	Capital Receipts	RCCO/ MRA	Development Reserve	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Waste and recycling vehicles		190	530	270		990				990				990
Street cleansing and greenspaces - vehicles and equipment	391	164	357	446		1,358				1,358				1,358
	<b>2,460</b>	<b>1,452</b>	<b>1,997</b>	<b>1,171</b>	<b>1,155</b>	<b>8,235</b>	<b>811</b>	<b>308</b>	<b>182</b>	<b>2,713</b>		<b>120</b>	<b>4,102</b>	<b>8,236</b>

							TOTAL CAPITAL FUNDING						
Barnet Group	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	Other (incl. S106)	Capital Receipts	RCCO/MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Alexandra Road	33					33			33				33
Hostel Refurbishment Programme		100	100	69		269			148		121		269
	33	100	100	69		302			181		121		302

Housing Revenue Account	TOTAL CAPITAL FUNDING												
	2015-16	2016-17	2017-18	2018-19	2019-20	Total	Grants	RCCO/ MRA	Other (incl. S106)	Capital Reserve	Capital Receipts	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Major Works (excl Granv Rd)	10,539	5,430	4,950	4,550	4,550	30,019		29,086	933				30,019
Regeneration	1,950	2,130	1,270	900	720	6,970		6,410	560				6,970
Misc - Repairs	1,580	2,979	2,345	2,255	2,205	11,364		11,177	187				11,364
M&E/ GAS	14,318	8,722	9,977	6,592	6,257	45,866		44,187	1,679				45,866
Voids and Lettings	3,400	2,588	3,400	3,400	3,400	16,188		15,815	373				16,188
New Affordable Homes	7,034	249				7,283			5,810		1,473		7,283
Advanced Acquisitions (Regen Estates)	1,250	6,580	5,000	1,250		14,080					3,750	10,330	14,080
Moreton Close	900	12,518	1,582			15,000					4,500	10,500	15,000
Tranche 3 RP		2,000				2,000						2,000	2,000
Infil Homes		4,400				4,400					1,320	3,080	4,400
Brent Cross Extra Care		500	8,460	3,540		12,500	5,000				3,000	4,500	12,500
Dollis Valley	100					100					100		100
	<b>41,070</b>	<b>48,097</b>	<b>36,984</b>	<b>22,487</b>	<b>17,132</b>	<b>165,770</b>	<b>5,000</b>	<b>106,677</b>	<b>9,540</b>		<b>14,143</b>	<b>30,410</b>	<b>165,770</b>

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## Housing Revenue Account (HRA) HRA Business Plan

### 1. HRA Business Plan Overview

- 1.1 Following the introduction of self- financing for Housing Revenue Accounts in April 2012, the council has developed an HRA Business Plan which sets out priorities for investment in council housing in the Borough.
- 1.2 The HRA settlement meant that the council will benefit from reduced HRA expenditure, as the cost of servicing the HRA debt figure is lower than the amount that was being paid treasury in the form of negative subsidy.
- 1.3 In addition, the settlement provided the council with the opportunity to borrow an additional £38m as a result of headroom generated by differences between the actual HRA debt and the amount assumed in the settlement.
- 1.4 An updated HRA Business Plan was agreed by the council's Housing Committee in October 2015 to take account of a number of national policies that impact on the HRA, including:
  - **Rents Policy** – social housing rents will reduce by 1% per annum for the next 4 years
  - **Right to Buy** - sales have increased following the enhancement of the Right to Buy scheme for council tenants
  - **Sale of high value homes** – local authorities will pay a levy to the Government which assumes that high value council homes will be sold as they become empty
  - **Pay to Stay** – council tenants earning more than £40,000 a year will pay a higher rent, which could increase Right to Buy sales.
  - **Welfare Reform** – is expected to see an increase in bad debt

### 2. HRA Priorities

- 2.1 The following priorities have been identified in the HRA Business Plan:
  - Maintaining the quality of the existing supply of council housing
  - Investment in the delivery of new affordable homes for rent
  - Increasing the supply of housing to help tackle homelessness
  - Investment in new homes for vulnerable people
  - Efficient and effective services

### 3. Investment Plan

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

**Existing Stock** - Investment of £195m over the period 2015/16 to 2024/25

**New Homes** – Investment of £8.3m to deliver an initial tranche of 40 new homes on infill sites on HRA land in the borough.

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

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

- 3.2 In addition, the HRA Business Plan considers two scenarios, which are dependent on whether the council's Arm's Length Management Organisation (ALMO), Barnet Homes, is successful in establishing a Registered Provider (RP) to build and own new homes on HRA land.
- 3.3 If the RP is approved by the Homes and Communities Agency, the new homes it provides will be built with the aid of a loan from the Council (subject to approval by the Policy and Resources Committee). This will free up resources within the HRA to acquire properties on the open market for use as council housing, as well as provide a small number of new homes on infill sites within the HRA.
- 3.4 If the RP does not proceed, there are enough resources within the HRA for the council to build 120 new council homes on HRA land itself.
- 3.5 In both scenarios, the council intends to use the HRA to fund additional extra care housing in addition to the Moreton Close scheme.

### **Dedicated Schools Grant (DSG) and Schools Budget 2016/17**

The Dedicated Schools budget (DSG) for 2016/17 is made up of three notional funding blocks, each calculated on a different basis:

- Schools Block
- Early Years Block and
- High Needs Block.

The **Schools Block** is calculated using pupil numbers taken from the October 2015 schools census, multiplied by a guaranteed unit of funding (SBUF). Barnet's SBUF increased a little for 2016/17 to take account of the funding for the former non-recouped academies (London and Wren) and free schools. In 2015/16 Barnet received a lump sum in the DSG for these schools, but in 2016/17 the pupils in these schools are used to calculate the Schools Block of the DSG. The Schools Block is higher because there were more pupils on the census in October 2015 than a year earlier.

The amount per pupil in the **Early Years block** is the same as for 2015/16. The Early Years (EY's) Block is estimated using early years numbers taken from the Early Years and Schools census in January 2015. A further update to the 2015/16 DSG allocation will be made once the January 2016 EY's and Schools census numbers are finalised. This subsequent change will be made after the end of the financial year so forms part of the 2016/17 DSG. The early years pupil premium has been set at the same level as 2015/16 but may be subject to change. Unlike the main pupil premium, it forms part of the DSG. Funding for two year olds is calculated in a similar way to that for 3 and 4 year olds.

The **High Needs Block** is a cash amount and is based on the amount that was provided in 2015/16. Barnet received an additional £696k as part of an extra £100m distributed across all local authorities but received no funding for additional places needed for pupil growth. The final allocation is expected to be confirmed after the end of the 2015/16 financial year.

### **Pressures on the DSG expenditure budget**

The main pressure on the DSG expenditure budget is due to the continuing growth in primary pupil numbers now feeding through into secondary schools. The non-capital cost of setting up new classes is estimated to be £3.6m for 2016/17.

### **Balancing the budget**

The approach to balancing the 2016/17 budget has been similar to last year:

- Agreement by the Forum to use the £1.3m of DSG underspend carried forward from 2013/14 to support the budget gap by contributing to the growth fund and the nursery schools' transitional subsidy. The remaining

underspends from 2014/15 and 2015/16, £0.9m and £1.3m respectively, are planned to be carried forward earmarked for pupil growth at new and existing schools from 2017/18 to 2020/21. For 2017/18 and 2018/19, these are expected to total £2.6m. The cost of growth will be high for the next 5 years at least as the growth in primary moves into secondary and regeneration attracts new families into Barnet.

- Officers are continuing to ensure the needs of children with SEN are met wherever possible in local provision rather than expensive independent placements. The SEN budget review last year and improved management of statutory SEN processes has resulted in a significant reduction in the budget pressures arising in relation to High Needs budget.
- Provision for 2-year-olds places has grown sharply during 2015/16 and is planned to continue to rise in 2016/17 so that Barnet moves towards the target number of places set by the DfE.
- Contingency is being held to cover the non-capital cost of the final closure of St Mary's High School in July 2016.



Draft Schools Budget 2016/17						
		2016/17	2016/17	2016/17		2015/16
S251	S251 Description	Gross Budget before recoupment	Net Budget after recoupment	Gross Draft Budget reported to Schools Forum 15 October 2015	Change since Schools Forum	Net Budget after recoupment
<b>Expenditure</b>						
1.0.1	Individual Schools Budget before Academy recoupment	269,633,685	175,353,960	270,972,617	(1,338,932)	264,376,738
1.1.1	Contingencies	145,475	145,475	86,550	58,925	194,850
1.1.2	Behaviour Support Services	79,133	79,133	79,133	-	77,613
1.1.3	Support to UPEG and bilingual learners	87,001	87,001	87,001	-	85,564
1.1.9	Staff costs - supply cover for facility time	48,774	48,774	48,774	-	47,512
1.2.1	Top-up funding - maintained schools	16,969,414	16,969,414	16,593,822	375,592	16,142,716
1.2.2	Top-up funding - academies, free schools and colleges	7,434,145	7,434,145	7,021,783	412,362	6,854,903
1.2.3	Top-up and other funding - non-maintained and independent providers	9,084,010	9,084,010	8,680,292	403,718	9,835,971
1.2.5	SEN support services	3,425,542	3,425,542	3,198,212	227,330	3,198,188
1.2.6	Hospital education services	530,006	530,006	530,006	-	530,006
1.2.11	Direct payments (SEN & Disability)	300,000	300,000	200,000	100,000	200,000
1.3.1	Central expenditure on children under 5	979,072	979,072	979,072	-	979,072
1.4.1	Contribution to combined budgets	777,892	777,892	777,892	-	777,892
1.4.2	School Admissions	361,200	361,200	361,200	-	361,200
1.4.3	Servicing of schools forums	34,680	34,680	34,680	-	34,680
1.4.11	SEN transport	400,000	400,000	400,000	-	400,000
1.4.13	Other items	106,500	106,500	106,500	-	106,500
1.4.10	Pupil growth / Infant class sizes	1,232,036	1,344,179	1,440,893	(208,857)	1,041,250
	<b>Total Expenditure</b>	<b>311,628,564</b>	<b>217,460,982</b>	<b>311,598,426</b>	<b>30,138</b>	<b>305,244,655</b>
<b>Income</b>						
1.7.1	Dedicated Schools Grant	(304,299,712)	(210,132,130)	(304,589,467)	289,754	(296,567,169)
1.7.4	Post 16 allocations from EFA	(5,986,459)	(5,986,459)	(5,986,459)	-	(6,774,578)
1.7.2	Balance b/fwd	(1,342,393)	(1,342,393)	(1,022,500)	(319,893)	(1,902,908)
	<b>Total Income</b>	<b>(311,628,564)</b>	<b>(217,460,982)</b>	<b>(311,598,426)</b>	<b>(30,139)</b>	<b>(305,244,655)</b>

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DELIVERY UNIT  
SERVICE AREA

Family Service  
Family Service

DESCRIPTION OF CURRENT FEES AND CHARGES				
Fee/Charge	Description	Current Charge £		Proposed 2016/17 Fee/Charge £
<b>Library review amended fees and charges</b>				
Adult Book Fines	This charge is levied for the late return of adult book items. Items can now be renewed 24/7 online or by phone	0.20	Per Day, Per Item	0.25
Child Book Fines	This charge would be levied for the late return of child and teen book items. Items can now be renewed 24/7 online or by phone	0.00	Per day, Per item	0.05
Reservation, No Notification/ email (specially purchased stock)	This charge is levied where an item is purchased in response to a reservation.	1.00	Per item	1.10
Reservation, Postal Notification (specially purchased stock)	This charge is levied where an item is purchased in response to a reservation.	£1.00 plus 2nd class post	Per item	£1.10 Plus 2nd Class Post
Reservation, No Notification/ email notification (Barnet stock)	Customers are notified by email that a reserved item is ready for collection. This applies to stock already held in Barnet Libraries	1.00	Per Item	No charge
Reservation, Postal Notification (Barnet stock)	Customers are notified by post that a reserved item is ready for collection. This applies to stock already held in Barnet Libraries	£1.00 plus 2nd class postage	Per Item	2nd class postage only
Late return fees for items borrowed from the British library	This charge is levied where items borrowed from the British Library are returned late	4.30	Per Item	4.55
One off events	This includes a range of author and cultural events. A mix of charges would be applied dependent upon the cost of hosting the specific event and its intended audience. These are in addition to the core service of events which remains free.	4.95	Per session, per person	£0 up to £20
Training courses for professionals and organisations (1/2 day - off the peg)	Current charges are considerably under the market rate and do not cover the costs of developing and delivering training.	39.50	Per delegate	75.00
Training courses for professionals and organisations (1/2 day - bespoke)	Current charges are considerably under the market rate and do not cover the costs of developing and delivering training.	300.00	Per organisation	400.00
Local History Training/ Talks for organisations (bespoke)	Current charges are considerably under the market rate and do not cover the costs of developing and delivering training.	40.00	Per session	75.00
Music Sets And Scores for choirs based in Barnet	Subscription fee	30.00	Per subscription Per annum	Loan charge of 25p per score per month (min 2 month loan)
Music Sets And Scores for choirs based in Barnet	Overdue charge	0.50	Per score, Per week	25p per score, Per month/ part month
Music Sets And Scores for all choirs	Courier delivery charge for direct delivery	Not currently offered	Per box	5.00
Music Sets And Scores for all choirs	Cancellation fee for every score ordered but then not required	None	Per title	10.00
Music Sets And Scores for all choirs	Administration fee to replace lost items. This is payable by music groups and organisations.	£5.00 + cost of replacement	Per set lost	£10.00 + cost of replacement
Music Sets And Scores for choirs based outside Barnet	Subscription fee	30.00	Per subscription Per annum	Loan charge of 35p per score per month (min 2 month loan)
Music Sets And Scores for choirs based outside Barnet	Overdue charge	0.50	Per score, Per week	35p per score, Per month/ part month
Music Sets And Scores	Charge made to other Boroughs for the loan of Barnet sets and scores	6.00	Per 20 items	12.00

To be noted at Policy & Resources Committee, as approved at Environment Theme Committee 11th January 2016 Appendix F

Description of Charge	UNIT	Subject to VAT	2015/16 charge excluding VAT	2016/17 charge excluding VAT	COMMENTS	% increase
Vehicle Crossover - On occasions where it is necessary for obstructions to be considered for removal in order for a crossover to be constructed such as a tree or lighting column, thereby necessitating a site visit by a tree officer/lighting engineer.	Each	VAT not applicable	£113.50	£137.00	Charge includes initial site inspection, and recording, further joint site visits with specialist as required. compliance plus travel costs	21%
Section 50 Street works licence and inspections	Per licence	VAT not applicable	£280 + £150	£496.00	Covers staff time and NRSWA notification costs (also includes Section 50 inspections below).	15%
Memorial Seat/bench, up to 6ft in length, including on-going care for 10 years.	Each Bench	VAT not applicable	£1,090.00	£137 + £1025 for cost of bench + £130 for cost of plaque if required	To be consistent with Hendon Cemetery. Price excludes bench	7%
Type 1 Bronze Plaque (to be erected on existing bench)	Each	VAT not applicable	£97.00	£178.00	New Product/Service to be consistent with Hendon Cemetery (includes plaque)	84%
Licence to place skip on the highway	Each	VAT not applicable	£28 per week with a £56 minimum, thereafter £26 per week	£56.00	Minimum of two weeks will apply	12%
Renewal for expired skip licence	Each	VAT not applicable	£28 per week with a £56 minimum, thereafter £26 per week	£56.00	Minimum of two weeks will apply	12%
Interment - pre-dug grave (new fee)	Each	VAT not applicable	New Service	£625.00		
Banner in/on Parks	events	VAT not applicable	n/a	£30.00 per week	Banners in/on parks - New charge to manage appropriate display of publicity materials. A weekly charge for displaying an advertisement banner on park fencing/furniture or free standing e.g. fairs, fetes, fitness groups etc	
Trade Waste	Provision of 240 Litre Bin	VAT not applicable	£363.10	£384.85	Trade Waste – 6% increase to be set as a reasonable charge, having considered the cost of service and benchmarking data from other authorities	6%
Trade Waste	Provision of 360 Litre Bin	VAT not applicable	£422.75	£448.10	Trade Waste – 6% increase to be set as a reasonable charge, having considered the cost of service and benchmarking data from other authorities	6%
Trade Waste	Provision of 660 Litre Bin	VAT not applicable	£651.75	£690.85	Trade Waste – 6% increase to be set as a reasonable charge, having considered the cost of service and benchmarking data from other authorities	6%
Trade Waste	Provision of Chamberlain Bin (940 Litre)	VAT not applicable	£788.20	£835.45	Trade Waste – 6% increase to be set as a reasonable charge, having considered the cost of service and benchmarking data from other authorities	6%
Trade Waste	Provision of 1100 Litre Bin	VAT not applicable	£881.50	£934.35	Trade Waste – 6% increase to be set as a reasonable charge, having considered the cost of service and benchmarking data from other authorities	6%
Trade Waste	Provision of 50 sacks (recycling)	VAT applicable	n/a	£110.05	Trade Waste - New charge to encourage recycling from businesses which form part of the trade waste transformation project	
Trade Waste	Provision of 100 sacks (recycling)	VAT applicable	n/a	£186.43	Trade Waste New charge to encourage recycling from businesses which form part of the trade waste transformation project	
Trade Waste	Cardboard Sticker	VAT applicable	n/a	£5.00	Trade Waste - New charge to encourage recycling from businesses which form part of the trade waste transformation project	
Trade Waste	Provision of Food Caddie (23 Ltr)	VAT not applicable	n/a	1.55 per visit	Trade Waste - New charge to encourage recycling from businesses which form part of the trade waste transformation project	
Trade Waste	Contract Cancellation Fee	VAT not applicable	n/a	10% of annual cost	Trade Waste - New Charge. Administration cost for cancellation of contract, collection and cleaning of bin for reuse or collection and disposal of bin.	

Description of Charge	UNIT	Subject to VAT	2015/16 charge excluding VAT	2016/17 charge excluding VAT	COMMENTS	% increase
Hendon Park Car Park	Hendon Park Short Stay Bays Up to 30 mins	VAT not applicable	Free of Charge	Free of Charge	Charges for parking in the Hendon Park car park. The charges cover x15 short stay spaces and x5 long stay spaces. Charges were introduced in September 2014 following a consultation and the implementation of a traffic management order.	
Hendon Park Car Park	Hendon Park Short Stay Bays Up to 1 hour	VAT inclusive	£1.00	£1.00	Charges for parking in the Hendon Park car park. The charges cover x15 short stay spaces and x5 long stay spaces. Charges were introduced in September 2014 following a consultation and the implementation of a traffic management order.	
Hendon Park Car Park	Hendon Park Short Stay Bays Up to 2 hours	VAT inclusive	£1.50	£1.50	Charges for parking in the Hendon Park car park. The charges cover x15 short stay spaces and x5 long stay spaces. Charges were introduced in September 2014 following a consultation and the implementation of a traffic management order.	
Hendon Park Car Park	Hendon Park Short Stay Bays Up to 3 hours	VAT inclusive	£2.00	£2.00	Charges for parking in the Hendon Park car park. The charges cover x15 short stay spaces and x5 long stay spaces. Charges were introduced in September 2014 following a consultation and the implementation of a traffic management order.	
Hendon Park Car Park	Hendon Park Long Stay Bays Up to 4 hours	VAT inclusive	£5.00	£5.00	Charges for parking in the Hendon Park car park. The charges cover x15 short stay spaces and x5 long stay spaces. Charges were introduced in September 2014 following a consultation and the implementation of a traffic management order.	
Hendon Park Car Park	Hendon Park Long Stay Bays All Day	VAT inclusive	£6.00	£6.00	Charges for parking in the Hendon Park car park. The charges cover x15 short stay spaces and x5 long stay spaces. Charges were introduced in September 2014 following a consultation and the implementation of a traffic management order.	
Parking (SPA)	Bunns Lane Car Park - Long Stay	VAT not applicable	£5.00	£5.50	Bunns Lane Car Park is in Mill Hill Town Centre. The Council supports short stay parking in its Town Centres to support economic activities but recognises that there may also be a need for long stay parking. The increase in charges relates to only Long Stay Parking only and is aimed at encouraging short stay parking while remaining competitive.	10.00%

## For approval at Policy &amp; Resources Committee, save the statutorily prescribed items

## Fees &amp; Charges 2016/17

## Assurance

	Current	Proposed	Change
	2015/16	2016/17	
	£	£	
<b>School Admission Appeals Services available from London Borough of Barnet Governance Service for all Admission Appeals (Casual and Coordinated Appeals)</b>			
Cost per Appeal	150	170	13%
Cost per Appeal - appeal hearings with five or more per day	n/a	150	new charge
Cost per withdrawn/cancelled Appeal - appeal outside of 10 workings days. Full fees apply inside this time period	50	57	14%

	Current	Proposed	Change
	2015/16	2016/17	
	£	£	
<b>Electoral Services</b>			
Purchase <b>Full Electoral Register</b> (by: Polling District, Ward or Borough) <b>Statutory Charges set in legislation.</b> <i>only available to recipients named in legislation (e.g. registered political parties, credit reference agencies)</i>	<u>Paper Copy:</u> £10 + £5 per 1000 electors or part thereof	<u>Paper Copy:</u> £10 + £5 per 1000 electors or part thereof	0%
	<u>Data Copy:</u> £20 + £1.50 per 1000 electors or part thereof	<u>Data Copy:</u> £20 + £1.50 per 1000 electors or part thereof	
Purchase <b>'Open' Electoral Register</b> (by: Polling District, Ward or Borough) <b>Statutory Charges set in legislation.</b> <i>excludes electors that have 'opted-out of the Open Register' and may be purchased by anybody</i>	<u>Paper Copy:</u> £10 + £5 per 1000 electors or part thereof	<u>Paper Copy:</u> £10 + £5 per 1000 electors or part thereof	0%
	<u>Data Copy:</u> £20 + £1.50 per 1000 electors or part thereof	<u>Data Copy:</u> £20 + £1.50 per 1000 electors or part thereof	
Purchase <b>'Marked Copy' of Electoral Register</b> (by: Polling District, Ward or Borough) following an election <b>Statutory Charges set in legislation.</b> <i>only available to recipients named in legislation (e.g. registered political parties, election candidates etc)</i>	<u>Paper Copy:</u> £10 + £2 per 1000 electors or part thereof	<u>Paper Copy:</u> £10 + £2 per 1000 electors or part thereof	0%
	<u>Data Copy:</u> £10 + £1 per 1000 electors or part thereof	<u>Data Copy:</u> £10 + £1 per 1000 electors or part thereof	
Purchase <b>'Letter of Residence'</b> <i>registered electors can purchase this as proof of their entry on register</i> <b>Discretionary Charge</b>	Current Year £26	Current Year £19.50	-33%
	2 - 5 Years £31	2 - 5 Years £24.50	-26.5%
	Over 5 Years £36	Over 5 Years £29.50	-22%

## Appendix F

To be noted at Policy & Resources Committee, as approved at Adults & Safeguarding Theme Committee 12th November 2015

Removal of subsidy from home meals service: prices (all costs are per meal)

At present these costs are indicative, pending the provider chosen

Type	£
Standard	6.25
Kosher	11.4
Caribbean	8.39
Asian Veg	8.34
Halal	8.34
Pureed	8.38

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## **Business Planning 2016/17-2019/2020**

## **General Budget Consultation 2016/17**

### **Interim Consultation Report**

**December 2015 -February 2016  
Consultation  
Communications**

# SECTION 1

## Executive Summary

## 1. EXECUTIVE SUMMARY

This report sets out the detailed consultation findings from the formal General Budget Consultation 2016/17. The consultation will close on 12 February and this interim report gives the latest position at the time of drafting on 3 February 2016. An update will be published on the 12 February based on responses received by 9 February. The update will include further analysis on equality data.

The final consultation results will be included in the report to Full Council on 1 March 2016, which will make the final decision on the council's budget for 2016/17.

## 2. Summary of approach

### 2.1 Preliminary consultation and engagement

The council has already undertaken a range of consultation and engagement to inform the council's development of the Corporate Plan strategic priorities and 5 year Commissioning priorities and plans, along with indicative savings proposals to inform the MTFS. The preliminary consultation was designed to:

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

Last year formal consultation took place on the Strategic Plan to 2020. The results of which were presented to Policy and Resources Committee in February 2015 and Full Council in March 2015, before signing off the final Strategic Plan and MTFS to 2020.

### 2.2 Formal general budget consultation on the council's budget 2016/17 (18 December- 12 February 2016)

A summary of the key findings as at the 3 February is outlined on the following pages. Detailed findings to can be found under Section 2 of this report.

#### 2.2.1 Summary of method

The general consultation consisted of an online questionnaire published on <http://engage.barnet.gov.uk/> together with a consultation document which provided detailed background information about the council's budget setting process and the financial challenges the council faces. Paper copies and an easy read version of the consultation was made available on request

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

The consultation was widely promoted via the council's Residents' magazine, Barnet First; Barnet Online; local press; Twitter; Face book; Area Forums; and posters in libraries and other public places.

Super-users, i.e. users of non-universal services, were also invited to take part in the consultation through Community Barnet; Communities Together Network, Youth Board, and Delivery Unit newsletters/circulars and super user mailing lists.

A separate questionnaire was sent to the Citizens' Panel<sup>1</sup> to ensure the views of a representative sample of the borough's population were captured on the proposal not to increase Council Tax in 2016/17, and whether or not the council should introduce the 2% 'adult social care precept' Council Tax increase

### 2.2.2 Response to the consultation

As at the 3 February 2016, a total of 345 questionnaires have been completed, 43 by the general public available on Engage Barnet, and 302 by the Citizens' Panel.

The Citizens' Panel response was weighted to ensure the achieved sample was representative of the borough's population.

Due to the small sample size of the general public consultation (43), these findings should be treated with caution. For this reason the findings have been reported on separately, so that comparisons can be made with the much larger representative sample from the Citizens' Panel.

## 3. Summary of key findings

### 3.1 Council's proposal not to increase general Council Tax in 2016

302 Citizens' Panel members and 33 respondents completing the general public answered this question.

The Citizens' Panel sample are more likely to agree with the proposal not to increase general Council Tax compared to those responding to the general public consultation.

- Table 1 over the page shows that nearly two thirds of the Citizens' Panel (56 per cent) **agreed** with the council's proposal not to increase general Council Tax in 2016/17. A further third disagreed (32 per cent), and 12 per cent said they did not know or were not sure.
- In contrast, just over half of those responding to the general public consultation, **disagreed** with the councils proposal not to increase council tax in 2016/17 (52 per cent, 17 out of 33). Only a third agreed (36 per cent, 12 out of 33 respondents) and 12 per cent (4 out of 33) said they were not sure or did not know.

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<sup>1</sup> The Citizens' Panel is made up of 2000 Barnet residents, selected to be representative of the adult population of the borough in terms of ward, age, gender, ethnicity, housing tenure, faith and disability

Table 1: Council’s proposal not to increase general Council Tax in 2016/17

Do you agree with the council’s plans not to increase the proportion of Council Tax bills which can be spent on general local services?	Citizens’ Panel		General Public	
	%	Number	%	Number
Yes	56%	169	36%	12
No	32%	96	52%	17
Don't know/Not sure	12%	36	12%	4
Total	100%	302	100%	33

### 3.2 Reasons given by those who agreed with the proposal not to increase general Council Tax in 2016/17

Of those who indicated they agreed with the proposal 49 per cent of Citizens’ Panel and 25 per cent (3 out of 12 respondents) of the general public respondents did not give a reason for their response. Of the respondents who did give a reason, the top five most frequently cited reasons were:

- **‘Barnet council tax is very high already / Enough is being charged’.** Nine per cent of Citizens’ Panel respondents, who agreed with the proposal, cited this as a reason for why they supported the proposal not to increase general Council Tax. None of the general public consultation respondents gave this reason.
- **“Earnings / Incomes have not increased in reality / Many people struggle already / I cannot afford it Good for pensioners / those on low income/ on fixed income.** Seven per cent of the Citizens’ Panel who agreed mentioned this as a reason for their support. None of the general public consultation respondents gave this reason.
- **‘Services: Seem to be coping with the cuts / Assume council confident services will be maintained’** Five per cent of the Citizens’ Panel gave this as a reason for their support. 25 per cent (4 out of 12) of the general public consultation also gave this reason.
- **‘Services: Social Care / Adult Care/ services for the vulnerable need an increase in funding’** Five per cent of the Citizens’ Panel cited this as a reason for why they agreed with the proposal not to increase general Council Tax. Again none of the general public consultation respondents gave this reason.
- **‘Council workers are inefficient / waste money / Council needs to manage itself better/ Can make more savings on overheads’** Four per cent of the Citizens’ Panel cited this as a reason for why they supported the proposal not to increase general Council Tax. None of the general public consultation respondents gave this reason.

### 3.3 Reasons given by those who did not agree with the proposal not to increase general Council Tax in 2016/17

Of those who indicated they did not agree with the proposal, 36 per cent of the Citizens' Panel sample, and 24 per cent (3 out of 17 respondents) of the general public sample did not give a reason for their response. Of the respondents who did give a reason, the top five most frequently cited reasons were:

- **'Services: Services generally need increase in funding'**. 27 per cent of Citizens' Panel respondents who disagreed cited this as a reason for why they did not support the proposal not to increase general Council Tax. 4 out of 17 of the general public consultation respondents gave this reason.
- **'Services: Social Care / Adult Care/ services for the vulnerable need an increase in funding'**. 7 per cent of the Citizens' Panel mentioned this as a reason why they disagreed. 1 out of 17 of the general public consultation also gave this reason.
- **'Services: If not increased concern that level of services would decrease/ Services should be protected/ An increase is necessary'** 7 per cent of the Citizens' Panel gave this as a reason for why they did not support the proposal. 3 out of 17 of the general public consultation also gave this reason.
- **'People need to understand they have to pay for services'** 7 per cent of the Citizens' Panel cited this as a reason for why they did not support the proposal not to increase general Council Tax. 1 out of 17 of the general public consultation also gave this reason.
- **'Services: Maintenance of roads and pavements already low'** 6 per cent of the Citizens' Panel cited this as a reason for why they disagreed with the proposal. As before none of the general public consultation respondents gave this reason.

### 3.4 Council Tax –Social Care 'Precept'

Respondents were also asked for their views on whether they think the council should increase Council Tax by 2% in 2016/17 via a 'social care precept', on the basis that the money is specifically reserved for adult social care.

The results of the Citizens' Panel and the general public consultation are very similar in that nearly three fifths of each sample think the council should increase Council Tax by 2% via the 'social care precept' next year.

- The Citizens' Panel responses is almost identical to their response to not to increasing the general council Tax in 2016/17. Table 2, over the page, shows that almost three fifths of the Citizens' Panel (56 per cent) think the council should increase Council Tax by 2% via the 'social care precept' A further third disagreed (33 per cent), and 11 per cent said they did not know or they were not sure.
- Similarly, nearly three fifths of those responding to the general public consultation think the council's should increase Council Tax by 2% via the 'social care precept'

(55 per cent, 18 out of 33). However, a further two fifths think the council should not increase Council Tax by 2 per cent via the ‘social care precept’ (45 per cent, 15 out of 33 respondents). No respondents said they were not sure or did not know.

**Table 2: Respondents views on whether the council should increase Council Tax in 2016/17 via a ‘social care precept’**

Do you think that the council should increase Council Tax by 2 per cent in 2016/17 via a ‘social care precept’? <sup>1</sup>	Citizens’ Panel		General Public	
	%	Number	%	Number
Yes	56%	170	55%	18
No	33%	100	45%	15
Don't know/Not sure	11%	30	0%	0
Total	100%	302	100%	33

### 3.5 Reasons why respondents think the council should increase Council Tax by 2 per cent in 2016/17 via a ‘social care precept’

Of those who indicated they agreed with this increase in Council Tax, 44 per cent of Citizens’ Panel and 33 per cent (6 out of 18 respondents) of the general public respondents did not give a reason for their response. Of the respondents who did give a reason, the top five most frequently cited reasons were:

- **‘Adult social care needs further funding / Care for the elderly and vulnerable needs more attention/Agree this is required’.** 31 per cent of Citizens’ Panel respondents cited this as a reason why they think the council’s should increase Council Tax by 2 per cent via the ‘social care precept’. 4 out of 18 of the general public consultation also gave this reason.
- **‘2 per cent / £22 would be manageable / affordable by all/most people/** 15 per cent of Citizens’ Panel respondents cited this as a reason for why they support an increase in Council Tax by 2% via the ‘social care precept’. 7 out of 18 of the general public consultation also gave this reason.
- **‘The population is ageing. More resources are required for them./ Barnet has a large population of older adults** 12 per cent of the Citizens’ Panel gave this as a reason for their support. 1 out of 18 of the general public consultation also gave this reason.
- **‘If Council Tax is not increased concern that level of services would decrease/ Service should be protected’** 6 per cent of the Citizens’ Panel cited this as a reason why they think the council’s should increase Council Tax by 2% via the ‘social care precept’. 1 out of 18 of the general public consultation also gave this reason.

<sup>1</sup> Do you think that the council should increase Council Tax by 2% in 2016/17 via a ‘social care precept’, which would generate up to £3 million - equivalent to an additional £22 per year for a Band D property - on the basis that the money is specifically reserved for adult social care, including care for the elderly?

### 3.6 Reasons why respondents do not think the council should increase Council Tax by 2 per cent in 2016/17 via a 'social care precept'

Of those who indicated they do not think the council's should not increase Council Tax by 2 per cent via the 'social care precept', 42 per cent of Citizens' Panel and 27 per cent (6 out of 18 respondents) of the general public respondents did not give a reason for their response. Of the respondents who did give a reason, the top five most frequently cited reasons were:

- **'Barnet council tax is very high already / Enough is being charged'** 8 per cent of Citizens' Panel respondents cited this as a reason why they do not think the council should increase Council Tax by 2% via the 'social care precept' 4 out of 15 of the general public consultation also gave this reason.
- **'Make savings in other department areas to help this one'** 5 per cent of Citizens' Panel respondents cited this as a reason why they do not support an increase in Council Tax by 2% via the 'social care precept'. None of the general public consultation respondents gave this reason.
- **'Families should be more responsible and look after their elderly family members'** 5 per cent of the Citizens' Panel gave this as a reason why they do not want a 2 per cent 'social care' Council Tax increase. None of the general public consultation respondents gave this reason.
- **'Earnings/ Incomes have not increased in reality / Many people struggle already'** 4 per cent of the Citizens' Panel cited this as a reason why they do not think the council's should increase Council Tax by 2 per cent via the 'social care precept'. 3 out of 15 of the general public consultation also gave this reason.
- **'Suspicion/doubt that this additional taxation would be properly targeted towards the elderly'** 4 per cent of the Citizens' Panel cited this as a reason as a reason why they do not want a 2 per cent 'social care' Council Tax increase. None of the general public consultation respondents gave this reason.

## 4. Overall budget and savings for 2016/17

The Citizens' Panel were not asked questions on the overall budget and saving proposals for 2016/17. These were only asked of the general public.

The consultation findings outlined on the following pages are from the general public consultation. At the time of writing 43 responses have been completed.

### 4.1 Overall budget and savings for 2016/17

Respondents were asked if they had any comments to make on the overall budget, and in particular on how the 2016/17 proposed savings have been allocated across the different Theme Committees.

Of those who responded to the whole general public consultation 23 out of 43 gave a response to this question. The top five most frequently cited reasons were:

Four respondents indicated they agreed with the overall approach, citing:



- *I agree with proposals (2);*
- *Well thought out I think they are well thought out and the most vulnerable will be looked after ;*
- *The Theme Committee approach to identify effective saving is more effective than standard percentage slicing across all areas of Council spend.*

Five respondents asked for further clarity on the savings and approach:

- *Are savings based on services being commissioned or being in-house?*
- *How well are commissioned services being delivered?*
- *What savings are based on cutting services?*
- *What is the new model of social work practice?*
- *Do not understand 'Community Leadership' committee or its purpose.*

Three respondents felt that further efficiency savings could be made, citing:

- *Cut processes rather than services*
- *Review corporate support contracts due in 2016 and look at profit margins*
- *Value for money is required rather than reducing budgets*

## 4.2 Theme Committee Saving Proposals 2016/17

Respondents were asked the following questions on the saving proposals within each Themed Committee for 2016/17:

- Do you have any comments to make about the savings being proposed within this Committee's budget for 2016/17?
- Overall, to what extent do you agree or disagree with the savings that have been proposed within this Committee's budget for 2016/17?
- If you disagree, please give reasons for your answer:
- If you disagree, do you have any alternative suggestions for where the council could make these savings or generate income?

Table 3 over the page summaries the headline findings on the extent of which respondents agreed or disagreed with the savings proposed within each committee. Further analysis on the open ended questions is provided in section 2.

**Table 3: Summary of headline findings on the extent of which respondents agreed or disagreed with the savings proposed within each committee.**

Theme Committee	Consultation Findings
Policy and Resources	Opinion was mixed on the saving proposals within this committee, with no clear majority agreeing or disagreeing - 10 out of 24 respondents agreed, 11 out of 24 disagreed. One respondent indicated they Neither agree nor disagree and two indicated Don't know/Not sure.
Adults and Safeguarding	More respondents disagreed with the proposed savings within the Adults and Safeguarding Committee's - 16 out of 25 respondents disagreed compared to 7 out of 25

## GENERAL BUDGET CONSULTATION 2016/17

	who agreed. One respondent indicated they Neither agree nor disagree and one indicated Don't know/Not sure.
Children, Education, Libraries and Safeguarding	Opinion was mixed on the proposed savings within the Children, Education, Libraries and Safeguarding Committee, with more respondents disagreeing - 14 out of 24 respondents disagreed compared to 8 out of 24 who agreed. One respondent indicated they Neither agree nor disagree and one indicated Don't know/Not sure.
Environment	Opinion was mixed on the proposed savings within the this committee - 11 out of 23 respondents agreed compared to 10 out of 23 who disagreed. Two respondents indicated they Neither agree nor disagree.
Assets, Regeneration and Growth	Opinion was slightly more mixed on the saving proposals within this committee, with no clear majority agreeing or disagreeing - 7 out of 19 respondents agreed compared to 6 out of 19 who disagreed. Four respondents indicated they Neither agree nor disagree and two indicated Don't know/Not sure.
Community Leadership	The majority of respondents agreed with the budget proposals within this committee - 10 out of 15 respondents agreed and 5 out of 15 disagreed.
Housing	Slightly more respondents disagreed with the proposed savings within the Adults and Safeguarding Committee's - 3 out of 6 disagreed. Three respondents indicated they Neither agree nor disagree.

## **SECTION 2**

### **Business Planning 2016-2020**

### **General Budget Consultation**

**2016/17**

### **Detailed Findings**

## 1. BACKGROUND

As is usual practice, the budget proposals for 2016/17 have been subject to a formal public consultation. The consultation will close on 12 February and this interim report sets out the latest position at the time of drafting on 3 February 2016. The final consultation results will be included in the report to Full Council on 1 March 2016, which will make the final decision on the Council's budget for 2016/17.

### 1.1 Preliminary consultation and engagement

The council has already undertaken a range of consultation and engagement to inform the council's development of the Corporate Plan strategic priorities and 5 year Commissioning priorities and plans, along with indicative savings proposals to inform the MTFS.

The preliminary consultation was designed to:

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

Last year this formal consultation took place on the Strategic Plan to 2020. The results of which were presented to Policy and Resources Committee in February 2015 and Full Council in March 2015, before signing off the final Strategic Plan and MTFS to 2020.

The Strategic Plan consultation was designed to consult on the combined package of the Corporate Plan; Commissioning Priorities; and budget to 2020.

The consultation aimed to:

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

Table 1 below outlines the phases of consultation and engagement to date:

**Table 1: Consultation and Engagement that has informed the council's business planning to 2020**

<b>Phase</b>	<b>Date</b>	<b>Summary</b>
Phase 1: Setting out the challenge	<i>Summer 2013</i>	The council forecast that its budget would reduce by a further £72m between 2016/17 and 2019/20, setting the scene for the PSR consultation
Phase 2: PSR consultation to inform development of options	<i>October 2013 - June 2014</i>	<ul style="list-style-type: none"> <li>• Engagement through Citizen's Panel Workshops which focused on stakeholder priorities and how they would want the Council to approach the Priorities and Spending Review</li> <li>• An open 'Call for Evidence' asking residents to feedback ideas on the future of public services in Barnet.</li> </ul>
Phase 3: Engagement through Committees	Summer 2015	<ul style="list-style-type: none"> <li>• Focus on developing commissioning priorities and MTFs proposals for each of the 6 committees</li> <li>• Engagement through Committee meetings and working groups</li> </ul>
Phase 4: Strategic Plan to 2020 Consultation	December 2014 – February 2015	<ul style="list-style-type: none"> <li>• A series of 6 workshops with a cross section of residents recruited from the Citizens Panel and Youth Board, plus two workshops with users of council services.</li> <li>• An online survey</li> </ul>

## 2 Formal Budget Consultation 2016/17

### 2.1 Overview

The preliminary consultation and engagement has informed the development of the council's 2016/17 budget proposals to be put forward for formal consultation.

To allow for an eight week budget consultation, a general budget consultation began after Policy and Resources Committee on the 18 December 2015 and will be concluded on 12 February 2016. This report outlines the headline interim findings as of the 3 February 2016.

The interim consultation findings will be updated and re-published on the 12<sup>th</sup> February for Policy and Resources Committee to consider, which will include the detailed interim findings as of the 8 February.

The final consultation findings and full report will be taken to Full Council on 1 March 2016.

## 2.2 Technical details and method

### In summary, the consultation was administered as follows:

- The General Budget consultation was open for eight weeks, from the 18th December 2015 to 12th February 2016.
- The consultation was published on Engage Barnet <http://engage.barnet.gov.uk> together with a consultation document which provided detailed background information about the council's budget setting process and the financial challenges the council faces.
- Respondent's views were gathered via online survey. Paper copies and an easy read version of the consultation were also made available on request.
- As part of the council's statutory duty to consult with National Non Domestic Rate (NNDR) Payers, letters were sent out to all the council's NNDR payers inviting them to take part in the consultation.
- The consultation was widely promoted via the Council's Residents' magazine, Barnet First; Barnet Online; local press; Twitter; Face book; Area Forums; and posters in libraries and other public places.
- Super-users, i.e. users of non-universal services, have also been invited to take part in the consultation through Community Barnet; Communities Together Network, Youth Board, and Delivery Unit newsletters/circulars and super user mailing lists.
- A separate questionnaire was sent to the Citizens' Panel<sup>1</sup> to ensure the views of a representative sample of the borough's population were captured on the proposal not to increase Council Tax and whether or not the council should introduce the 2% 'Adult Social Care Precept' Council Tax increase

## 2.3 Questionnaire design

The questionnaire was developed to ascertain residents' views on the overall size and individual components of the 2016/17 budget in general terms. In particular the consultation invited views on the:

- Overall budget and saving proposals;
- the savings being proposed within each Theme Committee;
- the proposal not to increase general Council Tax;
- whether or not the council should introduce the 2% 'Adult Social Care Precept' Council Tax increase.

In order to enable a further understanding and in-depth analysis the questionnaire also included:

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<sup>1</sup> The Citizens' Panel is made up of 2000 Barnet residents, selected to be representative of the adult population of the borough in terms of ward, age, gender, ethnicity, housing tenure, faith and disability

- Open ended questions, where respondents were invited to write in any comments on the savings proposed within each Committee, and if they disagreed with the committee's savings to say why and where they would suggest the council could make alternative savings;
- Open ended questions were also included on the Council Tax questions to explore reasons if they supported or opposed the proposals;
- Key demographic questions were also included which covered equality questions.

Throughout the questionnaire, and where applicable, hyperlinks were provided to relevant sections of the consultation document, and to the detailed savings for each Committee. Those respondents who elected to receive a paper copy were also sent the consultation document, and the detailed 2016/17 savings. Where relevant, the questions referenced the page numbers of corresponding sections of the consultation document and savings.

### 2.4 Response to the consultation

As at the 3 February 2016, a total of 345 questionnaires have been completed, 43 by the general public available on Engage Barnet, and 302 by the Citizens' Panel.

This report will be re-circulated on the 12<sup>th</sup> February to include results as of 8 February 2016.

The Citizens' Panel response was weighted to ensure the achieved sample was representative of the borough's population. Due to the small sample size of the general public consultation (43), these **findings should be treated with caution**. For this reason the findings have been reported on separately, so that comparisons can be made with the much larger representative sample from the Citizens' Panel.

As outlined under paragraph 2.2, the Citizens' Panel were only asked questions on the different options for Council Tax and were not asked questions on the council's 2016/17 Budget.

### 2.5 General Public response and profile

Table 2 over the page shows the profile of those who responded to the general public questionnaire. Of the 43 responses received, those who replied were mainly residents (84 per cent, 28 out of 43).

Despite writing to all NNDR payers, only five responses were received from businesses based in Barnet (two of these were residents as well as a business in based Barnet). Two letters were also received from businesses, in response to writing out to all NNDRs, and their comments have been also included in the coding of verbatim comments.

30 per cent of the sample (18 out of 54 respondents) chose not to answer this question.

**Table 2: General Public Sample Profile**

Type	Number	%
Resident	28	84%
Business	3	9%
Resident and business based in Barnet	2	5%
Public sector organisation	0	0%
Voluntary/community organisation	0	0%
Other	0	0%
Not answered	10	30%
<b>Total</b>	<b>43</b>	<b>100%</b>

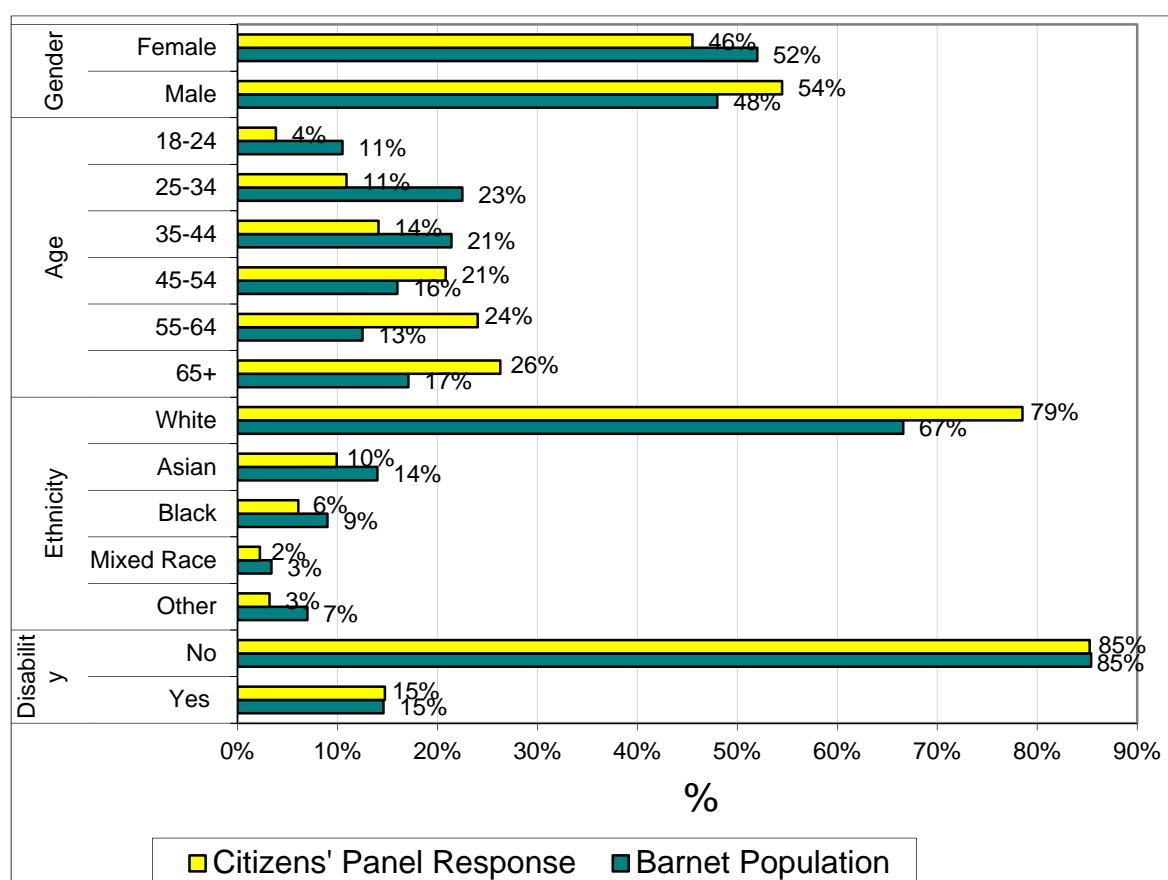
## 2.6 Citizens' Panel response and sample profile

A combined postal and online survey method<sup>1</sup> was mailed out to 2000 members of Barnet's Citizens' Panel, to date, a total of 302 surveys have been completed (102 postal and 268 online) giving a response rate of 19 per cent.

At the time of writing the chart below shows the demographic profile of those who responded to the panel survey compared to the population of Barnet.

The sample that responded closely matches Barnet's population profile. Weighting has been applied to tackle the issue of under and over representation in the sample, and it is the weighted data that is reported on in this report.

**Chart 1: Citizens' Panel Sample profile – key demographics**



<sup>1</sup> When panel members are recruited they are given the choice of which method they prefer to receive their surveys; either online sent to their e mail address, or hard copy sent to their postal address.



## 2.9 Calculating and reporting on results

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

## 3 Results in detail:

### 3.1 Council Tax

#### 3.1.2 Council’s proposal not to increase general Council Tax in 2016/17

Respondents were asked if they agreed with the council’s proposals not to increase the proportion of Council Tax bills which can be spent on general local services.

Full analysis on the equality monitoring questions will be done in the final report.

The Citizens’ Panel sample are more likely to say ‘Yes’ they agree with the proposal not to increase general Council Tax compared to those responding to the general public consultation.

- The table below shows that almost three fifths of the Citizens' Panel (56 per cent) **agreed** with the council’s proposal not to increase general Council Tax in 2016/17. A further third disagreed (32 per cent), and 12 per cent said they did not know or were not sure.
- In contrast, just over half of those responding to the general public consultation **disagreed** with the council’s proposal not to increase council tax in 2016/17 (52 per cent, 17 out of 33). A third agreed (36 per cent, 12 out of 33 respondents) and 12 per cent (4 out of 33) said they were not sure or did not know.

**Table 3: Council’s proposal not to increase general Council Tax in 2016/17**

Do you agree with the council’s plans not to increase the proportion of Council Tax bills which can be spent on general local services?	Citizens’ Panel		General Public	
	%	Number	%	Number
Yes	56%	169	36%	12
No	32%	96	52%	17
Don't know/Not sure	12%	36	12%	4
Total	100%	302	100%	33

### 3.1.3 Reasons given by those who agreed with the proposal not to increase general Council Tax in 2016/17

Respondents were asked to give reasons for their answer.

Table 4 over the page gives full details of the type of comments received on why respondents agreed with the proposals not to increase general Council Tax. The table is ranked by the Citizens' Panel sample most frequently mentioned reasons.

Of those who indicated they agreed with the proposal 49 per cent of Citizens' Panel and 25 per cent (3 out of 12 respondents) of the general public respondents did not give a reason for their response. Of the respondents who did give a reason, the top five most frequently cited reasons were:

- **'Barnet council tax is very high already / Enough is being charged'**. Nine per cent of Citizens' Panel respondents who agreed cited this as a reason for why they supported the proposal not to increase general Council Tax. None of the general public consultation respondents gave this reason.
- **"Earnings/ Incomes have not increased in reality / Many people struggle already / I cannot afford it Good for pensioners / those on low income/ on fixed income.** Seven per cent of the Citizens' Panel who agreed mentioned this as a reason for their support. None of the general public consultation respondents gave this reason.
- **'Services: Seem to be coping with the cuts / Assume council confident services will be maintained'** Five per cent of the Citizens' Panel gave this as a reason for their support. 25 per cent (4 out of 12) of the general public consultation also gave this reason.
- **'Services: Social Care / Adult Care/ services for the vulnerable need an increase in funding'** Five per cent of the Citizens' Panel cited this as a reason for why they agreed with the proposal not to increase general Council Tax. As before none of the general public consultation respondents gave this reason.
- **'Council workers are inefficient / waste money / Council needs to manage itself better/ Can make more savings on overheads'** Four per cent of the Citizens' Panel cited this as a reason for why they supported the proposal not to increase general Council Tax. Again none of the general public consultation respondents gave this reason.

**Table 4: Reasons why respondents agree with the council’s proposal not to increase general Council Tax in 2016/17**

Do you agree with the council’s plans not to increase the proportion of Council Tax bills which can be spent on general local services in 2016/17? Please give reasons for your answer	Citizens’ Panel		General Public	
	%	Base <sup>1</sup>	%	Base <sup>1</sup>
<b>THOSE WHO AGREE</b>		169		12
No comment	59%	100	25%	3
Barnet council tax is very high already / Enough is being charged	9%	15		
Earnings/ Incomes have not increased in reality / Many people struggle already / I cannot afford it	7%	12	33%	4
Services: Seem to be coping with the cuts / Assume council confident services will be maintained	7%	12		
Services: Social Care / Adult Care/ services for the vulnerable need an increase in funding	5%	8		
Council workers are inefficient / waste money / Council needs to manage itself better/ Can make more savings on overheads	4%	7		
Any future rises need to be gradual ones	3%	5		
Don't understand why an increase should be necessary. Where is the case for it./ Need more detailed information	2%	3		
There are other areas where savings can be made to reduce wastage. Bin collections, street lighting, social services	1%	2		
Those who earn most should pay more / Those in the most valuable houses should pay more / Revalue house prices	1%	2		
Other <sup>2</sup>	6%	10		5
<b>Total number of different types of comments</b>		176		12

**3.1.4 Reasons given by those who did not agree with the proposal not to increase general Council Tax in 2016/17**

Table 5 gives full details of the type of comments received on why respondents did not agree with the proposals not to increase general Council Tax. The table is again ranked by the Citizens’ Panel sample most frequently mentioned reasons.

Of those who indicated they agreed with the proposal 36 per cent of Citizens’ Panel and 24 per cent (3 out of 17 respondents) of the general public respondents did not give a reason for their response. Of the respondents who did give a reason, the top five most frequently cited reasons were:

- **‘Services: Services generally need increase in funding.** 27 per cent of Citizens’ Panel respondents who disagreed cited this as a reason for why they did not support the proposal not to increase general Council Tax. 4 out of 17 of the general public consultation respondents gave this reason.
- **‘Services: Social Care / Adult Care/ services for the vulnerable need an increase in funding’** 7 per cent of the Citizens’ Panel mentioned this as a reason

<sup>1</sup> Respondents could write in more than one comment. Percentages are calculated on the number of respondents who indicated they agree with the proposal.

<sup>2</sup> Those that only received one response have been coded into other.

why they disagreed. 1 out of 17 of the general public consultation also gave this reason.

- **‘Services: If not increased concern that level of services would decrease/ Services should be protected/ An increase is necessary Services’** 7 per cent of the Citizens’ Panel gave this as a reason for why they did not support the proposal. 3 out of 17 of the general public consultation also gave this reason.
- **‘People need to understand they have to pay for services’** 7 per cent of the Citizens’ Panel cited this as a reason for why they did not support the proposal not to increase general Council Tax. 1 out of 17 of the general public consultation also gave this reason.
- **‘Services: Maintenance of roads and pavements already low’** 6 per cent of the Citizens’ Panel cited this as a reason for why they disagreed with the proposal. As before none of the general public consultation respondents gave this reason.

**Table 5: Reasons why respondents disagree with the council’s proposal not to increase general Council Tax in 2016/17**

Do you agree with the council’s plans not to increase the proportion of Council Tax bills which can be spent on general local services in 2016/17? Please give reasons for your answer	CITIZENS’ PANEL		General Public	
THOSE WHO DISAGREE	%	Base <sup>1</sup>	%	Base <sup>1</sup>
		96		17
No comment	36%	35	24%	4
Services: Services generally need increase in funding	27%	26	24%	4
Services: Social Care / Adult Care/ services for the vulnerable need an increase in funding	9%	8	6%	1
Services: If not increased concern that level of services would decrease/ Services should be protected An increase is necessary	7%	6	18%	3
People need to understand they have to pay for services	7%	6	6%	1
Services: Maintenance of roads and pavements already low	6%	6		2
Council workers are inefficient / waste money / Council needs to manage itself better/ Can make more savings on overheads	6%	6	24%	4
2% would be manageable / affordable by all/most people/	5%	5	41%	7
Those who earn most should pay more / Those in the most valuable houses should pay more / Revalue house prices	4%	4	6%	1
Services: Lost services cost more to restore at a later date / More cost effective to protect them now	4%	3		1
The 1% reduction was a mistake at the time / The level has been too low	3%	3	6%	1
Services: Refuse and street cleanliness needs more funding	3%	3		
Services: Fabric of community services needs maintaining	2%	2		
The council should be taking more than 25% of the revenue raised	2%	2		

<sup>1</sup> Respondents could write in more than one comment. Percentages are calculated on the number of respondents who indicated they disagree with the proposal.

Do you agree with the council's plans not to increase the proportion of Council Tax bills which can be spent on general local services in 2016/17? Please give reasons for your answer	CITIZENS' PANEL		General Public	
	%	Number	%	Number
Any future rises need to be gradual ones	2%	2		1
Earnings/ Incomes have not increased in reality / Many people struggle already / I cannot afford it	2%	1		2
Council Tax should be increased by 4% in 2016/17	0%		12%	2
Other <sup>1</sup>	4%	13	23%	4
<b>Total number of different types of comments</b>		141		39

### 3.1.5 Council Tax –Social Care ‘Precept’

Respondents were also asked for their views on whether they think the council should increase Council Tax by 2 per cent in 2016/17 via a ‘social care precept’, on the basis that the money is specifically reserved for adult social care.

The results of the Citizens’ Panel and the general public consultation are very similar in that nearly three fifths of each sample think the council should increase Council Tax by 2 per cent via the ‘social care precept’ next year.

- Table 6 over the page shows that almost three fifths of the Citizens' Panel (56 per cent) said ‘Yes’ the council’s should increase Council Tax by 2 per cent via the ‘social care precept’ A further third disagreed (33 per cent), and 11 per cent said they did not know or were not sure.
- Similarly, nearly three fifths of those responding to the general public consultation said ‘Yes’ the council’s should increase Council Tax by 2 per cent via the ‘social care precept’ (55 per cent, 18 out of 33). However, a further two fifths think the council’s should not increase Council Tax by 2 per cent via the ‘social care precept’ (45 per cent, 15 out of 33 respondents). No respondents said they were not sure or did not know.

**Table 6: Respondents views on whether the Council should increase Council Tax in 2016/17 via a ‘social care precept’**

Do you think that the council should increase Council Tax by 2% in 2016/17 via a ‘social care precept’? <sup>2</sup>	Citizens’ Panel		General Public	
	%	Number	%	Number
Yes	56%	170	55%	18
No	33%	100	45%	15
Don't know/Not sure	11%	30	0%	0
Total	100%	302	100%	33

<sup>1</sup> Those that only received one response have been coded into other.

<sup>2</sup> Do you think that the council should increase Council Tax by 2% in 2016/17 via a ‘social care precept’, which would generate up to £3 million - equivalent to an additional £22 per year for a Band D property - on the basis that the money is specifically reserved for adult social care, including care for the elderly?

### 3.1.6 Reasons why respondents think the council should increase Council Tax by 2% in 2016/17 via a 'social care precept'

Table 6 gives full details of the type of reasons received why respondents think the council's should increase Council Tax by 2 per cent via the 'social care precept'. The table is again ranked by the Citizens' Panel sample most frequently mentioned reasons.

Of those who indicated they agreed with this increase in Council Tax, 44 per cent of Citizens' Panel and 33 per cent (6 out of 18 respondents) of the general public respondents did not give a reason for their response. Of the respondents who did give a reason, the top five most frequently cited reasons were:

- ***'Adult social care needs further funding / Care for the elderly and vulnerable needs more attention/Agree this is required'***. 31 per cent of Citizens' Panel respondents who agreed cited this as a reason why they think the council's should increase Council Tax by 2 per cent via the 'social care precept'. 4 out of 18 of the general public consultation also gave this reason.
- ***'2 per cent / £22 would be manageable / affordable by all/most people'*** 15 per cent of Citizens' Panel respondents cited this as a reason for why they support an increase in Council Tax by 2% via the 'social care precept'. 7 out of 18 of the general public consultation also gave this reason.
- ***'The population is ageing. More resources are required for them / Barnet has a large population of older adults'*** 12 per cent of the Citizens' Panel gave this as a reason for their support. 1 out of 18 of the general public consultation also gave this reason.
- ***'If Council Tax is not increased concern that level of services would decrease/ Service should be protected'*** 6 per cent of the Citizens' Panel cited this as a reason why they think the council's should increase Council Tax by 2% via the 'social care precept'. 1 out of 18 of the general public consultation also gave this reason.

**Table 6: Reasons why respondents think the council should increase Council Tax by 2% in 2016/17 via a ‘social care precept’**

Do you think that the council should increase Council Tax by 2% in 2016/17 via a ‘social care precept’? <sup>1</sup>	Citizens’ Panel		General Public	
	%	Base <sup>2</sup>	%	Base <sup>2</sup>
<b>THOSE WHO AGREE</b>		170		18
No comment	44%	74	33%	6
Adult social care needs further funding / Care for the elderly and vulnerable needs more attention/ Agree this is required	31%	52	22%	4
2% / £22 would be manageable / affordable by all/most people/ Agree with increase for this purpose	15%	25	39%	7
The population is ageing. More resources are required for them./ Barnet has a large population of older adults	12%	21	6%	1
If Council Tax not increased concern that level of services would decrease/ Service should be protected	6%	10	6%	1
These people have paid taxes all their lives and deserve care now/ It’s their turn now	1%	2	0%	0
Next year the rise should be 4% / No less than 2% / Raise by more than 2%	1%	2	6%	1
Other <sup>3</sup>		25	0%	0
<b>Total number of different type of comments</b>		184		21

**3.1.7 Reasons why respondents do not think the council should increase Council Tax by 2% in 2016/17 via a ‘social care precept’**

Table 7 gives full details of the type of reasons received on why respondents do not think the council’s should not increase Council Tax by 2% via the ‘social care precept’ The table is again ranked by the Citizens’ Panel sample most frequently mentioned reasons.

Of those who indicated they do not think the Council’s should not increase Council Tax by 2 per cent via the ‘social care precept’ 42 per cent of Citizens’ Panel and 27 per cent (6 out of 18 respondents) of the general public respondents did not give a reason for their response. Of the respondents who did give a reason, the top five most frequently cited reasons were:

- **‘Barnet council tax is very high already / Enough is being charged’** 8 per cent of Citizens’ Panel respondents cited this as a reason why they do not think the Council’s should increase Council Tax by 2% via the ‘social care precept’ 4 out of 15 of the general public consultation also gave this reason.

<sup>1</sup> Question in full: Do you think that the council should increase Council Tax by 2% in 2016/17 via a ‘social care precept’, which would generate up to £3 million - equivalent to an additional £22 per year for a Band D property - on the basis that the money is specifically reserved for adult social care, including care for the elderly?

<sup>2</sup> Respondents could write in more than one comment. Percentages are calculated on the number of respondents who indicated they agree with this type of Council Tax increase.

<sup>3</sup> Those that only received one response have been coded into other.

- **‘Make savings in other department areas to help this one’** 5 per cent of Citizens’ Panel respondents cited this as a reason why they do not support an increase in Council Tax by 2% via the ‘social care precept’. None of the general public consultation respondents gave this reason.
- **‘Families should be more responsible and look after their elderly family members’** 5 per cent of the Citizens’ Panel gave this as a reason why they do not want a 2 per cent ‘social care’ Council Tax increase. None of the general public consultation respondents gave this reason.
- **‘Earnings/ Incomes have not increased in reality / Many people struggle already’** 4 per cent of the Citizens’ Panel cited this as a reason why they do not think the Council’s should increase Council Tax by 2% via the ‘social care precept’. 3 out of 15 of the general public consultation also gave this reason.
- **‘Suspicion/doubt that this additional taxation would be properly targeted towards the elderly’** 4 per cent of the Citizens’ Panel cited this as a reason as a reason why they do not want a 2 per cent ‘social care’ Council Tax increase. None of the general public consultation respondents gave this reason.

**Table 7: Reasons why respondents do not you think that the council should increase Council Tax by 2% in 2016/17 via a ‘social care precept’**

Do you think that the council should increase Council Tax by 2% in 2016/17 via a ‘social care precept’? <sup>1</sup>	Citizens’ Panel		General Public	
	%	Base <sup>2</sup>	%	Base <sup>2</sup>
<b>THOSE WHO DO NOT AGREE</b>				
Base		100		15
No comment	42%	42	27%	4
There is no benefit to me or to my family now or in the next ten years/ I would not use these services so I am paying someone else's fees	17%	16	7%	1
Barnet council tax is very high already / Enough is being charged	8%	8	27%	4
Make savings in other department areas to help this one	5%	5		
Families should be more responsible and look after their elderly family members	5%	5		
Earnings/ Incomes have not increased in reality / Many people struggle already	4%	4	20%	3
Why single out one service/ Other services also require more funding	4%	4		
Suspicion/doubt that this additional taxation would be properly targeted towards the elderly	4%	4	7%	1
Council should not waste money	3%	3	7%	1
Barnet should get better value from its contractors generally	3%	3		

<sup>1</sup> Full question : ‘Do you think that the council should increase Council Tax by 2% in 2016/17 via a ‘social care precept’, which would generate up to £3 million - equivalent to an additional £22 per year for a Band D property - on the basis that the money is specifically reserved for adult social care, including care for the elderly?’

<sup>2</sup> Respondents could write in more than one comment. Percentages are calculated on the number of respondents who indicated did not agree with the increase.



Do you think that the council should increase Council Tax by 2% in 2016/17 via a 'social care precept'? <sup>1</sup>	Citizens' Panel		General Public	
Don't understand why an increase should be necessary. Where is the case for it./ Need more detailed information/ Publish spending	2%	2		
Those who earn most should pay more / Those in the most valuable houses should pay more.	2%	2		
Local councils should not have to fund what is a national problem	2%	2		
Other <sup>1</sup>		9		2
<b>Total number of different type of comments</b>		109		16

#### 4. Overall budget and savings for 2016/17

As outlined under paragraph 2.5.1 the Citizens' Panel were not asked questions on the overall budget and saving proposals for 2016/17. The questions were only asked of the general public

The consultation findings outlined below are from the general public consultation. At the time of writing 43 responses have been completed.

##### 4.1 Overall budget and savings for 2016/17

Respondents were asked if they had any comments to make on overall budget. in particular on how the 2016/17 proposed savings have been allocated across the Theme Committees.

Of those who responded to the whole general public consultation 23 out of 43 gave a response. Of the respondents who did give comments, the most frequently cited reasons were:

Four respondents indicated they agreed with the overall approach, citing:

- *I agree with proposals (2);*
- *Well thought out I think they are well thought out and the most vulnerable will be looked after ;*
- *The Theme Committee approach to identify effective saving is more effective than standard percentage slicing across all areas of Council spend.*

Five respondents asked for further clarity on the savings and approach:

- *Are savings based on services being commissioned or being in-house?*
- *How well are commissioned services being delivered?*
- *What savings are based on cutting services?*
- *What is the new model of social work practice?*
- *Do not understand 'Community Leadership' committee or its purpose.*

<sup>1</sup> Those that only received one response have been coded into other.

Three respondents felt that further efficiency savings could be made, citing:

- *Cut processes rather than services*
- *Review corporate support contracts due in 2016 and look at profit margins*
- *Value for money is required rather than reducing budgets.*

## 4.2 Policy and Resources Committee proposed budget savings 2016/17

### 4.2.1 Overall response to the budget savings proposed in this committee

Respondents were asked to what extent they agreed or disagreed with the savings that have been proposed within Policy and Resources Committee's budget for 2016/17. 24 respondents answered this question.

Table 9 shows opinion was mixed on the saving proposals within this committee, with no clear majority agreeing or disagreeing. 10 out of 24 respondents agreed, and 9 out of 24 disagreed. The remainder said they neither agree nor disagree (1 respondent) or they don't know (2 respondents).

**Table 9: Overall response to the budget savings proposed for Policy and Resources Committee**

<b>Overall, and taking into consideration the savings target this committee has to make, to what extent do you agree or disagree with the savings that have been proposed within this Committee's budget for 2016/17?</b>		
	<b>%</b>	<b>Base</b>
Strongly Agree	13%	3
Tend to agree	29%	7
Neither agree nor disagree	4%	1
Tend to disagree	21%	5
Strongly disagree	25%	6
Don't know / not sure	8%	2
<b>Total</b>		<b>24</b>

### 4.2.2 Reasons for disagreement

Respondents who disagreed were asked to say why. Table below 10 gives full details of reasons received for disagreeing with the savings being proposed for Policy and Resources Committee.

Of those who indicated they disagreed with the savings, 7 out of 11 respondents did not give a reason for their response. Of the respondents who did give a reason, the top five most frequently cited reasons were:

*'Policy is less important than children's and other services'*. (1 respondent)

*'It is not explained how efficiency savings will be made'* (1 respondent)

*'There is too much focus on slashing services instead of looking at overhead expenditures'* (1 respondent)

*'Don't understand how savings of 2% will be made if budget includes costs rising by 2.5%'* (1 respondent)

*'Beat down the prices from third parties / Negotiate harder'* (1 respondent)

**Table 10: Reasons why respondents disagree within savings proposal in Policy and Resources Committee**

Reasons for disagreeing with the savings proposal for Policy and Resources Committee		
	%	Base <sup>1</sup>
		11
No comment	64%	7
Policy is less important than children's and other services.	9%	1
It is not explained how efficiency savings will be made	9%	1
There is too much focus on slashing services instead of looking at overhead expenditures	9%	1
Don't understand how savings of 2% will be made if budget includes costs rising by 2.5%	9%	1
Beat down the prices from third parties / Negotiate harder	9%	1

#### 4.2.3 Alternative suggestions for savings

Residents who disagreed with the proposed savings were asked to suggest alternative savings. Table 11 below gives full details of alternative savings that were given.

Of those who disagreed, 5 out of 11 did not suggest alternatives. Of the residents that did suggest alternatives, the most cited alternatives were.

*'Reduce special payments to committee chairpersons.'* (2 respondents)

*'Do not overpay staff'* (2 respondents)

**Table 11: Alternative suggestions re the savings within Policy and Resources Committee**

Alternative suggestions re the savings within Policy and Resources Committee		
	%	Base <sup>2</sup>
		11
No comment	55%	6
Reduce special payments to committee chairpersons	18%	2
Do not overpay council staff, especially the incompetent / Cap salaries at £100,000	18%	2
Scrap the Capita outsourcing contract	9%	1
Cut consultants	9%	1

<sup>1</sup> Respondents could write in more than one comment. Percentages are calculated on the number of respondents who indicated there disagreed with the savings.

<sup>2</sup> Respondents could write in more than one comment. Percentages are calculated on the number of respondents who indicated there disagreed with the savings.

**Alternative suggestions re the savings within Policy and Resources Committee**

Reduce gain share payments to Capita	9%	1
Confiscate properties of overseas owners and left empty, then rent them out to social tenants,	9%	1
Share services with other Boroughs	9%	1
Withdraw housing and translation services to those who have not paid into the system	9%	1
Withdraw grants to community groups that only help one race/religion	9%	1
Don't pay contractors and subcontractors ridiculously overinflated prices for services.	9%	1
Increase council tax by 2% in addition to the 2% for social care	9%	1

**4.2.4 General comments**

Residents were asked if they had any comments to make on the specific savings that have been proposed within Policy and Resources Committee's budget for 2016/17. 14 out of 26 did not provide comments.

Table 12 gives full details of general comments that were made about the savings for Policy and Resources Committee.

Of those that did provide comments, the most frequently occurring comments were:

*'Negotiate more on third party contracts'* (3 respondents)

*'Cut overpaid senior officers'* (3 respondents)

*'Disagree with proposed savings'* (2 respondents)

*'Permanent staff should not suffer job cuts'* (2 respondents)

*'Why increase by 2.5% when inflation is only 2%?'* (2 respondents)

*'Stop using agency staff'* (2 respondents)

**Table 12: General comments about the proposed savings within Policy and Resources Committee**

Comments about savings within Policy and Resources Committee		
	%	Base <sup>1</sup>
No comment	54%	14
Save more than 2% on third party contract. / Demand better quality at a lower cost/ Agree with negotiation of service contracts	12%	3
Cut overpaid senior officers / Align benefits packets to the private sector	12%	3
Disagree with proposed savings.	8%	2
Is this another way of saying cutting pay or cutting jobs / Permanent staff should not suffer job cuts	8%	2
Why increase by 2.5% when inflation is only 2%	8%	2

<sup>1</sup> Respondents could write in more than one comment. Percentages are calculated on the number of respondents who indicated there disagreed with the savings.

Comments about savings within Policy and Resources Committee		
Stop using agency staff / Curtail spending on consultants	8%	2
Agree with 4% increase in 2016/2017	4%	1
Agree with proposed savings	4%	1
CSG Capita contract is out of council's control	4%	1
This committees budget savings should not be proportionately less than the savings on children's services	4%	1
Do not call them savings when they are cuts	4%	1
This will affect the poorest in the Borough	4%	1
Raise council taxes	4%	1
Higher rate for the most expensive properties	4%	1
Make more cuts re overhead costs and costs of committees	4%	1
Reduce Policy & Resource Committee's budget more and more quickly	4%	1
Voluntary and community organisations operating locally could achieve some of the communication and engagement outcomes at a lower cost	4%	1
How can there be so much to be saved by 'efficiencies' when efficiencies have supposedly been imposed every year for four years or more?	4%	1
Bring your staffing costs down by ensuring better efficiencies in staff	4%	1
Do not cut costs relating to auditing: No auditing means no one to check on mistakes.	4%	1
The savings on external contracts should be net of gain share.	4%	1
Save money by contracting translation services and other benefits i.e. housing to those who have never paid into the system.	4%	1

### 4.3 Adults and Safeguarding Committee

#### 4.3.1 Overall response to the budget savings proposed in this committee

Respondents were asked to what extent they agreed or disagreed with the savings that has been proposed within Adults and Safeguarding Committee's budget for 2016/17.

25 respondents answered this question.

Table 13 shows that a majority of correspondents disagreed with the savings proposals within this committee. 7 out of 25 agreed and 16 out of 25 disagreed. The remainder said they neither agree nor disagree (1 respondent) or they don't know (1 respondent).

**Table 13: Overall response to the budget savings proposed in the Adults and Safeguarding Committee**

<b>Overall, and taking into consideration the savings target this committee has to make, to what extent do you agree or disagree with the savings that have been proposed within this Committee's budget for 2016/17?</b>		
	<b>%</b>	<b>Base</b>
Strongly Agree	8%	2
Tend to agree	20%	5
Neither agree nor disagree	4%	1
Tend to disagree	28%	7
Strongly disagree	36%	9
Don't know / not sure	4%	1
<b>Total</b>		<b>25</b>

### 4.3.2 Reasons for disagreement

Respondents who disagreed were asked to say why.

Table 14 gives full details of reasons given for disagreeing with the savings being proposed for Adults and Safeguarding Committee.

Of those who indicated they disagreed with the savings, 7 out of 16 did not give a reason for their response. Of those that did give a reason, the top five most frequently cited reasons were:

*'This service needs to be protected/ vulnerable people need to be protected.* (4 respondents)

*'Demand is growing for these services/ ageing demographics'* (2 respondents)

*'Strip out directorate overheads'* (1 respondent)

*'In order to help people retain autonomy and independence'* (1 respondent)

*'Concern about over-use of unqualified volunteers/ Risks harm to people'* (1 respondent)

**Table 14: Reasons why respondents disagree within savings proposal in Adults and Safeguarding Committee**

<b>Reasons for disagreeing with the savings proposals for Adults and Safeguarding Committee</b>	<b>%</b>	<b>Base<sup>1</sup></b>
No comment	44%	7
This service needs to be protected / Vulnerable people need to be protected	25%	4
Demand is growing for these services / Ageing demographics	13%	2
Do not want any council tax increases	6%	1

<sup>1</sup> Respondents could write in more than one comment. Percentages are calculated on the number of respondents who indicated there disagreed with the savings.

**Reasons for disagreeing with the savings proposals for Adults and Safeguarding Committee**

In order to help people retain their autonomy/independence more support (not less) is required.	6%	1
Strip out directorate overheads	6%	1

**4.3.3 Alternative suggestions for savings**

Residents who disagreed with the proposed savings were asked to suggest alternative savings.

Table 15 gives full details of alternatives savings that were given.

Of those who disagreed, 7 out of 16 did not suggest alternatives. Of the residents that did suggest alternatives, the most cited alternative was:

*'Increase Council Tax'* (5 respondents)

**Table 15: Alternative suggestions re the savings within Adults and Safeguarding Committee**

Alternative suggestions re the savings within Adults and Safeguarding Committee?	%	Base <sup>1</sup>
		16
No comment	44%	7
Increase Council Tax	31%	5
Take back services outsourced to Capita	6%	1
Cut councillors perks	6%	1
Get rid of top heavy chief officers	6%	1
Sell off underused buildings	6%	1
Cut the extras such as art and Christmas lights	6%	1
No savings in this area	6%	1

**4.3.4 General comments**

Residents were asked to give general comments about the proposed savings. 14 out of 28 did not provide comments.

Table 16 gives full details of general comments that were made about the savings for the Policy and Resources Committee.

Of those that did provide comments, the most frequently occurring comments were:

*'Do not remove budget from services where there are recognised demand pressure'* (7 respondents)

*'Concern that vulnerable people will suffer reduction in service'* (4 respondents)

*'Agreement with proposals'* (3 respondents)

- 'Reduce overheads involved with running directorate'* (3 respondents)
- 'Unsure that personal budgets will cover increases in cost of home care'* (3 respondents)
- 'Focus on contract efficiencies'* (2 respondents)
- 'Bring services back in house'* (2 respondents)

**Table 16: General Comments about the proposed savings within Adults and Safeguarding Committee?**

Comments about savings within Adults and Safeguarding Committee		
	%	Base <sup>1</sup>
		28
No comment	50%	14
Do not remove budget from services where there are recognised demand pressures/ don't cut off any more than is proposed from this important budget	25%	7
Concern that vulnerable people will suffer a reduction in service	14%	4
Agreement with the proposals	11%	3
Reduce overheads involved with running the directorate	11%	3
Unsure that personal budgets will cover increases in cost of home care / Unsure about the practicality of personal budgets	11%	3
Bring services back in-house	7%	2
Focus on contract efficiencies / Maintain quality of care if trying to drive down contract payments	7%	2
Give more help to voluntary organisations in the community	4%	1
Agree with reduction on expenditure on safeguarding	4%	1
Reduce Business rates to help local businesses	4%	1
Reduce parking restrictions to help local businesses	4%	1
Focus effort at targeting delivery of services	4%	1
Young people with disabilities living independently will need support and safeguards	4%	1
Will social workers be able to manage their obligations?	4%	1
Belief that this will support 'those in need'.	4%	1
Increase council tax for Adult Social Care by 2% to avoid the need for any savings.	4%	1

## 4.4 Children, Education, Libraries and Safeguarding Committee

### 4.4.1 Overall response to the budget savings proposed in this committee

Respondents were asked to what extent they agreed or disagreed with the savings that has been proposed within Children, Education, Libraries and Safeguarding Committee's budget for 2016/17.

24 respondents answered this question.

Table 17 shows that a majority of correspondents disagreed with the savings proposals within this committee. 8 out of 24 agreed and 14 out of 24 disagreed. The remainder said they neither agree nor disagree (1 respondent) or they don't know (1 respondent).



**Table 17: Overall response to the budget savings proposed in the Children, Education, Libraries and Safeguarding Committee**

<b>Overall, and taking into consideration the savings target this committee has to make, to what extent do you agree or disagree with the savings that have been proposed within this Committee's budget for 2016/17?</b>		
	<b>%</b>	<b>Base</b>
Strongly Agree	8%	2
Tend to agree	25%	6
Neither agree nor disagree	4%	1
Tend to disagree	33%	8
Strongly disagree	25%	6
Don't know / not sure	4%	1
<b>Total</b>		<b>24</b>

#### 4.4.2 Reasons for disagreement

Respondents who disagreed were asked to say why.

Table 18 gives full details of reasons received for respondents disagreeing with the savings being proposed for Children, Education, Libraries and Safeguarding Committee.

Of those who indicated they disagreed with the savings, 7 out of 16 did not give a reason for their response. Of those that did give a reason, the most frequently cited reasons were:

*'The proposals suggested in the library consultation are not workable'* (2 respondents)

*'Unclear how savings will be made / Revenue will be raised'* (2 respondents)

**Table 18: Reasons why respondents disagree within savings proposal in the Children, Education, Libraries and Safeguarding Committee**

Reasons for disagreeing with the savings proposal for Children, Education, Libraries and Safeguarding Committee		
	%	Base <sup>1</sup>
No comment	50%	14
The proposals suggested in the library consultation are not workable	14%	2
Unclear how savings will be made / Revenue will be raised	14%	2
Need to take a holistic view	7%	1
Support the community then it will support the council	7%	1
These services are vital for our community	7%	1
Decrease expenditure more gently than planned	7%	1
This is targeting the most vulnerable again	7%	1
Pay top staff less then there would be more budget available	7%	1
Follow the Lewisham model re libraries	7%	1
The proposed cuts library system will have a negative impact on children in particular.	7%	1
As much support as possible should go into early years where the biggest changes in life chances can be made.	7%	1

#### 4.4.3 Alternative suggestions for savings

Residents who disagreed with the proposed savings were asked to suggest alternative savings.

Table 19 gives full details of alternatives savings that were given.

Of those who disagreed, 5 out of 11 did not suggest alternatives. Of the residents that did suggest alternatives, the most cited alternatives were:

*'Encourage libraries to become more self-sufficient'* (3 respondents)

*'Sack all consultants'* (2 respondents)

<sup>1</sup> Respondents could write in more than one comment. Percentages are calculated on the number of respondents who indicated there disagreed with the savings.

**Table 19: Alternative suggestions re the savings within Children, Education, Libraries and Skills Committee**

**Alternative suggestions re the savings within Children, Education, Libraries and Safeguarding Committee?**

	%	Base <sup>1</sup>
		11
No comment	36%	5
Encourage libraries become more self-sufficient and more entrepreneurial in the way they are run and managed / I am in favour of rationalising the library services	21%	3
Sack all consultants / A moratorium on use of consultants	14%	2
No savings are needed	7%	1
More support for voluntary organisations	7%	1
Make a small charge to library users	7%	1
Build up a community fund for libraries / Place libraries in the community remit	7%	1
Investigate feasibility of generating income through co-locating services in libraries.	7%	1
Stop subsidising council housing so much / Many tenants are able to pay market rents.	7%	1
End whole life tenure of council houses.	7%	1
Stop 'Right to buy'	7%	1

**4.4.4 General comments**

Residents were asked to give general comments about the proposed savings. 13 out of 26 did not provide comments.

Table 20 gives full details of general comments that were made about the savings for the Children, Education, Libraries and Safeguarding Committee.

Of those that did provide comments, the most frequently occurring comments were:

*'Disagree with library proposals'* (6 respondents)

*'Early intervention does not necessarily lead to reduce demand'* (2 respondents)

*'No robust business case to support need to save £15 million'* (2 respondents)

<sup>1</sup> Respondents could write in more than one comment. Percentages are calculated on the number of respondents who indicated there disagreed with the savings.

**Table 20: General Comments about the proposed savings within Children, Education, Libraries and Safeguarding Committee?**

<b>Comments about savings within Children, Education, Libraries and Safeguarding Committee</b>		
	<b>%</b>	<b>Base<sup>1</sup></b>
		26
No comment	50%	13
Disagree with library proposals/ S3 Your proposals for the library services are immoral. You have no right to do this to the library service.	23%	6
Early Years Review - early intervention does not necessarily result in a reduction in demand for support at a later date	8%	2
No robust business case to support need to save £15 million	8%	2
Bring services back in-house	4%	1
Employ local people who know the area and care about the community to deliver services	4%	1
Agree with proposals. Sensible and sustainable.	4%	1
The savings projected seems disproportionate compared with the projected savings from the Policy and Resources Committee budget,	4%	1
Suggest savings in 2016 and then not again until 2020	4%	1
I'm not clear that there is sufficient demand for foster care	4%	1
S3 Is this saying that £546K is cut from library services to pay for Family Services?	4%	1
Accept that libraries have to suffer cuts	4%	1
Increase council tax to pay for vulnerable children, disabled, cared	4%	1
S3 - Early years services are vital. no locations should be shut down	4%	1
Early years services are badly run and is a wasted opportunity	4%	1

## 4.5 Environment Committee

### 4.5.1 Overall response to the budget savings proposed in this committee

Respondents were asked to what extent they agreed or disagreed with the savings that has been proposed within Environment Committee's budget for 2016/17.

23 respondents answered this question.

Table 21 shows that Opinion was mixed on the saving proposals within this committee, with no clear majority agreeing or disagreeing. 11 out of 23 respondents agreed and 10 out of 23 disagreed. The remainder said they neither agree nor disagree (2 respondents).

<sup>1</sup> Respondents could write in more than one comment. Percentages are calculated on the number of respondents who indicated there disagreed with the savings.

**Table 21: Overall response to the budget savings proposed in the Environment Committee**

<b>Overall, and taking into consideration the savings target this committee has to make, to what extent do you agree or disagree with the savings that have been proposed within this Committee's budget for 2016/17?</b>		
	<b>%</b>	<b>Base</b>
Strongly Agree	9%	2
Tend to agree	39%	9
Neither agree nor disagree	9%	2
Tend to disagree	22%	5
Strongly disagree	22%	5
Don't know / not sure	-	-
<b>Total</b>		<b>23</b>

#### 4.5.2 Reasons for disagreement

Respondents who disagreed were asked to say why.

Table 22 gives full details of reasons received for respondents disagreeing with the savings being proposed for Environment Committee.

Of those who indicated they disagreed with the savings, 5 out of 10 did not give a reason for their response. Of those that did give a reason, the reasons cited were:

*'Waste of public resources'* (1 respondent)

*'Collections should be different/less'* (1 respondent)

*'Our environment should be improving in this modern day and age. Instead standards are going down'* (1 respondent)

*'In general there seems too much reliance on volunteer forces'* (1 respondent)

*'Most people in the borough can afford an increase in Council Tax'* (1 respondent)

*'Street cleaning is essential for a good environment. More resources should be put into enforcement'* (1 respondent)

**Table 22: Reasons why respondents disagree within savings proposal in Environment Committee**

Reasons for disagreeing with the savings proposals for Environment Committee		
	%	Base <sup>1</sup>
		10
No comment	50%	5
Waste of public resources	10%	1
Collections should be different/ less	10%	1
Our environment should be improving in this modern day and age. Instead standards are going down.	10%	1
In general there seems too much reliance on volunteer forces	10%	1
Most people in the borough can afford an increase in Council Tax	10%	1
Street cleaning is essential for a good environment. More resources should be put into enforcement	10%	1

#### 4.5.3 Alternative suggestions for savings

Residents who disagreed with the proposed savings were asked to suggest alternative savings.

Table 23 gives full details of alternatives savings that were given.

Of those who disagreed, 6 out of 10 did not suggest alternatives. Of the residents that did suggest alternatives, the most cited alternative was:

*'Decrease general waste collections to fortnightly'* (2 respondents)

**Table 23: Alternative suggestions re the savings within Environment Committee**

Alternative suggestions re the savings within Environment Committee		
	%	Base <sup>1</sup>
		10
No comment	60%	6
Decrease general waste collections to fortnightly,	20%	2
Councillors should take a lead in volunteering: every councillor who is not in full-time employment should volunteer at least 4 hours a week	10%	1
It makes no sense whatsoever to bully people in terrace/detached homes into recycling at fear of being fined,	10%	1
The recycling provision offered to flat dwellers is rubbish.	10%	1
Up the fines for fly tipping.	10%	1

<sup>1</sup> Respondents could write in more than one comment. Percentages are calculated on the number of respondents who indicated there disagreed with the savings.

#### 4.5.4 General comments

Residents were asked to give general comments about the proposed savings. 12 out of 25 did not provide comments.

Table 24 gives full details of general comments that were made about the savings for the Environment Committee.

Of those that did provide comments, the most frequently occurring comments were:

*'Agree with proposals'* (3 respondents)

*'Standards are falling in the borough'* (2 respondents)

**Table 24: General comments about the proposed savings within Environment Committee**

Comments about savings within Environment Committee		
	%	Base <sup>1</sup>
		25
No comment	48%	12
Agree with proposals. Sensible and sustainable. / An excellent idea if followed through	12%	3
Our borough is gradually going down in standards of street/pavement provision with no intention evidenced to improve / It is like having no service already./ Hard to see how savings can be made	8%	2
In favour of a community payback scheme	4%	1
Should be encouraging people to walk and cycle more	4%	1
Encourage more people to take their waste to local recycling centres	4%	1
Do not outsource waste and recycling services	4%	1
R2 Hard to see how council can effectively monitor/ensure recycling, particularly of food waste	4%	1
Careful planning of alternate-week collection required / Risk of encouraging fly tipping	4%	1
E4 - it is not appropriate to expect residents to maintain common areas, parks etc. You are the council. You do it.	4%	1
E6- new lighting provision is an absolute disgrace. LED lights are not suitable for residential areas, they are too intense, and cause light pollution on an uncomfortable scale.	4%	1
G2- Charging unreasonable inflated charges for the removal of bulk refuse is discriminatory and unfair.	4%	1
Increase general council tax by 2%	4%	1
The waste disposal vehicles are new. I am not clear what this saving will be.	4%	1

<sup>1</sup> Respondents could write in more than one comment. Percentages are calculated on the number of respondents who indicated there disagreed with the savings.

## 4.6 Assets, Regeneration and Growth Committee

### 4.6.1 Overall response to the budget savings proposed in this committee

Respondents were asked to what extent they agreed or disagreed with the savings that has been proposed within Assets, Regeneration and Growth Committee's budget for 2016/17.

24 respondents answered this question.

Table 25 shows that opinion was mixed on the saving proposals within this committee, with no clear majority agreeing or disagreeing. 7 out of 24 agreed and 6 out of 24 disagreed. The remainder said they neither agree nor disagree (2 respondents) or they don't know (2 respondents).

**Table 25: Overall response to the budget savings proposed in the Assets, Regeneration and Growth Committee**

<b>Overall, and taking into consideration the savings target this committee has to make, to what extent do you agree or disagree with the savings that have been proposed within this Committee's budget for 2016/17?</b>		
	<b>%</b>	<b>Base</b>
Strongly Agree	16%	3
Tend to agree	21%	4
Neither agree nor disagree	21%	4
Tend to disagree	11%	2
Strongly disagree	21%	4
Don't know / not sure	11%	2
<b>Total</b>		<b>19</b>

### 4.6.2 Reasons for disagreement

Respondents who disagreed were asked to say why.

Table 26 gives full details of reasons received for respondents disagreeing with the savings being proposed for Assets, Regeneration and Growth Committee.

Of those who indicated they disagreed with the savings, 2 out of 6 did not give a reason for their response. Of those that did give a reason, the most frequently cited reasons were:

*'Regeneration and redevelopment that has taken place has not benefited former social tenants'* (2 respondents)



**Table 26: Reasons why respondents disagree within savings proposal in Assets, Regeneration and Growth Committee**

**Reasons for disagreeing with the savings proposal for Assets, Regeneration and Growth Committee**

	%	Base <sup>1</sup>
No comment	33%	2
Regeneration and redevelopment that has taken place has not benefited former social tenants	33%	2
Waste of public resources	17%	1
Mismanagement by council	17%	1
Most housing in Borough is unaffordable by the majority of people	17%	1
Social housing stock needs to be maintained	17%	1

**4.6.3 Alternative suggestions for savings**

Residents who disagreed with the proposed savings were asked to suggest alternative savings.

Table 27 gives full details of alternatives savings that were given.

Of those who disagreed, 2 out of 6 did not suggest alternatives. Of the residents that did suggest alternatives, the most cited alternative was:

*'Reduce the number of staff'* (2 respondents)

**Table 27: Alternative suggestions re the savings within Assets, Regeneration and Growth Committee**

**Alternative suggestions re the savings within Assets, Regeneration and Growth Committee?**

	%	Base <sup>1</sup>
No comment	33%	2
Reduce number of staff	17%	1
Make management more efficient	17%	1
Provide better parking facilities on high streets	17%	1
Reduce business rates	17%	1
Provide relief for service providers	17%	1
Confiscate or compulsory purchase properties that are left empty for months at a time, then rent them out to social tenants,	17%	1
Use the Tarling Road money to keep libraries open instead	17%	1
A total moratorium on use of consultants, including Capita, outside of the core contract.	17%	1

<sup>1</sup> Respondents could write in more than one comment. Percentages are calculated on the number of respondents who indicated there disagreed with the savings.

#### 4.6.4 General comments

Residents were asked to give general comments about the proposed savings. 11 out of 20 did not provide comments.

Table 28 gives full details of general comments that were made about the savings for the Policy and Resources Committee.

Of those that did provide comments, the most frequently occurring comments were:

*'Agree with proposal'* (3 respondents)

*'This is a need to renew housing stock'* (2 respondents)

**Table 28: General comments about the proposed savings within Assets, Regeneration and Growth Committee**

Comments about savings within Assets, Regeneration and Growth Committee		
	%	Base <sup>1</sup>
		20
No comment	55%	11
Agree with proposals. Sensible and sustainable./ Encouraging figures	10%	2
There is a need to renew housing stock / Must not deplete existing housing stock	10%	2
Consider these proposals are a disgrace	5%	1
Current 'regeneration' schemes have produced social injustice and provoked anger	5%	1
How do we ensure these targets are met?	5%	1
I have yet to see regeneration projects of any significance actually take place in our North Finchley area	5%	1
Parking is a large part of what is killing off our high street.	5%	1
Sell off underused assets and relocate services to other venues	5%	1
Social cleansing of estates to eject families in need in favour of those able to pay higher rents or buy the new properties is cynical and unethical	5%	1
The benefits need to be made clear to the public	5%	1

#### 4.7 Community Leadership Committee

##### 4.7.1 Overall response to the budget savings proposed in this committee

Respondents were asked to what extent they agreed or disagreed with the savings that has been proposed within Community Leadership Committee's budget for 2016/17.

<sup>1</sup> Respondents could write in more than one comment. Percentages are calculated on the number of respondents who indicated there disagreed with the savings.

15 respondents answered this question.

Table 29 shows that a majority of correspondents agreed with the savings proposals within this committee. 10 out of 15 respondents agreed and 5 out of 15 disagreed.

**Table 29: Overall response to the budget savings proposed in the Community Leadership Committee**

Overall, and taking into consideration the savings target this committee has to make, to what extent do you agree or disagree with the savings that have been proposed within this Committee's budget for 2016/17?		
	%	Base
Strongly Agree	20%	3
Tend to agree	47%	7
Neither agree nor disagree	-	-
Tend to disagree	7%	1
Strongly disagree	27%	4
Don't know / not sure	-	-
<b>Total</b>		<b>15</b>

#### 4.7.2 Reasons for disagreement

Respondents who disagreed were asked to say why.

Table 30 gives full details of reasons received for respondents disagreeing with the savings being proposed for the Community Leadership Committee.

Of those who indicated they disagreed with the savings, 7 out of 16 did not give a reason for their response. Of those that did give a reason, the most frequently cited reasons were:

**Table 30: Reasons why respondents disagree within savings proposal in the Community Leadership Committee**

Reasons for disagreeing with the savings proposal for Community Leadership Committee		
	%	Base <sup>1</sup>
No comment	80%	4
Not making any savings on it does not make sense	20%	1

#### 4.7.3 Alternative suggestions for savings

Residents who disagreed with the proposed savings were asked to suggest alternative savings.

<sup>1</sup> Respondents could write in more than one comment. Percentages are calculated on the number of respondents who indicated there disagreed with the savings.

Table 31 gives full details of alternatives savings that were given.

Of those who disagreed, 3 out of 5 did not suggest alternatives. Of the residents that did suggest alternatives, the most cited alternatives were:

*'Unless I know what the committee actually does then in my opinion, it shouldn't exist'* (1 respondent)

*'Get rid of the cultural premium, translation services, cultural pussy footing around'* (1 respondent)

**Table 31: Alternative suggestions re the savings within Community Leadership Committee**

Alternative suggestions re the savings within Community Leadership Committee?	%	Base <sup>1</sup>
		5
No comment	60%	3
Unless I know what the committee actually does then in my opinion, it shouldn't exist.	20%	1
Get rid of the cultural premium, translation services, cultural pussy footing around	20%	1

#### 4.7.4 General comments

Residents were asked to give general comments about the proposed savings. 9 out of 15 did not provide comments.

Table 32 gives full details of general comments that were made about the savings for the Policy and Resources Committee.

Of those that did provide comments, the most frequently occurring comments were:

*'The committee should reduce its costs and expenses'* (2 respondents)

*'Its role seems pretty unimportant'* (2 respondents)

*'Agree with the proposals'* (2 respondents)

**Table 32: General comments about the proposed savings within Community Leadership Committee**

Comments about savings within Community Leadership Committee	%	Base <sup>1</sup>
		15
No comment	60%	9
The Committee should reduce its costs and expenses	13%	2
It's role seems pretty un-important / It's desired outcomes are questionable	13%	2

<sup>1</sup> Respondents could write in more than one comment. Percentages are calculated on the number of respondents who indicated there disagreed with the savings.

**Comments about savings within Community Leadership Committee**

	%	Base <sup>1</sup>
Agree with proposals. Sensible and sustainable.	13%	2
Why does this Committee exist?	7%	1
We need greater resources for Community leadership as there is a great deal of talent within the Borough which is not being tapped.	7%	1
Saving money on duplicated IT is sensible	7%	1
Everyone should have exactly the same available funding.	7%	1

**4.8 Housing Committee**

**4.8.1 Overall response to the budget savings proposed in this committee**

Respondents were asked to what extent they agreed or disagreed with the savings that has been proposed within Housing Committee's budget for 2016/17.

6 respondents answered this question.

Table 33 shows that half of correspondents disagreed with the savings proposals within this committee. 3 out of 15 respondents disagreed and 2 said they Don't Know.

**Table 33: Overall response to the budget savings proposed for the Housing Committee**

<b>Overall, and taking into consideration the savings target this committee has to make, to what extent do you agree or disagree with the savings that have been proposed within this Committee's budget for 2016/17?</b>		
	%	Base
Strongly Agree	-	-
Tend to agree	-	-
Neither agree nor disagree	50%	3
Tend to disagree	33%	2
Strongly disagree	17%	1
Don't know / not sure	-	-
<b>Total</b>		<b>6</b>

**4.8.2 Reasons for disagreement**

Respondents who disagreed were asked to say why.

Table 34 gives full details of reasons received for respondents disagreeing with the savings being proposed for Housing Committee.

Of those who indicated they disagreed with the savings, 7 out of 16 did not give a reason for their response. Of those that did give a reason, the most frequently cited reasons were:

**Table 34: Reasons why respondents disagree within savings proposal in Housing Committee**

Reasons for disagreeing with the savings proposal for Housing Committee		
	%	Base <sup>1</sup>
No comment	33%	6
It is worrying that the council thinks it's an economy not to do non-urgent maintenance and repairs. Waiting for matters to become urgent means the maintenance or repair may cause greater problems and will certainly cost more.	33%	1
More attention should be given to making sure local people in housing need benefit from it.	33%	1

### 4.8.3 Alternative suggestions for savings

Residents who disagreed with the proposed savings were asked to suggest alternative savings.

Table 35 gives full details of alternatives savings that were given.

Of those who disagreed, 1 out of 3 did not suggest alternatives. Of the residents that did suggest alternatives, the alternatives cited were:

*'Do repairs when the problems occur'* (1 respondent)

*'Make people pay market rent'* (1 respondent)

*'No right to buy'* (1 respondent)

**Table 35: Alternative suggestions re the savings within Housing Committee**

Alternative suggestions re the savings within Housing Committee?		
	%	Base <sup>1</sup>
No comment	33%	3
Do repairs when the problems occur.	33%	1
Make people pay market rent.	33%	1
No Right to buy	33%	1

### 4.8.4 General comments

Residents were asked to give general comments about the proposed savings. 10 out of 20 did not provide comments.

Table 36 gives full details of general comments that were made about the savings for the Policy and Resources Committee.

Of those that did provide comments, the most frequently occurring comments were:

<sup>1</sup> Respondents could write in more than one comment. Percentages are calculated on the number of respondents who indicated there disagreed with the savings.

*'More affordable housing needs to be built'* (6 respondents)

*'Please try to protect this budget'* (2 respondents)

**Table 36: General Comments about the proposed savings within Housing Committee?**

Comments about savings within Housing Committee		
	%	Base <sup>1</sup>
No comment	50%	10
More affordable housing needs to be built / Housing stock needs to be maintained	30%	6
Please try to protect this budget as much as possible	10%	2
Agree with the proposed saving as a sensible and sustainable way forward.	5%	1
Private ownership should be encouraged.	5%	1
Stopping non-essential works is good idea	5%	1
Would like to see the council actually delivering the outcomes listed in its priorities	5%	1
Barnet Homes needs to be more efficient	5%	1
I am concerned about stopping non-essential works and re-prioritisation.	5%	1
I disagree with large scale purchasing of housing outside the borough	5%	1

<sup>1</sup> Respondents could write in more than one comment. Percentages are calculated on the number of respondents who indicated there disagreed with the savings.

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## **Cumulative Equalities Impact Analysis for 2016/17 budget proposals**

### **Foreword**

1. This document is scheduled for publication on 8th February 2016 for Policy and Resources Committee on 16th February. At this stage, whilst the document represents a near final cumulative EIA, and the analyses of the equality impacts of proposals are not expected to change, it must be kept in mind that the paper is published ahead of the closure of the Council's public consultation of the budget proposals on 12th February 2016 through which the council is engaging with residents about priorities for spending and making efforts to reach a wide range of groups so that feedback is inclusive. Therefore both the cumulative and individual EIAs may require updating after this to take account of consultation feedback and prior to final endorsement of the budget at the Council meeting on 1st March 2016.

### **Introduction**

2. The council has carried out 13 Equality Impact Assessments (EIAs) to cover 14 individual budget savings proposals. Prior to decision making at Full Council in March 2016, proposals involving change to service are expected to have developed an EIA, been considered at theme committee and have undergone public, service specific consultation. An appendix indicating the equalities impact of each proposal by theme committee is attached to this cumulative EIA.
3. This document explores the cumulative impact of Barnet Council's budget proposals for 2016/17 on protected groups within the borough. We have looked at whether a single decision or series of decisions might have a greater negative impact on a specific group and at ways in which negative impacts across the council might be minimised or avoided.
4. The council aims to ensure that financial decisions are made in a fair, transparent and accountable way which balances the needs and rights of all our residents so that no one group in the borough carries the burden of those savings. To achieve our Strategic Equalities Objective (SEO), "that citizens will be treated equally, with understanding and respect; have equal opportunity with other citizens; and will have equal access to quality services which provide value to the taxpayer", the council strives to identify and mitigate any negative impact on protected characteristics and vulnerable groups affected by the budget changes.
5. The council's statutory duties under the Equality Act 2010, details of the council's business planning process, fairness agenda and details of the council's SEO – which is published in the council's Corporate Plan - are set out in Appendix One to this report.

### **Equality impact on staff**

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

### **Background to the cumulative EIA**

7. Between 2010 and 2015 the council has saved £75 million, with the majority of savings coming from efficiency savings or changes to the 'back office' and therefore protecting frontline services. The council now faces an additional estimated budget gap of £81 million which we need to close by 2020. The phased nature of the savings linked to the Corporate Plan and Medium Term Financial Strategy allows us to fully explore the savings options required and monitor how the changes may affect residents, particularly more vulnerable people. The budget gap is challenging and, as well as continued reductions in the funding received from Government, reflects the impact of increasing demand on services from a growing and ageing population.
8. Our response to these challenges has required a continuing drive for efficiency and a fundamental and transparent rethink of future service delivery options. The council is determined to deliver value for money services which meet the needs of our residents and maintain customer satisfaction. The degree and scale of the challenge means that the council has to change its relationships with residents, by working with local people to ensure that services better meet their needs and to encourage residents to be involved at a personal and community level in keeping Barnet a great place to live.
9. The council aims to close the budget gap while still delivering the commitments for the borough set out in our Corporate Plan and continuing to invest in the things that matter most, such as schools, transport and housing. In 2016/17, the council will need to save £20 million in order to set a balanced budget – which we are legally required to do - as part of the overall budget gap of £81m.. Some of the proposals in the 2016/17 budget consultation will save money, or generate income, beyond next year.

### **Barnet is a growing and increasingly diverse borough**

10. In developing this cumulative analysis, the council has taken account of demographic data about Barnet including data from 2011 Census as updated by GLA population forecasts 2014 and the council's most recent Resident's Perception Survey (June 2015). The key finding from the data is that Barnet is now the most populous London Borough. Barnet is growing for both younger and older populations and will become increasingly diverse. Barnet's population is projected to become proportionally older because growth in the over 65's age

group is at a faster rate than the 0-15 and 16-64 age bands. The borough's white population is projected to reduce by 3% to 58% in 2021 with a corresponding 3% increase in ethnic minority groups. Barnet reflects the major religious groups in the UK and is home to the biggest Jewish population in the UK who make up 15% of Barnet Residents.

11. The growth in older population is driven predominantly by natural change (better health and longer life expectancy) in the existing population. Barnet's over-65 population is forecast to grow three times faster than the overall population between 2015 and 2030 and the rate increases more in successive age bands. For instance, the 65+ population will grow by 34.5% by 2030, whereas the 85 and over population will increase by 66.6%. Growth is also occurring for children and younger people especially in the Regeneration areas in the West of the Borough.
12. Satisfaction with Barnet remains high - 88% of residents are satisfied with their local area as a place to live. This is 6 percentage points above the national average. (Residents' Perception Survey, June 2015) Community cohesion is increasing with 84% of residents agreeing that people from different backgrounds get on well together in the borough. 78% of residents feel there is not a problem or not a very big problem with people not treating each other with respect and consideration. (Residents' Perception Survey, June 2015)
13. A full equalities and cohesion summary which includes the data used to inform this cumulative EIA is published on Barnet's public equality pages. <https://www.barnet.gov.uk/citizen-home/council-and-democracy/policy-and-performance/equality-and-diversity.html>

### **The Council's approach to equalities**

14. Barnet Council's equalities policies for staff and residents and our Strategic Equalities Objective (SEO) are published on the Council's public equality pages. <https://www.barnet.gov.uk/citizen-home/council-and-democracy/policy-and-performance/equality-and-diversity.html> The SEO is an integral part of Barnet's Corporate Plan. Further information about the SEO is given at Appendix One to this report.

### **2016/17 budget proposals**

15. As with last year's budget savings proposals, the 2016/17 budget proposals endeavour to maintain customer satisfaction and protect front line services as far as possible without reducing current service levels across universal and statutory services. It must be recognised however, that, given rising demand, the scale of savings that the council has already made and the further planned savings the council is required to make in response to reducing Government funding, change is an unavoidable consequence and change will have an impact.

16. The Children's Education and Library Services (CELS), Adults and Communities and Streetscene Delivery Units have developed 13 EIAs on budget proposals for 2016/17 that will impact residents:

- 8 of the 13 EIAs are currently showing a **positive impact**.
- 3 EIAs are currently showing **minimum negative impact** for Libraries, home meals and staffing efficiencies in Adults.
- Grants for people with disabilities which promote choice and independence and enable people to stay in their own homes and the new delivery model for Education and Skills indicate a **neutral impact** for the protected characteristics and the latter anticipates benefits for staff transferring.

### **Adults and Safeguarding Committee (ASC) 2016/17 budget proposals**

17. The savings target for Adults & Safeguarding is £18.452m savings by 2019/20 whilst improving performance and overall quality and maintaining resident satisfaction. In 16/17 ASC propose savings of £3.383M. Efficiency savings will be achieved through the continuing review of 3rd party spend and staffing efficiencies. Approximately half of savings proposals relate to managing demand, doing more to support people to live at home for longer and reducing the requirement for residential care by supporting people in the community.

18. Nine EIAs have been conducted on Adult and Safeguarding proposals, of which 6 are showing positive impacts:

- Three relate to continuing savings introduced in previous years, two are showing a positive impact for supporting people in the community and new build housing for wheelchair users; older adults, disability facility grants is assessed as neutral impact.
- Six EIAs relate to new savings proposals to be introduced in 2016/17, of which four - Independence of young people, Personal Assistants, Support for working age adults, and older people Homeshare are initially assessed as positive impact. Two of the new savings proposals are showing a negative impact; these are for Home meals, and anticipated negative impacts for staffing efficiencies. The review of 3rd Party Spend is indicating potential negative and neutral impacts for Over 65 and people with disabilities. This will be mitigated by establishing whether, on a contract by contract basis, how efficiencies affect services for different groups.

19. The negative impacts of Home Meals are for Jewish and other ethnic minority and over 85s. Mitigations are outlined in the EIA and include discussing the change with service users, exploring alternative provision (for culturally specific meals) from other community sources and clarifying where there is a statutory responsibility to continue to offer support. The saving will allow more choice and independence and the service is contacting all recipients and making links with faith communities to make people aware of lunch clubs and other initiatives in each locality.

20. Adults' proposals for supporting people in the community, Wheelchair Housing Independence of young people, Personal assistants, Support for working age adults, and the Homeshare proposals are initially assessed as Positive.

### **Children's, Education and Library Services (CELS) 2016/17 budget proposals**

21. The savings target for Children's, Education, Libraries and Safeguarding is £14.547m by 2019/20 whilst improving performance and overall quality and maintaining resident satisfaction. In 16/17 CELS propose savings of £2.071m. Efficiency savings will be achieved through a review of early years services, a new delivery model for Education and Skills services, integrating health, social care and education, and utilising new technologies.

22. Four EIAs have been completed on Children's, Education and Library Services savings proposals. At this stage, one EIA indicates a potential minimum negative impact, while two show a minimum positive impact and one indicates a neutral impact. A further four saving proposals indicate that an EIA is not required. These are for: Contract Management, SEN Placements, Partnership Funding, and CCF 0 -25. Savings proposals for 3rd Party spend will be kept under review.

23. The EIA for libraries shows potential minimum negative impacts for young people and women through pregnancy and maternity. To mitigate the impact of this savings proposal, Libraries will continue to review the impact on protected groups as proposals develop and the EIA will be updated prior to final decision making.

24. Positive impacts are identified for children and young people in the placement commissioning strategy for Looked after Children, Early years proposals are expected to have a minimum positive impact on the protected characteristics and in particular they anticipate improved access to information and services for pregnancy and maternity. The new delivery model for Education and Skills indicates a neutral impact for the protected characteristics and anticipates benefits for staff transferring.

### **Environment Committee 2016/17 budget proposals**

25. The savings target for Environment is £10.581m savings by 2019/20 whilst improving performance and overall quality and maintaining resident satisfaction. In 16/17 Environment propose savings of £4.021M. Four savings proposals in 2016/17 related to decisions taken in previous years<sup>1</sup>:

- Fleet management, indicating no EIA required
- Street cleansing indicating anticipated negative impact for staff
- Minor changes to Waste and recycling, indicating impact not known
- Street lighting, indicating no EIA required

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<sup>11</sup> A continuing saving from a previous budget saving proposal

26. The Environment Committee Savings spread sheet is showing five new budget saving proposals for 2016/17 on:

- Parks and open spaces
- Street scene, street cleansing
- Commercial waste and waste collection
- Review of fees and charges

27. The initial proposed savings for 2016/17 are small and the impact is currently recorded as impact not known. EIAs will be completed and proposals develop and prior to the decision making in Committee. In 2016, the council will develop a strategy for waste and recycling and proposals for Parks and Open Spaces, both of which affect all residents in the borough. Public consultations have been launched to assist those strategic reviews and ensure that future services and delivery models are shaped to reflect the needs of the diversity of Barnet residents. As these proposals develop they will be cast in future years' budget savings from 2017 and full equalities impact analysis which take account of the consultation, will be undertaken for those strategies. Similarly The Environment Committee proposes to review spend, on a contract by contract basis, and explore whether efficiencies will affect services for different groups and mitigate this wherever possible.

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

28. The MTFS proposals 2016 – 2020 set out how the council proposes to live within its budget to 2020, and are developed for each Theme Committee. Each MTFS proposal has been subject to high level equalities analysis and, where appropriate, will be subject to a full EIA before final decisions are taken by Committees and savings are formally cast into annual budgets. There is insufficient detail of the MTFS proposals to fully analyse the equalities impacts of these proposals at this stage.

29. Each Theme Committee has attempted to mitigate any anticipated high level negative impact of proposals through the development of their individual Commissioning Plans and priorities. Some detailed EIAs have already been developed and accompanied relevant Committee papers- for example in relation to Early Years provision, Education and Skills services, and the Fostering Policy. One of the MTFS proposals (Council Tax support) is showing minimal negative impact (discussed in more detail at paragraph 37 of this report).

### **Overall cumulative Equalities Impact Assessment of 2015/16 budget proposals.**

30. The 13 EIAs developed by Delivery Units and Service Teams demonstrate that the 16/17 budget proposals have been drawn up using evidence about service

users and their needs. They also indicate that relatively few negative impacts have been identified and include equalities action plans to mitigate against them.

31. The cumulative EIA of the council's budget proposals has identified negative impacts for five protected groups. These are:

- Age: Over 85's (Home meals, ASC);
- Ethnicity: Jewish and other minority groups (Home meals, ASC);
- Age: 16-18 years (Libraries, CELS);
- Women – pregnancy and maternity (Libraries, CELS);
- People with disabilities (Libraries, CELS).

32. The minimum negative equalities impacts occur as a result of two proposals: Home Meals (ASC) and Libraries (CELS). The mitigating actions of both proposals are summarised below:

- Home Meals: mitigations include discussing the change with individual service users, exploring alternative provision from other community sources and clarifying where there is a statutory responsibility to continue to offer support.
- Libraries: the Libraries Project Team will continue to keep the equalities impact on protected groups under review as the proposals develop. Further information on broader mitigations to address the council's Fairness Agenda, and Strategic Equalities Objective can be found in Appendix One.

33. Older people, children and young people, Jewish and other ethnic minority groups, people with disabilities and women through pregnancy and maternity are negatively affected by two proposals in the budget savings proposed for 2016/17. However other proposals identify positive impacts for the protected characteristics - for older people, children and young people, carers, people with physical disabilities, learning disabilities and mental health issues, people of different races, religion and belief, women through pregnancy and maternity and vulnerable people. See paragraphs 19 and 23 of this report.

34. On balance therefore, the equalities analysis of the business planning process demonstrates that, as the council makes hard decisions, they are aware of the need to identify and mitigate any negative impacts, for the protected characteristics and to design new services with this in mind at all levels of decision making including Delivery Unit, Theme Committee and Policy and Resources Committee.

35. Overall Barnet is quite an affluent borough but there are pockets of deprivation located throughout the borough and in each parliamentary constituency in particular in the west of the borough. Two of these areas (one close to the West Hendon estate and one around the Grahame Park estate) are amongst the 10% most deprived areas in England. Barnet has also become marginally more

deprived when compared to other London boroughs between 2010 and 2015. It is ranked 24th out of the 33 local authorities, which is one place lower than in 2010 (25th) and three places higher than 2007 (21st). Despite this increase in comparative deprivation, overall Barnet still compares favourably against many other London boroughs. For further information see equalities and cohesion summary published on Barnet's public equality pages <https://www.barnet.gov.uk/citizen-home/council-and-democracy/policy-and-performance/equality-and-diversity.html>.

36. Last year's budget included a reduction in the level of Council Tax Support which was initially assessed as having a minimum negative impact. Through monitoring the implementation of this decision and making more widely available discretionary grants and funds in the event of hardship, we are satisfied with the analysis of minimum negative impact for recipients and this will be monitored.
37. Taking into consideration the wider economic context this report notes a regrettable continuing cumulative negative impact for young people. According to the Equality and Human Rights Commission, prospects for young people in the UK have worsened over the past five years<sup>2</sup>.
38. The report found those under the age of 34 were hit by the steepest fall in income and employment. It found that this age group also had less access to decent housing and better paid jobs, and faced deepening poverty. EHRC commissioner Laura Christensen said the young had the "worst economic prospects for generations". The report also says those aged 16 to 24 were more likely than all other adult age groups to be living in poverty.

### **Next steps**

39. The council propose to continue the annual equalities business planning process as a planned and iterative process to assess the impact of budget savings proposals each year and identify any mitigation to ease any negative impact on particular groups of residents in the scheduled year of saving. Therefore, the council's MTFs proposals will be revisited and subject to further analysis, consultation and equality impact assessments in the scheduled year for each saving so that the detailed analysis of each MTFs proposal will inform future years' cumulative equalities impact.
40. We will continue to promote resident and service user participation and engagement to make difficult decisions at a time of financial austerity. We will seek out the views of people with protected characteristics and take a proportionate, appropriate, rigorous and responsible approach to the budget planning process to achieve the savings identified in the Corporate Plan and pay due regard to the 9 protected characteristics -age, disability, ethnicity, gender,

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<sup>2</sup> <http://www.equalityhumanrights.com/about-us/our-work/key-projects/britain-fairer-0>



gender reassignment, marriage civil partnership, pregnancy, maternity, and religion or belief and sexual orientation.

## Appendix One

### The 2010 Equality Act and Public Sector Equality Duties (PSED)

1. In compliance with the council's statutory duties under the Equality Act 2010 and Public Sector Equalities Duties<sup>3</sup> (PSED) this Cumulative Equalities Impact Analysis (EIA) sets out how, as a Public Body, Barnet Council (and other organisations acting on its behalf) has approached its statutory obligation.
2. As set out in the Equality Act 2010 the council pays active 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.
3. The protected characteristics identified in the Equality Act 2010 are age, disability, ethnicity, gender, gender reassignment, marriage and civil partnership, pregnancy, maternity, religion or belief and sexual orientation.
4. **The Act outlines the provisions of the general and specific PSED** and requires Barnet to have due regard to the need to:
  - Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010;
  - Advance equality of opportunity between people from different groups;
  - Foster good relations between people from different groups;
  - Set and publish equality objectives, at least every four years; and
  - Publish information to show their compliance with the Equality Duty, at least annually. The information published must include information relating to employees (for public bodies with 150 or more employees) and information relating to people who are affected by the public body's policies and practices.

### Barnet's Fairness Agenda

5. At their first meeting on June 10 2014, Barnet's Policy and Resources Committee discussed the concept of fairness and how Council Committees should be mindful of fairness and in particular, of disadvantaged communities when making their recommendations on savings proposals.
6. As a result, in addition to assessing the impact of proposals on the 9 protected characteristics, the council also tries to assess the impact on certain other groups who may be considered disadvantaged and/or vulnerable.

These additional groups include carers (including young carers), people on low income and the unemployed.

### **How the council takes account of equalities concerns through its annual business planning process**

7. The council meets the legal obligation to pay due regard to equalities in business planning by assessing the impact of our proposals on different groups in Barnet including those identified in equality legislation as protected characteristics, namely: age, disability, gender, gender reassignment, marriage, civil partnership, pregnancy, maternity, sexual orientation, religion or belief.
8. The Council has adopted a business planning process which aims to mainstream and assess the equalities impact at the outset and keep equality considerations under review as proposals develop.
9. Prior to decision making at Full Council in March 2016, proposals involving change to service are expected to have developed an EIA, been considered at theme committee and have undergone public, service specific consultation ahead of the public budget consultation which will run until 12th February 2015. We are seeking views on the savings across the portfolios of the council's Theme Committees, including Adults and Safeguarding; Children, Education, Libraries and Safeguarding; and Environment. The consultation underlines Barnet's commitment to openness, transparency and community engagement in exposing the challenges faced to residents and involving them in determining our approach and priorities. The council will continue to engage with residents about priorities for spending and make efforts to reach a wide range of groups so that feedback is inclusive.
10. The council recognises that the impact of our decisions cannot be seen in isolation and we have taken both local and national factors into account, including:
  - The demographic make-up and trends of the borough which affect demand for services and how they are delivered;
  - The impact of austerity, changes in the cost of living, the impact of welfare reform for the most disadvantaged in housing, employment, financial inclusion and integrated support. More detail about deprivation is included with the equalities and cohesion summary.
11. Our analysis shows that while Barnet is a successful and relatively affluent borough with highly educated professions to match that profile, there are also significant pockets of deprivation across the three parliamentary constituencies. Within these pockets of deprivation residents may experience additional barriers to equal life chances, for example in educational attainment, health and wellbeing, life expectancy and employment opportunities. Therefore, in line with the council commitment to adopt a broader approach to the fairness agenda as discussed at Policy and

Resources Committee on 10 June 2014, when Members advised that Committees 'should be mindful of fairness and in particular, of disadvantaged communities when making their recommendations on savings proposals. (See paragraphs 5 and 6 above). We also assess the impact of our savings proposals on groups who may not be defined as a protected characteristic under the 2010 Equality Act, but who may be considered disadvantaged and/or vulnerable. These groups include people currently out of work, those on low income and adult and young carers.

12. The cumulative EIA also takes into account the broader UK economy, the economic context of austerity and reductions in government spending to reduce the UK budget and how other changes such as Welfare reform and increases in the cost of living, might also impact negatively on particular groups.
13. Finally the cumulative EIA also looks ahead to proposed savings until 2020 as set out in the Corporate Plan 2015 -2020 and takes account of the preliminary and broad-brush assessments for each of the Medium Term Financial Savings (MTFS) proposals as considered at Theme Committee (See Section of this report).
14. The process is designed to comply with 2010 Equality Act and Public Sector Equalities Duty. The council require:
  - i. A detailed equalities impact analysis for each of the current year's savings proposals which will result in service change or closure which should be updated as necessary throughout the process.
  - ii. Service level consultation to be carried out on any proposal included in the 2016/17 budget to vary, reduce or withdraw services in the following circumstances:
    - Where there is a statutory requirement;
    - Where the practice has been to consult on changes or where a policy to consult is in place; or where the service reduction or change is of a nature where there is a legitimate expectation of consultation, regardless of statutory duties. Where consultation is required to inform and equality impact assessment.
  - iii. Decision makers to:
    - See and understand the Equalities Impact Analysis for each of the 16/17 savings proposals.
    - Be satisfied with the quality of the analysis when making their decision.
    - Consider any avoidable adverse impact – can it be mitigated? Is it justified in the circumstance?
    - Consider the improvement plan with measures to mitigate any negative impact.
    - Bear in mind any cumulative impact which may come about as a result of other decisions.

## Mitigations to address negative equalities impacts of the annual business planning process

15. Specific proposed mitigations to address any negative impacts identified for the protected characteristics are outlined in the individual EIAs attached to this paper.
16. The council has/is
  - Developed a Housing Strategy 2015-2025 includes the objective to deliver homes that people can afford, and sets out that council rents for existing tenants will fall by 1% a year for the next four years from April 2016, following which they are expected to increase by Consumer Price Index (CPI) + 1%. This will assist people on low pay.
  - Proposing that the council contribution to concessionary fares for older people will continue.
  - Proposing not to increase the element of council tax bills that can be spent on general services in 2016/17. However, in recognition of the pressures facing adult social care services, the Council is consulting on whether or not to introduce a 2% 'adult social care precept' in 2016/17, which would increase Council Tax bills by up to 2% and would generate up to £3 million for spending exclusively on adult social care, including care for the elderly. This new flexibility for Council's to introduce a 'social care precept' – which allows Council to increase Council Tax by a further 2% on top of the existing 2% threshold (after which a local referendum is triggered) - was announced by the Chancellor as part of the Autumn Statement in November.
  - Joined up its thinking with partners on Health and Wellbeing to produce a Joint Strategic Needs Assessment. This aim is to promote better outcomes for the rich diversity of all Barnet citizens... by informing the approach to identify need, promoting inclusion, addressing social isolation. The JSNA will act as a tool to help Borough partners come together to share expertise and resources to improve the prospects of people living in Barnet. It will also ensure that every penny of public money is used as efficiently as possible and with maximum positive impact. by having a shared understanding of the size and nature of Barnet's residents in one place that focuses on: 1) the needs of the population, irrespective of organisational or service boundaries, 2) areas of common interest and 3) reducing demand for public resources. The JSNA represents a significant contribution to meeting the requirement that Council Committees should be mindful of fairness and in particular, of disadvantaged communities when making their recommendations on savings proposals.
  - Building strong community links and partnerships through a focus on community assets and the Community Engagement and Participation strategy.
  - Developed a Carers Strategy to provide better information, improve choice and the quality of life for those who care for others.
  - Developed an economic strategy- Entrepreneurial Barnet, to build on our aim to share the benefits of growth, promote employment opportunities, support fair wages and wealth creation opportunities and make Barnet the best place in London for a small business.
  - Leading on the London devolution deal on skills and working with other London Borough together with West London Alliance and GLA to develop a

strategic vision for skills needed in the capital and to ensure to ensure that young people (and others residents from 16 years) can acquire the skills to compete in London labour market.

- Continuing to support initiatives which promote employment and is working with JobCentre Plus and the Barnet Group to understand the impact of welfare reforms and support people to manage the transition. This includes setting up a joint Welfare Reform Task Force to support people who have had their Benefits Capped and those who will start receiving Universal Credit in 2015/16. The team support people to maximise their income through benefits and work and to find sustainable accommodation. The council and JCP are also thinking about new ways to support young people, the long term unemployment and unemployed people with anxiety and depression through 3 joint projects with the WLA. These projects have been successful in attracting over £800k of Transformation Challenge Award funding from government in 2015/16 to kick start the new ways of working.
- Piloting a multi-agency 'Jobs Team' to support unemployed residents in Burnt Oak – where joblessness is higher than the borough average - into work. The model brings together the council, Jobcentre, the Government's Work Programme, voluntary sector, Public Health and housing providers in a joint team based in Burnt Oak. The objective of the *Working People, Working Places* pilot is to narrow the economic gap between Burnt Oak and the borough average. If successful, this approach will be considered for roll out in other areas.

### **An update on Barnet's Strategic Equality Objective measures**

17. We use the following measures to understand how we are doing against our Strategic Equalities Objective:

- Satisfaction with Barnet remains high - 88% of residents are satisfied with their local area as a place to live. This is 6 percentage points above the national average. (Residents' Perception Survey, June 2015)
- Community cohesion is increasing with 84% of residents agreeing that people from different backgrounds get on well together in the borough. 78% of residents feel there is not a problem or not a very big problem with people not treating each other with respect and consideration. (Residents' Perception Survey, June 2015)
- 6.9% of Barnet residents claim out of work benefits in comparison with a London figure of 8.7%. There have been improvements in employment opportunities for young people well below the London figure of 5.5%. This is well below the London figure of 5.5% and the lowest of all Barnet's statistical neighbours. (NOMIS)
- Overall there have been some health improvements in Barnet - most notably child health outcomes outperform the London average and death amongst those under 65 years old from cardiovascular disease continues to fall. However life expectancy is only slightly increasing with a slight decrease in the gap in life expectancy between the richest and the poorest (JSNA and Public Health England, Segment Tool 2015).

- In Barnet, life expectancy at birth in females (85.0 years) is higher than males (81.9) and overall life expectancy for both male and female population in Barnet is higher than the average for England (male =79.4, female =83.1).
- Borough performance on Lifetime Homes has improved since October 1st 2013, the launch date of Re- who delivers the council's development services. There has been an improvement in the number of wheelchair accessible homes and those meeting the lifetime homes standard. Just fewer than 80% of new homes approved in 2013/14 will deliver Lifetime Homes standards compared with 65% in 2012/13. Wheelchair accessible homes were 7.5% of new homes approved. Re is also focussing on equal opportunities and has undertaken an equalities impact assessment for the Housing Strategy following changes in housing legislation and welfare reforms.

**Adults & Safeguarding Committee**

Line ref	Opportunity Area	Description of saving (2016/20)	Impact Assessment	Savings								
				2016/17		2017/18		2018/19		2019/20		
				£000	FTE	£000	FTE	£000	FTE	£000	FTE	
				Equalities Impact update 1st Feb 2016								
<b>Efficiency</b>												
E1	3rd Party Spend (Inc. Prevention)	<p>Budget proposals for 2016-20 include efficiency savings on third party contracts by approximately 2% per annum.</p> <p>The bulk of the adult social care budget (75%) is spent on external contracts for care services with external providers. Of this, the majority is spent on individual support plans for people with eligible social care need which is being addressed through other savings lines below. The remainder of contracts, i.e those not spent on people with eligible needs, £5.5m in total and are being considered under this saving. Proposals are being developed in relation to individual contracts and the changes include commissioning different models of service delivery, terminating contacts, improved contract management and negotiation of better rates for 15/16 contracts.</p>	Equalities impacts will be reviewed on a contract by contract basis where efficiencies affect services. Potential negative and neutral impacts for Over 65 and People with disabilities	(400)		(863)		(791)		(561)		
E2	Staffing Efficiencies	Last year's budget proposals for 2016-20 included workforce savings spread equally over four years. These have now been brought forward to deliver an earlier saving. An element of the saving can be mitigated through improved productivity and efficiency, in particular through the implementation of an improved case management IT system and changes to the assessment process. The proposals will include reviewing management roles, skills mix (i.e. reducing qualified social workers and having more unqualified social workers) and back office efficiencies.	EIA prepared, potential negative impact on female staff	(1,088)	42	(400)				(213)	4	
E3	Shared services & new delivery models	Identification of alternative delivery model(s) and / or shared service options, e.g. mutual or trusts, that can reduce the cost of the adult social care system (staffing costs) and then better utilise the demand management levers (e.g. self-management, early intervention, tele care, enablement, creative support planning) to reduce care costs. Savings will be delivered through implementation of an asset based approach to meeting care needs, using local resources to prevent the need for council funded care.	Full Equalities Impact Assessments will be undertaken as proposals are developed. An initial Equality Impact Assessment has been carried out on the proposed new operating model and is included in the Strategic Outline Case being presented to Adults and Safeguarding Committee on 12 November. This is currently showing as 'impact unknown' for staff and 'no impact anticipated' for residents and service users. An EIA will be developed prior to decision making.			(654)		(654)		(654)		



Line ref	Opportunity Area	Description of saving (2016/20)	Impact Assessment	Savings									
				2016/17		2017/18		2018/19		2019/20			
				£000	FTE	£000	FTE	£000	FTE	£000	FTE		
			Equalities Impact update 1st Feb 2016										
E4	Pooled commissioning and operations with the NHS	It is now known that the Better Care Fund will continue into 2016/17. Evidence from other parts of the UK indicates that efficiencies can be delivered across health and social care by using social and community care instead of hospital care. This saving is assumed on the following basis: increased joint commissioning and budget pooling with the NHS on a larger scale to deliver savings across the system, with the local authority receiving a proportionate share of the efficiencies achieved.	Equalities Impact Assessments will be undertaken as proposals are developed.									(727)	
E5	Reshape working adults day care services to promote social inclusion and greater employment levels.	Savings from redesign of Day services and other community support projects which enable people to participate in social and recreational activities outside of the home. This will include a substantial remodelling of day services to promote greater access to community activities and the development of pathways into employment and volunteering. Eligible needs of service users and carers will continue to be met but in different ways.	Initial equalities analysis has been undertaken and indicates there is a potential negative impact on service users with learning disabilities and their carers. The EIA will be produced in the year of saving and prior to decision making.					(500)				(500)	
<b>Total</b>				<b>(1,488)</b>	<b>42</b>	<b>(1,917)</b>	<b>0</b>	<b>(1,945)</b>	<b>0</b>	<b>(2,655)</b>			<b>4</b>
<b>Reducing demand, promoting independence</b>													
R1	Savings through supporting people in the community as opposed to high cost care packages and residential placements	Continuation and further development of work to deliver savings through supporting older people in alternative ways, such as care in the community, instead of high cost care packages and residential placements. This will be applied to existing and new service users and will lead to increased use of universal services, enablement, telecare, equipment and direct payments which cost less than traditional home care and residential care. Eligible needs will therefore be met by a lower personal budget. The savings will be delivered by social workers incorporating elements in care and support plans which cost less than traditional care or that do not require Council funding. This might include support from volunteers, local clubs or local libraries, for example.	Community Offer EIA produced, showing a positive impact.	(350)		(350)		(350)					

Line ref	Opportunity Area	Description of saving (2016/20)	Impact Assessment	Savings									
				2016/17		2017/18		2018/19		2019/20			
				£000	FTE	£000	FTE	£000	FTE	£000	FTE		
			Equalities Impact update 1st Feb 2016										
R2	Carers Intervention programme - Dementia	An intensive evidence-based model of support for Barnet carers of people with dementia, in order to increase carer sustainability, delay residential care and manage adult social care demand. The saving is modelled on 10 couples and was developed and consulted on as part of the priorities and spending review process in 2013/14 and the adults and safeguarding commissioning plan. The programme to deliver support to sustain carers of people with dementia to stay in their own homes will be developed internally.	Initial equalities analysis has been undertaken and indicates there is a potential positive impact on service users over 65 and carers. The EIA will be produced in the year of saving prior to decision making.			(160)		(160)		(180)			
R3	Housing Revenue Account (Moreton Close)	Generating general fund savings from providing specialist integrated housing for older people based on the provision of 52 flats with 50% high needs, 25% medium needs and 25% low needs. Saving is modelled on the difference between unit cost of residential care and extra care for 51 people.	Initial equalities analysis has been undertaken and indicates there is a potential positive impact on service users over 65. The EIA will be produced in the year of saving prior to decision making.			(95)		(285)					
R4	Independence of Young People	Implement a 0-25 disabilities service that better brings together health, care and education to ensure that growth is enabled for young people with disabilities. This should reduce the cost to adult social care arising from lower care package costs for those transitioning at the age of 18 over this period than has been the case for past transitions cases. Thorough review of all young people currently placed in residential care and activity is underway to enable young people to move into more independent accommodation options, improving outcomes and reducing cost to the Adult Social Care Budget. Savings from the new ways of working, designed to increase service user independence, are also expected.	0-25 EIA produced, showing a positive impact.	(300)		(350)		(150)		(100)			
R5	Older Adults - carers in work	Support to help people remain caring and in work by increasing support to carers and employers in the borough enabling carers to remain in work and caring by achieving a 0.5% retention rate (c.14 carers). Savings are from cost avoidance of increased homecare support. This is a continuation of previous carers offer savings.	EIA/s for service user impact have been undertaken and is currently showing a positive impact on service users. This will be reviewed ahead of implementation of the further savings. Existing carers EIA to be updated to cover carers at work initiative.			(141)		(152)					

Line ref	Opportunity Area	Description of saving (2016/20)	Impact Assessment	Savings									
				2016/17		2017/18		2018/19		2019/20			
				£000	FTE	£000	FTE	£000	FTE	£000	FTE		
			Equalities Impact update 1st Feb 2016										
R6	Older Adults - DFGs	Increasing choice in retirement and for younger disabled adults - investment in an increased advice and support service promoting adaptations and moving to a more suitable home. Savings are based on incremental impact of adaptation/move avoiding costs of enablement, increased homecare and residential care admission for c.20 adults.	Brief analysis produced, showing no negative impact.	(100)		(180)		(170)		(170)			
R7	Personal assistants	Develop methods of increasing numbers of personal assistants in Barnet, as an alternative to home care agencies. Service users directly employ the personal assistant and therefore are able to personalise and control their care and support to a very high level. Savings are based on lower unit costs than home care agencies but assume all PAs are paid the LLW. Saving is modelled on 78,000 hours of home care being provided by PAs instead of home care agencies.	EIA produced, showing a positive impact.	(60)		(200)							
R8	Support for Working age adults	Review support packages and develop support plans to meet needs at a lower cost. This is likely to include the following:- Increase the supply and take-up of supported living and independent housing opportunities - Supporting transitions to the above for people currently in residential care- Ensure that the review and support planning process is more creative and cost effective- Ensure that this considers how technology can enable people with disabilities to live more independently.	EIA produced, showing a positive impact.	(700)		(450)		(350)		(200)			
R9	Mental Health service users moving to step down/independent accommodation	Work has taken place to identify and review service users in placements who are suitable to step down from residential to supported living. Eligible needs will still be met. These savings are based on an audit of mental health service users currently in high cost residential placements who have been identified as suitable for more independent living (20 users).	Impact will be assessed on an individual basis. Should be a positive impact for individuals. Full Equalities Impact Assessments will be undertaken in the years of savings prior to decision making.			(500)							
R10	Remove subsidy from home meals service to reduce overhead costs, whilst ensuring service user assessed needs and preferences are met from a range of providers.	Remove the Council subsidy for the home meals service on expiry of the current contract and put in place alternative arrangements which actively enable service users to self arrange meals provision which meets individual and cultural needs in a safe way.	EIA produced, showing a negative impact on people 85 and over, Jewish and ethnic minorities.	(280)									

Line ref	Opportunity Area	Description of saving (2016/20)	Impact Assessment	Savings									
				2016/17		2017/18		2018/19		2019/20			
				£000	FTE	£000	FTE	£000	FTE	£000	FTE		
			Equalities Impact update 1st Feb 2016										
R11	Wheelchair Housing	Use of existing wheelchair accessible housing stock of 21 units to enable people currently in high cost residential, nursing or supported living placements to become more independent ('step down'), through improved working between adult social care and Barnet Homes. The saving is also modelled on a small number of new build wheelchair housing units funded from HRA headroom. The saving is expected from a reduction in the cost of care package following review, preparation and transfer of individuals to more suitable placements, based on an average saving of £25K per year for high cost residential placements, and £10K per year for lower cost placements. Wheelchair accessible housing will be best suited to individuals with physical disabilities, or multiple disabilities and these are the primary cohort. Saving is modelled on people placed, saving the difference between care in one's own home and high cost residential placements.	EIA has been produced and indicates there is a potential positive impact on service users, especially those with physical and learning disabilities.	(83)		(139)		(97)		(110)			
R12	Older People Home Share	Encourage use of Older people home share schemes (where older people make space in their properties available at no/reduced rent to younger people/ students in return for support with domestic tasks such as cooking, cleaning, shopping etc.). This will reduce reliance and requirement for home care and the cost of some care packages and is expected to have a positive impact on loneliness. Saving is based on a reducing the uptake of homecare hours for older people and stepping some users down. The saving will be £2k per year for each additional homesharing arrangement (120 homes). Saving will be delivered if home share scheme is targeted at those who would otherwise have those needs met by the Council. However, home share will also be developed as a preventative service in addition.	EIA has been produced and shows a positive impact.	(22)		(44)		(72)		(102)			
R13	Brent Cross Hub and Spoke	Extra Care development of fully integrated service for older people to rent, offering a wide range of services as an alternative to more expensive residential care. 51 units. Saving is modelled on a 10k saving per person per year, based on the difference between the costs of residential care and extra-care. Saving will be achieved if the scheme is targeted at those who would otherwise have their needs met by the council.	Full Equalities Impact Assessments will be undertaken in the year of savings prior to decision making.							(380)			

Line ref	Opportunity Area	Description of saving (2016/20)	Impact Assessment	Savings									
				2016/17		2017/18		2018/19		2019/20			
				£000	FTE	£000	FTE	£000	FTE	£000	FTE		
			Equalities Impact update 1st Feb 2016										
R14	Colindale Extra Care	Extra Care development of fully integrated service for older people of 51 Units. Saving is modelled on a 10k saving per person per year, based on the difference between the costs of residential care and extra-care. Saving will be achieved if the scheme is targeted at those who would otherwise have their needs met by the council.	Full Equalities Impact Assessments will be undertaken in the year of savings prior to decision making.					(380)					
<b>Total</b>				<b>(1,895)</b>	<b>0</b>	<b>(2,609)</b>	<b>0</b>	<b>(2,166)</b>	<b>0</b>	<b>(1,242)</b>	<b>0</b>		
<b>Service redesign</b>													
S1	Integrated Later Life Care	Integrated Care for frail elderly/over 50 years with long-term conditions The proposal to develop a 5 tier model to support the development of an integrated health and social care system for older frail people was agreed at the Health and Wellbeing Board in March 2014 and has formed the key element of the Council and CCG's national Better Care Fund plan. Saving is modelled on the impact of reducing demand on acute and residential care by working to reduce unplanned care.	EIA will be undertaken in the year of savings prior to decision making.			(385)		(300)			(350)		
S2	Assistive technology (telecare) business case	Increased use of assistive technology (e.g. sensors, alarms, monitoring systems) both in individuals homes and in residential and nursing care providers, is expected to lead to a reduction in care package costs (e.g. reduction in requirement for waking/sleeping nights). This could be delivered through partnering with a telecare provider to provide large scale telecare services.	EIA will be undertaken in the year of savings prior to decision making.			(500)		(500)					
S3	Continuation of mental health placement savings	Following full implementation of the new mental health social work model to provide better services for users, the intention is to deliver further savings to high cost placements, workforce reconfiguration and longer term demand management for latter half of 4 year MTFS. The Saving is modelled on projections for demand of mental health care, the intended impact of demand management and reduction in crisis care admissions to hospital.	EIA will be undertaken in the year of savings prior to decision making.					(250)			(250)		
<b>Total</b>				<b>0</b>	<b>0</b>	<b>(885)</b>	<b>0</b>	<b>(1,050)</b>	<b>0</b>	<b>(600)</b>	<b>0</b>		
<b>Overall Savings</b>				<b>(3,383)</b>	<b>42</b>	<b>(5,411)</b>	<b>0</b>	<b>(5,161)</b>	<b>0</b>	<b>(4,497)</b>	<b>4</b>		

Line ref	Opportunity Area	Description of saving	Impact Assessment	Savings									
				2016/17		2017/18		2018/19		2019/20			
				£000	FTE	£000	FTE	£000	FTE	£000	FTE		
			Equalities Impact update 1st Feb 2016										
<b>Efficiency</b>													
E1	Accommodation Strategy	The current Medium Term Financial Strategy for 2014-16 already includes approximately £3m per annum of savings on the cost of office accommodation arising from the exit of North London Business Park Building 4 and the transfer of staff into vacant space in Barnet House and North London Business Park Building 2. Current plans suggest that the total saving from the exit of Building 4 could be more than £3m per annum subject to confirmation of costs of moving and wear and tear. This, along with further savings that could arise as part of a move to Colindale, would generate further savings of approximately £1m per annum by 2017. In addition, changes to the Council's wider estate and opportunities to generate greater income on the commercial portfolio are expected to generate income and savings totalling £1m by 2017.	There is a potential equalities impact and this will be kept under review. An Equalities Impact Assessment will come back to the Policy and Resources Committee in the relevant budget year prior to decision making.			(2,000)							
<b>Total</b>				<b>0</b>	<b>0</b>	<b>(2,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Growth and Income</b>													
G1	Increase in CT and BR	The Council's regeneration schemes are projecting and increase in Council Tax and Business Rates over the period 2016- 2020. This increase is above current baseline predictions, so can be used to support the Council's budget.	This proposal is not expected to have an adverse equalities impact	(2,253)		(3,362)		(5,132)		(48)			
G2	Development Opportunities	A number of development opportunities are being considered that are not included in the current regeneration programme, which could create additional capital receipts that would reduce the Council's future borrowing requirements. They could also generate additional Council Tax revenues. Finally, they could generate rents or dividends through the Council taking a development role, either directly or via a Joint Venture. These proposals will come forward through the Assets, Regeneration and Growth Committee.	This proposal is not expected to have an adverse equalities impact			(1,000)							
<b>Total</b>				<b>(2,253)</b>	<b>0</b>	<b>(4,362)</b>	<b>0</b>	<b>(5,132)</b>	<b>0</b>	<b>(48)</b>	<b>0</b>	<b>0</b>	
<b>Reducing demand, promoting independence</b>													
<b>Total</b>				<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Service redesign</b>													
<b>Total</b>				<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Overall Savings</b>				<b>(2,253)</b>	<b>0</b>	<b>(6,362)</b>	<b>0</b>	<b>(5,132)</b>	<b>0</b>	<b>(48)</b>	<b>0</b>	<b>0</b>	

Children's, Libraries,

Line ref	Opportunity Area	Description of saving	Impact Assessment	Savings							
				2016/17		2017/18		2018/19		2019/20	
			Equalities Impact update 1st Feb 2016	£000	FTE	£000	FTE	£000	FTE	£000	FTE
<b>Efficiency</b>											
E1	Contract management, including keeping costs down	Budget proposals for 2016-20 include efficiency savings on third party contracts. The overall budget has extra built in to allow for increases in the prices charged by suppliers. This savings would be achieved by improving contract management and negotiating better rates across a range of services.	Initial analysis indicates that no staff and/or service user Equalities Impact Assessment is required because the proposal does not impact on service delivery or staff. Equalities impacts will be reviewed on a contract by contract basis where efficiencies affect services.	(381)		(135)		(134)		(188)	
E2	3rd Party Spend	Proposal to save money by commissioning different models of service delivery and ceasing contracts, improved contract management and negotiating better rates.  The contracts include Independent Reviewing Officers, early intervention commissioned services and recently concluded procurements.	Equalities impacts will be reviewed on a contract by contract basis where efficiencies affect services.	(285)							
E3	Workforce-related spend	Proposal to reduce spending on work related travel and on agency staff. This includes a small reconfiguration of some back office functions. The recruitment and retention approach being implemented in Family Services will support the reduction in agency spend; there are opportunities to save money on travel through purchasing arrangements and better planning of required travel. The savings are in the context of significant reductions in the workforce in the past year.	EIA will be undertaken in the year of savings prior to decision making.			(180)		(231)		(146)	
<b>Total</b>				<b>(666)</b>	<b>0</b>	<b>(315)</b>	<b>0</b>	<b>(365)</b>	<b>0</b>	<b>(334)</b>	<b>0</b>
<b>Income Generation</b>											
I1	Education and Skills revenue share	Through the development of a proposed new Delivery model for Education and Skills services in Barnet there will be a contractual requirement for a gainshare of profits from the trading of services externally. The council's share of any surplus that is available through Gainshare will be allocated as savings achieved as a result of the growth in services. This is over and above the agreed contractual savings.	EIA will be undertaken in the year of savings. Prior to decision making.							(300)	
I2	SEN placements	Through the development of the 0-25 integrated service savings through appropriate allocation of education costs for joint placements for children under the age of 18.	Initial analysis indicates that no staff and or service user Equalities Impact Assessment is required because the proposal does not impact on service delivery or staff. This will kept under review. See Adults EIA on 0-25 service.	(250)		(250)		(250)		(250)	
I3	Child and Adolescent Mental Health Services traded service	At present the council funds support for Child and Adolescent Mental Health provision in Primary and Secondary schools. It is proposed to remove that investment and develop a more bespoke traded service enabling schools to access required support where necessary.	EIA will be undertaken in the year of savings prior to decision making.			(430)					
I4	Partnership funding of substance misuse services	It is proposed to fund children's substance misuse services with the public health grant to support joined up delivery with wider public health services.	Initial analysis indicates that no staff and or service user Equalities Impact Assessment is required because the proposal does not impact on service delivery or staff. This will kept under review.	(45)							

Line ref	Opportunity Area	Description of saving	Impact Assessment	Savings									
				2016/17		2017/18		2018/19		2019/20			
				£000	FTE	£000	FTE	£000	FTE	£000	FTE		
			Equalities Impact update 1st Feb 2016										
I5	No Recourse to Public Funds	Government is, at present, consulting on a range of proposals to change the approach for people with No Recourse to Public funds. In light of these proposals there will be an opportunity to reduce spending in this area. Proposals to reduce spending on No Recourse to Public Funds will not affect any new asylum seeking families who are likely to receive support from the Government.	EIA will be undertaken in the year of savings prior to decision making.					(227)					
I6	Continuing Care	As part of the on-going work to develop an integrated 0-25 year service, the council will ensure that all eligible children with disabilities and other limiting conditions are receiving continuing care funding from the NHS to better meet their health and care needs.	Initial analysis indicates that no staff and or service user Equalities Impact Assessment is required because the proposal does not impact on service delivery or staff. This will kept under review. See Adults EIA on 0-25 service.	(150)		(150)		(200)					
<b>Total</b>				<b>(445)</b>	<b>0</b>	<b>(830)</b>	<b>0</b>	<b>(677)</b>	<b>0</b>	<b>(550)</b>	<b>0</b>		
<b>Reducing demand, promoting independence</b>													
R1	LAC Placement commissioning strategy	Reduce cost of placements for children in care by growing and strengthening the in-house foster care service; intervening early to prevent placement breakdown, transitioning placements from residential to foster care, and ensuring provision of high quality, competitively priced residential placements in appropriate locations. By 2019 Barnet will have one of the largest proportions of children in care placed with in-house foster carers in the country.	EIA produced, showing a positive impact.	(131)		(144)		(149)		(69)			
R2	Social care demand management	Additional social care demand management. This will focus on considering new models for social care practice. These approaches include a focus on preventing periods of accommodation for children and preventing escalation of needs.	EIA will be undertaken in the year of savings.					(440)		(1,267)			
<b>Total</b>				<b>(131)</b>	<b>0</b>	<b>(144)</b>	<b>0</b>	<b>(589)</b>	<b>0</b>	<b>(1,336)</b>	<b>0</b>		
<b>Service reform</b>													
S1	Early Years	Savings through implementing an Early Years Review aimed at ensuring early years services function effectively in the face of limited resources. Use of public health grant to fund service levels above the statutory minimum (£1.5m), intervening early before needs escalate.	A full Equalities Impact Assessment has been completed as part of the Early Years business case considered by the Children, Education, Libraries & Safeguarding Committee on the 28th October 2014. This is showing a minimal positive impact.	(550)		(506)		(535)		(74)			
S2	Early Years further service reform	Proposal to reconfigure Early Years, building on the locality model and further integrating services. The integration of services will include looking at different ways of delivering some elements of the Healthy Child Programme through Children's Centres.	EIA will be undertaken in the year of savings prior to decision making.							(850)			
S3	Alternative Libraries	Developing an alternative approach to providing library services by maintaining the size of the libraries network and increasing opening hours through the use of technology. £546k of this is income generated for Family Services through Estates Services.	Initial equalities analysis has been undertaken and indicates there is a potential impact on staff and/or service users. A full Equalities Impact Assessment is set out in the appendix to the libraries strategy paper considered by the Children, Education, Libraries & Safeguarding Committee on the 28th October 2014. This is showing a minimal negative impact.	(194)		(1,907)		(25)		(151)			



Line ref	Opportunity Area	Description of saving	Impact Assessment	Savings									
				2016/17		2017/18		2018/19		2019/20			
				£000	FTE	£000	FTE	£000	FTE	£000	FTE		
			Equalities Impact update 1st Feb 2016										
S4	Libraries service reform	Following the implementation of the libraries review the implementation will be monitored to see if additional income over and above the present model is being delivered. If not alternative savings will need to be found	EIA will be undertaken in the year of savings prior to decision making.									(573)	
S5	Child and Adolescent Mental Health Services re-commissioning	Developing joined up Child and Adolescent Mental Health provision with neighbouring boroughs enabling a saving through re-commissioning the externally commissioned service.	EIA will be undertaken in the year of savings prior to decision making.			(200)							
S6	Youth service	Proposal to remodel the Council's existing youth service, alongside the development of a youth zone, to secure economies of scale and to realise opportunities to generate income.	EIA will be undertaken in the year of savings prior to decision making.									(800)	
<b>Total</b>				<b>(744)</b>	<b>0</b>	<b>(2,613)</b>	<b>0</b>	<b>(560)</b>	<b>0</b>	<b>(2,448)</b>	<b>0</b>		
<b>Shared services models</b>													
S7	Education and Skills- New Delivery model	Create an alternative way to deliver the Education and Skills service that currently provides school improvement support, school admissions, support for children with special educational needs, post-16 support and school catering. By developing a new service delivery model in partnership with schools, there is an opportunity to grow and develop services rather than reduce them.	EIA produced, and currently showing neutral impact for service users and anticipated minimal positive impact for staff. A full Equalities Impact Assessment is set out in the appendix to the paper considered by the Council on the 8th December 2015.	(85)		(160)		(255)		(350)			
S8	Shared services/ models	The Council will look at emerging best practice across the country to ensure the highest quality of purposeful social work and wider children's service, with a focus on targeted early intervention and prevention. Professionally lead by children's workers, the approach may include established practice models such as a not for profit charitable trust or a Community Interest Company. Early evidence suggests that these models, by focussing on effective practice, have achieved greater productivity and delivered efficiencies. The integration of the delivery of services with other local London Boroughs will also be considered.	EIA will be undertaken in the year of savings prior to decision making.									(800)	
S9	Adoption regionalisation	Government is proposing for all adoption agencies to move to a regional model of provision. Savings would come from regionalisation of adoption and integrating services across London.	EIA will be undertaken in the year of savings prior to decision making.					(150)					
<b>Total</b>				<b>(85)</b>	<b>0</b>	<b>(160)</b>	<b>0</b>	<b>(405)</b>	<b>0</b>	<b>(1,150)</b>	<b>0</b>		
<b>Overall Savings</b>				<b>(2,071)</b>	<b>0</b>	<b>(4,062)</b>	<b>0</b>	<b>(2,596)</b>	<b>0</b>	<b>(5,818)</b>	<b>0</b>		

Line ref	Opportunity Area	Description of saving	Impact Assessment	Savings								
				2016/17		2017/18		2018/19		2019/20		
				£000	FTE	£000	FTE	£000	FTE	£000	FTE	
<b>Efficiency</b>												
E1	Policy	Non-renewal of the Council's annual subscription to MOSAIC customer data segmentation programme. MOSAIC is software which allows the Council to model population growth and preferences to help inform policy development. The Customer and Support Group Insight Team uses an identical programme called Call Credit. The proposal is not to renew the subscription to MOSAIC in order to avoid duplication and confusion by using two similar programmes and generate a saving in the process.	No internal / external Equalities Impact Assessment is required because the proposal does not impact on service delivery or staff	(9)								
<b>Total</b>				<b>(9)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Growth and Income</b>												
<b>Total</b>				<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Reducing demand, promoting independence</b>												
<b>Total</b>				<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Service redesign</b>												
S1	CCTV	Reduce expenditure associated with CCTV once the capital contribution towards investment has been paid off	There is a potential equalities impact and this will be kept under review as proposals develop. EIA will be undertaken in the year of savings prior to decision making.								(243)	
<b>Total</b>				<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(243)</b>	<b>0</b>
<b>Overall Savings</b>				<b>(9)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(243)</b>	<b>0</b>

Line ref	Opportunity Area	Description of saving	Impact Assessment	Savings								
				2016/17		2017/18		2018/19		2019/20		
				£000	FTE	£000	FTE	£000	FTE	£000	FTE	
			Equalities Impact update 1st Feb 2016									
<b>Efficiency</b>												
E1	Commissioning Group - Contract Efficiencies	Contract Negotiations: There is a potential opportunity for additional savings from the Re contract, or for additional income to be generated from these contracts over and above the contractual guarantee. £500k represents about 5% of the gross spend on Re services, and it is considered that this is a realistic target for additional savings for 2018/19 as part of the mid term contract review.	This saving is in respect of the Re supply chain management and is not expected to have an equalities impact. EIA will be undertaken in the year of savings.					(500)				
E2	Commissioning Group - Highways	Reduction in highways reactive maintenance costs: The Council has invested £50 million in planned maintenance for a five year period from 2015/16. It is anticipated that the investment will reduce on-going reactive maintenance costs. The proposal will be supported by increased enforcement action against builders and developers who damage the highway by enforcing the Council's policy on footway parking.	There is a potential equalities impact and this will be kept under review. EIA will be undertaken in the year of savings prior to decision making.							(550)		
E3	Street Scene - Fleet Management	Improving fleet efficiency: The service will continue to reduce the unit cost of maintenance by making procurement processes more competitive and increasing the effectiveness and efficiency of the fleet e.g. through increased preventative maintenance resulting in fewer unplanned repairs. The savings are based on the complete London Borough of Barnet fleet.	Initial analysis indicates that no staff and or service user Equalities Impact Assessment is required because the proposal does not impact on service delivery or staff. This will be kept under review.	(125)								
E4	Street Scene - Parks and Open Spaces	Service changes and Community Engagement Regarding Parks Services: Under this proposal the management of bowling greens would transfer from the council's responsibility to a range of locally-based community organisations, the delivery of annual bedding planting would either cease or transfer to "adopt a place" schemes. In addition, officers will look to return areas of parks and open spaces to "natural" areas and so reduce the level of maintenance as well as revising highway grass cutting frequencies and improving scheduling	An EIA will be completed once consultation is completed and the proposals are developed, prior to decision making. Impact not known.	(50)		(345)						
E5	Commissioning Group - Parking Services	Re-procure the Parking Contract: The current contract for parking and enforcement services is due to expire in 2017. A decision to re-procure the service will allow further cost savings to be identified through sharing services with partnering authorities, making contract management savings using varied specifications or through investing in modern IT systems.	EIA will be undertaken in the year of savings prior to decision making.					(150)				

Line ref	Opportunity Area	Description of saving	Impact Assessment	Savings									
				2016/17		2017/18		2018/19		2019/20			
				£000	FTE	£000	FTE	£000	FTE	£000	FTE		
			Equalities Impact update 1st Feb 2016										
E6	Commissioning Group - Street Lighting PFI	Street lighting Savings: The current street lighting contract requires the contractor to maintain quality standards relating to lighting levels. Officers will look to reduce management costs by sharing client and back office functions with the London Borough of Enfield and work with the contractor to reduce maintenance costs. Officers will also look at opportunities to reduce energy costs and mitigate the impact of future energy price increases.	Initial analysis indicates that no staff and or service user EIA is required because the proposal does not impact on service delivery or staff. This will kept under review.	(200)									
E7	Street Services - Recycling Centre	Household Waste Recycling Centre to transfer to NLWA: Under this proposal the ownership on a lease and management of the Summers Lane Recycling Centre has been transferred to the North London Waste Authority.	Project has been completed.	(80)									
E8	Street Scene - Alternative Delivery Model	Increased Productivity and Reduction of Overheads: Restructure of the Street Scene business model - options may include a social enterprise, mutual, shared service or outsourcing for Waste, Recycling, Street Cleansing and Grounds Maintenance services. A decision about a future alternative model will be subject to a full detailed business case and options appraisals, including a comparison with the costs and quality of the in-house service.	EIA will be undertaken in the year of savings prior to decision making.			(250)		(450)					
E9	Street Services - Mortuary shared service	Creation of a shared mortuary service: The council has developed a shared service arrangement with neighbouring boroughs to deliver operational efficiencies, raise revenue by disposing of the Finchley Mortuary at a competitive price and continue to maintain a high standard of service.	Project has been completed.	(45)									
E10	Street Scene - Street Cleansing	Review of Street Cleansing Services: Reduction in Street Cleansing frequencies by reducing overall number of operational teams. Detailed proposals will determine areas that might be suitable for reductions including :- Fly-tip frequencies, frequency of Deep Cleanse, extension of litter picking and monitoring intervals and Town Centre servicing. There will be a corresponding change to levels of supervision including utilising the latest technology to design better routes and monitor them more effectively. Officers will introduce an increased level of enforcement activity to reduce the need for street cleansing in areas of littering and fly tipping and greater use will be made of people serving community sentences.	Impact not known. A full EIA will be completed once proposals are developed following the completion of consultation, and prior to decision making. Any staff implications will be subject to a full staff consultation as per the councils agreed process.	(150)		(600)							
<b>Total</b>				<b>(650)</b>	<b>0</b>	<b>(1,195)</b>	<b>0</b>	<b>(1,100)</b>	<b>0</b>	<b>(550)</b>	<b>0</b>		

Line ref	Opportunity Area	Description of saving	Impact Assessment	Savings									
				2016/17		2017/18		2018/19		2019/20			
				£000	FTE	£000	FTE	£000	FTE	£000	FTE		
Equalities Impact update 1st Feb 2016													
<b>Growth and Income</b>													
G1	Street Scene - Parks and Open Spaces	Invest in 3G Pitches (x3): This proposal will see the Council secure additional investment (in partnership with funding bodies such as The Football Foundation) in modern 3G sports pitches across the borough. The Council will benefit from a mechanism for sharing the additional income generated from new pitches with any delivery partner.	An EIA will be completed once consultation is completed and the proposals are developed, prior to decision making.							(100)			
G2	Street Scene - Commercial Waste and Waste Collection and Street Cleansing Income. No consultation will be required for 15/16 savings.	Income generation from Non-Statutory Waste Services: A challenging income generation target across a range of chargeable services including but not limited to: bulky waste collection, special collections, additional collections, and the identification of new services where charging the user more in order to offset the impact of wider budget reductions is appropriate. To be delivered through a fundamental review of all transactional services e.g. development of the trade and commercial waste services including recycling and a review of commercial activity to identify new or improved income opportunities. Further work to be done with commercial waste to both obtain contracts and offer recycling services.	Impact not known. An EIA will be completed once consultation is completed and the proposals are developed, prior to decision making.	(50)		(200)		(300)				(1,000)	
G3	Street Scene and Commissioning Group - demand management via enforcement and education	Reduce Demand for Services through targeted enforcement and Education - increase the investment in enforcement and public communication activities to reduce the amount of fly tipping, littering and ASB - provides a reduction in overall operating costs and a small revenue stream above investment costs.	EIA will be undertaken in the year of savings prior to decision making.			(25)		(25)					
G4	Commissioning Group	A full review of fees and charges across all Environmental Committee business areas. This will include making sure that all fees are collected.	Impact not known equalities impact will be reviewed on a contract by contract basis.	(930)		(270)		(240)				(130)	
G5	Street Services - Reduction / Delay in Growth Assessment and changes to agency staff recruitment	Improve service Efficiencies to Reduce Growth Demand: Current budget forecasts include growth related to the new developments to waste collection and recycling service. Service efficiencies will be introduced to absorb additional work within the current workforce	EIA not required.	(360)		(75)							
<b>Total</b>				<b>(1,340)</b>	<b>0</b>	<b>(570)</b>	<b>0</b>	<b>(665)</b>	<b>0</b>	<b>(1,130)</b>	<b>0</b>		
<b>Reducing demand, promoting independence</b>													

Line ref	Opportunity Area	Description of saving	Impact Assessment	Savings									
				2016/17		2017/18		2018/19		2019/20			
				£000	FTE	£000	FTE	£000	FTE	£000	FTE		
			Equalities Impact update 1st Feb 2016										
R1	Commissioning Group - NLWA	Movement to menu pricing within the North London Waste Authority and waste disposal diversion projects: The current cost of waste disposal is based on a long-standing system where each Council pays an average price per tonne in proportion to its relative size. This payment is made two years in arrears. The introduction of menu pricing will see the Council pay a price per tonne specifically for the type and volume of waste sent for disposal within the year that the disposals occurs. This will incentivise Councils to minimise waste and will generate a saving based on Barnet sending less waste for disposal compared with other members of the North London Waste Authority. Future waste diversion savings are reliant on demand management projects, changes to collection services and the success of communications campaigns.	EIA not required because the proposal does not impact on service delivery or staff.	(1,900)		(500)		(100)		(100)			
R2	Street Scene - Waste and Recycling collection	Revised waste offer to increase recycling: The planned ending of central Government support for weekly refuse collection will necessitate a revised waste collection offer to residents that will need to focus on the delivery of challenging recycling targets. The Council collects residual waste, recyclables, and food waste from all households. The proposal is for a comprehensive and targeted communications and engagement campaign which aims to change resident behaviours and drive up recycling rates in order to reduce collection and disposal costs. This includes making it easier to recycle food waste and compulsory recycling of dry and food waste; increasing recycling in flats by working with managing agents to identify the most suitable mix of containers and limiting the capacity for residual waste. The proposals will be supported by small scale pilot projects, incentive schemes and targeted communications projects. However it may become necessary to go to alternate weekly collection if recycling rates continue to plateau and/or the savings identified are not realised.	Impact not known, EIA will be completed as the proposals develop.	(31)		(50)		(200)		(200)			
R3	Street Scene - Parks and Open Spaces	Increased Productivity and Reduction of Overheads: Develop a range of alternative management models for parks and open spaces including trusts, management by friends groups and volunteers. Ensure that all costs are recovered from External Agencies such as Barnet Homes and ensure that suitable specifications are in place.	Impact not known, EIA will be completed as the proposals develop.	(100)				(100)		(100)			
<b>Total</b>				<b>(2,031)</b>	<b>0</b>	<b>(550)</b>	<b>0</b>	<b>(400)</b>	<b>0</b>	<b>(400)</b>	<b>0</b>	<b>(400)</b>	<b>0</b>
<b>Overall Savings</b>				<b>(4,021)</b>	<b>0</b>	<b>(2,315)</b>	<b>0</b>	<b>(2,165)</b>	<b>0</b>	<b>(2,080)</b>	<b>0</b>	<b>(2,080)</b>	<b>0</b>

Line ref	Opportunity Area	Description of saving	Impact Assessment	Savings							
				2016/17		2017/18		2018/19		2019/20	
				£000	FTE	£000	FTE	£000	FTE	£000	FTE
				Equalities Impact update 1st Feb 2016							
<b>Efficiency</b>											
E1	Across Service	This proposal is to reduce the remaining Council IT spending that does not form part of the Customer & Support Group contract (approximately £1m per annum). This proposal would reduce this by approximately 10% in 2016/17.	This proposal increases the efficiency of IT expenditure. It is not expected to have an equalities impact. Equalities impacts will be reviewed on a contract by contract basis	(140)							
E2	3rd Party Spend	Budget proposals for 2016-20 include efficiency savings of approximately 2% per annum on third party contracts. This saving comes from Commissioning Group and Assurance contract spending, which include communications and engagement contracts, internal audit and insurance. The overall budget includes provision for price increases of 2.5% per annum, so this saving could be made either from keeping the costs of contracts stable, or through improved contract management and negotiation of better rates.	This proposal increases the efficiency of third party contract spending. It is not expected to have an equalities impact.	(62)		(46)		(45)		(44)	
E3	Workforce savings	Budget proposals for 2016-20 include workforce efficiency savings of approximately 10% of the relevant staff budgets. As Government funding for council services continues to reduce, delivery units will need to review their workforce budgets to ensure that they can make the required savings. At this stage, it is expected that the 10% saving can be made without impacting on service delivery, but this assumption will need to be tested in the years to 2020. Corporate initiatives such as the review of terms and conditions and the unified pay project will support delivery units to achieve this saving. Delivery units will also need to review performance management, use of agency staff, management layers and productivity to ensure that this saving can be achieved.	Impact not known. EIA will be completed, as necessary once proposals are developed, and any staff implications will be subject to a full staff consultation as per the councils agreed process.	(480)		(579)		(100)			
E4	Members allowance	The bulk of this saving has already been achieved through a revised Scheme of Members Allowances that was agreed by Council on 15 July 2014. The new scheme of Allowances- reflecting the replacement of Cabinet and Scrutiny with eight theme committees- produced a saving of £90,358. In addition, a further £29,541 was saved as no Member may receive more than one Special Responsibility Allowance and some of the SRA paying posts were held by members already in receipt of an SRA. There are underspends in the budget that will fund the remaining savings of £100k.	This saving is not expected to have an adverse equality impact.	(140)		(80)					

Line ref	Opportunity Area	Description of saving	Impact Assessment	Savings									
				2016/17		2017/18		2018/19		2019/20			
				£000	FTE	£000	FTE	£000	FTE	£000	FTE		
			Equalities Impact update 1st Feb 2016										
E5	Shared services	There are a number of opportunities to share services with other local authorities. These services include health and safety, emergency planning, insurance, internal audit and governance. In practice, this saving would involve shared management of these functions between Barnet and another local authority. Similar arrangements are already in place with Harrow Council, Brent Council and other bodies in respect of legal services and public health. No firm proposals are currently in place to deliver this saving, but options are being considered to ensure that this is deliverable before 2018.	EIA will be undertaken in the year of savings prior to decision making.					(1,244)					
E6	Minimum Revenue Provision	The Council is required to budget each year for costs associated with repaying the principle on borrowing costs. This is known as "minimum revenue provision", and is prescribed as part of CIPFA accounting guidance. A review has been undertaken of the Council's MRP calculation, and it concludes that the annual charge is £1m more prudent than is necessary. This dates back to the original calculation made when the current capital financing regime came into place in 2004. This approach has been agreed with the Council's external auditors and is still considered to be a prudent approach.	This saving is in respect of a revision in capital financing costs and is not expected to have an equalities impact	(1,000)									
E7	Redundancy Payments	Barnet Council revised its redundancy terms and conditions back in 2011 which led to a reduction in individual redundancy payments. This approach was consistent with many other councils at the time. This, along with a lower level of redundancies per annum (partly arising from the outsourcing of services to CSG and Re) means that the annual budget that the Council sets aside for redundancy can be reduced by £1.875m per annum.	No external EIA is required because the proposal does not impact on service delivery, no internal EIA is required because the proposals do not impact on employees. EIAs will be completed on any individual restructure projects.	(1,850)									
E8	Stop Contributions	Reduction in spending on annual subscriptions and membership fees to organisations which the Council is currently a member of. A review of spending on annual subscriptions and membership fees is to take place in 2015. This will include recommendations on where to make savings.	No EIA required as no impact anticipated on staff or service delivery	(400)									
E9	Borrowing costs and interest on deposits	The Council sets aside a budget each year to fund future borrowing costs for additional capital expenditure. This budget is approximately 4.5% of additional capital costs. Over recent years, the Council has not borrowed to fund additional capital expenditure and used cash balances instead. In addition, the interest rate on loans is currently less than 4%, leading to an annual saving. If future borrowing costs remain below 4%, then a saving of £5m over the period to 2020 is achievable. If interest rates increase, then the Council will be able to generate additional interest income on deposits, so this saving would also be achievable.	This saving is in respect of treasury costs and is not expected to have an equalities impact.	(2,500)		(2,500)		(1,500)		(500)			



Line ref	Opportunity Area	Description of saving	Impact Assessment	Savings									
				2016/17		2017/18		2018/19		2019/20			
				£000	FTE	£000	FTE	£000	FTE	£000	FTE		
			Equalities Impact update 1st Feb 2016										
E10	Customer Access Strategy	The Customer Access Strategy will use insight about customers and their experiences to design improvements to the council's existing customer services model. It is expected that the strategy will identify a number of opportunities to make savings by directing customers away from face to face, increasing use of the Coventry contact centre, changing service standards and exploring possibilities for income generation.	EIA for Customer Access strategy published with December 2015 Policy and Resources report showing anticipated minimum negative impact on older people, people with learning disabilities and race and ethnicity and outlining mitigations to overcome this. The proposals will be kept under review and the EIA updated in the year of saving prior to decision making.					(500)					
E11	Contract Reduction	The Council entered into the Customer & Support Group contract for customer and back office services in the autumn of 2013. This contract will deliver a total £125m saving over a 10 year period. This includes a reduction in the cost of back office services of £70m, or £7m per annum (average across the contract). The contract price has already reduced by £6m per annum and forms part of the Councils existing budget and Medium Term Financial Strategy. A further reduction of £2m is anticipated (£1.5m guaranteed in the contract and £0.5m is an expectation of greater savings from the contract review at year 3) meaning that an additional saving can be included in the Council's budget for 2018/19 and 2019/20.	This saving is in respect of the Customer & Support Group contract that has already been subject to consultation and impact assessment. This will be reviewed in the relevant budget year prior to decision making.					(1,000)		(1,000)			
E12	Audit Fees	Reduction in Audit fees budget to reflect changes in current costs	This saving is not expected to have an adverse equality impact.	(135)									
E13	Insurance	Insurance reduction as part of re-procurement in October 2015	This saving is not expected to have an adverse equality impact.	(25)									
E14	Management	Senior Management Costs Saving	EIA will be undertaken in the year of savings, any staff implications will be subject to a full staff consultation as per the councils agreed process.								(1,000)		
<b>Total</b>				<b>(6,732)</b>	<b>0</b>	<b>(3,205)</b>	<b>0</b>	<b>(4,389)</b>	<b>0</b>	<b>(2,544)</b>	<b>0</b>		
<b>Growth and Income</b>													
G1	C/tax Support	Increasing Council Tax Support payments to 20%	Assessed (Jan 2015) and confirmed as minimal negative (Nov 2015). An EIA was published with last years budget paper.	(1,026)		(456)							
<b>Total</b>				<b>(1,026)</b>	<b>0</b>	<b>(456)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Reducing demand, promoting independence</b>													
R1	Grants Budget	Reduction in grants budget for London Councils Grants Scheme	This saving is not expected to have an adverse equality impact. Impact not known, and will be kept under review as London Councils develop their proposals.	(59)		(59)							
<b>Total</b>				<b>(59)</b>	<b>0</b>	<b>(59)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Line ref	Opportunity Area	Description of saving	Impact Assessment	Savings								
				2016/17		2017/18		2018/19		2019/20		
				£000	FTE	£000	FTE	£000	FTE	£000	FTE	
			Equalities Impact update 1st Feb 2016									
<b>Service reduction</b>												
				0	0	0	0	0	0	0	0	0
<b>Service redesign</b>												
				0	0	0	0	0	0	0	0	0
				(7,817)	0	(3,720)	0	(4,389)	0	(2,544)	0	0

**To support Adults and Safeguarding Committee Efficiency Saving E2 Staffing Efficiencies**

**Initial Equality Analysis (EIA)  
Resident/Service User**

<b>1. Details of function, policy, procedure or service:</b>	
Title of what is being assessed:	Adults and Communities Staffing Efficiencies
Is it a new or revised function, policy, procedure or service?	Function
Department and Section:	Adults and Communities
Date assessment completed:	10/11/15
<b>2. Names and roles of people completing this assessment:</b>	
Lead officer	Alan Mordue
Other groups	
<b>3. Employee Profile of the Project</b>	<p><b>Will the proposal affect employees? YES/ NO</b></p> <p><b>If no please explain why.</b></p> <p><b>If yes, please seek assistance from HR to complete the employee EIA.</b></p>

**How are the following equality strands affected?** *Please detail the effect on each equality strand, and any mitigating action you have taken / required. Please include any relevant data. If you do not have relevant data please explain why / plans to capture data*

Equality Strand	Affected?	Explain how affected	Indicate what action has been taken / or is planned to mitigate impact?																		
1. Age	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	<p>No foreseen impact.</p> <p>Residential Breakdown of Age (Equalities Data Dashboard 9/9/15):</p> <table border="1" data-bbox="502 1288 949 1422"> <thead> <tr> <th colspan="3">Age:</th> </tr> </thead> <tbody> <tr> <td>65+</td> <td>51,576</td> <td>14%</td> </tr> <tr> <td>Under 65</td> <td>315,690</td> <td>86%</td> </tr> </tbody> </table> <p>Client breakdown of age (SWIFT 14/10/15):</p> <table border="1" data-bbox="502 1489 949 1624"> <thead> <tr> <th colspan="3">Age:</th> </tr> </thead> <tbody> <tr> <td>65+</td> <td>3039</td> <td>60.48%</td> </tr> <tr> <td>Under 65</td> <td>1986</td> <td>39.52%</td> </tr> </tbody> </table>	Age:			65+	51,576	14%	Under 65	315,690	86%	Age:			65+	3039	60.48%	Under 65	1986	39.52%	
Age:																					
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Under 65	315,690	86%																			
Age:																					
65+	3039	60.48%																			
Under 65	1986	39.52%																			

<p><b>2. Disability</b></p>	<p>Yes <input type="checkbox"/></p> <p>No <input checked="" type="checkbox"/></p>	<p>No foreseen impact.</p> <p>Barnet population predicted to have a disability (Barnet Members Dashboard 11/11/15)</p> <table border="1" data-bbox="502 286 1141 504"> <thead> <tr> <th colspan="3">Category</th> </tr> </thead> <tbody> <tr> <td>Physical Health</td> <td>81,652</td> <td>46.48%</td> </tr> <tr> <td>Mental Health</td> <td>62,032</td> <td>35.31%</td> </tr> <tr> <td>Substance Misuse</td> <td>22,092</td> <td>12.58%</td> </tr> <tr> <td>Learning Disability</td> <td>9,894</td> <td>5.63%</td> </tr> </tbody> </table> <p>Barnet population who are using one or more services targeted for people with disabilities in 2014. Each service user is assigned to the category considered most relevant, although it is possible for one person to have more than one disability. (Barnet Members Dashboard 11/11/15)</p> <table border="1" data-bbox="502 772 1141 1030"> <thead> <tr> <th colspan="3">Category</th> </tr> </thead> <tbody> <tr> <td>Physical Health</td> <td>4,564</td> <td>61.34%</td> </tr> <tr> <td>Mental Health</td> <td>1,802</td> <td>24.22%</td> </tr> <tr> <td>Learning Disability</td> <td>870</td> <td>11.69%</td> </tr> <tr> <td>Other Vulnerable People</td> <td>171</td> <td>2.30%</td> </tr> <tr> <td>Substance Misuse</td> <td>33</td> <td>0.44%</td> </tr> </tbody> </table>	Category			Physical Health	81,652	46.48%	Mental Health	62,032	35.31%	Substance Misuse	22,092	12.58%	Learning Disability	9,894	5.63%	Category			Physical Health	4,564	61.34%	Mental Health	1,802	24.22%	Learning Disability	870	11.69%	Other Vulnerable People	171	2.30%	Substance Misuse	33	0.44%	
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<p><b>3. Gender reassignment</b></p>	<p>Yes <input type="checkbox"/></p> <p>No <input checked="" type="checkbox"/></p>	<p>No foreseen impact.</p>																																		
<p><b>4. Pregnancy and maternity</b></p>	<p>Yes <input type="checkbox"/></p> <p>No <input checked="" type="checkbox"/></p>	<p>No foreseen impact.</p>																																		

5. Race /  
Ethnicity

Yes

No

No foreseen impact.

Ethnic Group - Numbers and Proportion of Total  
Population (Equalities Data Dashboard 9/9/15)

<b>Ethnicity:</b>		
White British	2,622	52.18%
White Other	766	15.24%
Asian/Asian British Indian	377	7.50%
Any Other Ethnic Group	283	5.63%
Black/Black British African	184	3.66%
White Irish	151	3.00%
Asian/Asian British Other	134	2.67%
Black/Black British Caribbean	124	2.47%
Black/Black British Other	74	1.47%
Refused	64	1.27%
Not Recorded	58	1.15%
Asian/Asian British Pakistani	57	1.13%
Mixed Other	32	0.64%
Chinese	27	0.54%
Asian/Asian British Bangladeshi	20	0.40%
Mixed White & Asian	16	0.32%
Mixed White & Black Caribbean	12	0.24%
Mixed White & Black African	11	0.22%
Not Stated	8	0.16%
Arab	5	0.10%

Client breakdown of ethnicity (SWIFT 14/10/15)

Ethnicity:		
White British	2,622	52.18%
White Other	766	15.24%
Asian/Asian British Indian	377	7.50%
Any Other Ethnic Group	283	5.63%
Black/Black British African	184	3.66%
White Irish	151	3.00%
Asian/Asian British Other	134	2.67%
Black/Black British Caribbean	124	2.47%
Black/Black British Other	74	1.47%
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Not Stated	8	0.16%
Arab	5	0.10%

6. Religion or belief

Yes   
No

No foreseen impact.

Residential breakdown of religion (Equalities Data Dashboard 9/9/15)

Area		
Christian	146,866	41.21%
No religion	57,297	16.08%
Jewish	54,084	15.18%
Muslim	36,744	10.31%
Religion not stated	29,917	8.39%
Hindu	21,924	6.15%
Buddhist	4,521	1.27%
Other religion	3,764	1.06%
Sikh	1,269	0.36%

Client breakdown of religion (SWIFT 14/10/15)

<b>Religion</b>		
Christian	948	18.87%
Jewish	908	18.07%
Church Of England	562	11.18%
No Religion	558	11.10%
Not Recorded	541	10.77%
Roman Catholic	439	8.74%
Muslim	307	6.11%
Hindu	283	5.63%
Information Refused	148	2.95%
Greek Orthodox	104	2.07%
Methodist	30	0.60%
Buddhist	28	0.56%
Atheist	19	0.38%
Jain	19	0.38%
Jehovah Witness	18	0.36%
Agnostic	16	0.32%
Sikh	16	0.32%
Catholic Apostolic Church	14	0.28%
Ismaili Muslim	14	0.28%
Baptist	7	0.14%
Orthodox Church	6	0.12%
Pentecostal	6	0.12%
Anglican	5	0.10%
Z Other	5	0.10%
Adventist	4	0.08%
Church Of Ireland	3	0.06%
Zowastrian	3	0.06%
Humanist	2	0.04%
Pagan	2	0.04%
Quaker	2	0.04%
Rastafarian	2	0.04%
African Methodist	1	0.02%
Ancestor Worship	1	0.02%
Arian Catholic	1	0.02%
Kabbalah	1	0.02%
Scientologist	1	0.02%
Spiritualist	1	0.02%



<p>7. Gender / sex</p>	<p>Yes <input type="checkbox"/></p> <p>No <input checked="" type="checkbox"/></p>	<p>No foreseen impact.</p> <p>Residential breakdown of Gender (Equalities Data Dashboard 9/9/15):</p> <table border="1" data-bbox="502 286 949 421"> <thead> <tr> <th colspan="3">Gender:</th> </tr> </thead> <tbody> <tr> <td>Female</td> <td>187,685</td> <td>51.10%</td> </tr> <tr> <td>Male</td> <td>179,580</td> <td>48.90%</td> </tr> </tbody> </table> <p>Client breakdown of Gender (SWIFT 14/10/15):</p> <table border="1" data-bbox="502 488 949 667"> <thead> <tr> <th colspan="3">Gender:</th> </tr> </thead> <tbody> <tr> <td>Female</td> <td>3,030</td> <td>60.30%</td> </tr> <tr> <td>Male</td> <td>1,986</td> <td>39.52%</td> </tr> <tr> <td>Unknown</td> <td>9</td> <td>0.18%</td> </tr> </tbody> </table>	Gender:			Female	187,685	51.10%	Male	179,580	48.90%	Gender:			Female	3,030	60.30%	Male	1,986	39.52%	Unknown	9	0.18%	
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<p>8. Sexual orientation</p>	<p>Yes <input type="checkbox"/></p> <p>No <input checked="" type="checkbox"/></p>	<p>No foreseen impact.</p> <p>See 9. Same sex civil partnerships give an indicator of homosexual relationships.</p>																						
<p>9. Marital Status</p>	<p>Yes <input type="checkbox"/></p> <p>No <input checked="" type="checkbox"/></p>	<p>No foreseen impact.</p> <p>Residential marital status breakdown (Equalities Data Dashboard 9/9/15)</p> <table border="1" data-bbox="502 1003 1197 1646"> <thead> <tr> <th colspan="3">Area</th> </tr> </thead> <tbody> <tr> <td>Single (never married or never registered a same-sex civil partnership)</td> <td>36,679</td> <td>26.99%</td> </tr> <tr> <td>Married</td> <td>64,204</td> <td>47.24%</td> </tr> <tr> <td>In a registered same-sex civil partnership</td> <td>300</td> <td>0.22%</td> </tr> <tr> <td>Separated (but still legally married or still legally in a same-sex civil partnership)</td> <td>6,216</td> <td>4.57%</td> </tr> <tr> <td>Divorced or formerly in a same-sex civil partnership which is now legally dissolved</td> <td>15,859</td> <td>11.67%</td> </tr> <tr> <td>Widowed or surviving partner from a same-sex civil partnership</td> <td>12,658</td> <td>9.31%</td> </tr> </tbody> </table>	Area			Single (never married or never registered a same-sex civil partnership)	36,679	26.99%	Married	64,204	47.24%	In a registered same-sex civil partnership	300	0.22%	Separated (but still legally married or still legally in a same-sex civil partnership)	6,216	4.57%	Divorced or formerly in a same-sex civil partnership which is now legally dissolved	15,859	11.67%	Widowed or surviving partner from a same-sex civil partnership	12,658	9.31%	
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<p>10. Other key groups?</p>	<p>Yes <input type="checkbox"/></p> <p>No <input checked="" type="checkbox"/></p>	<p>No foreseen impact.</p>																						

Carers	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	No foreseen impact.  Residential breakdown of carers (Equalities Data Dashboard 9/9/15)															
<table border="1"> <thead> <tr> <th>Area</th> <th colspan="2">Barnet</th> </tr> </thead> <tbody> <tr> <td>Provides no unpaid care</td> <td>320,341</td> <td>90.85%</td> </tr> <tr> <td>Provides 1 to 19 hours unpaid care a week</td> <td>21,448</td> <td>6.08%</td> </tr> <tr> <td>Provides 20 to 49 hours unpaid care a week</td> <td>4,584</td> <td>1.30%</td> </tr> <tr> <td>Provides 50 or more hours unpaid care a week</td> <td>6,224</td> <td>1.77%</td> </tr> </tbody> </table>			Area	Barnet		Provides no unpaid care	320,341	90.85%	Provides 1 to 19 hours unpaid care a week	21,448	6.08%	Provides 20 to 49 hours unpaid care a week	4,584	1.30%	Provides 50 or more hours unpaid care a week	6,224	1.77%
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People with mental health issues	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	No foreseen impact.  See 2.															
Some families and lone parents	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	No foreseen impact.  Lone Parents with Dependent Children - Number and Proportion of Total Residents (Equalities Data Dashboard 9/9/15)															
<table border="1"> <thead> <tr> <th colspan="3">Barnet</th> </tr> </thead> <tbody> <tr> <td>Total Residents</td> <td colspan="2">352,597</td> </tr> <tr> <td>One family only: Lone parent: Dependent children</td> <td>28,889</td> <td>8.19%</td> </tr> </tbody> </table>			Barnet			Total Residents	352,597		One family only: Lone parent: Dependent children	28,889	8.19%						
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One family only: Lone parent: Dependent children	28,889	8.19%															
People with a low income	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	No foreseen impact.															
Unemployed people	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	No foreseen impact.  Annual Population Survey (Employment Rate % (16-64)) March 2015 (Equalities Data Dashboard 9/9/15)															
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Male Employment Rate	75.00%																
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Young people not in employment education or training	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	No foreseen impact.															

**5. Please outline what data sources, measures and methods could be designed to monitor the impact of the new policy or service, the achievement of intended outcomes and the identification of any unintended or adverse impact?**

*Include how frequently monitoring could be conducted and who will be made aware of the analysis and outcomes*

*Data about the following is already collected and monitored on a regular basis:*

- *Delayed transfer of care (DTOC).*
- *Length of time between reviews (i.e. waiting times)*
- *Volumes of reviews undertaken.*
- *Satisfaction rates*
- *Assessment volumes*

*Any unforeseen adverse impact of this restructure would probably be reflected in an increase with these metrics, however, other factors (e.g. an increase in demand) would also result in increases. If there is any unexpected change in these metrics, it will be investigated.*

**6. Initial Assessment of Overall Impact**

Positive Impact  <input type="checkbox"/>	Negative Impact or Impact Not Known <sup>1</sup>  <input checked="" type="checkbox"/>	No Impact  <input type="checkbox"/>
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**7. Scale of Impact**

Positive impact:  Minimal <input type="checkbox"/> Significant <input type="checkbox"/>	Negative Impact or Impact Not Known  Minimal <input checked="" type="checkbox"/> Significant <input type="checkbox"/>	
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**8. Outcome**

No change to decision  <input type="checkbox"/>	Adjustment needed to decision  <input type="checkbox"/>	Continue with decision <i>(despite adverse impact / missed opportunity)</i>  <input checked="" type="checkbox"/>	If significant negative impact - Stop / rethink  <input type="checkbox"/>
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<sup>1</sup> 'Impact Not Known' – tick this box if there is no up-to-date data or information to show the effects or outcomes of the function, policy, procedure or service on all of the equality strands.

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**9. Please give a full explanation for how the initial assessment and outcome was decided. .**

Modelling has been done to identify the productivity gains that can be made from smarter working through new technology and the introduction of Mosaic. It has been identified that these gains can mitigate the staff reductions proposed and so there should be no service impact. Performance will be carefully monitored and reported to confirm that this is the case.

## Adults and Communities Equality Impact Assessment

### EIA 2 (relates to Saving R1 The Community Offer)

Please refer to the guidance before completing this form.

<b>1. Details of function, policy, procedure or service:</b>	
<i>Title of what is being assessed:</i> Community Offer	
<i>Is it a new or revised function, policy, procedure or service?</i> New proposal	
Department and Section: Adults and Communities	
Date assessment completed: December 2013 – <b>UPDATED 1 October 2015</b>	
<b>2. Names and roles of officers completing this assessment:</b>	
Lead officer	Karen Jackson
Stakeholder groups	Service users and their carers
Representative from internal stakeholders	Jon Dickinson
Representative from external stakeholders	Public Consultation 2013/2014
Equalities Network rep	Emily Bowler
Performance Management rep	Claire Bailey
HR rep (for employment related issues)	N/A

### 3. Full description of function, policy, procedure or service:

Please describe the aims and objectives of the function, policy, procedure or service  
*Please include - why is it needed, what are the outcomes to be achieved, who is it aimed at? Who is likely to benefit? How have needs based on age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, marriage and civil partnership and carers been taken account of? Identify the ways people can find out about and benefit from the proposals. Consider any processes they need to go through or criteria that we apply to determine eligibility.*

This project covers a range of actions which will refocus the Adult Social Care offer by providing community-based options which promote independence and choice, in line with national personalisation policy and the expectations of the Care Bill. These options include:

1. We will ensure that residents, service users and carers can access clear information and advice at the first point of contact. This will include the provision of independent advice and support. Where appropriate people will be signposted to community alternatives.
2. We will continue to develop community based options which promote independence, including:
  - Increased offer of short-term Reablement as a means of promoting people's independence at home rather than long term home care visits or moving into residential care
  - Increased use of telecare as alternative to home care visits
  - Increased use of occupational therapy assessments, telecare, aids and equipment to support residents to live at home as an alternative to traditional care, or home care visits
  - Use of a range of community-based respite care models to support carers, without necessarily moving the service user into a respite residential care placement
3. We will increase the use of Direct Payments which will give service users and their carers maximum choice and control to use the full range of community-based services provided by all sectors
4. We will use the annual reviews of existing packages of care to consider these community-based options and reduce dependency on traditional care. Any changes for individuals will be based on an assessment of their needs, which they will be fully involved in, and their views will be taken into account. We will not make any changes that do not meet these assessed needs. We will seek to ascertain the "Ordinary Residence" of those clients who are in residential placements out of borough before exploring any changes to their support plans.

Through these measures, we expect to minimise the use of traditional care and long term residential placements.

Social workers work with the following user groups, all of whom would be impacted by the changes:

- Older adults
- Younger adults with disabilities and sensory impairments
- People with learning disabilities
- People with mental health needs
- Carers of people from the above groups

Although we see these changes as a positive next step in our promotion of personalisation, and an important move towards the expected requirements of the Care Bill, we recognise some risks and some potentially difficult impacts for some people:

- Residents who have been in traditional residential placements for a long period may find a move to a community-based service difficult.
- The success of the changes will depend on their being a suitable range of services available for all user groups. This is particularly challenging for younger adults with disabilities
- Carers may feel that the reduced use of residential placements put increased pressure on them
- People remaining in their own homes supported through the use of equipment and adaptations as opposed to home care visits may feel more isolated.

This equality impact assessment considers these impacts on the above user groups and the social care staff who work with these sections of the community. Where necessary actions to mitigate have been identified in Sections 4 and 14.

**4. How are the equality strands affected?** *Please detail the effects on each equality strand, and any mitigating action you have taken so far. Please include any relevant data. If you do not have relevant data please explain why.*

Equality Strand	Affected?	Explain how affected	What action has been taken already to mitigate this? What action do you plan to take to mitigate this?
1. Age	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>Very Elderly frail adults may prefer and feel safer living within a residential placement rather than in the community with support.</p> <p>Elderly people supported through the use of equipment and adaptations as opposed to home care visits may feel more isolated.</p>	<p>Each customer will have their case individually reviewed and assessed as to their needs. Changes to support plans will only be made following negotiation and agreement with the service user. Risk assessments will be done to mitigate risks. Those carrying out assessments and support planning will consider social needs and identify other ways in which these needs can be met.</p>

2. Disability	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Customers with physical disability, learning disability or mental health problems who have special needs may need additional support to live in the community. Feelings of safety, as described above, and increased isolation may also apply.	As above
3. Gender reassignment	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	No specific impact identified.	As above
4. Pregnancy and maternity	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	No specific impact identified from these proposals	
5. Race / Ethnicity	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Customers will need assurance that culturally-appropriate community support and care services are available -for example home carers who have an understanding of their cultural background and are able if needed to speak their language if English is not their first language.	Contract monitoring with home care providers will ensure that equalities issues are addressed. The assessment and support planning process, which fully involves the service user, will identify particular needs. Staff workforce development and training arrangements will ensure that staff understand and are able to respond to diverse needs. The increased use of Direct Payments will enable people to choose and control their own service arrangements
6. Religion or belief	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	As above.	As above
7. Gender / sex	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	No specific impact identified.	Each customer will have their case individually assessed and reviewed (as for older people, above)
8. Sexual orientation	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	No specific impact identified.	As above
9. Marital Status	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	No specific impact identified.	As above
10. Carers (discriminated)	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Carers may feel that they are under more strain than	We will continue to carry out carers assessments to



by association)		if the cared-for person was using traditional services.	identify the needs of the carer and the impact of the service users support plan on them. Risks assessments will be done as part of the overall assessment of the customer We will explore alternative, community-based options for respite. Carers may receive a Direct Payment, enabling them to choose and control respite support.
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### 5. What are the number, types and severity of disabilities in play in this case?

This case is relevant to 7,490 service users and 2,179 carers\*. These figures can be broken-down as follows:

**4,771 Older adults**, of which:

3,795 older adults with physical disabilities and sensory impairments

99 older adults with learning disabilities

702 older adults with mental health needs

**794 Younger adults with physical disabilities and sensory impairments**

**752 Younger adults with learning disabilities**

**1,173 Younger adults with mental health needs**

At March 2013 1,088 of these service users were in temporary or permanent residential / nursing care placements.

As at 19/08/2013, **235** service users were recorded as having been provided with **residential / nursing placements lasting 1 year or more**, 161 of these clients suffer from dementia or frailty.\*\*

**2,179 Carers** (based on the number of carers assessed / reviewed in 12/13) of which:

1,669 care for older adults

248 care for younger adults with physical disabilities and sensory impairments

171 care for younger adults with learning disabilities

86 care for younger adults with mental health needs

(it is not possible to provide a breakdown to show whether these carers are themselves older people or people with disabilities or mental health problems)

\* Figures as per 2012/13 EOY statutory returns  
 \*\* Figures as per bespoke 'infoview' report 19/08/2013

**6. What are the actions that could reduce the impact on people with disability?**

The council's existing disability policies and procedures aim to promote equality of opportunity and eliminate discrimination on the basis of disability.

Any consideration of changes to support plans will be covered as part of their annual review, and will take all aspects of their needs into account.

We will reduce the impact on people with a disability through:

- Increased choice and control, with tailored brokerage options to enable people to access suitable services to meet their needs;
- Improved information and advice;
- Development work with 3<sup>rd</sup> sector/community services.
- All staff carrying out assessments and support planning with users and carers will ensure that any potential impact of social isolation is considered as part of the process and will seek to identify ways of ensuring people's needs for social contact are addressed through other means, eg accessing universal services, use of lunch clubs, re-connecting with family and friends, etc
- Carers assessments will be offered to all carers where a user's care package is being changed. Changes to the way respite is offered will be developed with carers as part of their support plan.

**7. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents?**

Maintaining high quality social work services will be a key part of the development of these proposals. Customer satisfaction is currently monitored through the Complaints and Representations process and surveys, such as the national Annual Adult Social Care Survey and Carers Survey.

**8. How does the proposal enhance Barnet's reputation as a good place to work and live?**

These proposals are in line with the local and national Personalisation agenda, which aims to promote people's independence, choice and control. They will place the council in a strong position to implement the expected requirements arising from the Care Bill. Although some individuals currently using traditional support and care services may initially feel some concern about change, the new Community Offer will ensure that Adults and Communities is able to provide a sustainable range of support and care services for the most vulnerable Barnet residents.

**9. How will members of Barnet's diverse communities feel more confident about the council and the manner in which it conducts its business?**

The proposals all support the personalisation agenda which promotes individual choice and control. Individuals' diverse needs will be supported through Direct Payments and tailored brokerage support.

**10. What measures and methods have been designed to monitor the application of the policy or service, the achievement of intended outcomes and the identification of any unintended or adverse impact? *Include information about the groups of people affected by this proposal. Include how frequently will the monitoring be conducted and who will be made aware of the analysis and outcomes? Include these measures in the Equality Improvement Plan (section 14)***

Existing monitoring of customer satisfaction (see 7 above) and of service user and carer outcomes will continue to be monitored on monthly, quarterly and annual bases as at present.

**11. How will the new proposals enable the council to promote good relations between different communities? *Include whether proposals bring different groups of people together, does the proposal have the potential to lead to resentment between different groups of people and how might you be able to compensate for perceptions of differential treatment or whether implications are explained.***

As we seek to support people to live in the community, stronger links will be made within the large and diverse sections of the communities in Barnet.

**12. How have residents with different needs been consulted on the anticipated impact of this proposal? How have any comments influenced the final proposal? *Please include information about any prior consultation on the proposal been undertaken, and any dissatisfaction with it from a particular section of the community.***

A major Barnet-wide consultation process has been undertaken. Individuals affected by the proposals will be fully involved in any potential change to their own support and care services through their annual review process. Where there is a service provider already involved, they will also be included in discussions.

## Overall Assessment

13. Overall impact			
Positive Impact  <input checked="" type="checkbox"/>	Negative Impact or Impact Not Known <sup>1</sup>  <input type="checkbox"/>	No Impact  <input type="checkbox"/>	
14. Scale of Impact			
Positive impact:  Minimal <input checked="" type="checkbox"/> Significant <input type="checkbox"/>	Negative Impact or Impact Not Known  Minimal <input type="checkbox"/> Significant <input type="checkbox"/>		
15. Outcome			
No change to decision  <input checked="" type="checkbox"/>	Adjustment needed to decision  <input type="checkbox"/>	Continue with decision <i>(despite adverse impact / missed opportunity)</i>  <input type="checkbox"/>	If significant negative impact - Stop / rethink  <input type="checkbox"/>

<sup>1</sup> 'Impact Not Known' – tick this box if there is no up-to-date data or information to show the effects or outcomes of the function, policy, procedure or service on all of the equality strands.

**16. Please give full explanation for how the overall assessment and outcome was decided**

This is an EIA of a change in the Social Care offer, which is a move from a Dependency model to an Enabling offer. This offer will enable people to live in the community based on their assessed need.

- Offer of information and advice - signposting to community alternatives
- Reablement offer increased to support independence of residents at home rather than care home admission
- Increased use of telecare as alternative to care calls
- Increased use of occupational therapy assessments, telecare, aids and equipment to support residents to live at home
- Reduce the use of long term residential placements
- Review all existing packages of care - OP/PD focusing on FACS eligibility, reablement, use of telecare, equipment and occupational therapy assessments to reduce dependency on traditional care, such as home care visits

### 1. Equality Improvement Plan

Please list all the equality objectives, actions and targets that result from the Equality Analysis (continue on separate sheets as necessary). These now need to be included in the relevant service plan for mainstreaming and performance management purposes.

Equality Objective	Action	Target	Officer responsible	By when	UPDATE October 2014
Service users, carers and staff understand the proposed changes and feel supported	Develop communication plan	Written communication was sent to all affected staff to ensure that they understand the proposals and are able to offer full support to service users and carers. We will continue to ensure that staff supports service users and carers through any changes.	Jon Dickinson	January 2014 and then on-going	Briefings to staff were completed during early 2014 to update them on the work of the newly established Community Offer team <sup>1</sup> . It is also discussed regularly at the Management Team meeting. Services and carers are informed services available through their annual review.
Service users and carers from Partnership Boards and the public to be consulted and engaged with the Community Offer	We have made presentations to each of the Partnership boards Public consultation events have been held. These were	We will continue to ensure that service users, carers, Barnet residents and providers are aware of the changes.	Jon Dickinson	January 2014 and then ongoing	Presentations were completed in early 2014. As part of the Care Act implementation plan, we will be delivering further update on the work plan of the newly established

Equality Objective	Action	Target	Officer responsible	By when	UPDATE October 2014
	open to any residents, carers, service users and providers.				Community Offer Team to Partnership Boards during Spring 2015.

<b>1<sup>st</sup> Authorised signature (Lead Officer)</b>	<b>2<sup>nd</sup> Authorised Signature (Member of SMT) – Mathew Kendall</b>
<b>Date:</b>	<b>Date:</b>

<sup>i</sup> The Community Offer Team was established in early 2014 which will look to increase the use of enablement and short-term support, improve the Occupational Therapy offer, increase the use of community resources and seek to provide carers with flexible support to care for people in their own homes, thus avoiding costly residential care.

**Purpose:**

- To assess, monitor and support individuals to live independently in their communities, through creative use of community resources.
- To maximise and utilise improved information and advice, innovative support planning techniques, innovations in technology, and direct payments to maximise independence for customers and carers with eligible care needs.

## Equality Impact Analysis (EIA) Resident/Service User EIA 3 (relates to ASC saving R4 Independence of Young people - 0-25 Disability Service)

<b>1. Details of function, policy, procedure or service:</b>	
Title of what is being assessed: Independence of Young People with Disabilities	
Is it a new or revised function, policy, procedure or service? No.	
Department and Section: Family Services	
Date assessment completed: 3 <sup>rd</sup> December 2015	
<b>2. Names and roles of people completing this assessment:</b>	
Lead officer	Kirk Chamberlain Andrea Clare
Stakeholder groups	Service users directly affected by changes in the provision  Service user representative organisations (voluntary partnerships, boards, etc.)  Staff  Service providers
Representative from internal stakeholders	Andrea Clare
Representative from external stakeholders	Parent carer representatives linked with project group
Delivery Unit Equalities Network rep	TBC
Performance Management rep	TBC
HR rep (for employment related issues)	Graham Lennon
<p><b>3. Full description of function, policy, procedure or service:</b></p> <p><i>3.1 The overall aim of the new Service is to enhance our offer to children and young people with disabilities and their parents and carers, improving the working together between families and professionals and reducing the uncertainty and anxiety often connected with the transition from childhood to adulthood.</i></p> <p>The service will build on the principles of developing a personalised approach to all types of support to children and families, optimising life choices and chances for the young person: boosting learning, independent living and employment opportunities.</p> <p>3.2 The intention to design an improved model for delivery of services to children and young</p>	



people with disabilities aged 0-25 and their 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:

- 3.1.2 significantly reduced public sector funding
- 3.1.3 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
- 3.1.4 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 new service will seek to improve plan-ability and predict-ability of the child's journey to adulthood, 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.

### 3.2 Outcomes to be achieved by the 0-25 service:

- 3.2.2 Safeguard children and young people with disabilities, acting to protect those children at risk of harm and those who need to be looked after by the local authority.
- 3.2.3 Support children and young people with SEN and disabilities and their families to meet their social care, health and education needs and enable them to achieve their full potential
- 3.2.4 Enable young adults to live as independently and healthy as possible and engage in purposeful employment and social activity in their local community.
- 3.2.5 Ensure a clear, accountable ownership of relationships in a truly person centred framework with an insistent focus on enablement.

### 3.3 The 0-25 service needs to deliver the following commissioning outcomes, shared between Children's and Adult's Social Care, Education and Health:

- 3.3.2 The improved service user experience for children and young people (CYP) with disabilities and their parents / carers. In particular the service is set out to support a journey to adulthood that is characterised through a continuous focus on service user outcomes, supporting independence and maximising opportunities for independent living, positive health outcomes and fulfilling education and employment (with support as required)
- 3.3.3 Supporting all relevant reform agendas, transformation requirements and updated legislation and policy (such as delivering the Special Educational Needs and Disabilities (SEND) reform agenda, the implementation of Care Act and Children Act 2014 requirements, etc.)
- 3.3.4 Supporting the local authorities financial sustainability requirements, including the achievement of MTFs savings as set out in the Council's published budgets for 2016-2020 and delivering services within an affordable demand framework (currently in development for all council demand-led services)
- 3.3.5 The introduction and further embedding of a truly person centred approach that is based on service user choice and control, including the introduction and further embedding of personal health, education and social care budgets into business as usual

*Please include - why is it needed, what are the outcomes to be achieved, who is it aimed at?*

*Who is likely to benefit?*

Beneficiaries of the new 0-25 service will be children and young people with disabilities aged 0-25 and their families and carers who meet eligibility criteria for statutory service provision as governed by applicable legislation (Children Act 1989, the Children and Families Act 2014 and the Care Act 2015) and previously delivered through the Disabled Children's Team (DCT) for those aged 0-17 and the Learning Disability Service in Adult's and Communities for those aged 18-24.

The 0-25 service will provide social care services to approximately 500 Children and Young People with learning disabilities and their families.

*How have needs based on age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, marriage and civil partnership and carers been taken account of?*

The new service is designed to produce better, more tailored services that more closely reflect the needs and aspirations of young people with disabilities and their families, including where these arise from needs other than their disability (such as age, gender, etc.). We are doing this by using qualitative and quantitative data about the service user group and involving parents and carers of young people with disabilities in the design and development of the service. We will be consulting children and young people with disabilities about specific proposals as they continue to develop. We fully anticipate that there will be a positive impact on service users. This will be kept under review.

*Identify the ways people can find out about and benefit from the proposals. Consider any processes they need to go through or criteria that we apply to determine eligibility.*

Information about the 0-25 service will be available on the Barnet website. There will be targeted communication with directly affected children and families through consultation events to inform the final design of the service. We also intend to write directly to all children and families who are allocated to the service.

<b>How are the equality strands affected?</b> <i>Please detail the effects on each equality strand, and any mitigating action you have taken so far. Please include any relevant data. If you do not have relevant data please explain why.</i>			
Equality Strand	Affected?	Please explain how affected	What action has been taken already to mitigate this? What further action is planned to mitigate this?
1. Age	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	It is anticipated this will be affected positively as the service is designed to deliver more tailored services and responding to specific needs, including those that arise as a result of children and young peoples' age.	We know from ethnographic research and direct work that families experience the journey of their disabled child from childhood to adulthood as particularly challenging at different times when their child grows older or transitions children's to adult's social care services. The 0-25 service is intended specifically to improve the experience of service users along this journey through childhood and to remove barriers by ensuring consistency of support through this journey.
2. Disability	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Services delivered will be more tailored and targeted to specific disabilities of children and young people thereby improving outcomes.	N/A
3. Gender reassignment	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
4. Pregnancy and maternity	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
5. Race / Ethnicity	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		N/A
6. Religion or belief	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
7. Gender / sex	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
8. Sexual orientation	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		

9. Marital Status	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
10. Other key groups?  Carers  People with mental health issues  Some families and lone parents  People with a low income  Unemployed people  Young people not in employment education or training	Yes <input type="checkbox"/> / No <input type="checkbox"/>  Yes <input type="checkbox"/> / No <input type="checkbox"/>  Yes <input type="checkbox"/> / No <input type="checkbox"/>  Yes <input type="checkbox"/> / No <input type="checkbox"/>  Yes <input type="checkbox"/> / No <input type="checkbox"/>  Yes <input type="checkbox"/> / No <input type="checkbox"/>	Please assess Young, Parent and Adult carer.	

<b>4. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents?</b>
It is anticipated that there will be a positive impact on satisfaction ratings amongst residents, as services are designed to improve outcomes for a group of service users who are amongst the most vulnerable in society and services are being developed in co-production with parents and carers.
<b>5. How does the proposal enhance Barnet's reputation as a good place to work and live?</b>
We are designing new ways of working which are innovative and built on evidence based and outcome focussed practice, supported by dedicated training for the workforce, which enhances the offer for practitioners wishing to work in Barnet.  Outcomes for 0-25 service users will improve, building on the principle of enabling all our residents to enjoy and achieve and live locally wherever possible.
<b>6. How will members of Barnet's diverse communities feel more confident about the council and the manner in which it conducts its business?</b>

**7. Please outline what measures and methods have been designed to monitor the application of the policy or service, the achievement of intended outcomes and the identification of any unintended or adverse impact?** *Include information about the groups of people affected by this proposal. Include how frequently the monitoring will be conducted and who will be made aware of the analysis and outcomes? This should include key decision makers. Include these measures in the Equality Improvement Plan (section 16)*

*It is planned there will be annual service user surveys, as well as regular attendance at relevant service user led forums and partnership boards.*

*In the initial period following go-LIVE of the new ways of working, it is planned that two evaluations will be conducted with service users and their families in the first full year of operation.*

*The analysis and outcomes of all evaluations will be shared with the local authority leadership team and through formal reporting.*

**8. How will the new proposals enable the council to promote good relations between different communities?** *Include whether proposals bring different groups of people together, does the proposal have the potential to lead to resentment between different groups of people and how might you be able to compensate for perceptions of differential treatment or whether implications are explained.*

The 0-25 Disability Service is a targeted offer for those children and young people who are eligible under relevant legislation and their families. This is a statutory service for children and young people with complex, multiple and profound disabilities. Due to the service offer being so distinct we judge the likelihood of resentment from other groups of people to be minimal.

The new ways of working designed to be delivered by the 0-25 Disability Service have high potential to bring people together, for example through the promotion of peer support between parents and carers of children and young people with disabilities.

**9. How have employees and residents with different needs been consulted on the anticipated impact of this proposal? How have any comments influenced the final proposal?** *Please include information about any prior consultation on the proposal been undertaken, and any dissatisfaction with it from a particular section of the community. Please refer to Table 2*

Formal public consultation is planned to commence in the first half of 2016.

Throughout the current project stage of detailed design of the new service, the project team, together with senior managers from social care, education and health services are meeting fortnightly with a group of parent carer representatives.

These fortnightly meetings are used to review and learn from what works currently and what needs to be improved by the new service. Parents /carer representatives are actively engaged through these meetings in co-designing what the new service will look and feel like; the services on offer and what the experience for children and young people with disabilities and their parents should be like.

The parent carer representatives are working with the project team to design the full consultation and engagement plan for formal consultation with all affected children, young people and parents / carers. Formal consultation is planned for summer / autumn 2016.

## Overall Assessment

10. Overall impact			
Positive Impact	Negative Impact or Impact Not Known <sup>1</sup>	No Impact	
X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
11. Scale of Impact			
Positive impact:	Negative Impact or Impact Not Known		
Minimal <input type="checkbox"/> Significant X <input type="checkbox"/>	Minimal <input type="checkbox"/> Significant <input type="checkbox"/>		
12. Outcome			
No change to decision	Adjustment needed to decision	Continue with decision <i>(despite adverse impact / missed opportunity)</i>	If significant negative impact - Stop / rethink
X <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<sup>1</sup> 'Impact Not Known' – tick this box if there is no up-to-date data or information to show the effects or outcomes of the function, policy, procedure or service on all of the equality strands.

**13. Please give full explanation for how the overall assessment and outcome was decided.**



### 14. Equality Improvement Plan

Please list all the equality objectives, actions and targets that result from the Equality Analysis (continue on separate sheets as necessary). These now need to be included in the relevant service plan for mainstreaming and performance management purposes.

Equality Objective	Action	Target	Officer responsible	By when

<b>1<sup>st</sup> Authorised signature (Lead Officer/Project Sponsor)</b>	<b>2<sup>nd</sup> Authorised Signature (Service lead/Project Manager)</b>
<b>Date:</b>	<b>Date:</b>

## Initial Equalities Impact Assessment ; ASC R6: Older Adults Housing Adaptations

EIA question	Data Source	EIA Narrative																															
<p>i) Will the project, service change or new policy have any impact on each of the equalities groups?</p> <p>If no impact is envisaged please state this.</p>	POPPI	<p><b>Gender</b></p> <p>There is a gender slant in the number of people aged 65 and over who have a mobility impairment and are therefore likely to require a DFG with roughly 45% being men and 55% women, year on year.</p> <p>An analysis of allocations shows that this bias is reflected in the allocation of DFGs</p>																															
	POPPI	<p><b>Age</b></p> <table border="1" data-bbox="1066 533 2000 1177"> <thead> <tr> <th data-bbox="1066 533 1704 576"><b>Mobility - all people</b></th> <th data-bbox="1704 533 1800 576"><b>2012</b></th> <th data-bbox="1800 533 1897 576"><b>2014</b></th> <th data-bbox="1897 533 2000 576"><b>2016</b></th> </tr> </thead> <tbody> <tr> <td data-bbox="1066 576 1704 619"><input type="button" value="Show by gender"/></td> <td></td> <td></td> <td></td> </tr> <tr> <td data-bbox="1066 619 1704 711">People aged 65-69 unable to manage at least one activity on their own</td> <td data-bbox="1704 619 1800 711">1,237</td> <td data-bbox="1800 619 1897 711">1,313</td> <td data-bbox="1897 619 2000 711">1,347</td> </tr> <tr> <td data-bbox="1066 711 1704 804">People aged 70-74 unable to manage at least one activity on their own</td> <td data-bbox="1704 711 1800 804">1,398</td> <td data-bbox="1800 711 1897 804">1,502</td> <td data-bbox="1897 711 2000 804">1,684</td> </tr> <tr> <td data-bbox="1066 804 1704 896">People aged 75-79 unable to manage at least one activity on their own</td> <td data-bbox="1704 804 1800 896">1,563</td> <td data-bbox="1800 804 1897 896">1,584</td> <td data-bbox="1897 804 2000 896">1,584</td> </tr> <tr> <td data-bbox="1066 896 1704 989">People aged 80-84 unable to manage at least one activity on their own</td> <td data-bbox="1704 896 1800 989">1,758</td> <td data-bbox="1800 896 1897 989">1,823</td> <td data-bbox="1897 896 2000 989">1,870</td> </tr> <tr> <td data-bbox="1066 989 1704 1082">People aged 85 and over unable to manage at least one activity on their own</td> <td data-bbox="1704 989 1800 1082">3,560</td> <td data-bbox="1800 989 1897 1082">3,780</td> <td data-bbox="1897 989 2000 1082">4,035</td> </tr> <tr> <td data-bbox="1066 1082 1704 1177"><b>Total population aged 65 and over unable to manage at least one activity on their own</b></td> <td data-bbox="1704 1082 1800 1177"><b>9,516</b></td> <td data-bbox="1800 1082 1897 1177"><b>10,002</b></td> <td data-bbox="1897 1082 2000 1177"><b>10,520</b></td> </tr> </tbody> </table> <p>The numbers of older people living with a mobility problem increase with age, and the numbers overall with increase with time. However not all people will be able to benefit from an adaptation and it may be that the very old also have other conditions which mean that an adaptation is not the best solution – this needs to be decided on a case by case basis. Allocation to date have include allocations to people aged 90 and above.</p>	<b>Mobility - all people</b>	<b>2012</b>	<b>2014</b>	<b>2016</b>	<input type="button" value="Show by gender"/>				People aged 65-69 unable to manage at least one activity on their own	1,237	1,313	1,347	People aged 70-74 unable to manage at least one activity on their own	1,398	1,502	1,684	People aged 75-79 unable to manage at least one activity on their own	1,563	1,584	1,584	People aged 80-84 unable to manage at least one activity on their own	1,758	1,823	1,870	People aged 85 and over unable to manage at least one activity on their own	3,560	3,780	4,035	<b>Total population aged 65 and over unable to manage at least one activity on their own</b>	<b>9,516</b>	<b>10,002</b>
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<b>Not known</b>	<b>Race / Ethnicity</b>																			
<b>POPPI/PANSI</b>	<p><b>Disability</b>  Housing adaptations will support disabled people with conditions such as stroke or MS which impacts on their mobility to live more independent lives.  However, they will also be suitable for people who have a mobility issues because of frailty.  Approximately twice as many older people will have a stroke when compared to those aged under 65. However the combined numbers are just under 2,000 for Barnet in 2014 and on the rise.  For adults, the incidence of disability which mean that tasks can only be performed with difficulty or with help, increases with age</p> <table border="1"> <thead> <tr> <th><b>Age range</b></th> <th><b>% moderate</b></th> <th><b>% serious</b></th> </tr> </thead> <tbody> <tr> <td>18-24</td> <td>4.1</td> <td>0.8</td> </tr> <tr> <td>25-34</td> <td>4.2</td> <td>0.4</td> </tr> <tr> <td>35-44</td> <td>5.6</td> <td>1.7</td> </tr> <tr> <td>45-54</td> <td>9.7</td> <td>2.7</td> </tr> <tr> <td>55-64</td> <td>14.9</td> <td>5.8</td> </tr> </tbody> </table> <p>This means that older adults will be more likely to receive an adaptation as a result of a physical disability.</p>	<b>Age range</b>	<b>% moderate</b>	<b>% serious</b>	18-24	4.1	0.8	25-34	4.2	0.4	35-44	5.6	1.7	45-54	9.7	2.7	55-64	14.9	5.8	
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<b>Not known</b>	<b>Gender Reassignment</b>																			
<b>Not known</b>	<b>Sexual orientation</b>																			
<b>Not known</b>	<b>Religion or belief</b>																			
<b>Not known</b>	<b>Pregnancy and maternity (including teenage parents)</b>																			
	<b>Marriage / Civil Partnership</b>																			

<b>Will the project, service change or new policy have any impact on any <u>other groups</u> not listed above?</b>	No	
<b>Has any adverse impact or potential discrimination been identified for any group/s?</b>	No	
<b>Have any negative impacts been identified which <u>cannot</u> be removed or reduced?</b>	No	
<b>Have residents/service users who will be affected by the proposal been consulted? How have any comments influenced the final proposal?</b>	No – this is planned as part of next steps	
<b>Does the project, service change or new policy appear to favour or have benefits exclusively for one section of the community?</b>	Yes	Disabled people. The service is targeted at disabled people who have a requirement for a housing adaptation to enable them to live their lives to the full.

**Initial Equality Analysis (EIA)  
Resident/Service User  
EIA 5(relates to ASC savings R7)  
Personal Assistants**

<b>1. Details of function, policy, procedure or service:</b>	
<b>Title of what is being assessed:</b>	Personal Assistants
<b>Is it a new or revised function, policy, procedure or service?</b>	Service
<b>Department and Section:</b>	Adults and Communities
<b>Date assessment completed:</b>	04/12/15
<b>2. Names and roles of people completing this assessment:</b>	
<b>Lead officer:</b>	Priya Bhudia
<b>Other groups:</b>	
<b>3. Employee Profile of the Project</b>	
<b>Will the proposal affect employees?</b> <i>If no please explain why. If yes, please seek assistance from HR to complete the employee EIA.</i>	<b>YES/ NO</b> This is a service that will be commissioned by LBB.

**How are the following equality strands affected?** Please detail the effect on each equality strand, and any mitigating action you have taken / required. Please include any relevant data. If you do not have relevant data please explain why / plans to capture data

Equality Strand	Affected?	Explain how affected	Indicate what action has been taken / or is planned to mitigate impact?																		
<p>1. Age</p>	<p>Yes <input checked="" type="checkbox"/></p> <p>No <input type="checkbox"/></p>	<p>More than half the adults in ASC are older adults and this service will support them to have choice and control over their care and remain in their own homes for as long as possible.</p> <p>Breakdown of Age – Numbers and Proportion of Total Population</p> <table border="1" data-bbox="616 574 1736 726"> <thead> <tr> <th data-bbox="616 574 1131 646">Age</th> <th colspan="2" data-bbox="1131 574 1444 646">Equalities Data Dashboard 9/9/15</th> <th colspan="2" data-bbox="1444 574 1736 646">Client breakdown SWIFT 14/10/15</th> </tr> </thead> <tbody> <tr> <td data-bbox="616 646 1131 686">65+</td> <td data-bbox="1131 646 1444 686">51,576</td> <td data-bbox="1444 646 1579 686">14%</td> <td data-bbox="1444 646 1579 686">3039</td> <td data-bbox="1579 646 1736 686">60.48%</td> </tr> <tr> <td data-bbox="616 686 1131 726">Under 65</td> <td data-bbox="1131 686 1444 726">315,690</td> <td data-bbox="1444 686 1579 726">86%</td> <td data-bbox="1444 686 1579 726">1986</td> <td data-bbox="1579 686 1736 726">39.52%</td> </tr> </tbody> </table>	Age	Equalities Data Dashboard 9/9/15		Client breakdown SWIFT 14/10/15		65+	51,576	14%	3039	60.48%	Under 65	315,690	86%	1986	39.52%	<p>Ensure all clients are well informed at the beginning and continue to support them throughout the process.</p>			
Age	Equalities Data Dashboard 9/9/15		Client breakdown SWIFT 14/10/15																		
65+	51,576	14%	3039	60.48%																	
Under 65	315,690	86%	1986	39.52%																	
<p>2. Disability</p>	<p>Yes <input type="checkbox"/></p> <p>No <input checked="" type="checkbox"/></p>	<p>There is no foreseen impact of this service to clients considered to have a disability. The proportion of Barnet’s population who are using one or more service targeted for people with disabilities shows a significant proportion of the population but this service is not anticipated to impact clients based on this characteristic.</p> <p>Barnet population predicted to have a disability – Numbers and Proportion of Total Population</p> <table border="1" data-bbox="616 1037 1736 1220"> <thead> <tr> <th data-bbox="616 1037 1131 1077">Category</th> <th colspan="2" data-bbox="1131 1037 1736 1077">Barnet Members Dashboard 11/11/15</th> </tr> </thead> <tbody> <tr> <td data-bbox="616 1077 1131 1117">Physical Health</td> <td data-bbox="1131 1077 1444 1117">81,652</td> <td data-bbox="1444 1077 1736 1117">46.48%</td> </tr> <tr> <td data-bbox="616 1117 1131 1157">Mental Health</td> <td data-bbox="1131 1117 1444 1157">62,032</td> <td data-bbox="1444 1117 1736 1157">35.31%</td> </tr> <tr> <td data-bbox="616 1157 1131 1197">Substance Misuse</td> <td data-bbox="1131 1157 1444 1197">22,092</td> <td data-bbox="1444 1157 1736 1197">12.58%</td> </tr> <tr> <td data-bbox="616 1197 1131 1220">Learning Disability</td> <td data-bbox="1131 1197 1444 1220">9,894</td> <td data-bbox="1444 1197 1736 1220">5.63%</td> </tr> </tbody> </table> <p>Barnet population who are using one or more services targeted for people with disabilities in 2014. Each service user is assigned to the category considered most relevant, although it is possible for one person to have more than one disability – Numbers and Proportion of Total Population.</p> <table border="1" data-bbox="616 1412 1736 1452"> <thead> <tr> <th data-bbox="616 1412 1131 1452">Category</th> <th colspan="2" data-bbox="1131 1412 1736 1452">Barnet Members Dashboard 11/11/15</th> </tr> </thead> </table>	Category	Barnet Members Dashboard 11/11/15		Physical Health	81,652	46.48%	Mental Health	62,032	35.31%	Substance Misuse	22,092	12.58%	Learning Disability	9,894	5.63%	Category	Barnet Members Dashboard 11/11/15		
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6. Religion or belief

Yes   
 No

There is a diverse mix of religion and/ or belief in Barnet. This service is not likely to impact clients based on this characteristic.

Residential breakdown of religion – Numbers and Proportion of Total Population.

Area	Equalities Data Dashboard 9/9/15		Client breakdown SWIFT 14/10/15	
Christian	146,866	41.21%	948	18.87%
No religion	57,297	16.08%	558	11.10%
Jewish	54,084	15.18%	908	18.07%
Muslim	36,744	10.31%	307	6.11%
Religion not stated	29,917	8.39%	541	10.77%
Hindu	21,924	6.15%	283	5.63%
Buddhist	4,521	1.27%	28	0.56%
Other religion	3,764	1.06%	5	0.10%
Sikh	1,269	0.36%	16	0.32%
Church Of England			562	11.18%
Roman Catholic			439	8.74%
Information Refused			148	2.95%
Greek Orthodox			104	2.07%
Methodist			30	0.60%
Atheist			19	0.38%
Jain			19	0.38%
Jehovah Witness			18	0.36%
Agnostic			16	0.32%
Catholic Apostolic Church			14	0.28%
Ismaili Muslim			14	0.28%
Baptist			7	0.14%
Orthodox Church			6	0.12%
Pentecostal			6	0.12%
Anglican			5	0.10%
Adventist			4	0.08%
Church Of Ireland			3	0.06%
Zowastrian			3	0.06%
Humanist			2	0.04%
Pagan			2	0.04%
Quaker			2	0.04%
Rastafarian			2	0.04%

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7. Gender / sex	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	<p>No foreseen impact to clients based on their gender or sex.</p> <p>Residential breakdown of Gender – Numbers and Proportion of Total Population.</p> <table border="1"> <thead> <tr> <th>Gender</th> <th colspan="2">Equalities Data Dashboard 9/9/15</th> <th colspan="2">Client breakdown SWIFT 14/10/15</th> </tr> </thead> <tbody> <tr> <td>Female</td> <td>187,685</td> <td>51.10%</td> <td>3,030</td> <td>60.30%</td> </tr> <tr> <td>Male</td> <td>179,580</td> <td>48.90%</td> <td>1,986</td> <td>39.52%</td> </tr> <tr> <td>Unknown</td> <td></td> <td></td> <td>9</td> <td>0.18%</td> </tr> </tbody> </table>	Gender	Equalities Data Dashboard 9/9/15		Client breakdown SWIFT 14/10/15		Female	187,685	51.10%	3,030	60.30%	Male	179,580	48.90%	1,986	39.52%	Unknown			9	0.18%		
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8. Sexual orientation	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	<p>No foreseen impact to clients based on their sexual orientation.</p> <p>See 9. Same sex civil partnerships give an indicator of homosexual relationships.</p>																						
9. Marital Status	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	<p>No foreseen impact to clients based on their marital status.</p> <p>Residential marital status breakdown – Numbers and Proportion of Total Population.</p> <table border="1"> <thead> <tr> <th>Area</th> <th colspan="2">Equalities Data Dashboard 9/9/15</th> </tr> </thead> <tbody> <tr> <td>Single (never married or never registered a same-sex civil partnership)</td> <td>36,679</td> <td>26.99%</td> </tr> <tr> <td>Married</td> <td>64,204</td> <td>47.24%</td> </tr> <tr> <td>In a registered same-sex civil partnership</td> <td>300</td> <td>0.22%</td> </tr> <tr> <td>Separated (but still legally married or still legally in a same-sex civil partnership)</td> <td>6,216</td> <td>4.57%</td> </tr> <tr> <td>Divorced or formerly in a same-sex civil partnership which is now legally dissolved</td> <td>15,859</td> <td>11.67%</td> </tr> <tr> <td>Widowed or surviving partner from a same-sex civil partnership</td> <td>12,658</td> <td>9.31%</td> </tr> </tbody> </table>	Area	Equalities Data Dashboard 9/9/15		Single (never married or never registered a same-sex civil partnership)	36,679	26.99%	Married	64,204	47.24%	In a registered same-sex civil partnership	300	0.22%	Separated (but still legally married or still legally in a same-sex civil partnership)	6,216	4.57%	Divorced or formerly in a same-sex civil partnership which is now legally dissolved	15,859	11.67%	Widowed or surviving partner from a same-sex civil partnership	12,658	9.31%	
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<b>10.</b> Other key groups?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	See below	
<i>Carers</i>	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	This service may have a positive impact on young carers as it offers an alternative for cared for adults.	
<i>People with mental health issues</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	No foreseen impact to clients with mental health issues.	
<i>Some families and lone parents</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	No foreseen impact to clients with families or lone parents	
<i>People with a low income</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	No foreseen impact to clients on low incomes	
<i>Unemployed people</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	No foreseen impact to unemployed clients	
<i>Young people not in employment education or training</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	No foreseen impact to young clients not in education or training	

**5. Please outline what data sources, measures and methods could be designed to monitor the impact of the new policy or service, the achievement of intended outcomes and the identification of any unintended or adverse impact?**

*Include how frequently monitoring could be conducted and who will be made aware of the analysis and outcomes*

Data about service uptake will be collected when the service commences. This will allow analysis of impact as the service is reviewed.

**6. Initial Assessment of Overall Impact**

Positive Impact  <input checked="" type="checkbox"/>	Negative Impact or Impact Not Known <sup>1</sup>  <input type="checkbox"/>	No Impact  <input type="checkbox"/>
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**7. Scale of Impact**

Positive impact:  Minimal <input checked="" type="checkbox"/> Significant <input type="checkbox"/>	Negative Impact or Impact Not Known  Minimal <input type="checkbox"/> Significant <input type="checkbox"/>	
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**8. Outcome**

No change to decision  <input checked="" type="checkbox"/>	Adjustment needed to decision  <input type="checkbox"/>	Continue with decision <i>(despite adverse impact / missed opportunity)</i>  <input type="checkbox"/>	If significant negative impact - Stop / rethink  <input type="checkbox"/>
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**9. Please give a full explanation for how the initial assessment and outcome was decided.**

The evidence gathered from service design and commissioning was pulled together to inform the assessment and eventual outcome.

<sup>1</sup> 'Impact Not Known' – tick this box if there is no up-to-date data or information to show the effects or outcomes of the function, policy, procedure or service on all of the equality strands.

**Initial Equality Analysis (EIA)  
Resident/Service User  
EIA 6 (relates to ASC saving R8)  
Support for Working Age Adults**

<b>1. Details of function, policy, procedure or service:</b>	
<b>Title of what is being assessed:</b>	Working age adults
<b>Is it a new or revised function, policy, procedure or service?</b>	<b>Function</b>
<b>Department and Section:</b>	Adults and Communities
<b>Date assessment completed:</b>	04/12/15
<b>2. Names and roles of people completing this assessment:</b>	
<b>Lead officer:</b>	Priya Bhudia
<b>Other groups:</b>	
<b>3. Employee Profile of the Project</b>	
<p><b>Will the proposal affect employees?</b> <i>If no please explain why. If yes, please seek assistance from HR to complete the employee EIA.</i></p>	<p><b>YES/ NO</b> <b>This proposal concerns ongoing work to review the support provided to working age adults to ensure it is person centred and enables as much independence as possible.</b></p>

**How are the following equality strands affected?** Please detail the effect on each equality strand, and any mitigating action you have taken / required. Please include any relevant data. If you do not have relevant data please explain why / plans to capture data

Equality Strand	Affected?	Explain how affected	Indicate what action has been taken / or is planned to mitigate impact?																																	
1. Age	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	This work is focused on adults of working age receiving social care support. Other projects / work is focused on older adults.																																		
2. Disability	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	<p>The proportion of Barnet’s population who are using one or more service targeted for people with disabilities shows a significant proportion of the population but this function is anticipated to impact clients positively by focusing on improved independence. For example, it will develop a pathway into employment that would have been limited or restricted otherwise.</p> <p>Barnet population predicted to have a disability – Numbers and Proportion of Total Population</p> <table border="1" data-bbox="622 852 1736 1038"> <thead> <tr> <th>Category</th> <th colspan="2">Barnet Members Dashboard 11/11/15</th> </tr> </thead> <tbody> <tr> <td>Physical Health</td> <td>81,652</td> <td>46.48%</td> </tr> <tr> <td>Mental Health</td> <td>62,032</td> <td>35.31%</td> </tr> <tr> <td>Substance Misuse</td> <td>22,092</td> <td>12.58%</td> </tr> <tr> <td>Learning Disability</td> <td>9,894</td> <td>5.63%</td> </tr> </tbody> </table> <p>Barnet population who are using one or more services targeted for people with disabilities in 2014. Each service user is assigned to the category considered most relevant, although it is possible for one person to have more than one disability – Numbers and Proportion of Total Population.</p> <table border="1" data-bbox="622 1225 1736 1444"> <thead> <tr> <th>Category</th> <th colspan="2">Barnet Members Dashboard 11/11/15</th> </tr> </thead> <tbody> <tr> <td>Physical Health</td> <td>4,564</td> <td>61.34%</td> </tr> <tr> <td>Mental Health</td> <td>1,802</td> <td>24.22%</td> </tr> <tr> <td>Learning Disability</td> <td>870</td> <td>11.69%</td> </tr> <tr> <td>Other Vulnerable People</td> <td>171</td> <td>2.30%</td> </tr> <tr> <td>Substance Misuse</td> <td>33</td> <td>0.44%</td> </tr> </tbody> </table>	Category	Barnet Members Dashboard 11/11/15		Physical Health	81,652	46.48%	Mental Health	62,032	35.31%	Substance Misuse	22,092	12.58%	Learning Disability	9,894	5.63%	Category	Barnet Members Dashboard 11/11/15		Physical Health	4,564	61.34%	Mental Health	1,802	24.22%	Learning Disability	870	11.69%	Other Vulnerable People	171	2.30%	Substance Misuse	33	0.44%	
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It is not anticipated that this service will disadvantage any particular client based on their ethnicity or race.</p> <p>Ethnic Group - Numbers and Proportion of Total Population</p> <table border="1" data-bbox="618 437 1738 1233"> <thead> <tr> <th data-bbox="618 437 1137 512">Ethnicity</th> <th colspan="2" data-bbox="1137 437 1435 512">Equalities Data Dashboard 9/9/15</th> <th colspan="2" data-bbox="1435 437 1738 512">Client breakdown SWIFT 14/10/15</th> </tr> </thead> <tbody> <tr><td data-bbox="618 512 1137 547">White British</td><td data-bbox="1137 512 1256 547">2,622</td><td data-bbox="1256 512 1435 547">52.18%</td><td data-bbox="1435 512 1554 547">2,622</td><td data-bbox="1554 512 1738 547">52.18%</td></tr> <tr><td data-bbox="618 547 1137 582">White Other</td><td data-bbox="1137 547 1256 582">766</td><td data-bbox="1256 547 1435 582">15.24%</td><td data-bbox="1435 547 1554 582">766</td><td data-bbox="1554 547 1738 582">15.24%</td></tr> <tr><td data-bbox="618 582 1137 617">Asian/Asian British Indian</td><td data-bbox="1137 582 1256 617">377</td><td data-bbox="1256 582 1435 617">7.50%</td><td data-bbox="1435 582 1554 617">377</td><td data-bbox="1554 582 1738 617">7.50%</td></tr> <tr><td data-bbox="618 617 1137 652">Any Other Ethnic Group</td><td data-bbox="1137 617 1256 652">283</td><td data-bbox="1256 617 1435 652">5.63%</td><td data-bbox="1435 617 1554 652">283</td><td data-bbox="1554 617 1738 652">5.63%</td></tr> <tr><td data-bbox="618 652 1137 687">Black/Black British African</td><td data-bbox="1137 652 1256 687">184</td><td data-bbox="1256 652 1435 687">3.66%</td><td data-bbox="1435 652 1554 687">184</td><td data-bbox="1554 652 1738 687">3.66%</td></tr> <tr><td data-bbox="618 687 1137 722">White Irish</td><td data-bbox="1137 687 1256 722">151</td><td data-bbox="1256 687 1435 722">3.00%</td><td data-bbox="1435 687 1554 722">151</td><td data-bbox="1554 687 1738 722">3.00%</td></tr> <tr><td data-bbox="618 722 1137 758">Asian/Asian British Other</td><td data-bbox="1137 722 1256 758">134</td><td data-bbox="1256 722 1435 758">2.67%</td><td data-bbox="1435 722 1554 758">134</td><td data-bbox="1554 722 1738 758">2.67%</td></tr> <tr><td data-bbox="618 758 1137 793">Black/Black British Caribbean</td><td data-bbox="1137 758 1256 793">124</td><td data-bbox="1256 758 1435 793">2.47%</td><td data-bbox="1435 758 1554 793">124</td><td data-bbox="1554 758 1738 793">2.47%</td></tr> <tr><td data-bbox="618 793 1137 828">Black/Black British Other</td><td data-bbox="1137 793 1256 828">74</td><td data-bbox="1256 793 1435 828">1.47%</td><td data-bbox="1435 793 1554 828">74</td><td data-bbox="1554 793 1738 828">1.47%</td></tr> <tr><td data-bbox="618 828 1137 863">Refused</td><td data-bbox="1137 828 1256 863">64</td><td data-bbox="1256 828 1435 863">1.27%</td><td data-bbox="1435 828 1554 863">64</td><td data-bbox="1554 828 1738 863">1.27%</td></tr> <tr><td data-bbox="618 863 1137 898">Not Recorded</td><td data-bbox="1137 863 1256 898">58</td><td data-bbox="1256 863 1435 898">1.15%</td><td data-bbox="1435 863 1554 898">58</td><td data-bbox="1554 863 1738 898">1.15%</td></tr> <tr><td data-bbox="618 898 1137 933">Asian/Asian British Pakistani</td><td data-bbox="1137 898 1256 933">57</td><td data-bbox="1256 898 1435 933">1.13%</td><td data-bbox="1435 898 1554 933">57</td><td data-bbox="1554 898 1738 933">1.13%</td></tr> <tr><td data-bbox="618 933 1137 968">Mixed Other</td><td data-bbox="1137 933 1256 968">32</td><td data-bbox="1256 933 1435 968">0.64%</td><td data-bbox="1435 933 1554 968">32</td><td data-bbox="1554 933 1738 968">0.64%</td></tr> <tr><td data-bbox="618 968 1137 1003">Chinese</td><td data-bbox="1137 968 1256 1003">27</td><td data-bbox="1256 968 1435 1003">0.54%</td><td data-bbox="1435 968 1554 1003">27</td><td data-bbox="1554 968 1738 1003">0.54%</td></tr> <tr><td data-bbox="618 1003 1137 1038">Asian/Asian British Bangladeshi</td><td data-bbox="1137 1003 1256 1038">20</td><td data-bbox="1256 1003 1435 1038">0.40%</td><td data-bbox="1435 1003 1554 1038">20</td><td data-bbox="1554 1003 1738 1038">0.40%</td></tr> <tr><td data-bbox="618 1038 1137 1074">Mixed White &amp; Asian</td><td data-bbox="1137 1038 1256 1074">16</td><td data-bbox="1256 1038 1435 1074">0.32%</td><td data-bbox="1435 1038 1554 1074">16</td><td data-bbox="1554 1038 1738 1074">0.32%</td></tr> <tr><td data-bbox="618 1074 1137 1109">Mixed White &amp; Black Caribbean</td><td data-bbox="1137 1074 1256 1109">12</td><td data-bbox="1256 1074 1435 1109">0.24%</td><td data-bbox="1435 1074 1554 1109">12</td><td data-bbox="1554 1074 1738 1109">0.24%</td></tr> <tr><td data-bbox="618 1109 1137 1144">Mixed White &amp; Black African</td><td data-bbox="1137 1109 1256 1144">11</td><td data-bbox="1256 1109 1435 1144">0.22%</td><td data-bbox="1435 1109 1554 1144">11</td><td data-bbox="1554 1109 1738 1144">0.22%</td></tr> <tr><td data-bbox="618 1144 1137 1179">Not Stated</td><td data-bbox="1137 1144 1256 1179">8</td><td data-bbox="1256 1144 1435 1179">0.16%</td><td data-bbox="1435 1144 1554 1179">8</td><td data-bbox="1554 1144 1738 1179">0.16%</td></tr> <tr><td data-bbox="618 1179 1137 1214">Arab</td><td data-bbox="1137 1179 1256 1214">5</td><td data-bbox="1256 1179 1435 1214">0.10%</td><td data-bbox="1435 1179 1554 1214">5</td><td data-bbox="1554 1179 1738 1214">0.10%</td></tr> </tbody> </table>	Ethnicity	Equalities Data Dashboard 9/9/15		Client breakdown SWIFT 14/10/15		White British	2,622	52.18%	2,622	52.18%	White Other	766	15.24%	766	15.24%	Asian/Asian British Indian	377	7.50%	377	7.50%	Any Other Ethnic Group	283	5.63%	283	5.63%	Black/Black British African	184	3.66%	184	3.66%	White Irish	151	3.00%	151	3.00%	Asian/Asian British Other	134	2.67%	134	2.67%	Black/Black British Caribbean	124	2.47%	124	2.47%	Black/Black British Other	74	1.47%	74	1.47%	Refused	64	1.27%	64	1.27%	Not Recorded	58	1.15%	58	1.15%	Asian/Asian British Pakistani	57	1.13%	57	1.13%	Mixed Other	32	0.64%	32	0.64%	Chinese	27	0.54%	27	0.54%	Asian/Asian British Bangladeshi	20	0.40%	20	0.40%	Mixed White & Asian	16	0.32%	16	0.32%	Mixed White & Black Caribbean	12	0.24%	12	0.24%	Mixed White & Black African	11	0.22%	11	0.22%	Not Stated	8	0.16%	8	0.16%	Arab	5	0.10%	5	0.10%	
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6. Religion or belief	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	<p>There is a diverse mix of religion and/ or belief in Barnet. This service is not likely to impact clients based on this characteristic.</p> <p>Residential breakdown of religion – Numbers and Proportion of Total Population.</p> <table border="1" data-bbox="618 1433 1738 1481"> <thead> <tr> <th data-bbox="618 1433 1106 1481">Area</th> <th data-bbox="1106 1433 1420 1481">Equalities Data</th> <th data-bbox="1420 1433 1738 1481">Client breakdown</th> </tr> </thead> </table>	Area	Equalities Data	Client breakdown																																																																																																							
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	Dashboard 9/9/15		SWIFT 14/10/15	
Christian	146,866	41.21%	948	18.87%
No religion	57,297	16.08%	558	11.10%
Jewish	54,084	15.18%	908	18.07%
Muslim	36,744	10.31%	307	6.11%
Religion not stated	29,917	8.39%	541	10.77%
Hindu	21,924	6.15%	283	5.63%
Buddhist	4,521	1.27%	28	0.56%
Other religion	3,764	1.06%	5	0.10%
Sikh	1,269	0.36%	16	0.32%
Church Of England			562	11.18%
Roman Catholic			439	8.74%
Information Refused			148	2.95%
Greek Orthodox			104	2.07%
Methodist			30	0.60%
Atheist			19	0.38%
Jain			19	0.38%
Jehovah Witness			18	0.36%
Agnostic			16	0.32%
Catholic Apostolic Church			14	0.28%
Ismaili Muslim			14	0.28%
Baptist			7	0.14%
Orthodox Church			6	0.12%
Pentecostal			6	0.12%
Anglican			5	0.10%
Adventist			4	0.08%
Church Of Ireland			3	0.06%
Zowastrian			3	0.06%
Humanist			2	0.04%
Pagan			2	0.04%
Quaker			2	0.04%
Rastafarian			2	0.04%
African Methodist			1	0.02%
Ancestor Worship			1	0.02%
Arian Catholic			1	0.02%
Kabbalah			1	0.02%
Scientologist			1	0.02%
Spiritualist			1	0.02%



<p><b>7. Gender / sex</b></p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p>	<p>No foreseen impact to clients based on their gender or sex.</p> <p>Residential breakdown of Gender – Numbers and Proportion of Total Population.</p> <table border="1" data-bbox="618 256 1738 440"> <thead> <tr> <th data-bbox="618 256 1137 331">Gender</th> <th colspan="2" data-bbox="1137 256 1435 331">Equalities Data Dashboard 9/9/15</th> <th colspan="2" data-bbox="1435 256 1738 331">Client breakdown SWIFT 14/10/15</th> </tr> </thead> <tbody> <tr> <td data-bbox="618 331 1137 368">Female</td> <td data-bbox="1137 331 1272 368">187,685</td> <td data-bbox="1272 331 1435 368">51.10%</td> <td data-bbox="1435 331 1570 368">3,030</td> <td data-bbox="1570 331 1738 368">60.30%</td> </tr> <tr> <td data-bbox="618 368 1137 405">Male</td> <td data-bbox="1137 368 1272 405">179,580</td> <td data-bbox="1272 368 1435 405">48.90%</td> <td data-bbox="1435 368 1570 405">1,986</td> <td data-bbox="1570 368 1738 405">39.52%</td> </tr> <tr> <td data-bbox="618 405 1137 440">Unknown</td> <td data-bbox="1137 405 1272 440"></td> <td data-bbox="1272 405 1435 440"></td> <td data-bbox="1435 405 1570 440">9</td> <td data-bbox="1570 405 1738 440">0.18%</td> </tr> </tbody> </table>	Gender	Equalities Data Dashboard 9/9/15		Client breakdown SWIFT 14/10/15		Female	187,685	51.10%	3,030	60.30%	Male	179,580	48.90%	1,986	39.52%	Unknown			9	0.18%		
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Unknown			9	0.18%																			
<p><b>8. Sexual orientation</b></p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p>	<p>No foreseen impact to clients based on their sexual orientation.</p> <p>See 9. Same sex civil partnerships give an indicator of homosexual relationships.</p>																						
<p><b>9. Marital Status</b></p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p>	<p>No foreseen impact to clients based on their marital status.</p> <p>Residential marital status breakdown – Numbers and Proportion of Total Population.</p> <table border="1" data-bbox="618 775 1738 1198"> <thead> <tr> <th data-bbox="618 775 1435 847">Area</th> <th colspan="2" data-bbox="1435 775 1738 847">Equalities Data Dashboard 9/9/15</th> </tr> </thead> <tbody> <tr> <td data-bbox="618 847 1435 919">Single (never married or never registered a same-sex civil partnership)</td> <td data-bbox="1435 847 1570 919">36,679</td> <td data-bbox="1570 847 1738 919">26.99%</td> </tr> <tr> <td data-bbox="618 919 1435 956">Married</td> <td data-bbox="1435 919 1570 956">64,204</td> <td data-bbox="1570 919 1738 956">47.24%</td> </tr> <tr> <td data-bbox="618 956 1435 992">In a registered same-sex civil partnership</td> <td data-bbox="1435 956 1570 992">300</td> <td data-bbox="1570 956 1738 992">0.22%</td> </tr> <tr> <td data-bbox="618 992 1435 1064">Separated (but still legally married or still legally in a same-sex civil partnership)</td> <td data-bbox="1435 992 1570 1064">6,216</td> <td data-bbox="1570 992 1738 1064">4.57%</td> </tr> <tr> <td data-bbox="618 1064 1435 1136">Divorced or formerly in a same-sex civil partnership which is now legally dissolved</td> <td data-bbox="1435 1064 1570 1136">15,859</td> <td data-bbox="1570 1064 1738 1136">11.67%</td> </tr> <tr> <td data-bbox="618 1136 1435 1198">Widowed or surviving partner from a same-sex civil partnership</td> <td data-bbox="1435 1136 1570 1198">12,658</td> <td data-bbox="1570 1136 1738 1198">9.31%</td> </tr> </tbody> </table>	Area	Equalities Data Dashboard 9/9/15		Single (never married or never registered a same-sex civil partnership)	36,679	26.99%	Married	64,204	47.24%	In a registered same-sex civil partnership	300	0.22%	Separated (but still legally married or still legally in a same-sex civil partnership)	6,216	4.57%	Divorced or formerly in a same-sex civil partnership which is now legally dissolved	15,859	11.67%	Widowed or surviving partner from a same-sex civil partnership	12,658	9.31%	
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<p><b>10. Other key groups?</b></p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p><i>Carers</i></p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p><i>People with mental</i></p> <p>Yes <input type="checkbox"/></p>	<p>See below</p> <p>No foreseen impact to clients who are young or adult carers</p> <p>No foreseen impact to clients with mental health issues.</p>																						

<i>health issues</i>	No	<input checked="" type="checkbox"/>	
<i>Some families and lone parents</i>	Yes	<input type="checkbox"/>	No foreseen impact to clients with families or lone parents
	No	<input checked="" type="checkbox"/>	
<i>People with a low income</i>	Yes	<input type="checkbox"/>	No foreseen impact to clients on low incomes
	No	<input checked="" type="checkbox"/>	
<i>Unemployed people</i>	Yes	<input type="checkbox"/>	No foreseen impact to unemployed clients
	No	<input checked="" type="checkbox"/>	
<i>Young people not in employment education or training</i>	Yes	<input type="checkbox"/>	No foreseen impact to young clients not in education or training
	No	<input checked="" type="checkbox"/>	

**5. Please outline what data sources, measures and methods could be designed to monitor the impact of the new policy or service, the achievement of intended outcomes and the identification of any unintended or adverse impact?**

*Include how frequently monitoring could be conducted and who will be made aware of the analysis and outcomes*

Data about the following is already collected and monitored on a regular basis:

- 
- Employment rates
- Stable accommodation rates
- Types of service provided
- Satisfaction rates
- Assessment and review volumes

If there is any unexpected change in these metrics, it will be investigated.

**6. Initial Assessment of Overall Impact**

Positive Impact  <input checked="" type="checkbox"/>	Negative Impact or Impact Not Known <sup>1</sup>  <input type="checkbox"/>	No Impact  <input type="checkbox"/>
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**7. Scale of Impact**

Positive impact:  Minimal <input checked="" type="checkbox"/> Significant <input type="checkbox"/>	Negative Impact or Impact Not Known  Minimal <input type="checkbox"/> Significant <input type="checkbox"/>	
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**8. Outcome**

No change to decision  <input checked="" type="checkbox"/>	Adjustment needed to decision  <input type="checkbox"/>	Continue with decision <i>(despite adverse impact / missed opportunity)</i>  <input type="checkbox"/>	If significant negative impact - Stop / rethink  <input type="checkbox"/>
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**9. Please give a full explanation for how the initial assessment and outcome was decided. .**

The different strands of work being undertaken have been considered carefully to inform this analysis.

<sup>1</sup> 'Impact Not Known' – tick this box if there is no up-to-date data or information to show the effects or outcomes of the function, policy, procedure or service on all of the equality strands.

**Adults and Communities  
Equalities Impact Assessment  
EIA 7 (relates to ASC saving R10)  
Removal of subsidy from Home Meals**

<b>1. Details of function, policy, procedure or service:</b>	
<i>Title of what is being assessed:</i> <b>Proposal to de-commission home meals service in Barnet</b>	
<i>Is it a new or revised function, policy, procedure or service?</i> <b>Revised</b>	
<i>Department and Section:</i> <b>Joint Commissioning Unit, Commissioning Group</b>	
<i>Date assessment completed:</i> <b>October 2015</b>	
<b>2. Names and roles of officers completing this assessment:</b>	
Lead officer	<b>Amisha Lall / Rodney D’Costa</b>
Stakeholder groups	
Representative from internal stakeholders	
Representative from external stakeholders	
AC Equalities Network rep	
Performance Management rep	
HR rep (for employment related issues)	

### 3. Full description of function, policy, procedure or service:

#### SUMMARY

There are 157 people receiving a home meals service of which:

- 57% are older people aged 85 and over and this group will be negatively impacted.
- 50% (79 people out of 157 people) are classified as people with 'physical disability – frailty' and this group are likely to be negatively impacted.
- In relation to Ethnicity 79% of 157 service users are white (including white British and Irish). There are few service users (13%) of BME backgrounds. However any changes or withdrawal of service will have an impact on customers from minority ethnic backgrounds.
- Jewish people who receive the home meals service are over represented compared to Barnet's overall Jewish population which accounts for 18% of the population. Therefore there will be a negative impact on this group.
- 68% of service users are female; while the majority of recipients are female, there will be no disproportionate on them. People will not be affected any differently from other groups by virtue of their gender / sex.
- Carers of those receiving the service will be impacted by the proposed change. It may result in an increase in their responsibility for their cared for.
- A public consultation was held between August 2015 and September 2015 and also service users (153 out of 157) have had face to face reviews to ascertain their level of need and identify if there are alternative options for home meals available for service users, if the proposal to not have the service is agreed. Details of the findings can be found in part 16 of this report.
- The public consultation and feedback from the reviews suggest that people are not in favour of the proposal. Furthermore the EIA has demonstrated that if the proposal to not have a home meals service in the future is agreed, it will have a negative impact for some, mitigated by support from the Council to help customers find suitable alternatives. Where there is an assessed need the Council will continue to fulfil its duty under the Care Act 2014.

## **Background**

Home meals (sometimes also referred to as “meals-on-wheels”) are provided to eligible service users by Sodexo on behalf of Adults and Communities Delivery Unit. The current contract with Sodexo commenced 1 April 2011 and, following a one-year extension, expires 31 March 2016. This presents the Council with an opportunity to review its current service provision in the context of promoting choice, independence and value for money.

The current home meals provision comprises a home-delivered hot meal to service users across the borough, 7-days a week between 12pm and 2pm. An estimated 50,000 meals are delivered annually (based on 2014-15 data). The range of meals includes standard / vegetarian option, Asian vegetarian / halal, kosher and gluten-free.

The contract also includes a monitoring service i.e. in the event that the service user does not respond to a door call and the delivery driver is unable to contact the individual or their family (depending on what details they have on record), the driver contacts the Council to inform them of a ‘no response’. This triggers the next process for the Council to investigate.

There are 157\* people currently in receipt of home meals. The approximate contract spend in 2014/15 was £465,077 gross and £274,466 net (of client contributions) not including overhead costs relating to invoicing and other accounts receivable tasks. The Council charges service users a flat rate £4.15 per meal on a monthly basis. It is important to note that there has been a long term decrease amongst Barnet service users for the current meals service (this is mirrored in other local authorities generally). This is due to a number of reasons e.g. quality of meals (suggested by anecdotal information) and the availability of other more appropriate services.

*\*As at August 2015 there were 215 people identified as receiving the home meals service. The reduction from 215 people to the current 157 people is due to a recent reconciliation of service users care package details resulting in the records held on the Swift client database being refreshed.*

Although the Council has provided a home meals service over the years, local authorities do not have a statutory duty to provide meals. Councils do have a statutory duty to meet assessed eligible needs and have a duty to safeguard vulnerable adults. This is particularly important at this time where the Council is faced with making substantial savings whilst continuing to fulfil its duty to meet the needs of its residents

## **Needs analysis**

Prior to any recommendations being made about the future of the home meals service the Council undertook a needs analysis of those receiving the home meals service.

The analysis identified that there has been a 52% reduction in service users in receipt of Home Meals, from 326 at the end of 2010/11 to 157 service users in October this year. In addition, we have seen a 15% reduction in the number of meals delivered from 56,802 meals being delivered in 2013-2014 to approximately 48,267 meals being delivered in 2014-2015.

Research also suggested that other local authorities are increasingly moving towards providing alternative and innovative solutions to providing people with access to home meals other than the traditional Home Meals Service, including signposting residents and providing information and advice.

## **Options considered**

As part of this review, Barnet Council has considered a number of options including:

- Option 1 – Continue the service as is and run an OJEU tender to appoint a supplier for community meals
- Option 2 – Stop new enrolments in the service, identify a list of suppliers and publish their details on the Council's website to sign post new residents.
- Option 3 – Home and Community and Enablement care workers to enable individuals to prepare meals.
- Option 4 – Catering team (run by Children's Services on a trading account basis) to prepare the meals and deliver directly or via the transport team.
- Option 5 – Voluntary and community groups prepare and deliver the meals

After careful consideration Barnet Council decided that none of the options above are feasible due to a number of reasons including financial pressures the Council is faced within this time of austerity. We also identified that the traditional home meals service is a less popular choice for people at a time where a wide range of alternative options are available in the community.

## **Our proposal**

We are proposing to no longer provide a home meals delivery service in Barnet. If agreed by Adults and Safeguarding Committee, we would support customers to identify and arrange for alternative options within the community, for example lunch clubs or other catering companies. Our social care team will work with individuals to find innovative and creative solutions to meeting their nutritional needs. This is because increasing numbers of our customers are already choosing alternatives and we want to empower people to make choices that suit them, to stay independent and make the most of appropriate services available in the community.

In exceptional circumstances, Barnet Council will consider support for meals, for example, where service users do not have the means to source or cook a meal.

## **Alternative options for meals available in the community**

There are a range of alternative options available in the community for people to purchase their meals. Should the proposal be agreed, in the future the Council will sign post people to a range of alternative options.

For current service users this means:

- providing information about local cafes and meals services that will provide meal delivery services
- providing information about lunch clubs that individuals could access.
- providing information about companies that will deliver hot or frozen ready meals.
- a full review of individual needs by a social worker.

## **What will happen if the proposal is agreed?**

If the proposal to no longer provide a home meals service in Barnet is agreed by the Adults and Safeguarding Committee in November 2015:

- The Council will not procure a home meals service in the future and there will be no subsidy given to service users for purchasing their own meals
- The current contract with Sodexo will come to a natural end on 31/03/16 and the appropriate exit strategy protocols will be followed
- Service users will be signposted to alternative options in the community, where appropriate

- In exceptional circumstances, Barnet Council will consider support for meals, for example, where service users do not have the means to source or cook a meal. The Council will be able to spot purchase from other companies.

**Key activities completed:**

- 153 service users (out of 157) have had a face to face review between August 2015 and October 2015 to ascertain their level of need and identify other options that may be suitable for them, if the meals service is not provided by LBB.
- Public consultation launched on 3 August 2015 and ended on 30 September 2015
- New referrals to the service have been put on hold since the launch of the consultation; although referrals have been and will continue to be considered under exceptional circumstances for the remaining duration of contract. Whilst there is a hold, all current service users continue to receive their meals service.

**Next steps:**

- Report to the Adults and Safeguarding Committee in November to make a decision



**4. How are the equality strands affected?** *Please detail the effects on each equality strand, and any mitigating action you have taken so far. Please include any relevant data. If you do not have relevant data please explain why.*

Equality Strand	Affected?	Explain how affected	What action has been taken already to mitigate this? What action do you plan to take to mitigate this?																		
1. Age	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p><b>Negative impact</b></p> <p>The majority of the current meals service users are older people aged 65 plus. A breakdown of service users by age is as follows:</p> <p><b>Table 1: Age range of meals service users</b></p> <table border="1" data-bbox="646 840 1021 1680"> <thead> <tr> <th>Age</th> <th>No. of people (out of 157)</th> <th>% of people</th> </tr> </thead> <tbody> <tr> <td>Over age 85</td> <td>90</td> <td>57%</td> </tr> <tr> <td>75 - 84 years old</td> <td>43</td> <td>28%</td> </tr> <tr> <td>65 – 74 years old</td> <td>11</td> <td>7%</td> </tr> <tr> <td>21 to 64 years old</td> <td>13</td> <td>8%</td> </tr> <tr> <td>Total</td> <td>157</td> <td>100%</td> </tr> </tbody> </table> <p>A decision to cease the meals service may also have an adverse impact on carers. .</p>	Age	No. of people (out of 157)	% of people	Over age 85	90	57%	75 - 84 years old	43	28%	65 – 74 years old	11	7%	21 to 64 years old	13	8%	Total	157	100%	<p>153 service users (out of 157) have had a face to face review to ascertain their level of need.</p> <p>Those people who have been assessed as having the potential to be signposted to other provision will be supported appropriately (pending decision from Committee). The Council will consider supporting people under exceptional circumstances.</p> <p>Any issues and concerns have been discussed with service users (and their nominated representative if appropriate) and the Council will closely support service users with their transition to other services (if appropriate).</p> <p>A clear and transparent communications plan will be put in place to support this work pending Committee’s decision.</p>
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<p>2. Disability</p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p><b>Negative impact</b></p> <p>The majority of the current meals service users are older people and people with various health conditions and frailty:</p> <ul style="list-style-type: none"> <li>- 50% (79 people out of 157 people) are classified as people with 'physical disability – frailty'</li> <li>- 18% (28 people out of 157) are classified as people with mental health</li> <li>- 17% (26 people out of 157) are classified as people with physical support – personal care.</li> </ul> <p>A decision to cease the meals service will have an impact on older adults with frailty and it may also have an adverse impact on carers</p>	<p>153 service users (out of 157) have had a face to face review to ascertain their level of need.</p> <p>Those people who have been assessed as having the potential to be signposted to other provision will be supported appropriately (pending decision from Committee). The Council will consider supporting people under exceptional circumstances.</p> <p>Any issues and concerns have been discussed with service users (and their nominated representative if appropriate) and the Council will closely support service users with their transition to other services (if appropriate).</p> <p>A clear and transparent communications plan will be put in place to support this work pending Committee's decision.</p> <p>Individuals will be given information on choice of providers in formats they can understand.</p>
<p>3. Gender reassignment</p>	<p>Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/></p>	<p><b>No impact</b></p> <p>This client group will not be affected any differently from other groups by virtue of their gender re-assignment</p>	<p>N/A</p>
<p>4. Pregnancy and maternity</p>	<p>Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/></p>	<p><b>No impact</b></p> <p>This client group will not be affected any differently from other groups</p>	<p>N/A</p>

<p>5. Race / Ethnicity</p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p><b>Negative impact</b></p> <p>The information about current service users of the home meals service suggests that there are very few users from minority ethnic backgrounds. Mostly the white population are affected. However any changes or withdrawal of service will have an impact on customers from minority ethnic backgrounds</p> <p>A breakdown of people as per their ethnicity is as follows:</p> <p><b>Table 2: Ethnic groups of meals service users</b></p> <table border="1" data-bbox="646 795 1077 1787"> <thead> <tr> <th>Ethnic group</th> <th>No. of people (out of 157)</th> <th>% of people</th> </tr> </thead> <tbody> <tr> <td>White (including White: British, Irish and other):</td> <td>123</td> <td>79%</td> </tr> <tr> <td>Asian (including British Asian:, Bangladeshi, Indian and other)</td> <td>14</td> <td>9%</td> </tr> <tr> <td>Black (including Black British: African, Caribbean and other):</td> <td>7</td> <td>4%</td> </tr> <tr> <td>Other ethnic group</td> <td>5</td> <td>3%</td> </tr> <tr> <td>Mixed other</td> <td>1</td> <td>1%</td> </tr> <tr> <td>No stated / recommended / refused</td> <td>7</td> <td>4%</td> </tr> <tr> <td>Total</td> <td>157</td> <td>100%</td> </tr> </tbody> </table>	Ethnic group	No. of people (out of 157)	% of people	White (including White: British, Irish and other):	123	79%	Asian (including British Asian:, Bangladeshi, Indian and other)	14	9%	Black (including Black British: African, Caribbean and other):	7	4%	Other ethnic group	5	3%	Mixed other	1	1%	No stated / recommended / refused	7	4%	Total	157	100%	<p>153 service users (out of 157) have had a face to face review to ascertain their level of need and issues relating to their ethnicity have been identified with the service user.</p> <p>Those people who have been assessed as having the potential to be signposted to other provision will be supported appropriately (pending decision from Committee).</p> <p>The Council will consider supporting people under exceptional circumstances.</p> <p>Any issues and concerns have been discussed with service users (and their nominated representative if appropriate) and the Council will closely support service users with their transition to other services (if appropriate).</p> <p>A clear and transparent communications plan will be put in place to support this work pending Committee's decision.</p>
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<p><b>6. Religion or belief</b></p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p><b>Negative impact</b></p> <p>People who are receiving culturally specific meals because of their religion or belief will be negatively impacted by the proposal.</p> <p>It has been identified that there will be a significant impact on the Jewish population. Table 3 above has identified that Jewish people who receive the home meals service are over represented compared to Barnet's overall Jewish population which accounts for 15% of the population and 18% of adult social care service users. Therefore there will be a negative impact on this group.</p>	<p>The Council will ensure that the information they provide on providers of meals includes those providers who offer cultural specific meals and providers that can meet the dietary requirements of different community groups and other specialist meals such as vegetarian</p>																		
<p><b>7. Gender / sex</b></p>	<p>Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/></p>	<p><b>No impact</b></p> <p>68% of service users receiving the home meals service are female.</p> <p><b>Table 4: Breakdown of gender of meals service users</b></p> <table border="1"> <thead> <tr> <th>Gender</th> <th>No. of people</th> <th>% of people</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Gender	No. of people	% of people				<p>N/A</p>												
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Male	31%	48													
No response	1%	1													
<b>8. Sexual orientation</b>	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	<p><b>No impact</b></p> <p>While data is not available on service users' sexual orientation, it is not expected that this client group will be affected any differently from other groups by virtue of their sexual orientation.</p>	N/A												
<b>9. Marital Status</b>	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	<p><b>No impact</b></p> <p>This client group will not be affected any differently from other groups by virtue of their marital status</p>	N/A												

<p><b>10. Carers</b> (discriminated by association)</p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p><b>Negative impact</b></p> <p>Carers of those receiving the service will be impacted by the proposed change. It may result in an increase in their responsibility for their cared for.</p>	<p>153 service users (out of 157) have had a face to face review to ascertain their level of need.</p> <p>Those people who have been assessed as having the potential to be signposted to other provision will be supported appropriately (pending decision from Committee). The Council will consider supporting people under exceptional circumstances.</p> <p>Any issues and concerns have been discussed with service users (and their nominated representative if appropriate) and the Council will closely support service users with their transition to other services (if appropriate).</p> <p>The outcome of the reviews has been captured through a questionnaire, details of which are available in the Consultation Report</p> <p>A clear and transparent communications plan will be put in place to support this work pending Committee's decision.</p> <p>Identified carers will be supported through a carer's assessment. They will be signposted to carers support services as appropriate.</p>
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## **5. What are the number, types and severity of disabilities in play in this case?**

As at October 2015 there were 157 service users receiving the home meals service, of which:

- 50% (79 people out of 157 people) are classified as people with 'physical disability – frailty'
- 18% (28 people out of 157) are classified as people with mental health
- 17% (26 people out of 157) are classified as people with physical support – personal care

The people that are most likely to be impacted by the proposal are frail and elderly people.

## **6. What are the actions that could reduce the impact on people with disability?**

- 153 service users (out of 157) have had a face to face review to ascertain their level of need and identify other options that may be suitable for them, if the meals service is not provided by LBB; any issues relating to their disability has been identified with the service user and their nominated representative (where appropriate)
- Those people who have been assessed as having the potential to be signposted to other provision will be supported appropriately (pending decision from Committee). The Council will consider supporting people under exceptional circumstances.
- The Council will closely support service users with their transition to other services (if appropriate).
- The outcomes of the reviews have been captured through a questionnaire, details of which are available in the Consultation Report.
- A clear and transparent communications plan will be put in place to support this work pending Committee's decision.
- Identified carers will be supported through a carer's assessment. They will be signposted to carers support services as appropriate

## **7. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents?**

Satisfaction levels of service users of the current home meals service and their carers may be adversely impacted by the proposal.

Overall feedback through the consultation has not been in favour of the Council's proposal to not have a home meals service in the future, the analysis shows reasons for a recommendation to be made to the Adults and Safeguarding Committee in November, to not provide a home meals service in the future, and instead, signpost people to alternative options available in the community.

Refer to part 16 of this EIA for further details.

## **8. How does the proposal enhance Barnet's reputation as a good place to work and live?**

There could be some external negativity about disinvestment in a home meals service.

It is envisaged that there will be no adverse impact on Barnet's reputation as a good place to work.

There is a small risk that Barnet may be seen as not a good place to live however it is likely this views will be from current meals recipients and potentially their carers, representing a small number in comparison to Barnet's overall population.

Achieving efficiencies in the service may enhance the Councils reputation.

**9. How will members of Barnet's diverse communities feel more confident about the council and the manner in which it conducts its business?**

Achieving efficiencies in the service should enhance the Councils reputation and confidence in the Council.

All current service users have had a face to face review to ascertain current level of need and what is needed if the meals service is not provided by LBB; issues relating to service users' ethnicity will be identified with the service user and their nominated next of kin / carer if appropriate.

The Council will closely support service users with their transition to other services (if appropriate).

**10. What measures and methods have been designed to monitor the application of the policy or service, the achievement of intended outcomes and the identification of any unintended or adverse impact? Include information about the groups of people affected by this proposal. Include how frequently will the monitoring be conducted and who will be made aware of the analysis and outcomes? Include these measures in the Equality Improvement Plan (section 14)**

Through:

- Face to face reviews with current service users and a questionnaire which reviewers have completed; the questionnaire captured information on the individual, their circumstance and the impact of the proposal on them and their carer (where appropriate)
- Public consultation 3<sup>rd</sup> Aug – 30<sup>th</sup> Sept. The online survey money asked questions about equalities and diversity (although there was a very limited response to these questions)
- If a decision is made to dis-invest, following closure of the service there will be no on-going monitoring, though the current customers will still have access to adults social services for any on-going needs

**11. How will the new proposals enable the council to promote good relations between different communities? Include whether proposals bring different groups of people together, does the proposal have the potential to lead to resentment between different groups of people and how might you be able to compensate for perceptions of differential treatment or whether implications are explained.**

Table 4 below shows the ethnic origin of the home meals service users, compared to the ethnicity of all adult social care service users

The data demonstrates that overall the needs of the diverse population are not being met; this could be for a number of reasons, for example:

- the current service does not meet the needs of BME communities
- that BME communities are accessing meals to meet their meal needs in other ways e.g. community groups, cultural specific catering companies, support from friends / family. The proportion of people from BME backgrounds receiving the home meals service accounts for 13% of 157 people, compared to Barnet's overall BME population which is 38.7% of the total population and approximately 20% of the total service users accessing adult social care.



**Table 4: Breakdown of meals service users by ethnicity compared to adult social care service users**

Ethnic origin	Current home meals service users		Adult social care service users (as at 9 October 2015)	
	Number of people receiving the home meals service	% of people receiving the home meals service	Number of people	% of people
Any Other Ethnic Group	5	3%	283	6%
Arab	n/a	n/a	5	0.1%
Asian/Asian British Bangladeshi	n/a	n/a	20	0.4%
Asian/Asian British Indian	11	7%	377	8%
Asian/Asian British Other	3	2%	134	3%
Asian / Asian British Pakistani	n/a	n/a	57	1%
Black/Black British African	3	2%	184	4%
Black/Black British Caribbean	3	2%	124	2.5%
Black/Black British Other	1	0.5%	74	1%
Chinese	n/a	n/a	27	0.5%
Mixed Other	1	0.5%	32	0.7%
Mixed White & Asian	n/a	n/a	16	0.3%
Mixed White and Black African	n/a	n/a	11	0.2%
Mixed White and Black Caribbean	n/a	n/a	12	0.2%
White British	110	71%	2622	52%
White Irish	2	1%	151	3%
White Other	11	7%	766	15%
Not Recorded	3	2%	58	1%
Not Stated	2	1%	8	0.1%
Refused	2	1%	64	1%
<b>Total</b>	<b>157</b>	<b>100%</b>	<b>5025</b>	<b>100%</b>

It is not likely that the proposal would lead to resentment between different groups of people. Information around alternative options will be publically available through the Council's website; this will include a list of companies that provide ethnic/cultural specific meals.

**12. How have residents with different needs been consulted on the anticipated impact of this proposal? How have any comments influenced the final proposal? *Please include information about any prior consultation on the proposal been undertaken, and any dissatisfaction with it from a particular section of the community.***

Stakeholders from the Commissioning Group and Adults and Communities Delivery Unit have been involved in developing the proposal.

The consultation commenced on 3 August 2015 and closed on 30 September 2015. The findings from the consultation are set out in the Consultation Report. The feedback from the consultation will be considered in the Committee report for the Adults and Safeguarding Committee meeting in November.

Voluntary sector providers and all partnership board members were informed about the consultation.

A letter was sent to all current service users on 03/08/15 telling them about our proposal and inviting them to provide feedback.

153 service users (out of 157) have had a face to face review and all current service users have had the opportunity to provide feedback on the proposal.

## Overall Assessment

13. Overall impact		
Positive Impact  <input type="checkbox"/>	Negative Impact or Impact Not Known <sup>1</sup>  <input checked="" type="checkbox"/> Negative	No Impact  <input type="checkbox"/>
14. Scale of Impact		
Positive impact:  Minimal <input type="checkbox"/> Significant <input type="checkbox"/>	Negative Impact or Impact Not Known  Minimal <input checked="" type="checkbox"/> Significant <input type="checkbox"/>  Impact not known	

15. Outcome			
No change to decision  <input checked="" type="checkbox"/>	Adjustment needed to decision  <input type="checkbox"/>	Continue with decision ( <i>despite adverse impact / missed opportunity</i> )  <input type="checkbox"/>	If significant negative impact - Stop / rethink  <input type="checkbox"/>

16. Please give full explanation for how the overall assessment and outcome was decided
<p>While Barnet Council has provided a meals service for a number of years, local authorities do not have a statutory responsibility to provide a home meals service.</p> <p>Furthermore the number of service users of the home meals service has decreased over the last 5 years for a number of reasons, including the availability of other options.</p> <p>The EIA has demonstrated that if the proposal to not have a home meals service in the future is agreed, it will have a negative but minimal impact. The basis for this is:</p> <ul style="list-style-type: none"> <li>- The proposal is for a service that provides a lunchtime meal – that is one meal out of 3 meals a day. While there is some information to suggest that for some people the home meals service is the only main meal for some service users whereas for others people are meeting their nutritional needs for breakfast, dinner and snacks in other ways.</li> </ul>

<sup>1</sup> 'Impact Not Known' – tick this box if there is no up-to-date data or information to show the effects or outcomes of the function, policy, procedure or service on all of the equality strands.

- 153 out of 157 service users have had a face to face review to ascertain their level of need (and their carer's level of need where appropriate). Reviews for the remaining will also be completed.
- People will receive support in other ways such as sign posting to lunch clubs, supermarkets and other catering companies

The Council is faced with a number of financial challenges and this has led to the Council reviewing a number of services it provides, including the home meals service. The Adults and Safeguarding Committee commissioning plan 2015/16 – 2019/20 sets out the context for managing the key changes required by the Care Act and health and social care integration at a time of rising demand, increased expectations and shrinking resources. On the latter point, Adults and Safeguarding Committee has been required to identify £18.597m of savings (21% reduction on budget) through to 2020. If a decision is made by Committee to not continue the home meals service beyond the current contract length, there is a potential saving of £274,000 to the Council; though this amount may be reduced if a number of existing service users need on-going support at the current contract price. However the full cost of the service could be charged to the user.

It is acknowledged that if the proposal to not have a home meals service is agreed, this will lead to a closure of a service. At the same time, a new approach to supporting people will be adopted, and this includes providing people with information and advice about a range of options available to them that provide them with choice and control over what they eat, and support them to stay independent within the community. Alternative options include lunch clubs and other catering companies. We have already started this process by collecting information about a range of alternatives available and this information has been published on the Council's website. Further details about alternative options can be found in *Appendix A of this report*.

Through the face to face reviews current service users and their carers/nominated representative have also been made aware of the number of specific options available to them.

In the future, communication channels to provide people with information/advice and signposting to alternative options for meals will include:

- The home meals web page on the Council's website
- Barnet's Care and Support Directory
- Social Care Connect Directory
- The 'front door' to the Adults and Communities Delivery Unit
- Staff – word of mouth
- Information and advice providers e.g. Barnet CAB

Whilst the EIA has shown that frail elderly people are most at risk, it is important to note that the majority of current service users (97% of 157 people) have had a face to face review to ascertain their level of need and understand the impact of the proposal on them.

If Committee agrees to the proposal the Council will closely support service users with their transition to other services (if appropriate).

### **Outcome of the Consultation**

The development of the Home Meals proposal involved extensive consultation with stakeholders commencing 3<sup>rd</sup> August to 30<sup>th</sup> September 2015 as set out in the Consultation Report. In addition it was recognised that each user of the Home Meals service would require a formal review of their needs and support plan. This was undertaken by professional staff in adult social care over the period August to October 2015. Of 157 service users, 153 were reviewed. The remaining users were not available for a formal review. The purpose of these reviews was to ascertain the level of need in relation to nutrition and to also identify customers' preferred alternative options to the current Home Meals service, should this proposal be agreed by Committee.

Overall feedback from the survey and other communications (excluding reviews) based on 23 responses to the on-line consultation via the Council's consultation e-portal, Barnet Engage and 35 other communications, detailed below, is against the proposal to discontinue the Home Meals service. The top four concerns were:

1. Concern for vulnerable people.
2. Individuals have no other way / would find it difficult to source or obtain a meal.
3. Individuals have no other care and support services other than the Home Meals service.
4. Not happy with / against the proposal.

23 people responded anonymously to the on line survey on Barnet Engage, of which:

- 17 people were Barnet residents
- 1 represented a voluntary sector / community organisation
- 1 represented a public sector organisation
- 4 categorised as 'other' (people who act as representatives for carers, & those with disabilities; and relatives of service users)

35 letters / e-mails / telephone calls were received, of which:

- 14 people categorised as current service users
- 15 people categorised as carer / family / friend / next of kin / guardian
- 4 people represented a provider / care home (this includes 1 Sodexo driver)
- 1 person was a member of the public
- 1 response was received from a political party

### **Reviews of users of Home Meals**

Individual face to face reviews of 153 service users were undertaken. These reviews have highlighted a relatively low number (16) of clients with current needs requiring the traditional home meals service (in these cases Adults and Communities staff will make the necessary arrangements to ensure continuity of service and continued safeguarding of clients). At the same time the results suggest that there are alternative options and professional staff will follow up these cases and agree the outcomes with clients subject to this proposal being agreed. There is a sufficiently strong case for not continuing the Home Meals service beyond the term of the current Sodexo contract and instead signposting people to alternative options available in the community. In a minority of cases i.e. subject to The Act, the Council may need to provide an appropriate level of support.

## 17. Equality Improvement Plan

Please list all the equality objectives, actions and targets that result from the Equality Analysis (continue on separate sheets as necessary). These now need to be included in the relevant service plan for mainstreaming and performance management purposes.

Equality Objective	Action	Target	Officer responsible	By when
Monitor the equalities data from the service reviews	Ensure that alternative meals options offered to customers includes a range of meal types and the mode is suitable for frail and elderly people, including access to those services specification includes statement of expectations	Review equality impact from the service user reviews once complete	Project Manager	October
Face to face reviews of current service users	All current service users to have a face to face review to ascertain their level of need, and of their carer/family		ACDU	October

<b>1<sup>st</sup> Authorised signature (Lead Officer)</b>	<b>2<sup>nd</sup> Authorised Signature (Member of SMT) – Dawn Wakeling</b>
<b>Date:</b>	<b>Date:</b>

## APPENDICES

### APPENDIX A

#### Food and meal options within Barnet

The following table provides information on food options available in the borough. This is not an exhaustive list but contains the main service providers, please contact the providers to confirm dates times and costs.

The following organisations provide meals out in the community

Name	Description	Address / Phone No.	Other info	Event details	Website / Email
<b>The Good Neighbour Scheme for Mill Hill and Burnt Oak - Lunch Clubs</b>	Provides neighbourly support to elderly and disabled people living in Mill Hill and Burnt Oak Two Lunch Clubs each week, for older people in the Mill Hill and Burnt Oak areas. 2 course hot meal, plus tea or coffee, is served in pleasant surroundings, with good company.	The Wilberforce Centre c/o St Paul's Parish Office The Ridgeway Mill Hill NW7 1QU  <b>Mill Hill</b> - 020 8906 3340 <b>Burnt Oak</b> - 020 8959 1971	If you would like to attend the club, please contact the relevant Good Neighbour Scheme in advance, so a meal can be ordered.  Transport may be available for those with mobility problems.	<b>Day:</b> Tuesdays <b>Time:</b> 12 noon - 1.30pm <b>Location:</b> Mill Hill Lunch Club, The Wilberforce Centre, St Paul's Church, The Ridgeway NW7 1QU <b>Cost:</b> £3.50  <b>Day:</b> Thursdays <b>Time:</b> 12 noon - 1.30pm <b>Location:</b> Burnt Oak Lunch Club, The Catholic Church of The Annunciation, Thirleby Road HA8 0HQ <b>Cost:</b> £3.50	<a href="http://thegoodneighbourschememhbbo.com/">thegoodneighbourschememhbbo.com/</a>  <a href="mailto:good.neighbours@yahoo.co.uk">good.neighbours@yahoo.co.uk</a>

				<b>Day:</b> Wednesdays <b>Time:</b> Lunchtime <b>Location:</b> Cottage Homes restaurant in Hammers Lane <b>Cost:</b> (reasonable restaurant prices)  <i>Note* term-time only</i>	
<b>Altogether Better - Edgware Silver Service scheme</b>	Over 60s and a guest of any age dine for £5 each at participating restaurants on a Tuesday	Watling Avenue Edgware HA8 0UB  07909 998463	Restaurants that offer the scheme have a sticker in the window or contact Altogether Better for details of participating restaurants	<b>Day:</b> Tuesday <b>Time:</b> lunchtime <b>Location:</b> participating restaurants <b>Cost:</b> £5	<a href="http://www.a-best.org.uk/projects-and-groups.html">www.a-best.org.uk/projects-and-groups.html</a>  <a href="mailto:us@betterburntoak.org.uk">us@betterburntoak.org.uk</a>
<b>Altogether Better – East Finchley Silver Service scheme</b>	Over 60s and a guest of any age dine for £5 each at participating restaurants on a Tuesday	High Road East Finchley London N2 9AY  07909 998453	Restaurants that offer the scheme have a sticker in the window or contact Altogether Better for details of participating restaurants	<b>Day:</b> Tuesday <b>Time:</b> lunchtime <b>Location:</b> participating restaurants <b>Cost:</b> £5	<a href="http://www.efab.org.uk/projects-and-groups.html">http://www.efab.org.uk/projects-and-groups.html</a>  <a href="mailto:us@efab.org.uk">us@efab.org.uk</a>
<b>Muslim Ladies Lunch Club</b>	East Finchley Neighbourhood Contact provides a lunch club on the first and third Wednesday of each	020 8444 1162	New members are welcome, transport may be provided.	<b>Day:</b> every first and third Wednesday of the month <b>Time:</b> 12pm - 2pm <b>Location:</b> Ann Owens Centre	<a href="http://www.ageuk.org.uk/barnet/neighbourhood-services">www.ageuk.org.uk/barnet/neighbourhood-services</a>



	<p>month, especially for Muslim Ladies. Home cooked Halal food is served at the Muslim Ladies' lunch club, which also gives the opportunity for Muslim women to meet for prayer and for conversation. The halal food is prepared by one of their cooks and is always wholesome and nutritious.</p>			<p>Oak Lane London N2 8LT <b>Cost:</b> £4.</p>	
<p><b>Age UK Barnet Lunch Club</b></p>	<p>Provides a wide range of activities, services and information about issues of interest to older people through its centres and in the community.</p> <p>Activities and services include: Health promotion, fitness and exercise classes Lunch clubs, social</p>	<p>Ann Owens Centre Oak Lane London N2 8LT 020 8432 1423 or 020 8150 0965</p>	<p>This lunch club provides a freshly prepared 2 course meal (vegetarian option available).</p>	<p><b>Day:</b> Tuesdays and Thursdays <b>Time:</b> 12.30pm—1.30pm <b>Location:</b> Ann Owens Centre, Oak Lane London, N2 8LT <b>Cost:</b> £5.00</p>	<p><a href="http://www.ageuk.org.uk/barnet">www.ageuk.org.uk/barnet</a> <a href="mailto:christine.gilbert@ageukbarnet.org.uk">christine.gilbert@ageukbarnet.org.uk</a></p>

	groups and other activities				
<b>Friend in Need (FIN) Activity Centre</b>	<p>FIN is a voluntary organisation providing a range of services for older people, disabled people and their carers living in New and East Barnet.</p> <p>A weekly timetable of activities including seated exercise to music, arts and crafts, bingo, digital inclusion, yoga, tai chi and a range of board games, quizzes, puzzles and other activities includes a cooked meal, and a chance to meet new people</p>	<p>East Barnet Baptist Church Crescent Road East Barnet EN4 8PS</p> <p>020 8449 8225</p>	<p>Lunch is served from 12.30-2pm but can be combined with various other activities at the centre to create a day opportunity.</p> <p>Activities £3.50-£4.00 per half day session £5 lunch £1.50 tea and cake (Thu pm and Sat am free arts and crafts)</p>	<p><b>Day:</b> Mon, Tues, Wed, Thurs &amp; Sat</p> <p><b>Time:</b> 12.30 – 2pm</p> <p><b>Location:</b> Friend in Need Community Centre, East Barnet Baptist Church Crescent Road EN4 8PS</p> <p><b>Cost:</b> £5</p>	<p><a href="http://www.ebarnetbaptist.org.uk/fincentre.htm">www.ebarnetbaptist.org.uk/fincentre.htm</a></p> <p><a href="mailto:fin@fin-eastbarnet.org.uk">fin@fin-eastbarnet.org.uk</a></p>
<b>Chipping Barnet Day Centre for the Elderly</b>	<p>A club for older people to enjoy a day out in a friendly, relaxed and cheerful environment. Coffee and tea are provided on arrival followed by lunch at</p>	<p>United Reformed Church Wood Street Barnet EN5 4BW</p>	<p>A prospective member or their family, friends, doctor or social worker can contact Brigid Horgan at the Day Centre on 07923031231.</p>	<p><b>Day:</b> Monday and Friday</p> <p><b>Time:</b> 9.30am-3.30pm</p> <p><b>Location:</b> United Reformed Church Wood Street Barnet EN5 4BW</p>	<p><a href="http://www.chippingbarnetdaycentre.org.uk">www.chippingbarnetdaycentre.org.uk</a></p> <p><a href="mailto:lisa-finchley@btconnect.com">lisa-finchley@btconnect.com</a></p>

	midday and tea in the afternoon. A limited shopping service is provided.	07923 031 231	Transport can be arranged, depending on need but availability is limited		
<b>Finchley Community Network</b>	This organisation can offer day care for older adults. They offer meals, social activities, outings, exercises, information and advice, support and companionship.	Finchley Baptist Church Stanhope Avenue Finchley N3 3QL  020 8343 4896		<b>Day:</b> Thursdays <b>Time:</b> 10am-2pm <b>Location:</b> Finchley Baptist Church Stanhope Avenue Finchley N3 3QL	
<b>Barnet African Caribbean Association</b>	The Association provides a cultural day centre mainly for African and Caribbean elderly Stroke and Alzheimer's sufferers. A hot meal is provided as well as social activities such as exercise classes, arts and crafts, quizzes, games and health visitor sessions. Transport is provided.	Multicultural Community Centre Algernon Road West Hendon NW4 3TA  020 8202 0095	Freshly cooked hot meals (Caribbean and African) every Tuesday & Friday.	<b>Day:</b> Mon, Tue & Fri <b>Time:</b> 10am-3pm <b>Location:</b> Multicultural Community Centre Algernon Road West Hendon NW4 3TA	<a href="http://www.barnetmcc.moonfruit.com/#/baca/4527094419">www.barnetmcc.moonfruit.com/#/baca/4527094419</a>  <a href="mailto:baca.daycare@btconnect.com">baca.daycare@btconnect.com</a>
<b>Barnet Cypriot Centre</b>	Run by the Greek Cypriot Brotherhood Centre, this lunch club	Britannia Road North Finchley N12 9RU	All welcome.	<b>Day:</b> Wednesday <b>Time:</b> 12pm - 2pm. <b>Location:</b> Greek Cypriot	

	is for people aged 60+	020 8445 9999		Brotherhood Centre Britannia Road North Finchley N12 9RU <b>Cost:</b> £5	
<b>Cultural and Recreational Organisation for Tamil Elders (CROFTE)</b>	This centre is for Tamil elders who are over 55 years. They arrange lunch, social activities, games, daytrips and discussions.	Watling Community Centre 145 Orange Hill Road Burnt Oak London HA8 0TA  020 8841 5186		<b>Day:</b> Mon & Fri <b>Time:</b> 11am-5pm <b>Location:</b> Watling Community Centre 145 Orange Hill Road Burnt Oak London HA8 0TA	<a href="mailto:psgunasingam@yahoo.co.uk">psgunasingam@yahoo.co.uk</a>
<b>Edgware and Mill Hill Friendship Centre</b>	This is an active group which meets twice a month on Tuesdays. They also visit places of interest, organise holidays and walks, go ten-pin bowling, have games, knitting and craft groups. Visits to the theatre and meals out are also arranged. The group is affiliated to the Friendship Centre	North Road Community Centre Burnt Oak Broadway Edgware HA8 0AP  020 8931 2828		<b>Day:</b> 2 p.m. on the first Tuesday <b>Time:</b> <b>Location:</b> They usually meet at North Rd Community Centre, (between Edgware Community Hospital and The Prince of Wales pub), plus every third Tuesday at 8 p.m. (not August) at the same venue.	<a href="http://www.fcfed.com/fgle/dw.htm">http://www.fcfed.com/fgle/dw.htm</a>

	Federation and the Barnet 55+ Forum.				
<b>New Barnet Community Centre</b>	The community centre offers various activities for local community including an elders' luncheon.	Victoria Road, New Barnet EN4 9PF  0208 441 7044	The lunch is two courses, a main and a dessert and the cost is £4. There is a vegetarian alternative.	<b>Day:</b> Tuesdays and Fridays <b>Time:</b> 12pm-2.30pm <b>Location:</b> New Barnet Community Centre 48-50 Victoria Road New Barnet <b>Cost:</b> £4	<a href="mailto:newbarnetca@gmail.com">newbarnetca@gmail.com</a>
<b>Anand Day Centre</b>	Run by ASRA Housing Association, Anand is a specialist activity and lunch club helping to meet the needs of Asian communities within Barnet. The organisation offers lunch, social and exercise activities on Wednesdays. They also run other services such as health promotion activities and language support.	Ann Owens Centre Oak Lane East Finchley N2 8LT  Nila Patel - 020 8361 0617	It is an Indian vegetarian meal that is served	<b>Day:</b> Wednesday <b>Time:</b> 10am-3pm <b>Location:</b> Ann Owens Centre Oak Lane East Finchley N2 8LT <b>Cost:</b> £3	<a href="mailto:nilapatel16@yahoo.co.uk">nilapatel16@yahoo.co.uk</a>
<b>Anand Day Centre</b>	This project provides an activity and lunch club for Older Asian people living in Barnet.	Manor Drive Methodist Church, Manor Drive,	It is an Indian vegetarian meal that is served	<b>Day:</b> Mon & Thu <b>Time:</b> 10am-3pm <b>Location:</b> Manor Drive Methodist Church, Manor	<a href="mailto:nilapatel16@yahoo.co.uk">nilapatel16@yahoo.co.uk</a>

		Whetstone N20 0DZ		Drive, Whetstone N20 0DZ <b>Cost: £5</b>	
		Nila Patel - 020 8361 0617			

**The following organisations offer home based volunteer support which may be used to help with going shopping, arranging online shopping deliveries or other support around food and nutrition.**

<b>Name</b>	<b>Description</b>	<b>Address / Phone No.</b>	<b>Other info</b>	<b>Event details</b>	<b>Website / Email</b>
<b>Casserole Club</b>	Connecting people who like to cook and are happy to share an extra portion of a delicious home cooked meal, with older neighbours living close by who could really benefit from a hot cooked meal. Cooks are required to sign up on the site and undertake a short safeguarding process before they can search and contact local Diners.	020 3475 3444	The Casserole team works with local organisations to help reach Diners. They take self-referrals including from friends and relatives, or diners can be referred by professionals. To sign up or refer visit <a href="http://www.casseroleclub.com/yes_we_are_active">www.casseroleclub.com/yes we are active</a> or call 020 3475 3444	Regular times and days will be agreed between the Cook and the Diner	<a href="http://www.casseroleclub.com/yes_we_are_active">www.casseroleclub.com/yes we are active</a>  <a href="mailto:hello@casseroleclub.com">hello@casseroleclub.com</a>
<b>Befriending service -</b>	A borough wide befriending service using	Ann Owens Centre	The Age UK website also clearly lists the	Usually arranged on a day and time to suit both the	<a href="http://www.ageuk.org.uk/barnet/neighbourhood-">www.ageuk.org.uk/barnet/neighbourhood-</a>

<b>Age UK Barnet</b>	<p>local volunteers. The primary aim of the service is to offer medium to long term emotional support and companionship. Many relationships will involve outings to shops, parks, help with paperwork and modern technology as well as a good cup of tea, a chat and a laugh.</p>	<p>Oak Lane London N2 8LT  020 8 432 1416</p>	<p>other befriending services available in Barnet</p>	<p>client and volunteer</p>	<p><a href="mailto:info@ageukbarnet.org.uk">services/befriending1/info@ageukbarnet.org.uk</a></p>
<b>Good Neighbour Scheme High Barnet</b>	<p>We aim to support people living at home by offering practical help, advice and friendship to the elderly, sick, disabled, housebound, anyone finding it hard to cope. This help is available to anyone living in the area of High Barnet and Arkley. Services include: Befriending Shopping once a week or we can take you to and from the supermarket Collecting prescription</p>	<p>Church House, Wood Street, Barnet EN5 4BW  0208 441 5678</p>	<p>There is no set charge but donations towards petrol costs and overheads are welcome</p>		<p><a href="http://www.goodneighbourscheme.org/index.html">www.goodneighbourscheme.org/index.html</a>  <a href="mailto:hbqns@greenbee.net">hbqns@greenbee.net</a></p>

	<p>Transport to medical appointments and sometimes to other destinations</p> <p>If you can't manage the garden, are over 65 or disabled one of our volunteers can tend to it</p>				
<p><b>Good Neighbour Scheme Mill Hill and Burnt Oak</b></p>	<p>Provides neighbourly support to elderly and disabled people living in Mill Hill and Burnt Oak. The shopping service has a minibus with an escort and runs each Monday to either Morrisons at Queensbury, or to Brent Cross Shopping Centre. It picks users up from their doors, and returns them later with their shopping. Motorised scooters can be ordered in advance for use in Brent Cross. For those who are housebound, it may be possible to arrange shopping by</p>	<p>The Wilberforce Centre c/o St Paul's Parish Office The Ridgeway Mill Hill NW7 1QU 020 8906 3340</p>	<p>Clients are expected to pay modest, affordable sums towards a service they use. This helps to cover our running costs.</p>	<p><b>Day:</b> Mondays</p>	<p><a href="http://thegoodneighbourschememhbo.com/">thegoodneighbourschememhbo.com/</a></p> <p><a href="mailto:good.neighbours@yahoo.co.uk">good.neighbours@yahoo.co.uk</a></p>



	volunteers.				
<b>Altogether Better - East Finchley Shop Assistance</b>	EFAB offer a range of community based activities and aims to bring people together. Individual helpers will meet shoppers at home and take down their shopping list, then go out and do the shopping for them or even take the person out shopping and just help them along the way. If available we also support with phone ordering where the shopper orders goods and then they are delivered by the shop or picked up by a local helper.	High Road East Finchley London N2 9AY  07909 998453	Get Involved e-form available on website		<a href="http://www.efab.org.uk/about/116-shop-assistance.html">www.efab.org.uk/about/116-shop-assistance.html</a>  <a href="mailto:us@efab.org.uk">us@efab.org.uk</a>
<b>Friend In Need (FIN) Good Neighbour Scheme</b>	Provides a shopping bus where clients are collected from their homes and driven to ASDA in Southgate to shop independently and	Friend in Need Community Centre  East Barnet Baptist Church,	Please contact Jesse Tan – 020 8449 8225	<b>Day:</b> Fortnightly <b>Location:</b> Asda Southgate <b>Cost:</b> £4	

	they are then dropped home again by the community transport driver	Crescent Road, East Barnet, Herts, EN4 8PS			
<b>Friend In Need (FIN) – Helping Hands</b>	<p>Can help residents who are aged 65 and above and need our services so as to be able to live independently. People from age 55 who have a disability, may also access the service.</p> <p>They can help with Grocery Shopping, Banking, Paying Bills, Collecting Pensions and Prescriptions and other related tasks.</p>	020 8275 8378	Please contact Gwen Down for any further information regarding the Helping Hands service	<p>Services will normally be provided on a fort-nightly basis.</p> <p>As we are a non-profit organisation, charges will apply to cover some of the actual costs of the service. Charges start at £10 per hour.</p>	<a href="mailto:Helpinghands@fin-eastbarnet.org.uk">Helpinghands@fin-eastbarnet.org.uk</a>
<b>Eat Well Live Well – Age UK Barnet</b>	<p>Eat Well Live Well is Age UK Barnet's programme to improve the health and diet of older people in Barnet as well as tackle social isolation.</p> <p>They offer a free dietary support service for</p>		<p>This is for older people who might be struggling to eat well to stay healthy.</p> <p>Age UK Barnet trains volunteers to offer one</p>	Referrals welcomed from health, social services and housing professionals who have identified clients as being at risk of malnutrition or suspect their diet may put them at risk of ill health.	<a href="http://www.ageuk.org.uk/barnet/neighbourhood-services/eat-well-live-well/">http://www.ageuk.org.uk/barnet/neighbourhood-services/eat-well-live-well/</a>

	<p>people who might not be getting the nutrition they need to stay well.</p>		<p>to one support in people's homes to help improve diet and stay well. Many people lose their appetites due to illness. Some cannot eat the same foods that they used to or need help improving access to food.</p> <p>We aim to renew interest in food or improve diet by helping with:</p> <ul style="list-style-type: none"> <li>•Planning meals and snacks</li> <li>•Tutoring in online shopping</li> <li>•Budgeting support</li> <li>•Finding local lunch clubs and ways to make eating sociable</li> </ul>	<p>Referrals from members of the public are also welcome if you know someone who has been losing weight recently or is not getting the nutrients they need? Maybe you need help with your own eating? Find out if Eat Well Live Well can help.</p>	
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**The following are organisations and companies that provide meal delivery services of hot ready to eat meals on a daily basis or frozen meals that can be ordered a few at a time.**

Name	Description	Address / Phone No.	Other info	Event details	Website / Email
<b>Sodexo</b>	Provides a selection of hot meals that are ready to eat and delivered daily or frozen meals that can be bought and stored	Enfield 25 Great Cambridge Road Off Lincoln Road Enfield EN1 1SH  Tel: 0208 804 6318	Sodexo also offer a range of ethnic/cultural meals including Asian Halal, Asian Vegetarian, Afro-Caribbean and Kosher.	Meals can be ordered by phone or by sending a completed form to the local office  <b>Example cost:</b> <ul style="list-style-type: none"> <li>- <b>Standard Hot meals:</b> including a pudding are £6.25p</li> <li>- <b>Frozen meals:</b> Mains range between £2.25-£3.00p Puddings .85p-.90p</li> <li>- <b>Tea time:</b> only available if receiving hot meals. Includes sandwich fruit pot and a cake at £2.95 there is also the option of a salad instead of a sandwich an additional cost of £1.25p</li> </ul> <b>Specialist meals all inc. main &amp; pudding</b> <ul style="list-style-type: none"> <li>- <b>Afro Caribbean:</b> £8.39p</li> <li>- <b>Asian Halal:</b> £8.34p</li> </ul>	<a href="http://uk.sodexo.com">uk.sodexo.com</a>

				<ul style="list-style-type: none"> <li>- <b>Asian Vegetarian:</b> £8.34p</li> <li>- <b>Kosher:</b> £11.40p</li> <li>- <b>Pureed:</b> £8.38p</li> </ul>	
<b>Wiltshire Farm Foods</b>	Provides a wide variety of frozen meals that can be ordered online or over the phone. Delivery is free and provided weekly or fortnightly the drivers are even able to unpack deliveries straight into the freezer should this be required	0800 773 773	They provide vegetarian, kosher, halal and pureed meal options as well as a range of other dietary requirements	You can either order online by choosing from the large range of frozen ready meals or via telephone and they will put you through to your local outlet. <b>Example cost:</b> Main meals range between £2.50 - £5.90 Puddings range between .95p - £1.95p	<a href="http://www.wiltshirefarmfoods.com">www.wiltshirefarmfoods.com</a>
<b>Oakhouse Foods</b>	They offer a wide range of frozen meals and desserts. Orders can be placed online or over the phone and delivery is free for orders over £30 delivery drivers are even able to unpack deliveries straight into the freezer should this be required	0845 643 2009	They provide vegetarian and pureed meal options as well as a range of other dietary requirements	Meals can be ordered online or over the phone. <b>Example cost:</b> Main meals start at £2.30p Puddings start from 1.50p	<a href="http://www.oakhousefoods.co.uk">www.oakhousefoods.co.uk</a>
<b>Cook</b>	They offer a wide range of frozen meals and desserts. Orders can be	01732 759000	They provide vegetarian meal options as well as a range of other dietary	Meals can be ordered online or over the phone	<a href="http://www.cookfood.net/">www.cookfood.net/</a>

	placed online or over the phone and delivery there is a minimum order of £30 and orders over £50 have delivery		requirements	<b>Example cost:</b> Main meals from £3.99p and puddings from £3.25p	
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**Supermarkets have offers or multi-buys that will enable meals to be bought in bulk and prepared as and when needed. Most supermarkets offer online shopping which can be delivered to your home, there are volunteer organisations in Barnet that could help with online shopping if needed.**

**The following are some examples of supermarket offers.**

Supermarket	Is online shopping available?	Offer examples
Sainsbury's	Yes	Frozen ready meals from £1.20
Tesco's	Yes	Chilled ready meal 3 for £6
Asda	Yes	Chilled ready meals 2 for £5
Iceland	Yes	Frozen meals for one average £1.50
Waitrose	Yes	Chilled meals 3 for £7

**The following services offer short term support with basic food supplies**

Name	Description	Address / Phone No.	Other info	Event details	Website / Email
<b>Foodbank Grahame Park NW9</b>	Foodbank clients bring their voucher to a foodbank centre where it can be exchanged for three day's supply of emergency food. Volunteers meet clients	Novo Centre The Concourse Graham Park Colindale London NW9 5XB	<ul style="list-style-type: none"> <li>Vouchers are held by the Learning Disabilities Team Administrator Bridget</li> </ul>	Vouchers should be used as a <b>SHORT TERM</b> solution and a maximum of <b>3</b> times. All effort should be made by staff to ensure the person has	info@colindale.foodbank.org.uk

	over a cup of tea or free hot meal and are able to signpost people to agencies able to solve the longer-term problem.	Chieme Okuzu (Project Manager): 02083 584672  02031 500146  07415 223963	McFarlane ext 7386 / NLBP 2 <sup>nd</sup> floor H14  • Staff provide the name of the service user /carer and the date of issue	accessed advice on maximising their income and fully explored other relevant options to resolve their financial issues longer term.	
<b>Foodbank East Barnet EN4</b>	Foodbank clients bring their voucher to a foodbank centre where it can be exchanged for three days' supply of emergency food. Volunteers meet clients over a cup of tea or free hot meal and are able to signpost people to agencies able to solve the longer-term problem.	The Salvation Army Barnet Corps Albert Road East Barnet Barnet EN4 9SH  07716 890 535	• Vouchers are held by the Learning Disabilities Team Administrator Bridget McFarlane ext 7386 / NLBP 2 <sup>nd</sup> floor H14  • Staff provide the name of the service user /carer and the	Vouchers should be used as a <b>SHORT TERM</b> solution and a maximum of <b>3</b> times. All effort should be made by staff to ensure the person has accessed advice on maximising their income and fully explored other relevant options to resolve their financial issues longer term.	<a href="mailto:info@chippingbarnet.foodbank.org.uk">info@chippingbarnet.foodbank.org.uk</a>

			date of issue		
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**Other specialist information providers**

Organisation		Contact details
<b>Barnet Citizens Advice Bureau (BCAB)</b>	<p><b><u>HUB</u></b>            40–44 Church End, Hendon, NW4            4JT: Drop-in times are 9.30am – 12.00pm on Mondays and Fridays.</p> <p><b><u>NEW BARNET</u></b>            30 Station Road, New Barnet EN5 1PL:            Drop-in times are 9.30 am - 12 pm on Wednesdays only.</p>	<b>Tel:</b> 0300 456 8365 Monday to Friday 9.30am - 4:00pm and until 7.30pm on Wednesdays.
<b>Age UK Barnet</b>	<b>Ann Owens Centre</b> Oak Lane London N2 8LT	<b>Tel:</b> 020 8203 5040
<b>Barnet Carers Centre</b>	3rd Floor, Global House, 303 Ballards Lane North Finchley London, London City of N12 8NP	<b>Tel:</b> 020 8343 9698





## Adults and Communities Equality Impact Assessment

### EIA 8 (relates to ASC Saving R11) New Build Housing for Wheelchair Users

Please refer to the guidance before completing this form.

<b>1. Details of function, policy, procedure or service:</b>	
<i>Title of what is being assessed:</i> Alternatives to residential care – new build housing for wheelchair users to make savings on residential/nursing care	
<i>Is it a new or revised function, policy, procedure or service?</i> Proposed new service	
<i>Department and Section:</i> Adults and Communities - Commissioning	
Date assessment completed: <b>UPDATED 1 October 2014</b>	
<b>2. Names and roles of officers completing this assessment:</b>	
Lead officer	Sue Tomlin
Stakeholder groups	Service users
Representative from internal stakeholders	N/A
Representative from external stakeholders	N/A
AC Equalities Network rep	Sue Tomlin
Performance Management rep	Sandeep Patel
HR rep (for employment related issues)	
<b>3. Full description of function, policy, procedure or service:</b>	
<p>Please describe the aims and objectives of the function, policy, procedure or service  <i>Please include - why is it needed, what are the outcomes to be achieved, who is it aimed at? Who is likely to benefit? How have needs based on age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, marriage and civil partnership and carers been taken account of? Identify the ways people can find out about and benefit from the proposals. Consider any processes they need to go through or criteria that we apply to determine eligibility.</i></p> <p>Following a bid by Adults and Communities for new housing provision through the housing capital programme Barnet Homes new build programme includes 25 properties for wheelchair users. 5 of these properties will be included in the first phase of their development programme and these are projected to go on site in January 2015 and will be ready for people to take up the tenancies from quarter 4 (2015/16). The projected saving is critically dependent upon the timely identification by the social work team of appropriate clients in residential care or diverting from residential care.</p>	

**4. How are the equality strands affected?** *Please detail the effects on each equality strand, and any mitigating action you have taken so far. Please include any relevant data. If you do not have relevant data please explain why.*

Equality Strand	Affected?	Explain how affected	What action has been taken already to mitigate this? What action do you plan to take to mitigate this?
1. Age	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<b>Positive impact-</b> This new build accommodation option will offer an alternative to residential care for younger people who are wheelchair users with complex needs. It will enable them to live in independent housing in secure tenancies.	This scheme establishes a supply of accommodation that meets unmet need
2. Disability	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<b>Positive impact-</b> Fully wheelchair accessible housing.	This scheme establishes a supply of accommodation that meets unmet need
3. Gender reassignment	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<b>Positive impact-</b> This supports a personalised approach to accommodation and support. Independent units rather than residential care can offer 1:1 personalised support	Customers will be able to use their personal budgets to purchase care and support.
4. Pregnancy and maternity	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	n/a	n/a
5. Race / Ethnicity	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<b>Positive impact-</b> This supports a personalised approach to accommodation and support. Independent units rather than residential care can offer 1:1 personalised support	Customers will be able to use their personal budgets to purchase care and support.
6. Religion or belief	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	n/a	n/a

7. Gender / sex	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<b>Positive impact-</b> This supports a personalised approach to accommodation and support. Independent units rather than residential care can offer 1:1 personalised support.	Customers will be able to use their personal budgets to purchase care and support.
8. Sexual orientation	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<b>Positive impact-</b> This supports a personalised approach to accommodation and support. Independent units rather than residential care can offer 1:1 personalised support	Customers will be able to use their personal budgets to purchase care and support.
9. Marital Status	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<b>Positive impact-</b> This supports a personalised approach to accommodation and support. Living in ordinary housing will enable couples to live together Independent units rather than residential care can offer 1:1 personalised support	Customers will be able to use their personal budgets to purchase care and support.
10. Carers (discriminated by association)	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<b>Positive impact-</b> Living in ordinary housing in the community will encourage carers to play an active role in support to reduce dependency on formal care arrangements. This contributes to emotional wellbeing and reduces loneliness however carers' needs have to be considered further.	Carers plans will be included in the support planning process.

**5. What are the number, types and severity of disabilities in play in this case?**

**Number of Service Users in permanent residential and nursing care placements as at 31st March 2013**

Placements		Residential Care		Nursing Care
		LA Staffed	Independent Residential Care	Registered Homes
Physical Disability	18-64	0	35	19
	65+	0	324	160
	<b>Total</b>	<b>0</b>	<b>359</b>	<b>179</b>
Mental Health	18-64	0	61	4
	65+	0	145	50
	<b>Total</b>	<b>0</b>	<b>206</b>	<b>54</b>
Learning Disabilities	18-64	1	195	0
	65+	1	35	1
	<b>Total</b>	<b>2</b>	<b>230</b>	<b>1</b>
Substance Misuse & Other Vulnerable People	18-64	0	2	1
	65+	0	17	11
	<b>Total</b>	<b>0</b>	<b>19</b>	<b>12</b>
<b>Permanent admissions to residential and nursing care</b>				
<b>Older adults</b>		<b>2008/09</b>	<b>2009/10</b>	<b>2012/13</b>
Residential care	All 65+	149	149	154
Nursing care	All 65+	79	89	89
<b>Younger adults</b>		<b>2008/09</b>	<b>2009/10</b>	<b>2012/13</b>
Residential care	18-64 LD	6	4	6
	18-64 MH	5	12	6
	18-64 PSI	3	5	4
	18-64 Other	0	1	1
Nursing care	18-64 LD	0	0	0
	18-64 MH	0	0	1
	18-64 PSI	6	5	3
	18-64 Other	0	0	0

<p><b>6. What are the actions that could reduce the impact on people with disability?</b></p>
<p>The new build accommodation will be developed with the needs of specific service users in mind particularly people with complex conditions and also young people with physical disabilities preventing the need for high cost out of area placements.</p> <p>It will also assist vulnerable people settle down faster and increase the chance of enabling them to contribute to their community and to enable the customer to remain within their own home should their health deteriorate further.</p>
<p><b>7. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents?</b></p>
<p>This will be high quality new build housing owned by the council and managed by Barnet Homes. Achieving new homes is a high priority for the council and Barnet Homes and allocation of these homes to service users moving on from or avoiding residential care should have a positive impact.</p>
<p><b>8. How does the proposal enhance Barnet's reputation as a good place to work and live?</b></p>
<p>See 6 and 7 above – an increase in housing options for wheelchair users will enhance the council's reputation.</p>
<p><b>9. How will members of Barnet's diverse communities feel more confident about the council and the manner in which it conducts its business?</b></p>
<p>The new housing provision will show the council's commitment to addressing housing, care and support needs by supporting the individual's independence choice and control and providing appropriate housing for people with disabilities. It will result in a reduction in support costs and residential placements.</p>
<p><b>10. What measures and methods have been designed to monitor the application of the policy or service, the achievement of intended outcomes and the identification of any unintended or adverse impact? <i>Include information about the groups of people affected by this proposal. Include how frequently will the monitoring be conducted and who will be made aware of the analysis and outcomes? Include these measures in the Equality Improvement Plan (section 14)</i></b></p>
<p>Key review points will include the point at which potential tenants are identified. The application of the change will be monitored through: lettings statistics; impact on support plans; individual outcomes; and care and support budgets.</p>

**11. How will the new proposals enable the council to promote good relations between different communities?** *Include whether proposals bring different groups of people together, does the proposal have the potential to lead to resentment between different groups of people and how might you be able to compensate for perceptions of differential treatment or whether implications are explained.*

The wheelchair units will be part of small infill developments of general needs housing. The unit type and mix will allow different demographic groups to live together in the community.

**12. How have residents with different needs been consulted on the anticipated impact of this proposal? How have any comments influenced the final proposal?** *Please include information about any prior consultation on the proposal been undertaken, and any dissatisfaction with it from a particular section of the community.*

No specific consultation on this proposal has occurred at this stage but the next phase of the project will be to identify individual clients and engage with them on the housing proposals. Formal planning consultation has been undertaken on the developments. Planning permission is in place.

## Overall Assessment

13. Overall impact		
Positive Impact  <input checked="" type="checkbox"/>	Negative Impact or Impact Not Known <sup>1</sup>  <input type="checkbox"/>	No Impact  <input type="checkbox"/>

14. Scale of Impact		
Positive impact:  Minimal <input type="checkbox"/> Significant <input checked="" type="checkbox"/>	Negative Impact or Impact Not Known  Minimal <input type="checkbox"/> Significant <input type="checkbox"/>	

15. Outcome			
No change to decision  <input checked="" type="checkbox"/>	Adjustment needed to decision  <input type="checkbox"/>	Continue with decision <i>(despite adverse impact / missed opportunity)</i>  <input type="checkbox"/>	If significant negative impact - Stop / rethink  <input type="checkbox"/>

16. Please give full explanation for how the overall assessment and outcome was decided
<p>This is a positive housing development for the delivery unit and residents of Barnet.</p> <p>These developments are aimed at people with disabilities who may otherwise need to consider residential or nursing care admission. This will give our customers another independent living option in high quality new build housing within their community.</p>

<sup>1</sup> 'Impact Not Known' – tick this box if there is no up-to-date data or information to show the effects or outcomes of the function, policy, procedure or service on all of the equality strands.



## 17. Equality Improvement Plan

Please list all the equality objectives, actions and targets that result from the Equality Analysis (continue on separate sheets as necessary). These now need to be included in the relevant service plan for mainstreaming and performance management purposes.

Equality Objective	Action	Target	Officer responsible	By when
Ensure equity in the nominations to the scheme	Include key review points of the equality impact in the project plan.	Review equality impact at the care & support specification development and nomination stages.	Sue Tomlin with ASC	October 2014

<b>1<sup>st</sup> Authorised signature (Lead Officer)</b>	<b>2<sup>nd</sup> Authorised Signature (Member of SMT) – Mathew Kendall</b>
<b>Date:</b>	<b>Date:</b>

## Equality Impact Analysis (EIA) Resident/Service User EIA 9 (relates to ASC saving R12) Older People Homeshare

<b>1. Details of function, policy, procedure or service:</b>	
Title of what is being assessed: Home Share for older people	
Is it a new or revised function, policy, procedure or service? New	
Department and Section: Commissioning Unit	
Date assessment completed: 23/10/2015	
<b>2. Names and roles of people completing this assessment:</b>	
Lead officer	Kirstie Haines
Stakeholder groups	Older people; carers; people with disabilities; University of Middlesex
Representative from internal stakeholders	
Representative from external stakeholders	
Delivery Unit Equalities Network rep	
Performance Management rep	
HR rep (for employment related issues)	N/a
<b>3. Full description of function, policy, procedure or service:</b>	
Please describe the aims and objectives of the function, policy, procedure or service	
<p>LBB is in the process of developing an accommodation strategy for vulnerable people. It sets out the strategic direction for, and will help to enable the delivery of, suitable accommodation for all Barnet's vulnerable client groups. A range of innovative, creative and flexible accommodation options are being developed particularly focussing on an individual's choice, independence and well being. One of the accommodation schemes being developed in Barnet is Homeshare.</p> <p>Homeshare is when someone who needs a small amount of help to live independently in their own home is matched with someone who has a housing need and can provide support or companionship. Homeshare schemes arrange the matching process between the 'Householder', who typically owns their home but has developed some support needs or has become isolated or anxious about living alone, with the 'Homesharer', typically a younger student or key public service worker who cannot afford housing. Homeshare would benefit older people who need low level support for example older people who are anxious or isolated; disabled people who need support to move towards or maintain independent living; family carers who are struggling with isolation or who juggle work and caring</p>	

<b>How are the equality strands affected?</b> <i>Please detail the effects on each equality strand, and any mitigating action you have taken so far. Please include any relevant data. If you do not have relevant data please explain why.</i>			
<b>Equality Strand</b>	<b>Affected?</b>	<b>Please explain how affected</b>	<b>What action has been taken already to mitigate this? What further action is planned to mitigate this?</b>
1. Age	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Positive impact – older people would benefit from support being provided by a home sharer. This would also help decrease the chances of deterioration due to social isolation.	This scheme enables people -to remain independent in their homes for longer -continue to be part of their community -gives them choice on how they want to lead their lives and what support they get
2. Disability	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Positive impact – this promotes choice and control as people with disabilities would maintain their independence by remaining in their own home that they choose.	This scheme enables people -to remain independent in their homes for longer -continue to be part of their community -gives them choice on how they want to lead their lives and what support they get
3. Gender reassignment	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Positive impact – this promotes choice and control as people would maintain their independence by remaining in their own home that they choose.	This scheme enables people -to remain independent in their homes for longer -continue to be part of their community -gives them choice on how they want to lead their lives and what support they get
4. Pregnancy and maternity	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	N/a	N/a
5. Race / Ethnicity	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Positive impact – this promotes choice and control as people would maintain their independence by remaining in their own home that they choose.	This scheme enables people -to remain independent in their homes for longer -continue to be part of their community -gives them choice on how

			they want to lead their lives and what support they get
6. Religion or belief	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
7. Gender / sex	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
8. Sexual orientation	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
9. Marital Status	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Positive impact – this promotes choice and control as people would maintain their independence by remaining in their own home that they choose with their families.	This scheme enables people -to remain independent in their homes for longer -continue to be part of their community -gives them choice on how they want to lead their lives and what support they get
10. Other key groups?	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>		
Carers	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	Please assess Young, Parent and Adult carer.	
People with mental health issues	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>		
Some families and lone parents	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
People with a low income	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
Unemployed people	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		
Young people not in employment education or training	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>		

**4. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents?**

The rating from different groups of residents would be favourable as this initiative supports their desire to remain in their own home.

**5. How does the proposal enhance Barnet’s reputation as a good place to work and live?**

The proposal enhances Barnet’s standing as it would be providing creative solutions to tackling low level needs such as social isolation and anxiety. People with different needs would remain as part of the community which enhances the community feel and spirit due to the diversity within it.

**6. How will members of Barnet’s diverse communities feel more confident about the council and the manner in which it conducts its business?**

Barnet’s diverse communities would feel more confident about the council as this initiative promotes retaining independence, have choice and control over their own lives with support where it is needed.

**7. Please outline what measures and methods have been designed to monitor the application of the policy or service, the achievement of intended outcomes and the identification of any unintended or adverse impact? *Include information about the groups of people affected by this proposal. Include how frequently the monitoring will be conducted and who will be made aware of the analysis and outcomes? This should include key decision makers. Include these measures in the Equality Improvement Plan (section 16)***

*Barnet will work in partnership with the University of Middlesex who would put forward the home sharers. Monitoring of how each ‘placement’ is doing will be built in, and those with homeowners with social care worker would be encouraged to communicate with them should issues arise. Some monitoring and review meetings would also take place between the Commissioning Unit and the University of Middlesex.*

**8. How will the new proposals enable the council to promote good relations between different communities? *Include whether proposals bring different groups of people together, does the proposal have the potential to lead to resentment between different groups of people and how might you be able to compensate for perceptions of differential treatment or whether implications are explained.***

See 5 & 6

**9. How have employees and residents with different needs been consulted on the anticipated impact of this proposal? How have any comments influenced the final proposal?** *Please include information about any prior consultation on the proposal been undertaken, and any dissatisfaction with it from a particular section of the community. Please refer to Table 2*

Consultation with residents and employees will be built in as part of the process of setting this initiative up.

## Overall Assessment

10. Overall impact			
Positive Impact  <input checked="" type="checkbox"/>	Negative Impact or Impact Not Known <sup>1</sup>  <input type="checkbox"/>	No Impact  <input type="checkbox"/>	
11. Scale of Impact			
Positive impact:  Minimal <input type="checkbox"/> Significant <input checked="" type="checkbox"/>	Negative Impact or Impact Not Known  Minimal <input type="checkbox"/> Significant <input type="checkbox"/>		
12. Outcome			
No change to decision  <input type="checkbox"/>	Adjustment needed to decision  <input type="checkbox"/>	Continue with decision <i>(despite adverse impact / missed opportunity)</i>  <input type="checkbox"/>	If significant negative impact - Stop / rethink  <input type="checkbox"/>

<sup>1</sup> 'Impact Not Known' – tick this box if there is no up-to-date data or information to show the effects or outcomes of the function, policy, procedure or service on all of the equality strands.

**13. Please give full explanation for how the overall assessment and outcome was decided.**

This initiative will have a positive impact on individuals as the will:

- Be able to remain in their homes for longer
- Enable them to continue to be part of their community
- have choice and control over where they want to live and with what support.

Barnet Council will be promoting people's well being by preventing low level needs from deteriorating which could end up with people needing more and expensive support.



### 14. Equality Improvement Plan

Please list all the equality objectives, actions and targets that result from the Equality Analysis (continue on separate sheets as necessary). These now need to be included in the relevant service plan for mainstreaming and performance management purposes.

Equality Objective	Action	Target	Officer responsible	By when
Consultation with residents and employees to inform the proposal	Develop key consultation points within the plan		Kirsty Haines	January 2016
Build in measures and methods for monitoring as scheme is developed	Agree with University of Middlesex how monitoring will be done		Kirsty Haines	January 2016

<b>1<sup>st</sup> Authorised signature (Lead Officer/Project Sponsor)</b>	<b>2<sup>nd</sup> Authorised Signature (Service lead/Project Manager)</b>
<b>Date:</b>	<b>Date:</b>

## Equality Analysis (EqA)

### EIA 10 (relates to CELS saving R1) Placements Commissioning Strategy

Please refer to the guidance before completing this form.

<b>1. Details of function, policy, procedure or service:</b>	
Title of what is being assessed: Placements Commissioning Strategy	
Is it a new or revised function, policy, procedure or service? Policy and service	
Department and Section: Family Services	
Date assessment completed: December 2014	
<b>2. Names and roles of officers completing this assessment:</b>	
Lead officer	Lindsey Hyde, Social Care Transformation Officer
Stakeholder groups	Looked after children, foster carers, residential children's homes, Corporate Parenting Advisory Panel, Barnet staff, strategic alliances, Barnet residents
Representative from internal stakeholders	
Representative from external stakeholders	
Delivery Unit Equalities Network rep	Elaine Tuck
Performance Management rep	
HR rep (for employment related issues)	N/A

### 3. Full description of function, policy, procedure or service:

#### Context

Barnet seeks to ensure that children who enter the care system are given a good start in life, with a stable home and access to education and other support. Wherever possible, we seek to enable children to remain with their families.

Where it is necessary for children to remain in care for a period of time and to live with alternative carers, we will support them in the most appropriate type of placement and we seek the most appropriate long term permanence options for children and young people. The availability of high quality support in stable and local placements is integral to supporting our looked after children to achieve their best outcomes.

The looking after children project was initiated earlier in 2014 as part of the Family Services Transformation Programme to review current provision and demand for placements and to develop a new model of provision which supports looked after children to achieve good outcomes and enables the Council to provide placements in the most cost effective way.

#### Why is it needed?

It is a statutory requirement for every Council to meet its Sufficiency Duty<sup>1</sup>, a key element of this is to secure sufficient accommodation for looked after children. The duty requires local authorities to take steps that secure, so far as reasonably practicable, sufficient accommodation within the authority's area which meets the needs of children that the local authority are looking after, and whose circumstances are such that it would be consistent with their welfare for them to be provided with accommodation that is in the local authority's area ('the sufficiency duty').

Coupled with this duty, it was becoming evident that there were changes in demand in Barnet for different types of placements for looked after children and this was impacting on the number of children living outside of Barnet, the number of looked after children in residential placements and the increased cost to the Council of providing these types of placements provision.

The Placements Commissioning Strategy sets out Barnet's strategy to enable looked after children and young people to remain geographically closer to Barnet, promoting continuity, enabling them to maintain their networks and access to education provision, even when they need to be looked after for a period of time.

#### What are the outcomes to be achieved? What are the aims and objectives?

The outcomes of the placements commissioning strategy to be achieved are:

- Reduce the number of IFA placements by increasing the number of looked after children in LBB/internal foster placements
- Assess and approve prospective fostering households as efficiently as possible to prevent delays
- Prevent escalation of needs through a developed support offer to foster carers
- Reduce the number of children and young people in residential placements, in line with

<sup>1</sup> <https://www.gov.uk/government/publications/securing-sufficient-accommodation-for-looked-after-children>

care planning for individual children and young people

The key objectives and strands of activity are:

- Increase the number of fostering households recruited and approved by Barnet
- Expand the approval ranges of Barnet fostering households and increase the number of placements that Barnet fostering households can offer
- Redesign the approval process for prospective fostering households
- Review and develop the support offer to foster carers to support them to accept placements and to prevent placement breakdown
- Progress with intensive step down plans where appropriate for looked after children in residential placements

### **Who is it aimed at? Who is likely to benefit?**

The main beneficiaries of the placements commissioning strategy are looked after children and young people. Fostering households and individual foster carers will also benefit from the proposed changes. Barnet residents may benefit from the outcomes sought from the placements commissioning strategy as it seeks to ensure that placements can support looked after children and young people to achieve good outcomes, which contributes to the success of Barnet as a borough. Barnet residents may benefit from the strategy as it seeks to provide high quality placements in a more cost effective way, which reduces pressure on available Council resources.

### **How have needs based on age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, marriage and civil partnership and carers been taken account of?**

The placements commissioning strategy is based firmly on the needs and Barnet's looked after children and young people and how placements can meet those needs. The strategy document sets out looked after children's' needs which includes:

- Age
- Disability
- Race
- Religion or belief
- Sex

The strategy does not explicitly set out looked after children's needs on the following characteristics as there is no easily accessible available data:

- Gender reassignment
- Pregnancy and maternity
- Sexual orientation
- Marriage and civil partnership
- Carers

However, in relation to the above characteristics, these are taken into account in the following ways:

- Young people for whom gender reassignment is relevant will have their needs thoroughly assessed by a qualified social worker and this assessment will inform the support that they require from a placement and a placement match will be found to meet these needs
- Young people who have their own children will be appropriately supported through more specialist placements such as parent and baby placements. If as a result of a social work assessment the baby is to live with an alternative carer, arrangements will be made for the parent to have appropriate contact with the baby
- Individual social worker assessments will explore any relevant aspects of a young person's sexual orientation and this will inform placement decisions for them
- Similarly, assessments and subsequent placements will support young people who are married, including those who have experiences forced marriage
- Those young people who have caring responsibilities, including caring responsibilities for siblings who may also be in care, will be taken into account when identifying placements for children and young people

**Identify the ways people can find out about and benefit from the proposals.**

All relevant stakeholders have been consulted as part of the development of the placements commissioning strategy and the project to implement the strategy. A separate document is available setting out all of the consultation activity that has been undertaken.

Barnet residents can access information on the proposals through the published update papers that are regularly on the agenda of Corporate Parenting Advisory Panel.

**Consider any processes they need to go through or criteria that we apply to determine eligibility.**

Statutory duties set out the requirements for providing services to children and young people who are or need to become looked after children.

Eligibility for support for foster carers is clearly set out in policies, many of which have been reviewed as part of this work.

<b>4. How are the equality strands affected?</b>			
<b>Equality Strand</b>	<b>Affected?</b>	<b>Explain how affected</b>	<b>What action has been taken already to mitigate this? What action do you plan to take to mitigate this?</b>
<b>1. Age</b>	Yes x / No <input type="checkbox"/>	Understanding the age of children entering Barnet's care is important to the development and delivery of appropriate placements and other support services.  In 2013/14 the ages of children entering care and therefore the ages of children requiring placements for the first time were:	The largest proportion of children who entered care in 2013/14 was 10-15 year olds followed by 16-17 year olds. It is also evident from the strategy that

		<ul style="list-style-type: none"> <li>• Under 1 12%</li> <li>• 1-4 years 13%</li> <li>• 5-9 years 13%</li> <li>• 10-15 years 34%</li> <li>• 16-17 years 28%</li> </ul>	<p>the ages of children who are placed with IFA<sup>2</sup> foster carers, and therefore are most likely to be out of Barnet, are some 5-9 year olds, 10-15 year olds and 16-17 year olds. One of the main objectives of the looking after children project, which is implementing the placements commissioning strategy, is to target recruitment of new fostering households to provide placements to older looked after children. Alongside this, the fostering service is reviewing every fostering household to consider whether they can broaden their age approval range to offer placements to older looked after children. This should have a positive impact.</p>
2. Disability	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>Snap shot data from January 2014 highlights that looked after children has the following needs relating to disability:</p> <ul style="list-style-type: none"> <li>• Disability 3%</li> <li>• SEN 10%</li> </ul>	<p>In seeking to recruit additional LB Barnet foster carers, Barnet will be seeking to develop the available number</p>

<sup>2</sup> Independent Fostering Agency. The majority of Independent Fostering Agency placements are outside of Barnet and therefore children and young people in this type of placement are more likely to be further away from Barnet.

		<ul style="list-style-type: none"> <li>• Disability &amp; SEN 11%</li> <li>• Neither 76%</li> </ul> <p>The 'snapshot' data above illustrates that 24.1% of Looked after Children (January 2014) had a disability, SEN or both. In the general Barnet under 18 population, 20.7% of children on are classed as SEN.</p> <p>However, the data above does not provide a clear articulation of levels of need, particularly in relation to SEN which is categorised on the basis of children accessing School Action Plus or those with an SEN statement. Other types of needs such as ADHD would not necessarily be reflected in the data set above but would still require specialist support or advice within any placement.</p>	<p>of placements which can support disability and SEN needs. To support this, and to support existing fostering households to consider accepting a child with disability into their home, the foster carer training programme has been reviewed and by April 2015 will include a wider range of training on disability and how to support children who are disabled or have SEN. This should have a positive impact.</p>
3. Gender reassignment	Unknown	No available data.	<p>Young people for whom gender reassignment is relevant will have their needs thoroughly assessed by a qualified social worker and this assessment will inform the support that they require from a placement and a placement match will be found to meet these needs. The development of better support packages for foster carers should positively impact the range of needs that can be supported in placements.</p>
4. Pregnancy		In any given year there are no more than 10 parent and baby placements	There will be no negative impact

and maternity	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>made for Barnet young people. In 2013/14 there were 5 fostering parent and baby placements made and 3 residential parent and baby assessment placements made.</p> <p>This is a small proportion of the looked after children cohort.</p>	on the availability of parent and baby placements, but there may be a positive impact as a result of the implementation of the placements commissioning strategy.																																	
5. Race / Ethnicity	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<table border="1" data-bbox="624 593 1217 974"> <thead> <tr> <th data-bbox="624 593 829 701">Ethnicity</th> <th data-bbox="829 593 1034 701">LAC as at 01/04/13</th> <th data-bbox="1034 593 1217 701">Variance against Barnet population (2011 census) – percentage point</th> </tr> </thead> <tbody> <tr> <td data-bbox="624 701 829 730">White</td> <td data-bbox="829 701 1034 730">42.12%</td> <td data-bbox="1034 701 1217 730">-21.98</td> </tr> <tr> <td data-bbox="624 730 829 759">Black Caribbean</td> <td data-bbox="829 730 1034 759">5.47%</td> <td data-bbox="1034 730 1217 759">4.17</td> </tr> <tr> <td data-bbox="624 759 829 788">Black African</td> <td data-bbox="829 759 1034 788">13.50%</td> <td data-bbox="1034 759 1217 788">8.10</td> </tr> <tr> <td data-bbox="624 788 829 817">Black Other</td> <td data-bbox="829 788 1034 817">3.54%</td> <td data-bbox="1034 788 1217 817">0.84</td> </tr> <tr> <td data-bbox="624 817 829 846">Indian</td> <td data-bbox="829 817 1034 846">0.00%</td> <td data-bbox="1034 817 1217 846">-7.80</td> </tr> <tr> <td data-bbox="624 846 829 875">Pakistani</td> <td data-bbox="829 846 1034 875">1.29%</td> <td data-bbox="1034 846 1217 875">-0.21</td> </tr> <tr> <td data-bbox="624 875 829 904">Bangladeshi</td> <td data-bbox="829 875 1034 904">0.00%</td> <td data-bbox="1034 875 1217 904">-0.60</td> </tr> <tr> <td data-bbox="624 904 829 934">Chinese</td> <td data-bbox="829 904 1034 934">0.32%</td> <td data-bbox="1034 904 1217 934">-1.98</td> </tr> <tr> <td data-bbox="624 934 829 963">Other Asian</td> <td data-bbox="829 934 1034 963">5.47%</td> <td data-bbox="1034 934 1217 963">-2.43</td> </tr> <tr> <td data-bbox="624 963 829 992">Other</td> <td data-bbox="829 963 1034 992">20.26%</td> <td data-bbox="1034 963 1217 992">13.96</td> </tr> </tbody> </table> <p>The ethnicity profile of Looked after Children is difficult to compare directly to Barnet's general population as there is no specific data on ethnicity of the under 18 population.</p> <p>White and Indian children and young people appear to be under represented in Barnet's looked after children cohort and Black Caribbean and Black African children are over represented. 'Other' ethnicities also appear over represented; however, this may be misleading due to the difficulty of comparing categories like for like.</p>	Ethnicity	LAC as at 01/04/13	Variance against Barnet population (2011 census) – percentage point	White	42.12%	-21.98	Black Caribbean	5.47%	4.17	Black African	13.50%	8.10	Black Other	3.54%	0.84	Indian	0.00%	-7.80	Pakistani	1.29%	-0.21	Bangladeshi	0.00%	-0.60	Chinese	0.32%	-1.98	Other Asian	5.47%	-2.43	Other	20.26%	13.96	In planning placements for Looked after Children, matching takes place based on many characteristics, including ethnicity; and services to support a child's ethnic and cultural needs are considered as part of the support offered to the child. Through intelligent recruitment, Barnet will ensure that we have a range of foster carers who can support the varied needs of Barnet's Looked after Children. Therefore there is likely to be a positive impact.
Ethnicity	LAC as at 01/04/13	Variance against Barnet population (2011 census) – percentage point																																		
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<p><b>6. Religion or belief</b></p>	<p>Yes x / No <input type="checkbox"/></p>	<table border="1" data-bbox="628 159 1211 992"> <thead> <tr> <th>Religion</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Atheist</td> <td>&lt;1%</td> </tr> <tr> <td>Buddhist</td> <td>&lt;1%</td> </tr> <tr> <td>Christian – C of E</td> <td>5.3%</td> </tr> <tr> <td>Christian – Roman Catholic</td> <td>8.2%</td> </tr> <tr> <td>Christian – Pentecostal</td> <td>&lt;1%</td> </tr> <tr> <td>Christian – Other</td> <td>23%</td> </tr> <tr> <td>Information Refused</td> <td>1.6%</td> </tr> <tr> <td>Jewish</td> <td>2.6%</td> </tr> <tr> <td>Muslim - <u>Ismaili</u></td> <td>&lt;1%</td> </tr> <tr> <td>Muslim - Other</td> <td>14.5%</td> </tr> <tr> <td>No religion</td> <td>7.6%</td> </tr> <tr> <td>Other</td> <td>&lt;1%</td> </tr> <tr> <td>Rastafarian</td> <td>1.3%</td> </tr> <tr> <td>Unknown</td> <td>33.9%</td> </tr> <tr> <td>Wicca</td> <td>&lt;1%</td> </tr> </tbody> </table> <p>As at September 2014, after the category of unknown religion, the most common religions are (descending order):</p> <ul style="list-style-type: none"> <li>• Muslim</li> <li>• Christian other</li> <li>• Christian Roman Catholic</li> <li>• No religion</li> <li>• Christian C of E</li> <li>• Jewish</li> </ul>	Religion	Percentage	Atheist	<1%	Buddhist	<1%	Christian – C of E	5.3%	Christian – Roman Catholic	8.2%	Christian – Pentecostal	<1%	Christian – Other	23%	Information Refused	1.6%	Jewish	2.6%	Muslim - <u>Ismaili</u>	<1%	Muslim - Other	14.5%	No religion	7.6%	Other	<1%	Rastafarian	1.3%	Unknown	33.9%	Wicca	<1%	<p>Although a variety of factors are taken into consideration when matching children to placements, religion and culture can play an important role for some of our children and young people.</p> <p>The targeted recruitment of fostering households takes into account the religious needs of our looked after children and young people. Therefore a positive impact is anticipated from the implementation of this strategy.</p>
Religion	Percentage																																		
Atheist	<1%																																		
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Unknown	33.9%																																		
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<p><b>7. Gender / sex</b></p>	<p>Yes x / No <input type="checkbox"/></p>	<p>Nationally there is a higher proportion of looked after children who are male than female.</p>	<p>Looked after children need placements based on many characteristics and gender/sex may be one of them.</p> <p>Although females make up a smaller proportion of Barnet's looked after children population, there has been an</p>																																

			<p>increase in a particular type of support required by females, to support with child sexual exploitation. It must be noted that this is certainly not exclusive to impact on females but the current demand is driven by females needing support for this.</p> <p>The expanding of placement options should have a positive impact on supporting this group.</p>
8. Sexual orientation	Unknown	No data available.	<p>Individual social worker assessments will explore any relevant aspects of a young person's sexual orientation and this will inform placement decisions for them. The expansion of available placements options should positively impact the ability to meet needs close to and in Barnet borough.</p>
9. Marital Status	Unknown	No data available.	<p>Assessments and subsequent placements will</p>

			support young people who are married, including those who have experienced forced marriage. The widening of available placements will mean that more specific needs can be supported in and closer to Barnet.
<b>10. Unemployed parents</b>	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	There is no specific Barnet data availability on the income levels of unemployed parents and the impact on looked after children. However, it is evident from national research that low income families may require more support than the general population from children's services.	<p>The strengthening of placement services will have a positive impact for parents regardless of their income whose children are looked after.</p> <p>The support needs of parents whose children are looked after will be considered as part of the assessment and care planning for the child. Every effort will be made to enable a child to return to their birth family if this is in their best interests.</p>

**5. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents?**

It is evident from the residents' perception survey Autumn 2013 that 17% of Barnet residents are concerned that there is not enough being done for young people in Barnet. Conversely, 29% of residents surveyed shared their view that social services for children are excellent or good. It is this group of residents in particular that may note the benefits of the placements commissioning

strategy.

The parents and families of Barnet's looked after children and young people may also have a particular interest in these proposals.

Barnet's looked after children and young people and their participation forums will most likely take particular interest in these proposals.

The implementation of the placements commissioning strategy is likely to have a positive impact on the availability of placements, delivering more placements in and closer to Barnet and providing these services in a cost effective way. Therefore it is anticipated that any impact on satisfaction will be positive.

**6. How does the proposal enhance Barnet's reputation as a good place to work and live?**

The placements commissioning strategy seeks to ensure that placements are available and are provided in such a way that looked after children and young people can achieve good outcomes, remain in and close to Barnet borough, maintain educational continuity and contact with their families wherever possible. As such, the proposals seek to enhance the success achieved by a small cohort of Barnet residents and therefore enhance Barnet as a successful borough.

**7. How will members of Barnet's diverse communities feel more confident about the council and the manner in which it conducts its business?**

The analysis of the diverse range of needs and characteristics of Barnet's looked after children and young people which formed the basis of the placements commissioning strategy demonstrates the commitment of the Council has to meeting the diverse range of needs of our communities.

**8. What measures and methods have been designed to monitor the application of the policy or service, the achievement of intended outcomes and the identification of any unintended or adverse impact?**

A number of success factors for the placements commissioning strategy are outlined in the strategy document. The looking after children project board is currently monitoring the success of the delivery of the strategy and the impact. Once the project closes and the work is fully taken over by business as usual teams, the success and impact of the strategy will be monitored through existing governance structures.

**9. How will the new proposals enable the council to promote good relations between different communities?**

The implementation work that accompanies the strategy is leading an agenda of understanding looked after children's needs, their environments and how to support them. For the stakeholders involved in the delivery of this strategy, this provides many opportunities to understand the diverse needs of different communities and may enable the Council to promote good relations between different communities.

**10. How have residents with different needs been consulted on the anticipated impact of this proposal? How have any comments influenced the final proposal?**

Staff, looked after children and foster carers form a key part of the development of the looking after children project and the implementation of the placements commissioning strategy. Fortnightly staff and foster carer working groups have been meeting to review and challenge the service development work that is ongoing. Consideration is now being given to how the service embeds this consultation and partnership activity into business as usual practice. Further to this, there have been ongoing engagement with looked after children and young people through mystery shopping exercises, through the Role Model Army and by taking on board the messages and feedback from other engagement events such as Speak Out Day and Achievements Day. As such, the project is keenly aware of the importance of consulting with and engaging both staff and service users in this work.

All relevant stakeholders have been consulted as part of the development of the placements commissioning strategy and the project to implement the strategy. A separate document is available setting out all of the consultation activity that has been undertaken.

## Overall Assessment

11. Overall impact		
Positive Impact  x	Negative Impact or Impact Not Known <sup>3</sup>  <input type="checkbox"/>	No Impact  <input type="checkbox"/>
12. Scale of Impact		
Positive impact:  Minimal <input type="checkbox"/> Significant x	Negative Impact or Impact Not Known  Minimal <input type="checkbox"/> Significant <input type="checkbox"/>	

13. Outcome			
No change to decision  x	Adjustment needed to decision  <input type="checkbox"/>	Continue with decision ( <i>despite adverse impact / missed opportunity</i> )  <input type="checkbox"/>	If significant negative impact - Stop / rethink  <input type="checkbox"/>

14. Please give full explanation for how the overall assessment and outcome was decided
<p>The placements commissioning strategy is firmly based on the needs of our looked after children. This equalities impact assessment has provided an opportunity to further scrutinise the data relating to equalities characteristics and this cohort of children and young people. It is clear that the impact of the strategy to provide a broader availability of placements in and closer to Barnet has a positive impact for the majority of equalities characteristics. There is no negative impact identified for any of the equalities characteristics, although there are a small number of unknown impacts.</p> <p>It is evident that the overall impact of implementing the placements commissioning strategy is highly likely to be a positive one for equalities characteristics of this cohort of service users.</p>

<sup>3</sup> 'Impact Not Known' – tick this box if there is no up-to-date data or information to show the effects or outcomes of the function, policy, procedure or service on all of the equality strands.



## Equality Analysis (EqA)

### EIA 11 (Relates to CELS saving S1) Early Years Review

<b>1. Details of function, policy, procedure or service:</b>	
Title of what is being assessed: Early Years Review Full Business Case	
Is it a new or revised function, policy, procedure or service? Service	
Department and Section: Family Services	
Date assessment completed: October 2014	
<b>2. Names and roles of officers completing this assessment:</b>	
Lead officer	James Mass, Lead Commissioner Family and Community Well-being
Stakeholder groups	Internal Family Services staff, service users and residents, schools, health visitors, community midwives, job centre plus, Barnet and Southgate College and a range of voluntary and community organisations have key relationships with children’s centres across Barnet
Representative from internal stakeholders	James Mass – Lead Commissioner Family and Community Well-being
Representative from external stakeholders	
Delivery Unit Equalities Network rep	Elaine Tuck
Performance Management rep	
HR rep (for employment related issues)	
<b>3. Full description of function, policy, procedure or service:</b>	



## **Context**

Following a thorough review that has included significant engagement with residents, front line staff and a range of other stakeholders, the full business case (FBC) builds on the recommendations made in the outline business case (OBC), detailing how the new early years model should be developed. At OBC stage an equalities impact assessment was completed and has been updated for the FBC. There have not been considerable changes as the recommendations made as part of the outline business case, and subsequently the public consultation.

Due to economic challenges facing the British government, councils have had their funding cut since 2010 and will continue to see a reduction in funding. For Barnet, this will mean a further £72 million reduction by 2020.

Moreover, the number of children aged between 0 – 4 in the borough is set to increase from 26,074 in 2013 to 27,637 in 2018, putting increasing pressure on services in areas of high growth and meaning more demand for early years services.

## **Why is it needed?**

The early years of childhood development present the best early intervention opportunity across the public sector to improve outcomes for local residents and reduce the financial burden on the state.

To achieve our vision of supporting more vulnerable families at the earliest stage, whilst reducing the base budget by £700k, there is a requirement for whole system change. Salami slicing of the 'as is' service there would involve a significant reduction in front-line services and mean the benefits of service transformation would not be achieved.

The current early year's system in Barnet is the complex result of many years of incremental change. In reviewing this system it is apparent that whilst there are many strengths – including a dedicated and passionate work force – that success is often despite rather than because of the system.

In order to improve early year services and ensure they are cost effective a new model of early years services needs to be developed. The key focus of the review is to improve early intervention and support for the most vulnerable families.

## **What are the outcomes to be achieved? What are the aims and objectives?**

The early years model proposed has been designed to achieve the following outcomes;

- Identification of and support for the most vulnerable families.
- School readiness for all children in Barnet.
- Positive health outcomes for all children in Barnet.
- Sufficiency of high quality childcare places for children in Barnet.
- Reduce the number of adults with young children who want to return to work but are unable to.

To achieve these outcomes the new early years model will be based on the following strategic objectives;

- A more flexible model of support
- More targeted support for children under five and their families
- A more collaborative model
- A family based approach
- Increasing the involvement of parents and communities in children's centres
- Ensuring sufficient high quality early education in Barnet

**Who is it aimed at? Who is likely to benefit?**

The new model for early years is aimed at the estimated 26,757 (based on Greater London Assembly figures for 2014) children from 0-5 and their all families in Barnet. Projections developed by the Greater London Assembly (GLA) are based on the 2011 census have projected an increase in this number of children to 27,637 in 2018.

A key strategic aim of the new early years model is to improve the targeting of the most vulnerable families in the borough. Ensuring we focus resources on those who most require support will mean these groups of people are most likely to benefit from the new model.

**How have needs based on age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, marriage and civil partnership and carers been taken account of?**

The overall focus of the early years' service will continue to focus on need. The objective of the new early year's model is to improve identification and support of vulnerable families with more resource targeted on those who really need support. Having a targeted approach based on the need of each family rather than specific characteristics should therefore not discriminate against who is deemed to require extra support through early year's services.

To understand the above needs of children, parents and families in Barnet, detailed data has been collected and analysed. This task has been undertaken to ensure the council fully understands the users of children's centres across the borough.

A range of data sources has been used, including

- GLA population projections
- 2011 Census – this data has been used for the purposes of this EIA
- 2013 Barnet Childcare Sufficiency Assessment (CSA)
- 2012 Hemsalls report - LBB commissioned Hemsall's research organisation to undertake an evaluation of children's centres
- A range of data sets from children's centres, social care and family focus.

The consultation report outlines where respondents with different characteristics have given significantly different feedback to the general response.

Combined, this data has helped identify if particular groups are not engaging with or accessing services and need targeting – feeding into business as usual work in family services. Section 4 below will discuss how each of the equality strands is likely affected by the new commission.

The early years model outlined in the FBC is not prescriptive in regard to the support, advice

and information offered from each of our children’s centres. This level of detail will be developed through implementation and involve consideration of local need and how to ensure services offered meet these needs.

**Identify the ways people can find out about and benefit from the proposals.**

The OBC outlined the benefits of the changes, which were then publically consulted on through the early years review. There was broad agreement in regard to the aims and vision of the new early years model as well as the majority of the proposed changes.

Public engagement and consultation will continue throughout the implementation and more detailed design following Children’s, Education, Libraries and Safeguarding Committee decision on 28 October 2014. This will allow parents the chance to understand the changes in more detail and help shape the new early years model.

**Consider any processes they need to go through or criteria that we apply to determine eligibility.**

Whilst there is a recommendation to focus on targeted work, universal access will continue for some sessions as they are important to help identify potentially vulnerable families.

It was made clear through the consultation that although there was broad agreement with a more targeted model, services should not be only for those from a deprived background and anyone who identifies a need should be supported. This is currently, and will continue to be, the early years approach, focusing on supporting families where there is a need, regardless of their background or characteristics.

Eligibility for targeted services is determined through a range of means; including self-referral, referral from health (including GP’s, Health Visitor’s, Community Midwives) or referrals from local authority services such as through the Common Assessment Framework process or Intense Family Focus team.

*Note: In the document below, the consultation referred to as the ‘early years questionnaire’ was the questionnaire targeted at families who use or have children of the right age to use services, whilst the ‘citizen’s panel questionnaire’ was aimed at a broad cross section of the demographics in Barnet.*

<b>4. How are the equality strands affected?</b>			
<b>Equality Strand</b>	<b>Affected?</b>	<b>Explain how affected</b>	<b>What action has been taken already to mitigate this? What action do you plan to take to mitigate this?</b>
1. Age	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	In 2014 there is an estimated 26,757 children under the age of five in Barnet.  The service provides services to children between the age of 0-5, their parents and pregnant women. It is envisaged that the new early year’s model will not	The new early years model will ensure there is flexibility in the service to meet changing demand and offer support to parents of all ages.

		<p>change the scope of the early year's services from children between 0-5 and their families. Whilst services may be offered from a different locality, the extent of services is not expected to change.</p> <p>The early years review targeted questionnaire had a higher percentage of responses between 25 and 44 (67%) whilst the citizen's panel questionnaire covered all ages in Barnet so all views have been considered.</p>	
2. Disability	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	<p>The early years review targeted questionnaire had 10 respondents (3.5%) with a disability, lower than the citizen's panel questionnaire response of 76 (12.5%) which reflects the demographic breakdown of the borough. It is still projected that there will be no negative impact on children and families and this will be kept under review during implementation.</p>	<p>Implementation of the new early years model will ensure accessibility of services for people with disabilities.</p> <p>The new early years model will include key links to the Inclusion and Skills.</p>
3. Gender reassignment	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	<p>The council has collected no information on gender re-assignment in regard to this project as there is expected to be no impact.</p>	<p>If there are any issues raised as part of implementation, or on-going service delivery this will be included in our needs analysis.</p>
4. Pregnancy and maternity	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>In the 2013 CSA 7% of the respondents – across Barnet – stated that they were, or had a partner who was, currently expecting a baby. As part of the early years targeted questionnaire 13% of respondents were on maternity leave (35) and 3% (9) pregnant.</p> <p>As with age, the scope of early year's services will not change as part of the new early years model, although the location of some services may change. A key objective of the early years review is to improve identification of risk factors through maternity,</p>	<p>Ensure integration benefits both ante-natal and post natal care through improved links between professionals and ensuring clear clinical support and management.</p>

		therefore it is anticipated that the changes will have a positive impact.	
5. Race / Ethnicity	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>In 2011 out of the 26,264 children in Barnet, there were;</p> <ul style="list-style-type: none"> <li>• White – 11,972</li> <li>• BAME – 14, 292</li> </ul> <p>The response rate as part of the early years review questionnaire was 13% Asian, 6% Black, 4% Mixed Race, 56% White with 19% preferring not to say. The Citizen's panel survey respondents were broken down as 76% white, 13% Asian, 5% black and 2% mixed race. Demonstrating that responses were reflective of the racial and ethnic diversity in the borough.</p> <p>There is no identified differential impact based on race/ethnicity as services will continue to deliver to all ethnicities and support will targeted to those are in most need of support.</p> <p>A key part of the needs analysis included number of BAME and EAL pupils and as part of the implementation of the new model monitoring of race/ethnicity will continue and if any groups are identified as under accessing support will targeted as necessary.</p> <p>As part of the needs analysis the number of Black, Asian, Minority Ethnic (BAME) in Nursery and reception classes was analysed. In regard to the centres with a significant reduction in opening hours the number of BAME children was lower than average for St Margaret's (184) and Stonegrove children's centres (235) and higher than average</p>	<p>The detail of the new early year's model will be informed by local data and knowledge to ensure services meet the needs of people with different racial / ethnic backgrounds.</p> <p>Improved recording of data on families will help inform service development.</p> <p>Improved recording of data on families will help inform service development and targeting of groups who are not accessing services.</p>

		<p>for Hampden Way children's centre reach area (404). The average per reach area was 353.</p> <p>The number of children with English as an additional language (EAL) was also part of the needs analysis undertaken as part of the review. In regard to the centres with a significant reduction in opening hours the number of children with EAL was lower than average for St Margaret's (156) and Stonegrove children's centre (124) but slightly higher than average in Hampden Way's children centre reach area (275). ). The average per reach area was 252.</p>	
6. Religion or belief	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	<p>The early years review consultation had a response rate of 40% Christian, 10% no religion, 8% Muslim, 7% Jewish, 5% other and 16% preferred not to say.</p> <p>There is no identified differential impact based on religion or belief as services will continue to deliver to all religion and beliefs and support will targeted to those are in most need of support.</p>	<p>The implementation of the new early years model will be informed by local data and knowledge to ensure support those with needs regardless of religious beliefs.</p> <p>Improved recording of data on families will help inform service development and targeting of groups who are not accessing services.</p>
7. Gender / sex	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>In 2011 out of the 26,264 under-fives, there were;</p> <ul style="list-style-type: none"> <li>• Males – 13,423</li> <li>• Females – 12,841</li> </ul> <p>However, in terms of the gender/sex of parents accessing services fathers have been identified as group of people who are under accessing and not represented.</p> <p>This was clear in the responses rate of the early years questionnaire, where only 8% of</p>	<p>Service delivery will continue to target fathers who are less likely to attend services by offering specialist services such as dads groups.</p>

		respondents (22) were male.	
<b>8. Sexual orientation</b>	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	The council has collected no information on gender re-assignment in regard to this project as there is expected to be no impact.	N/A
<b>9. Marital Status</b>	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>The needs analysis has considered the number of children under 5 in a lone parent household. The incidence of lone parent households with dependent children in 2011 in Barnet was 11,763.</p> <p>The needs analysis included lone parents with children under 5 and children in out-of-work benefit households (lone parents).</p> <p>In regard to the centres with a significant reduction in opening hours the sum of Children in out-of-work benefit households (Lone Parents) is below average for the St Margaret's (480) and Stonegrove (440), but higher in Hampden Way reach area (605). The average for each reach are was 515.</p>	<p>When implementing the changes the needs analysis will be received, ensuring where there is a need for support for lone parents there are available services at a suitable location.</p> <p>A key outcome the review aims to improve is to reduce the number of adults with young children who want to return to work but are unable too.</p>
<b>10. Unemployed parents</b>	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p>Other groups which could be impacted on through the changes are unemployed parents.</p> <p>The needs analysis undertaken considered the level of JSA claimants in the local area. Although this information does not consider whether they have children under 5 or not, it has been used as an indicator of need in the local area.</p> <p>In regard to the centres with a significant reduction in opening hours the claimant rate for 16-64 year olds is lower than average in regard to St Margaret's (345) and Stonegrove (244), but slightly higher than Hampden</p>	<p>A key outcome the review aims to improve is to reduce the number of adults with young children who want to return to work but are unable too, therefore the changes should have a positive impact on this group. Getting parents back to work is a key requirement of the children's centre offer.</p> <p>The needs analysis undertaken will be used in conjunction with local knowledge to ensure effective</p>

		Way reach area (294). The average for each reach area is 358.	support for unemployed parents at a suitable location.
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**5. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents?**

Overall, the new early years model is expected to have a positive impact on satisfaction rates among residents through improved early intervention and improved service delivery and efficiency.

The early years review questionnaire response showed that;

- 95% of respondents value the advice and information offered in children’s centres, 85% child health support, 78% community midwife support and 76% one-to-one support.

In terms of current satisfaction ratings;

- Only one in ten parents surveyed through the recent childcare market research were unsatisfied with childcare provision in Barnet.

The Hemsalls report which surveyed 367 past and present service users found;

- 82 per cent of respondents said they had experienced positive outcomes from using Children’s Centre’s
- 49 per cent thought that parenting advice and support had a positive impact at children’s centres

There is a potential that a continued increase in targeted support, with a focus on those with the most need, may reduce the amount of universal services which have been on offer at Children’s Centres. This is likely to be minimal, as universal services are key to identifying need and supporting parents.

Overall the new early years model should increase satisfaction ratings by delivering a more joined up service with improved early intervention and service delivery and efficiency.

**6. How does the proposal enhance Barnet’s reputation as a good place to work and live?**

Due to reductions in the budget, the council is faced with making difficult decisions in terms of making savings and how to target resources efficiently to best meet the needs of Barnet residents.

The proposals will enhance Barnet’s reputation as a good place to work by creating an improved early year’s model in which staff will have a clearer direction and more flexibility in their work with the ability to focus on supporting those with the most need. Workforce analysis as part of the health visitor and school nurses review and on-going staff engagement will help ensure that staff concerns are taken into account.

A priority outcome for the early years review as a whole is to reduce the number of adults with young children who want to return to work but are unable to. This should improve the borough as a good place to work and live by removing barriers to employment for families.

The proposals will enhance Barnet’s reputation as a good place to live by continuing to support



young children and families to improve life chances for children in Barnet. This will be achieved through improved family support and ensuring underachieving childcare settings get the support they need, meaning all children receive a high quality early education.

**7. How will members of Barnet's diverse communities feel more confident about the council and the manner in which it conducts its business?**

Clear communication, consultation and engagement has taken place and will continue to take place through the implementation of the early years review to help ensure the views of Barnet's diverse communities are taken into account. As outlined above the early years consultation effectively engaged with a wide range of residents in the borough, ensuring all communities had a view.

As part of the decision making process councillors will fully consider and give due regard to responses to consultation, and to this Equalities Impact Assessment, as part of a clear and transparent decision-making process to try and ensure that all citizens feel confident about the manner in which the council is conducting its business.

A key strategic aim of the new early years model is to improve the targeting of the most vulnerable families in the borough and several of the recommendations detailed above in section 6 will increase support and the flexibility of this support provided to the most vulnerable families in the borough. This will include considering Barnet's diverse community's needs, ensuring early years services support people who need the support most across a range of communities.

**8. What measures and methods have been designed to monitor the application of the policy or service, the achievement of intended outcomes and the identification of any unintended or adverse impact?**

The full business case sets out some clear high level outcomes and measures for the new early years model. These are based on achieving the following high level outcomes;

- Identification of and support for the most vulnerable families.
- School readiness for all children in Barnet.
- Positive health outcomes for all children in Barnet.
- Sufficiency of high quality childcare places for children in Barnet.
- Reduce the number of adults with young children who want to return to work but are unable to.

**9. How will the new proposals enable the council to promote good relations between different communities?**

Through implementation and on-going service delivery there will be continued engagement to understand relationships between different communities and ensure through the service offered they are supported effectively.

A wide range of people attend Children's Centres and the new early years commission will not change the diversity of communities accessing early years services.

A key strategic aim of the new early years model is to improve the targeting of the most vulnerable families in the borough. This approach is to ensure we focus resources on those who most require support.

**10. How have residents with different needs been consulted on the anticipated impact of**

### **this proposal? How have any comments influenced the final proposal?**

As outlined in specific sections above the early years review targeted residents from a range of backgrounds. A range of methods to ensure residents with different needs could feed into the review. This included;

- Providing each children's centre with a set of consultation documents and questionnaires.
- Arranging a set of 10 drop-in sessions across different children's centres or local venues to support families to complete the questionnaire, answer further questions or take verbal feedback if this was the preferred method of communication.
- The early years review questionnaire was made available on Engage Barnet
- The Innovation Unit were commissioned to undertake a range of workshops, 5 with targeted families who regularly used children's centres

The demographics of respondents to both the early years review questionnaire and the citizen's panel questionnaire was wide, including people with different backgrounds and characteristics. The workshops were aimed at targeted families to ensure the people who rely on the services the most could feed into the review in a way they felt comfortable with.

As part of the CSA and Hemsalls report a variety of telephone and online surveys, interviews and focus groups were conducted with a wide range of parents and children with different needs as well as children's centres and child-minders. Their feedback and the findings from both of these pieces of research have influenced and formed a crucial and central part of the early years review outline business case and accompanying recommendations.

## Overall Assessment

11. Overall impact		
Positive Impact  <input checked="" type="checkbox"/>	Negative Impact or Impact Not Known <sup>1</sup>  <input type="checkbox"/>	No Impact  <input type="checkbox"/>
12. Scale of Impact		
Positive impact:  Minimal <input checked="" type="checkbox"/> Significant <input type="checkbox"/>	Negative Impact or Impact Not Known  Minimal <input type="checkbox"/> Significant <input type="checkbox"/>	

13. Outcome			
No change to decision  <input checked="" type="checkbox"/>	Adjustment needed to decision  <input type="checkbox"/>	Continue with decision ( <i>despite adverse impact / missed opportunity</i> )  <input type="checkbox"/>	If significant negative impact - Stop / rethink  <input type="checkbox"/>

14. Please give full explanation for how the overall assessment and outcome was decided
<p>It is proposed that the changes will have a positive impact on younger children, adults with young children, pregnant women and lone parents. This is because the proposal is to have a more strategic approach to children's centres to ensure they focus on those most in need of support.</p> <p>Some centres will have reduced opening hours, which may have a small negative impact on users of those centres, however some services will still be available at those centres and other venues in the locality will continue to offer services. The review has focused on ensuring that the council continue to offer support to families in need, supporting people with different characteristics in a flexible and appropriate manner. The impact on particular groups will be monitoring during the implementation and delivery of the proposal.</p> <p>The review proposes a new model that provides a more coherent and strategically managed offer where resources can be more flexibly moved to the areas of greatest need.</p> <p>The review also focuses resources on those who are in need of most support from early year's</p>

<sup>1</sup> 'Impact Not Known' – tick this box if there is no up-to-date data or information to show the effects or outcomes of the function, policy, procedure or service on all of the equality strands.

services regardless of disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage or civil partnership.



## Equality Analysis (EqA)

### EIA 12 (to support CELS saving S3) Alternative Libraries

<b>1. Details of function, policy, procedure or service:</b>	
Libraries Review	
Revised service	
Family Services	
10 August 2015	
<b>2. Names and roles of officers completing this assessment:</b>	
Lead officer	Val White, Programme Director, Education & Learning
Stakeholder groups	<p><b>Internal:</b></p> <p>Commissioning Group Family Services Delivery Unit LBB Members</p> <p><b>Informed by engagement with:</b></p> <p>Library users Library non-users</p> <p>“Charteris Groups”: elderly people; children; disabled people; unemployed people; people from areas of high deprivation (identified as having specific needs from libraries by Sue Charteris in her 2009 review of Wirral Libraries).</p> <p>Voluntary and community organisations</p>
Representative from internal stakeholders	Hannah Richens, Libraries Manager, Libraries, Workforce and Community Engagement
Representative from external stakeholders	N/A
Delivery Unit Equalities Network rep	N/A
Performance Management rep	N/A
HR rep (for employment related issues)	N/A. Separate EIA completed for impact on staff.
<b>3. Full description of function, policy, procedure or service:</b>	
This section describes the aims and objectives of the function, policy, procedure or service	
<p><b>Context</b></p> <p>Barnet has an extensive library service with high satisfaction ratings among users. Prior to the current library review the last review was undertaken in 2011 at which point a substantial transformation programme began, investing in more self-service technology for customers;</p>	

\*

expanding wi-fi; delivering improvements to some of the library buildings, including the development of two replacement buildings in Grahame Park and Church End and the creation of two community libraries.

Continuing financial constraints mean that the Council needs to explore alternative ways to deliver a library offer whilst safeguarding services for the most vulnerable. Despite recent economic growth, Barnet Council faces a significant budget gap of £98.4m over the period 2015/16 to 2019/20. Consultation in 2014 asked residents to consider a range of issues, including three options for the future of library services and showed that whilst they understood the financial challenge, the majority did not support the options proposed.

### **Why is it needed?**

The Council has a statutory duty, under the Public Libraries and Museums Act, 1964, to provide a 'comprehensive and efficient library service for all persons desiring to make use thereof'. To be comprehensive, the service must ensure that it is accessible to all and designed to meet local need. To be efficient, it must make the best use of the assets and resources available to it.

There have been a number of developments which offer the potential for more efficient ways of delivering library services. In particular, the increased availability of 'open' library technology (self-service technology allowing libraries to open during times at which staff are not present) outside its existing Scandinavian market; much greater community involvement in library services (including volunteer-led models such as community libraries), and improved digital and online services make it possible to deliver library services in different, more cost-effective ways.

On 23 June 2014 the Council's Children, Education, Libraries and Safeguarding Committee noted the savings target of £8m allocated by the Policy and Resources Committee and agreed to complete a Commissioning Plan and savings proposals by December 2014. Each Committee has an allocated savings target and there are difficult decisions to make in all areas. The business planning process since then has considered each of the service components within the committee remit to identify possible savings as a contribution to this target and the impact these could have. The process began by investigating the financial contribution libraries could make whilst still delivering a comprehensive and efficient service. As a result of this, the paper developed in October 2014 outlined options which would deliver a saving of £2.85m between 2016 and 2020. The report in October 2014 contained a detailed options paper that set out the current library service offer and the needs of residents, the budget and staffing arrangements of the current service and the condition of library buildings.

As a result of the feedback from the consultation on a range of issues, including three options for library services, the Council has developed a new proposed model of library provision.

The purpose of this Equalities Impact Assessment is to help inform the decision regarding the proposed library model outlined in the Committee paper, considering the impact of different groups within the borough.

### **What are the outcomes to be achieved? What are the aims and objectives?**

The Ambition for libraries is to;

- Help all children in Barnet to have the best start in life, developing essential language, literacy and learning skills and fostering a love of reading from the earliest age;
- Equip residents with new life skills, supporting people to live independently, to improve their health and wellbeing and to maximise their employment opportunities; and
- Bring people together, acting as a focal point for communities and assisting groups and individuals to support their local area.

To deliver these outcomes, a set of four objectives have been developed. The following objectives are based on those agreed for the 2011 Strategy, but have been updated to reflect feedback from consultation carried out since 2011 and the financial challenges now facing the local authority. The objectives are;

- A library service that provides children and adults with reading, literacy and learning opportunities.
- A library service that engages with communities.
- A library service that makes knowledge and information easily accessible.
- A library service that can withstand current and future financial challenges and safeguard services for vulnerable people.

There was substantial support among residents for the majority of the proposed objectives of the library service in Barnet although slightly less support for designing a library service that can withstand future financial challenges.

### Key Factors

As part of the decision making process, the Council has considered a range of factors, balancing these factors to develop a new model for library services in Barnet which both delivers the financial savings but provides a comprehensive service for the residents of Barnet.

The key factors considered were;

- The **vision and objectives** of the library service;
- The **Needs of residents** (including Equalities Impact Assessment);
- The **financial** challenge the Council faces;
- Feedback from the 2014 consultation and **the views of residents** on the three proposed options as well as previous consultation and engagement;
- The local authorities' statutory duty under the Public Libraries and Museum Act (1964). This states that "It shall be the duty of every library authority to provide a **comprehensive and efficient library service** for all persons desiring to make use thereof";
- The quality and size of each of the **library buildings**;
- The most effective avenues to maximise revenue from various **sources of funding** without a negative impact on outcomes of the service;
- The potential of new **technology**;
- **Capacity of the local community** in supporting libraries through volunteering and running partnership libraries;

### Future library services in Barnet

The above factors have been considered in order to design a delivery model which can achieve the desired outcomes whilst ensuring that the service is run as efficiently as possible. In developing the current proposals the following options have been considered;

- **Opening hours.** Options considered include: library closures; reductions in opening hours; the use of technology enabled opening; and technology enabled opening supported by volunteers. Consultation feedback suggested that there was little support for library closures (specific data from survey). The current proposal therefore includes a mix of:



- Sessions that are staffed by members of the library service, supplemented by volunteers (as at present).
  - Facilitated sessions where the library will be open through the use of new technology but supported by volunteers
  - Sessions where the library is open through the use of technology but unstaffed
- **Maximising income.** The Council consulted on the following options to maximise income;
- Installing commercial collection points (e.g. Amazon lockers)
  - Advertising and sponsorship
  - Increased hiring out of the library space
  - 'Barnet Libraries Supporters Scheme' available on subscription
  - Installing more vending machines
  - Hiring out of parking spaces at libraries
  - Reviewing fees and charges.

It was concluded that all these options were suitable to take forward, with some taken forward as part of phase 2 of the project and others looked at in more detail.

- **Volunteers and community run libraries.**

A number of approaches for increasing the use of volunteers in libraries have been explored.

- Volunteers to enhance service offer
- Lone working
- Volunteers to support technology enabled opening
- Friends Groups

- **Community libraries**

The review has considered options for future community run libraries in Barnet.

- Community run libraries operating within the Barnet public library network; and commissioned to run services; and
- Community run libraries operating outside the Barnet public library.

In order to maintain the present network of libraries within current financial constraints, the proposal suggests four library sites will be operated and managed by local community or voluntary sector groups. These have been called 'Partnership Libraries.' Partnership libraries will get the benefit of professional support and stock, combined with the advantages community groups can offer in engaging local residents and responding to local needs.

- **Alternative Delivery Models**

As part of the original options paper, published in October 2014, a range of options were outlined for public consultation. The models considered were:

- Libraries run directly by the Council
- Libraries run by an educational body
- Libraries delivered through a shared service with another council
- Libraries run by a staff owned mutual

- Libraries run by a charitable provider
- Libraries run by a commercial provider

The Council will continue to explore the opportunity to develop an alternative model for the management of library services as part of a later phase of the library service review once the future model for the service is agreed by the council. Until this point the service will continue to be delivered directly by the Council.

### **Proposed new model**

To deliver the vision for a future library service in Barnet, taking into consideration the feedback from residents through the latest consultation, it is proposed to maintain a network of 14 libraries as well as the digital and home and library services. The Council will also continue to provide a financial grant to the community libraries at Friern Barnet and Garden Suburb.

The proposed future model will deliver savings of £2.277m by 2019/20, contributing towards the Council's £98.4m budget gap. The savings are made up of a £1.731m reduction in the libraries revenue budget and £0.546m increase in income through improved use of the library estate.

This section outlines the proposed future model for library services in Barnet.

Summary of the proposals:

- To deliver the vision for a future library service in Barnet, taking into consideration the feedback from residents through the consultation, it is proposed to maintain a network of 14 libraries as well as the retain the digital, and home and library service
- The library offer will be based on 4 localities
  - West: Grahame Park, Golders Green, Hendon, Childs Hill
  - East: Chipping Barnet, Osidge, East Barnet
  - North: Edgware, Burnt Oak, Mill Hill
  - Central: Church End, East Finchley, North Finchley, South Friern
- Libraries will be categorised as Core, Core Plus and Partnership. Each locality will have a Core Plus library and one or two Core libraries, with each having a service offer specific to their categorisation..
- Core libraries will provide access to core range of book stock, including items in highest demand, with a focus on children and older adults as well as access to community space for hire. Core libraries will be located in key residential areas and will be based at Burnt Oak, East Finchley, Golders Green, Hendon, North Finchley and Osidge.
- Core Plus libraries will provide access to an extended range of stock as well as greater space for study and community use and more extensive hours. Core Plus libraries will be those with the highest footfall, located in town centres and in the highest population areas or areas of high deprivation. These sites will be situated near retail or transport hubs. Core Plus libraries will be based at Chipping Barnet, Church End, Grahame Park and Edgware.
- Partnership Libraries will be developed jointly with local communities and remain part of

the library network, with the Council providing stock and management support. Partnership libraries will be located in Childs Hill, East Barnet, Mill Hill and South Friern.

- In total Barnet's libraries are currently 634.5 hours per week, increasing to 904 opening hours per week. The library will operate three different types of sessions as part of opening hours. These are:
  - Sessions staffed by members of the library service, supported by volunteers.
  - Facilitated sessions where the library is open through the use of new technology supported by volunteers.
  - Sessions where the library is open through the use of technology unstaffed.
- Investing in new technology will allow libraries to both open longer as well as provide information digitally 24 hours a day. The use of technology which allows libraries to be opened unstaffed, will be implemented at all Core and Core Plus libraries. Alternative arrangements will be put into place at Burnt Oak where the library is co-located with the Council's Customer Service Centre.
- The new model will harness the capacity and support of local communities in Barnet to expand the volunteer offer at libraries and working together with community and voluntary groups to develop partnership libraries. Volunteers will play a key role to develop facilitated opening hours with the use of new technology, such as the Open+™ system used in the Edgware pilot.
- The majority of the library buildings will in future be managed as part of the Council's corporate asset strategy, overseen by the Council's Asset, Regeneration and Growth Committee. The Library service will be a 'user' of the building and have a defined footprint within the building. This will allow the Council to ensure it maximises income from the library buildings whilst continuing to support the library service.
- The Council will continue to seek to maximise income through use of library space, amending current fees and charges and exploring new revenue streams such as sponsorship and advertising and developing friends of / supports groups.
- The library service will continue to offer:
  - A mobile library service. The home library service, which provides access to books and information for people whose mobility is restricted due to age, disability or illness;
  - The Local Studies and Archives service, which offers access to local historical materials alongside online resources;
  - e-books, e-audio and other online resources and learning materials;
  - The Schools Libraries Resource Service, which provides professional advice and support to school libraries as well as loans to support the National Curriculum; and
  - The Early Years' service, which provides activities in libraries for under-5s and their parents and helps administer the national Bookstart scheme

Funding for Friern Barnet and Garden Suburb community libraries.

**Who is it aimed at? Who is likely to benefit?**

The Council's statutory duty applies to all those who live, work or study in the borough. This

duty applies to those persons whose residence or place of work is within the borough or those who are undergoing full time education within the borough.

Consultation shows that the current restrictions on opening hours are perceived as a barrier to access for certain groups, including young people and working people. Proposals to extend opening hours in Core and Core Plus libraries in the early morning and evenings will benefit those who cannot access the library in the day time. Proposals to expand the digital library offer will also have a positive impact by allowing 24 hour access to a greater number of electronic library resources.

Proposals to deliver two new library buildings in Grahame Park and Church End will benefit all users by providing modern fit for purpose, fully accessible sites. Re-configuration of existing library buildings provides an opportunity to address outstanding accessibility issues. This will be of particular benefit to groups such as disabled people, older people and parents/ carers with children.

Opportunities to get involved with the service through volunteering and through partnership libraries is likely to benefit local people beyond the current library user population, as experience elsewhere in the country has suggested that this broadens the range of voluntary and community activity taking place within libraries.

#### **Identify the ways people can find out about and benefit from the proposals.**

A public consultation will take place on the proposed future model for library services in Barnet. A 10 week consultation will take place from October 2015 to January 2016 and will set out the proposed future model for library services in Barnet.

The consultation document, and a survey based on the proposals will be available online (at <http://engagebarnet.gov.uk>) and in print from libraries. Paper copies of the survey and consultation documents will also be available in mobile libraries and to home library users. The survey will be made available on request in different formats, including large print and easy read.

A range of measures will be taken to ensure that the consultation documents and survey reach those who traditionally do not engage with consultation, including presentation to community groups and organisations.

#### **Consider any processes they need to go through or criteria that we apply to determine eligibility.**

Any member of the public is able to access a library building during staffed opening times. To borrow items, library users must join the library. This is a simple process which can be carried out in person or online, with support available at library buildings. To use online resources residents simply have to be a member of the library and get a unique pin number. This can be undertaken in a library, via telephone or on the Council's My Account website.

The home library service is available to residents whose mobility is limited because of age, disability or illness. Users register using a short membership application form.

To use technology enabled opening hours users must opt into the scheme and receive some user education on correct practice and procedure. Children (under 16) are not eligible to register for technology enabled opening and must be accompanied by an adult during this period.

Technology enabled opening supported by volunteers will apply the same access criteria but will offer support to those who might have difficulty using the library or feel safer with volunteer

support. Technology enabled opening has been piloted at Edgware Library. It is proposed that the access arrangements established during the pilot are continued if the scheme is rolled out more widely.

**How have needs based on age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, marriage and civil partnership and carers been taken account of?**

The Needs Assessment looks at the demographic makeup of the Borough as well as how libraries are used. The Equalities Impact Assessment draws on the analysis in the Needs Assessment and consultation and sets out identified specific needs of each of the above groups, outlining where proposals might impact on each group and proposed actions to mitigate the impact. It also analyses the needs of unemployed people and people from areas of high deprivation as these are groups identified as having specific requirements from a public library service.

Data Sources

The review and new proposal have been informed by a comprehensive Needs Assessment (Appendix B) and consultation. Sources which have informed the analysis are;

- transaction data and management information from the library service
- performance data compiled by the Chartered Institute of Public Finance and Accountancy (CIPFA) and benchmarked against comparable local authorities
- data from the 2011 Census, the Department for Work and Pensions, HMRC, and the Indices of Multiple Deprivation
- Data modelling of the demographic breakdown on library uses based on library transaction data and census data (explanation below)
- travel time and accessibility data from Transport for London
- information on the condition of the library estate
- extensive public consultation carried out to develop the 2011 Libraries Strategy, public consultation on Council spending plans carried out in 2013, focus groups undertaken to inform options paper in summer 2014 and the recent full consultation process from November 2014 to February 2015.
- user feedback, satisfaction surveys carried out in 2009 and 2013 (with adults and children respectively)
- qualitative research from the Museums, Libraries and Archives Association and Arts Council England and on the special needs of particular demographic groups where relevant.

Available data and modelling

The library service does not collect data on many of the demographic characteristics protected under the Equality Act 2010 (this would be considered disproportionate given the purpose of the service). In cases where information is collected, such as date of birth, the data has gaps which mean it is not a reliable source of evidence about usage of the service by different groups.

For the purposes of this review, and so that the Council can use recent data to consider

whether the service meets users' needs and ensure that it has been able to comply with its duties under the Equality Act, transaction data from the financial year 2013-14 has been anonymised, weighted, and matched to data at small area level from the 2011 Census. This is then used to predict the proportion of transactional activity in each library which is being carried out by people with relevant protected characteristics. This has been used to produce an overall profile of users of the book-borrowing service and this has then been compared to the demographic profile of the Borough. The Needs Assessment makes use of detailed libraries insight data from 2014 to inform the analysis and is referred to throughout the EIA and Needs Assessment as 'modelled data'. This data is based on transactions from the year 2013-14, using this to compare library user profiles against library catchment area profiles, in order to build a sophisticated model of need across the borough. The data is referred to throughout both the EIA as 'modelled data'.

Library data illustrates that between 2013-14 and 2014-15 there was a 1% reduction in the percentage of borrowers and a 5% overall reduction in loans from library sites. With relatively small changes to library usage and a small 1.6% population increase between 2013-14 and 2014-15, conclusions drawn from the detailed insight analysis outlined above, are unlikely to have changed significantly and so 2013-2014 data has been kept as a baseline.

### Data Analysis

A number of pieces of analysis have been carried out to identify the impact of the changes to the network – i.e. any significant reductions in space, opening hours or community involvement in groups of libraries under the proposed future model for Barnet's library services.

To show the impact on users, the proportion of transactions carried out by each protected group at affected libraries has been modelled as a proportion of all library activity carried out by that group. Statistically significant differences from the mean have been identified to show where impact may be disproportionately high, other more limited variations have also been noted. As described above, this analysis uses transaction data weighted using Census information and the findings should be treated as indicative and as a starting point for further investigation and monitoring.

The impact on users has also been determined by identifying the proposed changes in opening hours and library footprint and how this might impact on the needs of particular demographic groups.

Analysis also took into account information from Transport for London and the Census 2011 data, as well as GLA projections based on 2011 Census data, to identify the number of people living in areas of the Borough which, within the reconfigured library networks, would not have access to a local authority-run library within 30 minutes' travel time by public transport. Within the proposed model no libraries will close and therefore there would be no change in distances travelled for residents who want to use libraries.

Although there are no closures of physical library sites, there is a proposed change to the service offer at some sites. As detailed in the product catalogue (Appendix C) there is a different service offer in Core, Core Plus and Partnership libraries. This will mean in some libraries services previously available will no longer be available. To mitigate the impact of these changes, the locality model has been designed to ensure a geographical spread of services across the borough. In addition the Council is proposing to remove the charge for book reservations, enabling residents to reserve any book in the library stock for free from any static library site.

Finally, for all groups, the analysis includes any consultation feedback or other research relevant to the proposals. For the impact on the general population, including non-users,

information was collected through the citizen's panel survey as part of the latest consultation which ran between November 2014 and February 2015.

## **Overall impact**

### **Proposal:**

It is proposed that no libraries will close and therefore there is no change for residents travel times to libraries. This means that a total of 746 people in Barnet (0.22% of the Borough's population) do not have access to a library within 30 minutes' travel time by public transport (as is currently the case). Therefore, over 99% of residents have access to a library within 30 minutes, whilst 85% have access to a library within 20 minutes and 50% within 15 minutes (Based on TfL's strategic modelling).

A number of libraries will be reduced in size, there is a reduction across the network in total library footprint from 92,214 sq ft to a minimum of 46,715 sq ft. The Core Plus libraries will see a smaller reduction in library space, whilst Core and Partnership libraries will see a more significant reduction. As buildings are reconfigured non-public areas will be kept to a minimum to mitigate the reductions in library footprint.

Libraries are currently open for 634.5 hours across the borough; this will increase to 904 hours (made up of a range of sessions, including 188 staffed hours, 60 technology enabled hours supported by volunteers, 596 technology enabled hours (unstaffed). Partnership libraries will be open for a minimum of 60 hours per week between them. These changes represent an increase in opening hours of 42%. In regard to staffed sessions, Core Plus libraries will have 23.5 hours per week, whilst Core Libraries will have 15.5 hours per week. This means that in Core Plus libraries staffed opening hours will reduce of 52% (194.4 hours to 94 hours), whilst Core libraries will see a reduction in staffed hours by 66% (275.5 hours to 94 hours). Overall staffed libraries hours will reduce by approximately 70%, whilst opening hours supported by staff or volunteers will reduce by approximately 50%.

The overall increase in opening hours will be a benefit to library users who prefer to access libraries in the evening or early mornings and are happy to access library services unsupported (working age adults, especially those employed). It will also be a benefit to those non-users who do not access the library because it is not open at times that suit them. The expansion of the digital service will also be a significant benefit for library users who require access to a wider range of online resources.

The reduction in staffed opening hours will have the biggest impact on those who may require support to access the static library sites or utilise the library during technology enabled opening. The reduction in staffed hours will mean less support available in the library to get advice, information and to utilise the resources in the library. Consultation feedback suggests this is most likely to impact on older people, people with disabilities and the unemployed. The use of volunteers as part of the facilitated open library, training and information sessions about technology enabled libraries, use of the home and library service and the development of virtual enquiry will help mitigate the impact on these groups.

Another group who will be impacted by the changes will be under 16's who access library services but are not supported by an adult (18+). The 24 hour a day, seven day a week digital library service, working closely with schools to allow visits and outreach to continue as well exploring alternative locations where study space is available for children and young people will mitigate the impact of the changes.

Core Plus libraries account for 36% of transactional library activity, whilst Core Libraries account for 45% and Partnership libraries for 20% respectively. This means that the reduction in opening hours at Partnership Libraries will impact on 20 per cent of those who use libraries,

whilst the reduction in library footprint and staffed hours at Core Libraries will have the biggest impact on residents, as these libraries equate to close to half of all library activity.

The table below details any differential impact on each equality strand, before looking at implications on particular libraries or categories of libraries.

The qualitative data, unless otherwise stated, is drawn from the four major consultation exercises carried out in Barnet with regard to libraries, in 2011, 2013, 2014 and most recently 2014/15. The Quantitative data is drawn from a range of sources and is outlined in more detail in the Needs Assessment (Appendix B to the main report).



1. How are the equality strands affected?			
Equality Strand	Affected?	Explain how affected	What action has been taken already to mitigate this? What action do you plan to take to mitigate this?
1. Age	Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/>	<p><b>General considerations:</b></p> <p><b>All adults</b></p> <p>The library service's strategic objectives continue to promote its reading and learning opportunities for adults: this has been identified as a key area for the service.</p> <p>Impact on this group will be minimal, as adults (16+) will be able to use libraries in all library sessions (staffed, unstaffed and facilitated).</p> <p><b>Older people</b></p> <p>Latest projections suggest that by 2030 the number of people aged 65 and over is projected to increase by 34.5%, over three times greater than other age groups. The growth in the number of over 85's is even more significant, increasing by two-thirds (66.6%) by 2030. It is anticipated that the increase in the number of over 85's will mean more residents with mobility issues who are unable to access physical libraries.</p> <p>Older People made up a third (33.1% of adults 18 and above) of respondents to the main questionnaire as part of the latest consultation, although they account for 13.1% of library users, similar to the borough profile (13.8%).</p> <p>Older people were particularly unsupportive of plans to use technology to extend opening hours or replace staff, due to worries about staff availability, especially in regard to support with IT. Older people may also be concerned by an increase in the use of volunteers as they see this as a potential decline in the quality of service.</p> <p>However, older people will benefit from the current proposal through increased</p>	<p><b>Older people</b></p> <p>Care to be taken to communicate and explain any changes in use of volunteers and technology enabled opening hours</p> <p>Ensure volunteers are trained to support older people with using technology/self-service machines.</p> <p>Train older people to use technology enabled library sessions and self-service technology. Also explore use of buddying schemes allowing older people to use technology, especially for over 75s.</p> <p>Continued home and mobile service offer to support those who cannot access a physical library.</p>

	<p>access to information, online facilities, and accessible buildings. All these are priorities for this group. The continuation of the home and mobile library service will support older people who cannot access a physical library.</p> <p>According to a Communications Market Report by OfCom (2014), whilst two-thirds of those aged 65-74 have access to the internet at home, only a third of those aged 75+ do so,. Those who can access the internet will be able to use the digital library 24 hours a day. This group is also more likely to be able to use self-service technology at local libraries. Hence, it is those over 75 who are likely to be most affected.</p> <p>As older people are more likely to be concerned about reductions in staffing levels, a reduction in staffed hours of 70% will potentially have a negative impact on this group. It is most likely this will have a more significant impact on those over 75, as this group is generally less technologically adept and is also more likely to be isolated.</p> <p>Whilst there will be an impact on older people due to reduced staff opening hours, the impact on older people will not be significant as modelled data indicates that none of the proposed core libraries are significantly overused by 65+ users, although the high response rate from older people in the consultation demonstrates the importance to this cohort.</p> <p>The reduction in opening hours at Childs Hill could have a disproportionate impact on over 65s according to modelled data, as it is estimated that 24.1% of those who use this particular library are over 65, compared 13.1% usage for the borough as a whole.</p> <p><b>Children and young people</b></p> <p>Compared to resident population, modelled data suggests residents aged 6-9 years old use libraries significantly more than average (14.5% of 6-9 year olds compared to 5.2% of the borough population). Modelled data also suggests 14.5% of 0-5 year olds use libraries compared to 8.8% of the borough population and 10-15 year olds make up 11.4% of library users compared to 7% of the boroughs population.</p>	<p><b>Children and young people</b></p> <p>Schools to be briefed on 'open' library technology to allow visits and outreach to continue during unstaffed hours (e.g. staff signed up to Open+ system).</p> <p>Ensure children and young people are aware of how to access digital library.</p> <p>Work with partnership libraries to ensure there is an offer for 10-15 year olds to study and learn.</p> <p>Explore alternative locations where study space is already available for children and young people.</p> <p>Monitor levels of activity aimed at both children and young people to ensure new service model is meeting their needs.</p> <p>Advertise staffed and facilitated opening hours clearly across each</p>
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	<p>In the consultation qualitative focus groups with parents of children aged 0-15 and with young people themselves as well as a targeted ‘young people’s’ questionnaire ensured that this user group’s voice was heard.</p> <p>Young people were generally unsupportive of library closures or plans to make libraries smaller, but were supportive of plans for generating income and using technology to extend opening hours, as long as this didn’t restrict their future library access.</p> <p>For safeguarding reasons it is proposed that unaccompanied children will not be able to use libraries when they are not staffed. This will apply to the technology enabled opening sessions and those sessions supported by volunteers. They are therefore likely to see a net reduction in times when they can access the library.</p> <p>The number of hours that a resident under 16 can access a library unaccompanied will reduce from 643.5 to a minimum of approximately 248 hours in the proposed model. The reduction in floor space will also impact on young people’s ability to access study space.</p> <p>For children who currently access services unaccompanied by an adult, there will be fewer hours they can attend the library. Modelled data suggests this might have a particular impact at Edgware (44.3% of users are under 16) and Grahame Park (55.1% of users are under 16) libraries which are both significantly over used by children under 16, compared to the percentage of this age group in the general population (21%). However, if accompanied by an adult this group will benefit from extended opening hours.</p> <p>It is estimated that the majority of children under 10 years old access the library accompanied by an adult, the impact on this group will be felt predominantly by 10-15 year olds. Modelled data suggests this group account for 11.4% of library users. This is partly mitigated by the expansion of the digital library, which will be available 24/7 and the fact the majority of Barnet’s secondary schools have libraries where students can study. Therefore the reduction in hours and study space are most likely to impact on 10-15 year old cohort, especially GCSE students who are studying for exams and do not have study space at home.</p> <p>Modelled data indicates that the following libraries are overused by 10-15 year</p>	<p>locality so those who need support know when they can get support.</p> <p>Advertise range of activities available to children and young people and their families in Barnet.</p> <p>Continued traded service to schools, supporting the delivery of literacy and learning support.</p> <p>Introduction of children’s fines will be widely advertised to ensure there is not a disproportionate effect on low income families.</p>
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		<p>olds: Golders Green (16.2% of users), Burnt Oak (16% of users), Edgware (14.3% of users), and Grahame Park (13.6% of users). The proposed locality model will ensure that opening hours are designed to maximise access to libraries across a geographical area. This will mitigate some of the impact of reduced staffed hours on the 10-15 year old age group.</p> <p>The reduction in footprint may also have an impact on the number of activities offered to children and young people. This could be of particular concern to libraries overused by 0-5 year olds. 20.1% of library users at South Friern are under 5, compared to 8.7% in the local area and 8.8% of the borough's population.</p> <p>Plans to introduce small fines for children's books may disproportionately affect children from low income families for example in Grahame Park, Burnt Oak and Childs Hill.</p> <p><b>Working age adults</b></p> <p>Working age adults are underrepresented according to modelled data (44.9% of library users compared to 62.8% of the borough population) and will benefit from extending opening hours in the evening and early morning using technology enabled opening hours, especially those in employment who have expressed desire for more evening opening hours.</p> <p>This may be of a particular advantage to users of Church End library, which has higher levels of working age adult users compared to other libraries (49.1% compared to 62.8% of the borough population). Other areas with higher than average levels of working age adults are Hendon library (53.8%) and Golders Green (47.3%), who will not have the benefit from technology enabled opening hours extending opening hour in the evening.</p>	
<p>2. Disability</p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p><b>General considerations</b></p> <p>Modelled data suggests that disabled residents account for roughly 14% of library usage, with 6.5% of transactions being carried out by people whose day to day activities are limited 'a lot', and 7.5% by people whose day to day activities are</p>	<p>Access measures such as easy read symbols to be used to ensure people with learning disabilities</p>

	<p>limited 'a little'. People whose day to day activities are limited 'a lot' make significantly higher use of libraries in Burnt Oak, Childs Hill and Grahame Park, and relatively low use of the libraries in Church End, Hendon and Mill Hill.</p> <p>In the 2014-15 consultation disabled people made up 9.9% of respondents to the main questionnaire and 14.4% of Citizen's Panel respondents (unweighted), compared to 11.7% of the boroughs population.</p> <p>Consultation responses both to the main questionnaire and at targeted focus groups in 2014/15 revealed that disabled residents had some specific views around potential changes to the service:</p> <ul style="list-style-type: none"> <li>▪ A high proportion of disabled respondents strongly disagreed with plans to reduce staffed opening hours.</li> <li>▪ A high proportion of disabled respondents also strongly disagree with proposals to technology enabled opening hours as either a replacement to staff or using technology to extend opening hours.</li> <li>▪ Focus groups echoed these concerns with those with physical disabilities most concerned about their ability to use new technology.</li> </ul> <p>People with disabilities also generally welcomed improvements in access, including better buildings and increased opening hours, although there is a risk that people with disabilities may struggle to use libraries without volunteer or staff support. Respondents have stressed the importance of working toilet facilities and user-friendly furniture (Barnet, 2011). More generally, access is seen as a potentially significant issue for disabled users by both users themselves and by others (Barnet, 2011, 2014).</p> <p>People with sensory impairments may find it more difficult to navigate technology enabled opening hours. However, there are alternative routes which this group has identified as more convenient for access to literary resources, including library e-books, content available directly from the Royal National Institute for Blind People (RNIB), and the home library service.</p>	<p>can use open libraries.</p> <p>Ensure volunteers are trained to support people with a range of disabilities to access the library during facilitated opening hours.</p> <p>Advertise staffed and facilitated opening hours clearly across each locality so those who need support know when they can get support.</p> <p>Development of an enhanced volunteer offer should mitigate many issues. However, it will be important to offer reassurance to vulnerable residents that volunteers have been thoroughly trained, including safeguarding training.</p> <p>Monitor take-up of service by disabled people, including home library service, to be monitored to identify any developing issues.</p> <p>Disabled people directly invited to feedback</p>
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	<p>People with sensory impairments had some concerns about the skills of volunteers and sought reassurance that volunteers would be properly trained, including safeguarding training.</p> <p>Looking at library usage as a whole, users whose daily activities are limited ‘a lot’ use libraries comparatively to the percentage of the borough population (6.6% of library users compared to 6.5% of borough population) according to modelled data.</p> <p><b>Core libraries</b></p> <p>An overall increase in opening hours at Core libraries could have a positive impact on people with disabilities and their carers if they are able to access Open+ libraries and using self-service technology. The role of library staff was identified in the consultation as being important in supporting disabled users, and those with learning difficulties, to use technology reliant services.</p> <p>For those who cannot use Open+ libraries or do not feel confident to use libraries in these sessions, there will be a negative impact with the reduction in staffed opening hours. According to modelled data, this will be particularly pronounced at libraries in Burnt Oak, which is overused by people whose day-day activities are limited ‘a lot’ (7.8% of library users compared to 6.6% of borough profile) and at Osidge which is overused by users with activities limited ‘a little’ (8.1% compared to 7.4% of the boroughs population).</p> <p>A reduced library footprint under this offer may impact on people with learning disabilities who reported in consultation that they valued the space libraries offered again, this will likely have the most impact at Burnt Oak and Osidge. The proposed locality model also ensures that opening hours are designed to maximise access to libraries across a geographical area.</p> <p><b>Core Plus</b></p> <p>Longer opening hours through Open+ will benefit disabled library users. People with learning disabilities and people with mental health issues both focused on</p>	<p>specifically on ‘open’ library pilot.</p> <p>Consider options for improved access proposed by and for people with sensory impairments.</p> <p>Training for people with disabilities to use the library during technology enabled sessions.</p> <p>Use of mobile library service can support groups with disabilities. However, people with disabilities have reported they were unaware of the mobile library, therefore it is important to improve marketing of this service to people with disabilities.</p> <p>More publicity of home and mobile library services via disabled people’s support groups and/or social care contact routes to ensure users are aware of the service.</p> <p>For those who can only access Partnership or Core Libraries (with smaller stock selection)</p>
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		<p>libraries' role in reducing isolation and will benefit from the continuation of rounded provision in these libraries.</p> <p>However, people with disabilities and learning difficulties will be less able to use the library during technology enabled sessions and the number of staffing hours is proposed to reduce by over 50%. The impact may particularly significant at Chipping Barnet library, which is overused by users with activities limited 'a lot' (7.1%) and 'a little' (8.1%) according to modelled data.</p> <p><b>Partnership</b></p> <p>The reduced offer at Partnership libraries may impact people with disabilities or learning difficulties as, if they can't travel far, they will only have access to a limited range of resources. People whose disability limits their activity 'a lot' are significantly overrepresented in current usage of the Childs Hill library (7.4% of library users compared to 6.6% of the borough population) according to modelled data, and therefore may be impacted most by these proposals.. However, the proposed locality model will ensures that opening hours are designed to maximise access to libraries across a geographical area. Overall this group will see a minimal adverse impact from the changes, with mitigating actions outlined in the right hand column of this table.</p>	<p>residents will be able to reserve stock from across the library network for free.</p>
<p>3. Gender reassignment</p>	<p>Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/></p>	<p><b>General considerations</b></p> <p>The library service does not collect user data on gender reassignment and this data is not available from the 2011 Census. Respondents to the 2014/15 consultation were not asked about their gender identity.</p> <p>GIRES, the Gender Identify Research and Education Society, estimate that 0.6-1% of the population may experience gender dysphoria (a medical term used to describe the negative feelings associated with the sense that a person's gender identity doesn't match up with the body they were born in). If this proportion held locally it would suggest that 750-1000 library users might be affected.</p> <p>National research suggests that people affected by gender dysphoria, particularly children and young people, often have difficulties because of a lack of relevant information about issues which affect them and improved access to information is</p>	<p>Ensure digital offer and future stock purchases take this group's needs into account.</p>

		<p>therefore likely to have a particular benefit for this group.</p> <p>Improved access to information (longer opening hours and more digital information) should have a positive impact on this group.</p>	
<p>4. Pregnancy and maternity</p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p><b>General considerations</b></p> <p>Physical access to library buildings, internal and external, is important for parents who often need to use cars to transport children. As the proposed model retains all of the current static library sites across the borough there is limited impact on pregnant women and women with small children in terms of accessing library buildings. .</p> <p>Parents say that they are more likely to use online services and will benefit from increased provision of e-resources from the digital library. Parents were also more supportive of any potential increases in opening hours and are likely to benefit from this change.</p> <p>Reduced footprint and less available space to run events may affect new parents taking their children to targeted events.</p>	<p>Communicate availability of e-resources to improve take-up.</p> <p>Encourage community libraries to provide parent-focused events.</p> <p>Events for young children and their parents will still be a priority in the new model.</p> <p>Where events have been reduced, libraries will provide more information about early years support available at other locations such as Children’s Centres.</p>
<p>5. Race / Ethnicity</p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p><b>General considerations</b></p> <p>The majority of library users are white (66.2% compared to 64.1% of the borough population) so this group is more likely to be affected by proposals. In general there is an underrepresentation of ethnic minority groups who are library users compared to the wider ethnic profile of the borough, and the data suggests there is no ethnic group who are significantly over-represented in library users compared to the borough’s population.</p> <p>Targeted consultation showed that BAME residents support the idea that libraries should be maintained as physical spaces. Improvements to the estate should</p>	<p>Particular care to be taken when organising sessions for voluntary and community groups interested in running libraries, to ensure that these are accessible to and attended by appropriate community representatives given the</p>



	<p>benefit this group. BAME residents have also expressed higher levels of support for change, particularly increased volunteering and use of self-service technology. These particular changes to the service may have a particular benefit for this group. Non-white respondents in the main questionnaire were more supportive of using volunteers to enhance the services provided by paid staff (29% strongly agreed compared to 19% of white respondents). Focus groups (9 residents) also suggest that BAME residents were supportive of later opening hours and technology enabled libraries.</p> <p>There is some evidence in the Needs Assessment which suggests that Gypsies and Travellers may use the library service significantly less than other demographic groups, although numbers are very small (0.035% against a Borough average of 0.037%). This group is a very small demographic of the population of Barnet.</p> <p><b>Core</b></p> <p>According to modelled data Burnt Oak library is situated in a ward with one of the highest levels of BAME users (50.7% of users), although as there is no change to the opening hours of the library there should be no impact on this group.</p> <p>The overall maintenance of opening hours at Burnt Oak will limit the impact on this group.</p> <p><b>Core Plus</b></p> <p>The new library at Grahame Park will benefit BME users who make up a majority (59.9%) of the population in Colindale. The percentage of library users at Grahame Park matches the ward demographic according to modelled data, with 58.7% of library users being non-white. This group will also benefit from technology enabled library sessions that will increase opening hours at all Core Plus libraries.</p> <p><b>Partnership</b></p>	<p>makeup of the library user base.</p> <p>Outreach with Gypsies and Travellers to identify whether there are any barriers to use of the service and suitable mitigation measures if barriers are identified. Early years and play activities can be a successful route for engagement with Gypsy and Traveller communities and may provide opportunities here.</p>
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		<p>During the consultation period, members of the Gypsy and Traveller Focus group were in support of a community library model and felt this would be more inclusive giving members of their communities' opportunities to be involved in the running of libraries.</p>	
<p>6. Religion or belief</p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p><b>General considerations</b></p> <p>Modelled data suggests that the proportion of use by Jewish people is higher than would be expected given the makeup of the Borough's population (17.5% of library users compared to 15.2% of the boroughs population), while Muslim residents use libraries slightly less than would be expected given the makeup of the Borough's population (9.2% compared to 10.3% of the boroughs population). In response to the main questionnaire, 21.5% of respondents were Jewish and only 2.3% were Muslim.</p> <p>This finding contrasts with the national Taking Part survey, which monitors the uptake of cultural events among different demographic groups. This survey shows that there are differences in participation between religious groups and that Muslims are significantly more likely to use libraries than other religious groups (DCMS survey, cited in MLA, 2010).</p> <p>The modelled data also suggests that some libraries are used more than would be expected by people from particular religious groups. Muslim residents are relatively heavy users of Burnt Oak (16.5%) and Childs Hill (15%) libraries. This closely matches the wards which according to the 2011 census have the highest Muslim population, Colindale (19.3%), Burnt Oak (18.4%) and Childs Hill (14.2%).</p> <p>Barnet has the highest number of Jewish residents in the country. Jewish residents are heavier users of Edgware (32.1%), Golders Green (40.4%), Hendon (26.3%) and Mill Hill (21.3%) according to modelled data. This matches the wards with the highest Jewish population, Garden Suburb (38.2%) Golders Green (37.1%), Edgware (32.6%), Hendon (31.4%) and Finchley Church End (31.2%).</p> <p><b>Core plus</b></p> <p>Extended opening hours under this offer would benefit Jewish residents who are heavy users of Edgware library according to modelled data as they would be able</p>	<p>Engage further with the Muslim community as part of the consultation to understand potential differential use of library service by Muslim residents.</p> <p>Ensure technology enabled library sessions are communicated effectively to Muslim and Jewish communities where they over-use library services.</p> <p>Ensure the Jewish community are engaged in discussions around community libraries, especially in regard to Mill Hill library where there is a higher than average percentage of library uses who are Jewish.</p> <p>Review the mobile library to identify any potential</p>

		<p>to use libraries on a Sunday. As Jewish users may not use libraries on Saturday due to religious commitments, there is a risk that those who require support from staff might be negatively impacted by the longest staffed opening hours at Core libraries being on Saturdays. The proposed locality model, however, also ensures that opening hours are designed to maximise access to libraries across a geographical area.</p> <p><b>Partnership</b>                  Modelled data suggests Mill Hill library has a higher percentage of Jewish library users (21.3%) than the borough population of 15.2%. Therefore the potential reduction in opening hours and footprint may impact on this group more significantly. The proposed locality model also ensures that opening hours are designed to maximise access to libraries across a geographical area.</p>	<p>gaps in coverage.</p> <p>A spread of opening hours across days of the week in each locality ensures the service accommodates those with religious commitments.</p>
<p>7. Gender / sex</p>	<p>Yes <input checked="" type="checkbox"/> /                  No <input type="checkbox"/></p>	<p><b>General considerations</b></p> <p>The modelled data suggests that library usage by men and women broadly mirrors the profile of the borough overall, with approximately 47.9% usage by men and 52.1% usage by women (compared to estimates that 51.5% of the borough are female and 48.5% male).</p> <p>In the 2014/15 consultation, women were over represented as a proportion of respondents to the main questionnaire making up 64.4% of respondents. However, there was limited difference in responses between male and female respondents although men were more likely than women to agree with increased use of self-service technology.</p> <p>Men are also slightly more likely to strongly agree with an increase in use of technology in libraries to extend opening hours and replace staff, whereas women are more likely to raise concerns around security using unstaffed libraries (24% women, 15% men) as part of the main questionnaire.</p> <p>Some gender differences also emerged in responses to the 2011 consultation. The most significant of these were:</p> <ul style="list-style-type: none"> <li>▪ Men were more likely than women to agree with increased use of self-</li> </ul>	<p>Detailed user analysis will be undertaken at the end of Open Plus Pilot project. As part of this undertake further consultation to understand why females are not using Edgware library as part of the Open Plus Pilot.</p> <p>The use of volunteers to support facilitated technology enabled library sessions, will help people feel safer about the use of unstaffed libraries.</p>

		<p>service technology.</p> <ul style="list-style-type: none"> <li>▪ Men were more likely to access online resources while women were more likely to borrow books.</li> <li>▪ Women were more likely than men to cite parking as a problem.</li> <li>▪ Women were more likely than men to request longer opening hours.</li> </ul>	
8. Sexual orientation	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	<p><b>General considerations</b></p> <p>The service does not hold data on this characteristic and few consultation responses have been received from lesbian, gay or bisexual (LGB) people. If the number of LGB people using libraries were similar to their rate within the general population they would make up approximately 6% of library users (2,990 active borrowers).</p> <p>A small proportion (5%) of respondents to the main questionnaire in the 2014/15 consultation identified themselves as 'non-heterosexual'. Whilst this response rate is too low to draw out specific findings, non-heterosexual respondents were more likely to agree with using volunteers to enhance the service provided by paid staff and to agree with the redevelopment of library sites.</p> <p>Evidence from elsewhere suggests that this group benefits from increased access to information and that it is necessary to provide appropriate materials. The library service already provides some tailored materials.</p>	<p>Ensure digital offer and future stock purchases take this group's needs into account.</p> <p>The library service stocks materials tailored to LGB people. Research carried out elsewhere (Voice Counts, a 2010 consultation carried out in Hertfordshire) identified a need for libraries to continue to provide specific media relating to LGB people and access to relevant information.</p>
9. Marital Status	Yes <input type="checkbox"/> / No <input checked="" type="checkbox"/>	<p>No specific differential impact identified for the general principles of change to the service.</p>	<p>Monitoring for marital status among service users is likely to be experienced as intrusive, so to ensure that any barriers are identified in this area, the deliberative events planned as part of the Council's consultation should be commissioned</p>

			so as to recruit people with different marital statuses.
<p>10. Other key groups?</p>	<p>Yes <input checked="" type="checkbox"/> / No <input type="checkbox"/></p>	<p><b>Unemployed people</b></p> <p>Unemployed people are one of the groups identified as having particular requirements from libraries by Sue Charteris’s inquiry into the Wirral libraries strategy (Charteris, 2009).</p> <p>The number of unemployed people (those receiving Job Seekers Allowance or out of work benefits) using libraries matches the profile of this group in the wider population. Unemployed people in Barnet are in favour of online services but may not know about alternative ways of accessing services, such as job clubs or e-books.</p> <p>There is potential that reduced staffed opening hours at some libraries will have an impact on those areas with the highest levels of unemployment. Although the broader increase in opening hours should benefit this group. The highest percentage of the population receiving out of work benefits is in Burnt Oak (15%), Underhill (12%) and Golders Green, Childs Hill and West Hendon (all 11%).</p> <p><b>Core</b></p> <p>Improved opening hours as part of this offer will positively impact unemployed people as they will have more access to libraries and their services including computers. However, a reduction in support from staff may have a negative impact if unemployed people feel uncomfortable using unstaffed libraries. A reduction in the number of computers available in libraries could also have a negative impact on this group. This could have a more significant impact on Burnt Oak, due to the higher percentage of residents receiving out of work benefits.</p> <p><b>Core Plus</b></p> <p>According to the modelled data Grahame Park library has the highest percentage of job seekers allowance claimants (3.3%) and claimants of out of work benefits (13.6%) according to modelled data and therefore this group will benefit from a new state-of-the-art library with good access and technology enabled opening</p>	<p><b>Unemployed people</b></p> <p>Ensure the sign up process for Open+ is clear, simple and is publicised to unemployed people.</p> <p>Ensure training for those who cannot, or feel uncomfortable, using technology enabled libraries or self-service technology.</p> <p><b>Areas of deprivation</b></p> <p>Explore use of the mobile library to access some areas of deprivation.</p> <p>Engage with disadvantaged groups early on in relation to community libraries.</p> <p>Ensure the sign up for use of technology enabled sessions is clear, simple and is publicised to unemployed people.</p>

	<p>ensuring the library is open 7 days a week.</p> <p><b>People from areas of high deprivation</b></p> <p>Whilst Barnet has relatively low levels of deprivation, there are exceptions to this. Burnt Oak is located in the top 20% of deprived areas nationally. The Colindale replacement site for the Grahame Park library is also currently in the top 20% of deprived areas although regeneration plans mean this is likely to change. Moreover, Colindale and Burnt Oak also have the highest levels of child poverty (37% and 36% respectively). Both these areas also have the lowest average household incomes of all Barnet wards at £30,125 (Colindale) and £25,930 (Burnt Oak) compared to the Barnet average of £41,658.</p> <p>Childs Hill, Osidge and South Friern are all close to areas which are in the most deprived 30% nationally and East Finchley is near two areas in the most deprived 20%.</p> <p>Increased opening hours may have a positive impact on service users living in more deprived areas of the borough where fewer people have access to other sources of books and information generally, or who don't have access to a computer at home so rely on the libraries to access this facility. There is a risk that reduced staffing hours will have a negative impact on those who cannot use self-service technology or rely on support to access libraries. A reduced library footprint, including a reduction in the number of computers could also have a negative impact on those who do not have access to computers at home.</p> <p>A reduced library footprint and the subsequent reduction in the number of events that can be run may also negatively impact users from disadvantaged backgrounds as they may not be able to afford to pay for groups/ activities available outside libraries.</p> <p>Plans to introduce small fines for children's books may disproportionately affect children from low income families for example in Grahame Park, Burnt Oak and</p>	
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		<p>Childs Hill.</p> <p><b>Core</b></p> <p>Increased opening hours will positively impact users from more deprived households. However, a reduction in library footprint and computer space, as well as a reduction in staffed hours, could negatively impact on users of libraries in Burnt Oak and to a less extent East Finchley, which are in, or close to areas of deprivation.</p> <p><b>Core Plus</b></p> <p>People from deprived households will benefit from the extended opening hours that this offer provides. <b>Partnership</b></p> <p>Under this new proposal, Childs Hill a library which has high usage by deprived residents, would become a partnership library. This could mean a reduction in the number of opening hours at this library, and therefore access for deprived residents.</p> <p><b>Students in full time education</b></p> <p>There were 28,910 students in Barnet at the time of the 2011 Census.</p> <p>Under these proposals a strategic partnership is sought with a local education provider. This may result in services more tailored to the needs of students in full time education.</p> <p>Potential reductions in study space as part of reductions in the size of the library footprint might prove problematic for this group.</p>	
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<p><b>2. What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents?</b></p>
<p>Satisfaction ratings may initially drop among service users and the public as the upcoming decision will be a difficult one. Ultimately, the proposals will aim to provide a renewed library service with an increased satisfaction rating.</p>
<p><b>3. How does the proposal enhance Barnet’s reputation as a good place to work and live?</b></p>
<p>The proposal develops an innovative model for library provision which will strike the appropriate balance between maintaining the level of service and finding the efficiencies needed. The proposal will keep all libraries in Barnet open, ensuring almost 100% of Barnet residents are within 30 minutes of a library.</p> <p>The proposal will use technology to increase opening hours at libraries from 620.9 hours to 904 hours, allowing residents to access libraries at more convenient times (e.g. after work and at weekends). This will make libraries more accessible to those who currently do not access libraries due to the constraints of the working day.</p>
<p><b>4. How will members of Barnet’s diverse communities feel more confident about the council and the manner in which it conducts its business?</b></p>
<p>The consultation exercise was carried out to a high level of transparency by an independent, trusted facilitator, Opinion Research Services (ORS), via a robust process which will seek to assure people of the validity of the findings.</p> <p>The Council has taken into account the responses from the consultation questionnaire and focus groups, which were targeted to ensure they covered the diverse communities of Barnet, to develop the proposal outlined in this paper.</p> <p>The prospect of community involvement in running libraries – even if simply as a volunteer – has a positive impact on residents’ engagement with other services.</p>
<p><b>5. What measures and methods have been designed to monitor the application of the policy or service, the achievement of intended outcomes and the identification of any unintended or adverse impact?</b></p>
<p>The consultation built in a mid-point review to monitor uptake and enable targeted work with any underrepresented groups. This was undertaken, with children and young people and residents in the west of the borough targeted in the latter stages of the consultation. This EIA outlines the potential impact and mitigations in regard to different demographic groups in the borough.</p> <p>The upcoming consultation will also monitor uptake from across Barnet communities, ensuring all residents can engage with the process.</p>
<p><b>6. How will the new proposals enable the council to promote good relations between different communities?</b></p>
<p>By designing a library service suitable for all and able to run efficiently enough to safeguard services for the most vulnerable, the Council will ensure that the needs of all stakeholders are met and promote good relations between them.</p>
<p><b>7. How have residents with different needs been consulted on the anticipated impact</b></p>



## of this proposal? How have any comments influenced the final proposal?

### Previous library strategy consultation and other relevant engagement:

#### Consultation for the Strategic Review of the London Borough of Barnet Library Service (January 2011)

- A consultation was undertaken to inform the 2011 strategic review. Initiated in 2010, its key objective was to establish how to modernise and develop libraries in the borough within a reduced budget. The consultation comprised three different strands:
  - 6 group discussions in November 2010 convened by Alpha Research with people who live, work or study in the borough. Each group formed a representative sample of people from across the borough, with good spread by demographics and library usage. All discussions involved at least 8 respondents.
  - Consultations from October to December 2010 with various community and voluntary organisations and their members, convened by CommUNITY Barnet. The consultations involved 27 different targeted groups with protected characteristics. Focus groups and ballot box presentations were the predominant methods used, with some short informal workshops also held.
  - A general population online survey, designed and hosted by the London Borough of Barnet on their website, running from October to December 2010, received 1670 responses (non-user responses supplemented by 60 telephone interviews conducted by Alpha Research). An additional online survey for young people, running from November to December 2010, received 58 responses.

#### Priorities and Spending Review Engagement (October - December 2013)

- In September 2013 the London Borough of Barnet commissioned OPM to consult with local residents, service users, and businesses to help inform the Priorities and Spending Review for 2015-2020.
- The consultation involved 3 Citizens' Panel workshops (a total of 78 residents) and 16 focus groups (a total of 137 residents) that were held between October and December 2013. The workshops included a reflective sample of the local population while the focus groups were targeted at specific service users, businesses and some protected characteristic groups.
- The objectives of the research were to:
  - understand residents' views at the formative stage of the Priorities and Spending Review
  - communicate to participants the need for the council to conduct the Priorities and Spending Review set in the context of the Government's continued austerity programme and rising demand for council services.
  - gain an in-depth understanding of stakeholders' priorities and how they would want the council to approach the Priorities and Spending Review over the next five years
- While none of the groups discussed libraries in detail they were mentioned in all 3 Citizens' Panel workshops, most of the social care user groups, young people's group, and BAME group. There was a clear view across the groups that discussed libraries that they need to widen their offer.

#### Priorities and Spending Review Call for Evidence (March - June 2014)

- A Barnet Challenge online Call for Evidence was conducted by OPM from March to June 2014 as part of the Priorities and Spending Review consultation. The aim of the survey was to hear the views of organisations, businesses and residents on the future of Barnet, how the council can ensure that public services best meet the needs of the borough, how the council can change and how organisations and individuals can play a part in meeting Barnet's challenges during this time.

- Evidence was sought on two main topic areas:
  - ideas on the future of public services in Barnet, and how organisations and individuals can play a role in providing some of these services
  - ideas on how the Council could be more entrepreneurial and generate more income
- 20 responses were received from individual residents, 7 from organisations.

**Consultation, research and engagement at the formative stage to inform the development of the Library Options Paper to be considered by the Children, Education, Libraries and Safeguarding Committee on 28 October 2014 (August - September 2014)**

As part of the evidence-led review of its library service, the Council commissioned a series of focus groups to discuss the current library service and what residents expect from library services in the future. The consultation was designed, facilitated and reported on by OPM, an independent research organisation:

- 11 focus groups (a total of 88 residents) were held during August and September 2014 - one-off 1.5 hour group discussions aiming to capture the views of users and non-users of library services.
- The focus groups were selected to ensure a representative sample across groups identified as having particular needs in the Charteris Review and groups with protected characteristics. Further details can be found below.

Recruitment ensured a range across the following criteria:

- Age
- Gender
- Households: single, couples and families
- Ethnicity and religion
- Socio-economic areas
- Geographical areas

Groups identified as having particular needs in the Charteris Review and with protected characteristics were also targeted in the individual focus groups as listed below:

- General population users
- General population non-users
- General population users and non-users (mixed group)
- Older people (over 65s)
- Range of BAME residents
- People with learning disabilities
- People with disabilities
- People with mental health issues
- Unemployed people
- Low income households/people living in areas of high deprivation
- Young people

In addition, four in-depth interviews were carried out with people with sensory impairments by an independent facilitator and added to the main report as a separate section.

**Full Consultation on three proposed options, lasting from 10 November 2014 to 22 February 2015, a total of 15 weeks.**

The consultation took the form of a public survey, divided into three sections, which ask for:

- views on each of the component proposals which made up the options, on the options themselves, and on any other ideas they had for the future of the service (respondents had the option to complete this section only);
- views on the current library service and how this could be enhanced for both users and current non-users of the service;
- equality monitoring information (optional)

The key consultation mechanisms included:

- an open public survey, available online and in paper versions and in an Easy Read format (paper copies available from libraries for a 12 week period)
- a survey of the Citizens' Panel
- 12 focus groups, including one for non-users and one for infrequent users
- a variety of in-person public consultation events including drop-ins at every library and three public meetings
- engagement with stakeholder groups such as the Barnet Seniors' Assembly and Barnet Centre for Independent Living.

In total, London Borough of Barnet received over 3,800 responses to the consultation through its various strands. Broadly, this broke down to; around 3,000 responses to questionnaires, over 300 attendees at drop-in sessions at libraries, over 100 attendees at focus groups, and around 170 attending LBB meetings.

The feedback from this consultation, alongside more detailed design work has informed the proposals outlined in this paper, to be considered by the CELS Committee in September 2015. All the feedback, including respondents' alternative ideas for the future of the service, was analysed by Opinion Research Services (ORS), an independent research organisation that produced a full and comprehensive report for the Council outlining findings in July 2015. The full ORS report is included as Appendix H, which outlines the feedback. The Options Appraisal paper outlines how the consultation feedback, including feedback from different demographics, has impacted on the proposed future model for library services in Barnet.

## Overall Assessment

8. Overall impact		
Positive Impact  <input type="checkbox"/>	Negative Impact or Impact Not Known <sup>1</sup>  <input checked="" type="checkbox"/>	No Impact  <input type="checkbox"/>
9. Scale of Impact		
Positive impact:  Minimal <input type="checkbox"/> Significant <input type="checkbox"/>	Negative Impact or Impact Not Known  Minimal <input checked="" type="checkbox"/> Significant <input type="checkbox"/>	

10. Outcome			
No change to decision  <input type="checkbox"/>	Adjustment needed to decision  <input type="checkbox"/>	Continue with decision <i>(despite adverse impact / missed opportunity)</i>  <input checked="" type="checkbox"/>	If significant negative impact - Stop / rethink  <input type="checkbox"/>

11. Please give full explanation for how the overall assessment and outcome was decided
<p>At this stage the decision for the Children's, Education, Libraries and Safeguarding Committee is to approve for public consultation a proposed future model for library services in Barnet, taking into account a range of key factors, including views of residents, Needs Assessment and Equalities Impact assessment.</p> <p>Mitigation measures have been identified for the majority of adverse impacts and the Equalities Impact Assessment will be updated following further public consultation for the final decision on the future model of library services in Barnet.</p>

<sup>1</sup> 'Impact Not Known' – tick this box if there is no up-to-date data or information to show the effects or outcomes of the function, policy, procedure or service on all of the equality strands.

**Equalities Impact Assessment  
EIA 13 relates to (CELS saving S7)  
Education and Skills New Delivery Model  
ADM: Cambridge Education Final Tender**

**Employees, Service Users and Residents - October 2015**

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<b>Equalities Impacts Assessment (EIA) updates</b>	
•	June 2014: EIA first completed
•	August 2014: Updated EIA (appendix to draft OBC – CELS Committee September 2014)
•	December 2014: Updated EIA (appendix to final OBC – CELS Committee January 2015)
•	June – August 2015: Reviewed during the procurement process at Outline Solution and Detailed Solution stage
•	October 2015: Updated after receiving the final tender (appendix to FBC – CELS Committee November and Full Council December 2015)

<b>Names and roles of officers completing this assessment</b>	
Lead officer	Val White, Programme Director – Education and Learning
Representative from internal stakeholders	Ian Harrison, Education and Skills Director Alison Dawes, Head of Education Partnership and Commercial Services

Representative from external stakeholders	External stakeholders were not involved in the review of this EIA though their views have been captured throughout the project, including the evaluation of the final tender.
HR Representative	Liz Hammond, HR Lead
Legal Representative	Sarah Wilson, Principal Lawyer (HB Public Law)

## Executive Summary

An Employees Equalities Impact Assessment and Service User/Resident Equalities Impact Assessment have been carried out in relation to the future delivery of education services in Barnet. The assessments cover potential impacts on employees and service users/residents. These documents were updated or reviewed at key milestones throughout the project, and consideration of equalities was embedded in the procurement process.

The overall impact on equalities was determined in the Final Tender stage, when the evaluation of Cambridge Education's final tender was undertaken and the full business case was being developed. The impact assessment for employees identifies a bigger impact on women than men. This is due to the fact that women make up 93% of the affected workforce. Whilst the impact on transfer is neutral, the long-term overall impact for employees is considered to be positive, due to the commitment to London Living Wage, the proposed arrangements for staff recruitment, retention, motivation and development, and the fact that there are no planned redundancies. For service users, the proposals could potentially have the largest effect on school-age children and those with a disability. However, the impact assessment for residents and service users identifies a neutral impact overall, as services will continue to be provided to the current level and quality.

It is also viewed that Cambridge Education will provide services which recognise and accommodate the diversity of Barnet children and young people and employees. This is particularly noted in the catering service where specialist provision is required for faith groups. There has also been a commitment to a range of Barnet human resources policies and practices, which include the Equalities Policy and Employment of People with Disabilities which seeks to eliminate discrimination and encourage diversity amongst its workforce.

Cambridge Education plan to conduct service reviews as part of their 100 day plan to mobilise the services. Any proposed changes to service level provision will require further consideration of the equalities impact on employees and service users/residents. The contract requires compliance with the Council's established equality and diversity policies and procedures, including the provisions of Equality Impact Assessments for any proposed changes in service provision.

# 1. Introduction

## 1.1. Project Overview

This project was established to implement a new way of delivering the Council's Education and Skills service in order to:

- Achieve the budget savings target set by the Council
- Maintain Barnet's excellent education offer
- Maintain an excellent relationship between the Council and schools

The services in scope for this project are:

- Strategic and financial management of the service
- School improvement
- Special educational needs (SEN) services (including management of SEN transport)
- Admissions and sufficiency of school places
- Vulnerable pupils
- Post 16 learning
- Traded services within the Education and Skills delivery unit:
  - Catering service
  - Governor clerking service
  - School improvement traded service (Barnet Partnership for School Improvement)
  - Newly Qualified Teachers support
  - Educational psychology (part-traded)
  - Education Welfare Service (part-traded)
  - North London Schools International Network (NLSIN)

A programme of consultation and engagement with key stakeholders was carried out initially to inform the development of the outline business case. This included schools; the market; employees and trades unions; and residents and service users. There has been ongoing engagement with schools through the procurement process. Various headteacher representatives have participated in both the dialogue process and the evaluation of submissions, as well as ongoing consultation with the Headteacher Reference Group on issues emerging from dialogue. Trades union representatives and employees were also kept informed through regular meetings. Local trades union representatives

and a regional officer of Unison participated in the dialogue process. A communication plan was also developed to keep all stakeholders informed about the project's progress at key stages. A further programme of consultation and engagement will take place with the recognised trades unions and affected employees, as contract mobilisation proceeds. This will include formal TUPE consultation in respect of transferring to a new employer.

The full business case will accompany a report to the CELS Committee on 18<sup>th</sup> November 2015, which will make recommendations on the future delivery model for education services. We then expect that Full Council will make a decision on whether or not to award the contract on 8<sup>th</sup> December 2015.

## **1.2. Equalities Impact Assessment process**

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.

The Equality Act 2010 identifies the following protected characteristics:

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



In addition, Barnet's Policy and Resources Committee in June 2014 agreed that any additional impact of financial decisions on particular protected characteristics who may face extra disadvantage and other groups who may be considered disadvantaged and/or vulnerable would also be assessed. These groups include:

- People with learning disabilities (covered in 2010 Equality Act)
- People with mental health issues (covered in 2010 Equality Act)
- Carers (including young carers)
- Single parents
- People and families on low income, including people from areas of deprivation and unemployed people

For this project, equalities were considered throughout the life of the project. The key milestone and actions are noted in the table below.

Draft OBC	Sep 2014	Initial Employees and Service Users/Residents EIAs were completed and presented alongside the draft OBC to CELS Committee.
Final OBC	Jan 2015	Updated Initial Employees and Service Users/Residents EIAs were updated and presented alongside the final OBC to CELS Committee.
PQQ stage	Mar 2015	Applicants were asked to supply policies on employment and equal opportunity.
Outline Solution & Detailed Solution stage	Apr – Aug 2015	Bidders were provided with relevant information on Barnet policies and practices, which included the equalities policy. At Detailed Solution stage, evaluators were asked to record any potential equality impacts on staff, service users or residents identified as part of their evaluation.
Final Tender stage	Oct 2015	Evaluation templates incorporated a section on equalities impacts, along with relevant employees and service users/residents data to enable evaluators to record any impacts specific to the protected characteristics. At the final tender moderation meeting, impacts on equalities for employees and service users/residents were discussed and the overall position on the equalities impact was determined.
FBC stage	Oct – Dec 2015	Full Employees and Service Users/Residents EIAs were completed after receiving the final tender and will be presented alongside the FBC to CELS Committee in November and Full Council in December 2015.
Mobilisation	Jan – Mar 2016	EIAs to be kept under review and mitigating actions to be carried out. Changes to service level provision will require further consideration of the equalities impact, particularly following the proposed service reviews.
Contract implementation	From April 2016	Ongoing monitoring of the impact on equalities through the contract management, particularly if changes are proposed to service provision.

To supplement the overall equalities impact position of Cambridge Education's final tender, two assessments have been completed:

- Full Employees Equalities Impact Assessment (see section 2)
- Full Service Users/Residents Equalities Impact Assessment (see section 3)

### **1.3. Overview of the Equalities Impact Assessment of the Final Tender**

Due regard has been given to equalities throughout the project, the key activities were:

- Equalities Impact Assessments have been reviewed and updated at key milestones
- Consultation and engagement with stakeholders has been undertaken and informed the process
- As part of the procurement process, the bidders were provided with relevant information on Barnet policies, which included the equalities policy, children and young people plan and various human resources policies and procedures
- Ensuring contractual compliance with the Council's established equality and diversity policies and procedures

Having considered the equalities impact of Cambridge Education's final tender, it is viewed that for employees the impact is positive and for service users/residents the impact is neutral. The overall position on the equalities impact was determined in the final tender stage, when the evaluation of Cambridge Education's final tender on the future delivery of education services in Barnet was undertaken and the full business case was being developed.

The impact assessment for employees identifies a bigger impact on women than men. This is due to the fact that women make up 93% of the affected workforce. Whilst the impact on transfer is neutral, the long-term overall impact for employees is considered to be positive, as:

- No redundancies are planned. Staff remain in employment, which may not have been the case under other delivery models.
- Staff would be moving into specialist organisations offering more development and progression opportunities. The new delivery model is based on a growth model which should provide employees with opportunities for progression that may not be available if the service stayed with the Council.
- The commitment to London Living Wage exceeds that currently offered by the Council.
- Cambridge Education operates as 'employee owned' giving opportunities for senior employees in terms of buying shares in the company and has a developed performance bonus system for general staff levels which is linked to business performance.

For service users, the proposals could potentially have the largest effect on school-age children and those with a disability. The impact on service users/residents was considered to be a neutral impact overall, as:

- Services will continue to be provided to the current level.
- Services will continue to be provided to the current quality.
- Cambridge Education has demonstrated sound experience in delivering similar education services, including statutory services.
- ISS has demonstrated sound experience in delivering education catering, including school meals to children and young people and those with specialist requirements.

Cambridge Education plan to conduct service reviews as part of their 100 day plan to mobilise the services. Any proposed changes to service level provision will require further consideration of the equalities impact on employees and service users/residents. The contract will require compliance with the Council's established equality and diversity policies and procedures, including the provisions of Equality Impact Assessments for any proposed changes in service provision. This will be monitored during mobilisation and the contract period. All service change proposals from Cambridge Education will be reviewed to ensure that due regard has been given to the Equality Duty, prior to approval and implementation of any changes.

## 2. Full Employees Equalities Impact Assessment (Positive Impact)

### 2.1. Overview

The impact of on equalities has been considered, particularly at key milestones throughout the project. Following the evaluation of Cambridge Education's final tender, a full employees Equalities Impact Assessment was completed and the overall impact was assessed.

The impact assessment for employees identifies a bigger impact on women than men. This is due to the fact that women make up 93% of the affected workforce. Whilst the impact on transfer is neutral, the long-term overall impact for employees is considered to be positive, due to the commitment to London Living Wage, the proposed arrangements for staff recruitment, retention, motivation and development, and the fact that there are no planned redundancies.

It was also viewed that Cambridge Education will provide services which recognise and accommodate the diversity of employees. There has also been a commitment to a range of Barnet human resources policies and practices, which include the Equalities Policy and Employment of People with Disabilities which seeks to eliminate discrimination and encourage diversity amongst its workforce.

Cambridge Education plan to conduct service reviews as part of their 100 day plan. Any proposed changes to service level provision will require further consideration of the equalities impact on employees.

The full employees Equalities Impact Assessment will be presented alongside the full business case to CELS Committee in November and Full Council in December 2015.

### 2.2. Monitoring Summary

The data profile in Table 1 shows the number and proportion of employee groups against the nine protected characteristics. It is in accordance with the requirements of the Equality Act 2010 and the Council will collect this information so far as we hold it.

All data below 10 individuals has been aggregated and replaced by an 'X' to protect personal identification. All agency and contract staff have been removed from the data.

**Table 1: Employee profile as of October 2015**

		Total LBB Data		Total of Education & Skills Data		Catering Staff Data		Non Catering Staff Data	
		No.	% of LBB	No.	% of Service	No.	% of Service	No.	% of Service
<b>No of Employees</b>		2066		476		341		135	
<b>Gender</b>	Female	1390	67%	444	93%	329	96%	115	85%
	Male	676	33%	32	7%	12	4%	20	15%
	Unknown	0	0%	0	0%	0	0%	0	0%
<b>Date of Birth (age)</b>	1994-1997 (18-21)	15	1%	0	0%	0	0%	0	0%
	1993-1986 (22-29)	187	9%	28	6%	10	3%	18	13%
	1985-1976 (30-39)	437	21%	82	17%	59	17%	23	17%
	1975-1966 (40-49)	550	27%	140	29%	106	31%	34	25%
	1965-1951 (50-64)	812	39%	206	43%	155	45%	51	38%
	1950-1941 (65-74)	62	3%	20	4%	11	3%	X	X
	1940 and earlier (75+)	X	X	0	0%	0	0%	0	0%
	Unknown		0%	0	0%	0	0%	0	0%
<b>Ethnic Group</b>	<b>White</b>	1170	57%	207	43%	115	34%	92	68%
	British	928	45%	158	33%	80	23%	78	58%
	Irish	58	3%	X	X	X	X	X	X
	Other White	184	9%	40	8%	27	8%	13	10%
	<b>Mixed</b>	50	2%	X	X	X	X	X	X
	White and Black		0%	X	X	X	X	X	X
	Caribbean	10	0%		0%		0%		0%

	African	X	X		0%		0%		0%
	White and Asian	14	1%	X	0%	X	X	X	X
	Other mixed	17	1%	X	X		0%	X	X
	<b>Asian and Asian British</b>	191	9%	46	10%	34	10%	12	9%
	Indian	131	6%	30	6%	25	7%	X	X
	Pakistani	15	1%	X	X		0%	X	X
	Bangladeshi	20	1%	X	X	X	X	X	X
	Other Asian	25	1%	X	X	X	X	X	X
	<b>Black or Black British</b>	377	18%	127	27%	121	35%	X	X
	Caribbean	118	6%	16	3%	12	4%	X	X
	African	225	11%	108	23%	106	31%	X	X
	Other Black	34	2%	X	X	X	X		0%
	<b>Chinese or Other Ethnic Group</b>	31	2%	13	3%	12	4%	X	X
	Chinese	11	1%	X	X	X	X		0%
	Other Ethnic Group	20	1%	10	2%	X	X	X	X
	Prefer not to say/information refused	73	4%	X	X	X	X	X	X
	Unknown	174	8%	70	15%	55	16%	15	11%
<b>Disability</b>	Disability (inc Mobility, Mental illness, Hearing, Vision, Reduced Physical Capacity & Learning Disabilities)	38	2%	X	X	X	X	X	X

	No Disability	1744	84%	411	86%	304	89%	107	79%
	Not stated	150	7%	20	4%	11	3%	X	X
	Unknown	134	6%	39	8%	24	7%	15	11%
<b>Same gender as at birth</b>	No	X	X	X	X	X	X	X	X
	Yes	1085	53%	120	25%	31	9%	89	66%
	Prefer not to say/information refused	54	3%	X	X	X	X	X	X
	Unknown	922	45%	349	73%	309	91%	40	30%
<b>Pregnancy &amp; Maternity</b>	Pregnant	X	X	X	X	0	0%	X	X
	Maternity Leave (current)	29	1%	X	X	X	X	X	X
	Maternity Leave (in last 12 months)	48	2%	X	X	X	X	X	X
<b>Religion or Belief</b>	Christian	928	45%	221	46%	171	50%	50	37%
	Buddhist	11	1%	X	X	X	X		0%
	Hindu	106	5%	28	6%	25	7%	X	X
	Jain	X	X	X	X	X	X		0%
	Jewish	51	2%	12	3%	X	X	X	X
	Muslim	91	4%	28	6%	20	6%	X	X
	Sikh	X	X	X	X	X	X		0%
	Other Religions	66	3%	15	3%	12	4%	X	X
	No Religion	266	13%	40	8%	23	7%	17	13%
	Not Stated	240	12%	102	21%	82	24%	20	15%
	No form returned		0%		0%		0%		0%
	Atheist	70	3%	X	X		0%	X	X
	Agnostic	44	2%	X	X	X	X	X	X
	Humanist	X	X		0%		0%		0%
Prefer not to say	176	9%	15	3%	X	X	14	10%	

	Not Assigned		0%		0%		0%		0%
<b>Sexual Orientation</b>	Hetrosexual	1321	64%	251	53%	171	50%	80	59%
	Bisexual	15	1%	X	X	X	X		0%
	Lesbian or Gay	34	2%	X	X		0%	X	X
	Prefer not to say	426	21%	120	25%	91	27%	29	21%
	Unknown	270	13%	97	20%	73	21%	24	18%
	Not Assigned		0%		0%		0%		0%
<b>Marriage and Civil Partnership</b>	Married	740	36%	181	38%	112	33%	69	51%
	Single	603	29%	126	26%	87	26%	38	28%
	Widowed	15	1%	X	X	X	X	X	X
	In Civil Partnership	16	1%	X	X	0	0%	X	X
	Cohabiting	131	6%	10	2%	X	X	X	X
	Divorced	84	4%	X	X	X	X	X	X
	Separated	25	1%	X	X	X	X		0%
	Unknown	346	17%	135	28%	130	38%	X	X
	Other	X	X	X	X		0%	X	X
	Prefer not to say	97	5%	X	X	X	X	X	X
	Not Assigned		0%		0%		0%		0%

### 2.3. Evidence

***List below available data and research that will be used to determine impact on different equality groups***

Employee data is maintained by Barnet's HR department and was last collated in October 2015. The employee data contained within this report remains relevant at this time. All agency and contract staff data have been removed.

The evaluation panel for the final tender, which included The Education and Skills Director and Head of Education Partnership and Commercial



Services, specialist advisors and school representatives, were also given the opportunity to comment on whether they observed any impacts on equalities for employees as part of the evaluation and moderation process. Their views helped determine the overall impact position on employees.

The Education and Skills Director and Head of Education Partnership and Commercial Services are best placed to make any further comments on the impact of employees given their management responsibilities and knowledge of the services. Their comments upon review of this Equalities Impact Assessment have been incorporated.

***Evidence gaps***

None in relation to mandatory reporting requirements.

***Solution, please explain how you will fill any evidence gaps?***

Not applicable.

## **2.4. Project Milestone Outcomes, Analysis and Actions**

### ***Summary of the outcomes at each milestone***

#### **Milestone 1: Draft OBC (September 2014)**

This is an initial analysis of the Equalities Impact Assessment for the Education and Skills ADM project and provides baseline figures. As the project develops the Equalities Impact Assessment will need to be re-assessed.

The equality data is the information available which details the protected characteristics of staff within the Education and Skills cohort, including Barnet staff who are employed in the schools meals service.

As the proposals include the Barnet schools meals service and Special Educational Needs, additional consideration needs to be made as to how these services will operate and whether this will impact on, for example, the take-up of free school meals.

Children's, Education, Libraries and Safeguarding Committee will determine which options the council should explore and at this stage a

detailed EIA will be undertaken on the staffing implications of the following services; School improvement, Special educational needs, Admissions and sufficiency of school places, Vulnerable pupils, Post 16 learning and Traded services within Education and Skills.

The councils overall workforce is;

- 66.17% female
- 42.64% of both female and male are over 50 years of age
- 74.43% of the workforce are white, black and black British

Initial analysis of the Education and Skills equality data indicates;

- 93% of the workforce is female
- 55% of females only are over 50 years of age
- 75% of the workforce is white, black and black British

Given the current make-up of the workforce, whichever option is chosen, the change will have a bigger impact on women than men. The statistics show that 93% of the workforce is female and due regard will be paid to the requirements of the Public Sector Equality Duty. It cannot though be avoided that any changes will affect the female workforce whether this be a positive or negative impact. Mitigation for such effects will be drawn up at a later stage when more detail on the proposals are known and a decision is made to progress from the OBC.

There is no data available on maternity or sexual orientation transgender at this stage.

It is essential that the Managing Change Policy is followed and in a legally compliant manner, including with consideration of all aspects of the Equality Act 2010 and other relevant legislation.

For the current stage of project scoping and democratic process, the new Delivery Model is not known and therefore it is not possible to fully assess the impact. At this stage there is no known detriment to any group. A full EIA will be produced at Full Business Case stage (in line with the LBB processes). Staff will be consulted as part of the process and equality issues/risks will be considered as part of this. As the proposals develop any impact will become clear and mitigating actions will be put in place.

### **Milestone 2: Final OBC (January 2015)**

As noted in Milestone 1 above, given the current make-up of the workforce, whichever option is chosen, the change will have a bigger impact

on women than men, whether positive or negative. The statistics show that 93% of the Education and Skills Delivery Unit workforce is female and due regard will be paid to the requirements of the Public Sector Equality Duty. Mitigation includes the continued involvement of staff and TUs during the next stage. Further mitigation will be drawn up at a later stage when more detail on the proposals are known and a decision is made to progress from the OBC to FBC.

In order to assist decision making, a summary of the expected high level employee outcomes / impacts of the four models can be seen in the table below.

Consultation and Engagement has taken place with the four key stakeholder groups: schools; the market; employees and trades unions; and residents and service users.

It is recognised that all four of the options under consideration constitute a significant change that will have an impact on employees. There have been a number of briefing meetings with employees as the outline business case has developed. During November 2014, a further series of meetings were held to allow employees to explore the implications of the four remaining options and also to suggest potential opportunities for improvement. Additional meetings have also taken place with the recognised trades union representatives. Whilst representatives have been keen to support the retention of services in-house, they have also engaged positively in discussions about other models to ensure that issues that may affect their members' interests have been given proper consideration.

Overall it can be seen that there are potential impacts from all four models. The project board are recommending to the CELS Committee that a joint venture model is the model that is likely to meet the project objectives and has attracted a reasonable degree of support from schools. As can be seen in the table below, the joint venture model focuses on the growth of services which would limit the possibility of staffing reductions, staff will be protected by TUPE and is likely to have a positive impact with regards to increase in training opportunities and employee development alongside the development of services. However, it is clear that any workforce changes could have both a positive or negative impact, especially on the female workforce.

Overall, the impact is expected to be positive however it cannot be known with any certainty at this stage. There will be greater clarity on the actual impacts on employees through the procurement process at the stage of contract award, following competitive dialogue. The development of a full business case will enable a full assessment of the impact and identification of any mitigating actions required.

This Equalities Impact Assessment will be updated in the next project phase (at Full Business Case stage). Staff will be kept informed as the

project progresses, with equality issues/risks considered as part of this. As the proposals develop any impact will become clear and mitigating actions will be put in place.

MODEL	SUMMARY OF POTENTIAL KEY OUTCOMES / IMPACTS
<b>Model A: In house</b>	<ul style="list-style-type: none"> <li>• Staff would remain as local authority employees and be subject to the council's terms and conditions.</li> <li>• Staff would go through a major transformation programme including cultural step-change, performance management and business improvement.</li> <li>• Potential reduction in staffing requirement through the transformation process, either through efficiencies or service reductions. There is also the potential for an increase in staffing in some service areas as the service would aim to grow services and increase income.</li> </ul>
<b>Model B: Schools-led social enterprise</b>	<ul style="list-style-type: none"> <li>• Staff would be transferred to the 'new' company', employees would transfer on their terms and conditions under the TUPE.</li> <li>• Opportunity for investment in upskilling, employee development, asset and systems update.</li> <li>• Potential reduction in staffing requirement through the transformation process however there is also the potential for an increase in staffing in some service areas as the enterprise would aim to grow services and increase income.</li> </ul>
<b>Model C: Joint venture with schools having a commissioning role</b>	<ul style="list-style-type: none"> <li>• Staff would be transferred to the 'new' company', employees would transfer on their terms and conditions under the TUPE.</li> <li>• Opportunity for investment in upskilling, employee development, asset and systems update.</li> <li>• It is envisaged that there would be no reduction to overall staffing levels and there could be a potential for an increase in staffing as the aim of the model would be to grow services and increase income. However there could be a potential change in service structure and jobs through the transformation process.</li> </ul>
<b>Model D: Joint venture with schools having an ownership role</b>	<ul style="list-style-type: none"> <li>• Staff would be transferred to the 'new' company', employees would transfer on their terms and conditions under the TUPE.</li> <li>• Opportunity for investment in upskilling, employee development, asset and systems update.</li> <li>• It is envisaged that there would be no reduction to overall staffing levels and there could be a potential for an increase in staffing as the aim of the model would be to grow services and increase income. However there could be a potential change in service structure and jobs through the transformation process.</li> </ul>

### Milestone 3: PQQ stage (March 2015)

The section on Employment and Equal Opportunity in the pre-qualification questionnaire (PQQ) requested information to be provided on equality and diversity policies and monitoring in respect of delivering education services and/or catering services. All three applicant submissions to this question scored a satisfactory response, which meant an acceptable submission with no major concerns that represents an acceptable risk solution for the Council.

#### **Milestone 4: Outline Solution and Detailed Solution stage (April – August 2015)**

Throughout the procurement process engagement has continued to take place with school and trades union representatives via participation in dialogue sessions and regular meetings. This provided an opportunity for priorities, key issues and areas of concern to be raised.

The Equalities Impact Assessments was reviewed during the Outline Solution and Detailed Solution stage. As previously noted, any changes affecting employees will continue to have a bigger impact on women than men as 93% of the Education and Skills Delivery Unit workforce is female.

In their Outline Solution, Cambridge Education submitted proposals for a joint venture company model, as well as a variant bid which proposed a strategic partnering model. The details of both models were developed in their Detailed Solution. Under the joint venture company model, there would be a new company owned by the Council and the bidder that would be responsible for the services to schools as well as to the Council. Under the strategic partnering model, the Council would enter into the services contract directly with the bidder. The bidder and its catering sub-contractor would enter into contracts directly with the schools for traded services. Under both models, employees would transfer directly to the providers, Cambridge Education or ISS as appropriate, enabling them to benefit from being employed by established organisations that specialise in their area of expertise.

Having reviewed the bidders Outline Solution and the Detailed Solution, it is anticipated that through growth in services and attracting income, it would limit the possibility of staffing reductions and staff will be protected by TUPE. The two solutions and dialogue to date have expressed that staff will remain in their current place of work and we are not expecting for any staff to need to relocate. Any growth is likely to be relatively local and it would be at the employee's choice to go for promotion which may involve a wider geographical spread. The bidder presents an organisation with strong values and employment offering which is positive, for example increase in training opportunities and employee development alongside the development of services.

Overall at this stage the impact is expected to be positive and any growth can only have a positive effect in terms of opportunities for staff that would not be likely to be present if they remained with the Council, irrespective of the delivery model. The impact cannot be known with any certainty at this stage but there will be clarity on the actual impacts on employees when the dialogue process concludes and the final tender is evaluated. This will enable a full assessment of the impact to be undertaken and identification of any further mitigating actions required.

#### **Milestone 5: Final Tender stage & FBC stage (October – December 2015)**

HR provided the updated employees data for consideration at the Final Tender stage. The data showed a:

- much lower percentage of male workers compared to LBB as a whole – 93% female workforce
- higher percentage (5% more) of workers in the 40+ age group compared to LBB
- lower percentage of white workers in catering compared to LBB and a much higher percentage of white workers in non-catering compared to LBB
- higher percentage of Black British and African within the catering service than in LBB and a much higher percentage of Black and African workers in catering compared to the non-catering workforce.
- lower percentage of staff within catering describe themselves as heterosexual and there is a higher percentage in the prefer not to say and unknown categories
- higher percentage of females in non-catering are married compared to LBB – 51% compared to 36%

The most significant difference for this group of staff who may TUPE out to Cambridge Education and ISS as a result of the Education and Skills ADM is the percentage of female workers compared to Barnet as a whole; 93% compared to 63% in LBB. This workforce is also a relatively ageing workforce with 5% more employees in the 40+ categories compared to LBB.

Whilst the impact on transfer is neutral, the long-term overall impact for employees is considered to be positive. The commitments to enhanced TUPE provisions and the London Living Wage were welcomed, which is a positive for lower paid predominantly female workforce. The proposal also set out a good approach to staff recruitment, retention, motivation and development and there are no planned redundancies.

Cambridge Education also have a shared culture which takes pride in belonging to a successful team and developing high quality products. They have low turnover rates and staff sickness which are both indicators of staff engagement and motivation. They have a robust performance management system in place and a policy of recruiting and promoting internally wherever possible. There is a structured learning and development programme consisting of a blend of face to face and e-learning which is available 24/7 and with learning pathways in the catering business. Most importantly Cambridge Education's bid is based on a growth model which should provide Education and Skills employees with opportunities for progression that may not be available if the service stayed with the Council. Cambridge Education operates as 'employee owned' giving opportunities for senior employees in terms of buying shares in the company and has a developed performance bonus system for general staff levels which is linked to business performance.

The contract also requires compliance with the Council's established equality and diversity policies and procedures.

These impacts are applicable in both a joint venture company model and a strategic partnering model, It is worth noting that under the strategic

partnering model, employees would transfer directly to either Cambridge Education or ISS, as appropriate, enabling them to benefit from being employed by established organisations that specialise in their area of expertise, rather than a newly formed company.

On the basis of the dialogue that has taken place, the final tender submission and the views of evaluators involved in the final tender evaluation process, the potential transfer of these employees to Cambridge Education and ISS was considered to be a positive impact on eligible staff. No negative impacts were identified as redundancies are not planned.

The project team will continue to monitor activity during the next stage and where required mitigation will be put in place, particularly as Cambridge Education conduct service reviews as part of their 100 day plan. Any proposed changes to service level provision will require further consideration of the equalities impact on employees.

### ***Actions proposed***

#### **Milestone 1: Draft OBC (September 2014)**

Equalities should form a key component of any specifications for the alternative delivery model and will form a component of any evaluation process. Post OBC a more detailed equalities analysis will be produced.

#### **Milestone 2: Final OBC (January 2015)**

Post the final OBC to CELS committee in January 2015, a more detailed equalities analysis will be produced and will be used to inform project decisions and the procurement process.

#### **Milestone 3: PQQ stage (March 2015)**

The impact on equalities could not be determined as this will emerge later in the procurement process when information is received on proposals. Mitigating action was not required at this stage.

#### **Milestone 4: Outline Solution and Detailed Solution stage (April – August 2015)**

The Employees EIA was reviewed following the review of the Outline Solution and Detailed Solution stage of the procurement. A more detailed equalities analysis will be produced and will be used to inform project decisions and the recommendation to CELS Committee in November 2015.

#### **Milestone 5: Final Tender stage & FBC stage (October – December 2015)**

The following actions and mitigation activity are proposed and will be monitored throughout the next stage.

<b>Characteristic</b>	<b>Impact</b>	<b>Mitigation</b>
<b>Gender</b>	93% of the service is women – any change would have a bigger impact on this group.	This group is not expected to be impacted negatively.  Due to the gender make up of employees, managers and Cambridge Education will be made aware to ensure that consultation with employees focuses on any potential impact on this group, should changes be implemented following reviews of the service.



<b>Date of Birth (Age)</b>	Higher percentage (5% more) of workers in the 40+ age group compared to LBB	This group is not expected to be impacted negatively.  Due to the age make up of employees, managers and Cambridge Education will be made aware to ensure that consultation with staff focuses on any potential impact on this group, should changes be implemented following reviews of the service.
<b>Ethnic Group</b>	No bias is expected, though a lower percentage of white workers in catering compared to LBB and a much higher percentage of white workers in non-catering compared to LBB  Higher percentage of Black British and African within the catering service than in LBB and a much higher percentage of Black and African workers in catering compared to the non-catering workforce.	This group is not expected to be impacted negatively.  Keep under review, particularly if any changes are proposed following service reviews.
<b>Disability</b>	There are a number of staff who have a disability.	Managers are aware of this and it will be handled appropriately as per the equalities legislation.
<b>Same gender as at birth</b>	No bias is expected.	This group is not expected to be impacted negatively.  Keep under review, particularly if any changes are proposed following service reviews.
<b>Pregnancy &amp; Maternity</b>	There are a small number of staff members who are either on maternity leave or who will be on maternity leave during the period of consultation and potential transfer to a new employer.	These individuals will retain their right to return to a similar role as they would if they remained employed by the council. Managers are aware and employees will be kept updated and included in any relevant communications. This will be handled appropriately as per the equalities legislation.
<b>Religion or Belief</b>	No bias is expected.	This group is not expected to be impacted negatively.  Keep under review, particularly if any changes are proposed following service reviews.

<b>Sexual Orientation</b>	No bias is expected, though a lower percentage of staff within catering describe themselves as heterosexual and there is a higher percentage in the prefer not to say and unknown categories.	This group is not expected to be impacted negatively.  Keep under review, particularly if any changes are proposed following service reviews.
<b>Marriage and Civil Partnership</b>	No bias is expected, though a higher percentage of females in non-catering are married compared to LBB – 51% compared to 36%.	This group is not expected to be impacted negatively.  Keep under review, particularly if any changes are proposed following service reviews.

**Milestone 6: Mobilisation (January – December 2016)**

EIAs to be kept under review and mitigating actions stated in Milestone 5, above, to be carried out by the Council.

Changes to service level provision will require further consideration of the equalities impact, particularly following the proposed service reviews. The contract requires compliance with the Council’s established equality and diversity policies and procedures, including the provisions of Equality Impact Assessments for any proposed changes in service provision by Cambridge Education.

**Milestone 7: Contract period (from April 2016)**

Ongoing monitoring of the impact on equalities through the contract management by the Council’s contract monitoring officer, particularly if changes are proposed to service provision.

Changes to service level provision will require further consideration of the equalities impact, particularly following the proposed service reviews. The contract requires compliance with the Council’s established equality and diversity policies and procedures, including the provisions of Equality Impact Assessments for any proposed changes in service provision by Cambridge Education.

### 3. Full Service Users/Residents Equalities Impact Assessment (Neutral Impact)

#### *Equalities Impact Assessment Overview*

The impact on equalities has been considered, particularly at key milestones throughout the project. Following the evaluation of Cambridge Education's final tender, a full service users/ residents Equalities Impact Assessment was completed and the overall impact was assessed as neutral.

Consultation and engagement has taken place with key stakeholders, including schools, residents and service users. Taking account of the services included within the scope of the project, some residents and service users are potentially more likely to be affected by the project and therefore these groups (and their parents) were targeted for consultation – this included specific focus groups for parents of children with special educational needs and/or disability. Additionally, headteachers have been involved throughout the procurement process and were part of the evaluation panel.

For service users, the proposals could potentially have the largest effect on school-age children and those with a disability. However, the impact assessment for residents and service users identifies a neutral impact overall, as services will continue to be provided to the current level and quality. It is also viewed that Cambridge Education will recognise and accommodate the diversity of Barnet children and young people. This is particularly noted in the catering service where specialist provision is required for faith groups.

Cambridge Education plan to conduct service reviews as part of their 100 day plan. Any proposed changes to service level provision will require further consideration of the equalities impact on service users/residents.

The full service users/residents Equalities Impact Assessment will be presented alongside the full business case to CELS Committee in November and Full Council in December 2015.

**How are the following equality strands affected?**  
 Please detail the effects on each equality strand, and any mitigating action you have taken / required. Please include any relevant data. If you do not have relevant data please explain why / plans to capture data

Equality Strand	Affected?	Explain how affected (Data reviewed and updated October 2015)	What action has been taken / or is planned to mitigate impact?
Age	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	<p><b>Data</b></p> <p>Projected data for children and young people shows in 2015:</p> <ul style="list-style-type: none"> <li>• Age group 5 -10 years 29,539 young people</li> <li>• Age group 11- 16 years 25,464 young people</li> </ul> <p>It can be seen that there are more primary school aged children in Barnet than secondary school age children.</p> <p>The total number of 5 – 16 year old children and young people, both male and female, is 55,004.</p> <p>(Source: GLA 2013 Round Demographic Projections, 2014)</p> <p><b>Impact</b></p> <p>The services provided by the Education and Skills services are primarily for children and young people, particularly school children aged 4 – 18 years old and therefore any change to the service could affect this age group. The catering service also provides a service to other age groups – employees who work at NLBP, civic catering and catering for external organisations. Therefore although the primary age group who will be affected are school children, there are other age groups who use the service.</p> <p>Overall, the proposal from Cambridge Education maintains service levels by investing in resources to drive growth through business development and service improvement. This means services users/residents will see service</p>	<p>The key mitigation is the involvement of headteachers in the procurement process to ensure that needs of all pupils are addressed and consultation with schools, governors and parents to ensure that key concerns are identified and considered.</p> <p>Service reviews are to be undertaken as part of their 100 day plan and will include consultation with stakeholders.</p> <p>It is proposed that during contract delivery, periodic Stakeholder Group meetings will be set up (2-3 times per year) with wide representation from service users. This will give service users the chance to feedback any issues and potential negative equalities impacts.</p> <p>Cambridge Education is to adhere to Barnet’s policy on equalities and if</p>

		<p>provision continue as is, with no adverse impacts anticipated on this group. As such, the impact is considered to be neutral.</p> <p>Service reviews are to be undertaken as part of their 100 day plan and reports produced with clear recommendations for services. Service improvements are likely to have a positive impact on service users/residents though these will be baselined and measured as part of the reviews. Any recommendations that are to be implemented will require consideration of the equalities impact.</p>	any issues arise an action plan will be put in place.
Disability	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	<p><b>Data</b> Data for children and young people shows:</p> <p><b>Disability:</b></p> <ul style="list-style-type: none"> <li>•The national averages indicate that in Barnet the 5 to 9 and 10 to 14 age cohorts have the highest number of disabled children, followed by the 15 to 19 age cohort. Whilst the 0 to 4 age cohort has the least number of disabled children.</li> <li>•This corresponds with Barnet’s Disabled Children’s Register where 48% are aged 5-9, 26% are aged 10-14, 18% are aged 15-19 and only 6% are aged 4 and under.</li> <li>•There are approximately three times more males than females on Barnet Disabled Children’s Register.</li> <li>•The most frequently occurring needs on the Disabled Children’s Register are speech, language and communication needs affecting 33% of all registered children. The other most frequently occurring disabilities are autistic spectrum disorders (affecting 23%), moderate learning difficulties (affecting 18%) and severe learning difficulties (affecting 17%).</li> </ul> <p><b>SEN:</b> In January 2015 a total of 62,052 pupils were on Barnet’s school rolls. Of these, 9,276 children were classed as have Special Educational Needs (SEN). This represents 14.9% of the total school roll population. Disabled pupils are</p>	<p>The key mitigation is;</p> <ul style="list-style-type: none"> <li>• Involvement of head teachers in procurement process to ensure that needs of all pupils are addressed.</li> <li>• Rigorous approach to development of service specifications and KPIs to ensure that the needs of pupils with SEN are addressed</li> <li>• Consultation with parents of children with SEN to understand their concerns.</li> <li>• Consultation with schools throughout the procurement to understand their concerns for children with SEN.</li> </ul> <p>Service reviews are to be undertaken as part of their 100 day plan and will include consultation with stakeholders. Consultation is</p>

	<p>most likely classified as SEN within schools (Special Educational Needs and Disability).</p> <p>Source: SFR 25/2015: Special educational needs in England, January 2015</p> <ul style="list-style-type: none"> <li>•There are more boys than girls with SEN across all age cohorts and SEN type. Overall, 63.7% of children with SEN are male.</li> <li>•There are more children aged 5-9 and 10-14 with SEN in comparison to the younger and older age cohorts. Of all children with SEN on the schools roll, 44.7% are aged 5-9 and 35.9% are aged 10-14.</li> <li>•Girls are less likely to have statements of SEN and more likely to receive School Action support. Of the 4,499 girls with SEN, 14.1% are statemented and 85.8% have SEN support needs. In comparison, 20.8% of boys with SEN are statemented/have an EHCP and 79.2% have SEN support needs.</li> <li>•Children with statements of SEN attending out of borough schools tend to be in the older age cohorts.</li> <li>•Within Barnet, the highest numbers of children on the school rolls with SEN are concentrated within the Burnt Oak, Colindale and Underhill wards</li> </ul> <p>Source: School Census (Barnet), January 2015</p> <p>The Children and Families Act 2014 introduces a new requirement for councils to develop a coordinated assessment process to develop Education, Health and Care plans for eligible children with special educational needs aged 0-25. Developing an alternative delivery model for education services including SEN services may add to the complexity of assessing and delivering services to support eligible children across social care, local authority education services, schools, health and other organisations.</p> <p><b><u>Impact</u></b></p> <p>The services provided by the Education and Skills service are primarily for all school children, however there are also a number of services specifically for those with a disability – for example the SEND and Inclusion Service, and the management for SEN transport. Therefore any change to the service will affect</p>	<p>particularly important for any changes as a result of service improvements, with particular regard to SEN services and transport.</p> <p>It is proposed that during contract delivery, periodic Stakeholder Group meetings will be set up (2-3 times per year) with wide representation from service users. It has been suggested that a specific SEND group (parents and children) would be set up. This will give service users the chance to feedback any issues and potential negative equalities impacts.</p> <p>Cambridge Education is to adhere to Barnet’s policy on equalities and if any issues arise an action plan will be put in place.</p>
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		<p>service users with a disability and/or parents of these service users.</p> <p>Overall, the proposal from Cambridge Education maintains service levels by investing in resources to drive growth through business development and service improvement. This means services users/residents will see service provision continue as is, with no adverse impacts anticipated on this group. As such, the impact is considered to be neutral.</p> <p>Specifically for the SEND and Inclusion Service and the management of SEN transport, Cambridge Education is aware of the challenges in Barnet and the current service. We not expecting a negative impact on this group as the service is transferring as is, however there is awareness that this is a key group of individuals that requires consideration. Service improvements to the SEN transport, such as altering routes to achieve efficiencies, are likely to have an impact on the service user but this will require consideration on a case by case basis.</p> <p>Service reviews are to be undertaken as part of their 100 day plan and reports produced with clear recommendations for services. Any recommendations that are to be implemented will require consideration of the equalities impact.</p>	
Gender	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	<p><b>Data</b></p> <p>Data for children and young people shows in 2015 there are:</p> <p>Female:</p> <ul style="list-style-type: none"> <li>•Age group 5 -10 years 14,382</li> <li>•Age group 11- 16 years 12,384</li> </ul> <p>Male:</p> <ul style="list-style-type: none"> <li>•Age group 5 -10 years 15,158</li> </ul>	<p>There is no evidence to suggest that one gender group will be more affected than the other, however there is a differential in pupils with SEN based on gender.</p> <p>The views of parents with children with SEN were sought and considered as part of the decision</p>

		<p>•Age group 11- 16 years 13,081</p> <p>Source GLA 2013 Round Demographic Projections, 2014</p> <p>There are more boys than girls with SEN across all age cohorts and SEN type. Overall, 63.7% of children with SEN are male. Girls are less likely to have statements of SEN. Source: School Census (Barnet), January 2015</p> <p><b><u>Impact</u></b></p> <p>There is no evidence to show that the proposal will adversely impact on a particular gender – thus there is not expected to be any specific adverse impact on this characteristic.</p> <p>Overall, the proposal from Cambridge Education maintains service levels by investing in resources to drive growth through business development and service improvement. This means services users/residents will see service provision continue as is, with no adverse impacts anticipated on this group. As such, the impact is considered to be neutral.</p> <p>Service reviews are to be undertaken as part of their 100 day plan and reports produced with clear recommendations for services. Any recommendations that are to be implemented will require consideration of the equalities impact.</p>	<p>making process.</p> <p>Service reviews are to be undertaken as part of their 100 day plan and will include consultation with stakeholders.</p> <p>It is proposed that during contract delivery, periodic Stakeholder Group meetings will be set up (2-3 times per year) with wide representation from service users. This will give service users the chance to feedback any issues and potential negative equalities impacts.</p> <p>Cambridge Education is to adhere to Barnet’s policy on equalities and if any issues arise an action plan will be put in place.</p>
Religion	<p>Yes <input type="checkbox"/></p> <p>No <input checked="" type="checkbox"/></p>	<p><b><u>Data</u></b></p> <p>For Barnet’s population Christianity is the most common religion in Barnet at 48.8%, although this is proportionately lower than London at 49.4%. The second highest group are those who have no religion at 16.4% which is comparatively less than London and Great Britain. Barnet has a large Muslim population 12.5% and the largest Jewish population in London (11.5%</p>	<p>Where appropriate, service specifications and KPIs take into account the needs of religion, for example the dietary requirements of faith groups.</p>



compared to 1.8% in London).

Source: ONS Annual Population Survey 2014

The proportion of Barnet's schools' broken down by religious affiliations (all schools, including independent and academy schools):

Denomination	% of Schools
Church of England	10.6%
Jewish	18.1%
Muslim	0.6%
No religious character	60.0%
Other	0.6%
Other Christian Faith	0.6%
Roman Catholic	9.4%
Grand Total	100.0%

Source: SFR 16/2015 Schools, Pupils and their Characteristics, January 2015

The breakdown of religion in school does not accord with the breakdown of religion in the wider Barnet population, however, the religion individuals practice does not necessarily correlate directly with the educational provision they prefer.

**Impact**

There is no evidence to show that the proposal will adversely impact on a particular religious group more than any other or those without a stated religion.

Overall, the proposal from Cambridge Education maintains service levels by investing in resources to drive growth through business development and

Service reviews are to be undertaken as part of their 100 day plan and will include consultation with stakeholders.

It is proposed that during contract delivery, periodic Stakeholder Group meetings will be set up (2-3 times per year) with wide representation from service users. It has been suggested that a specific Catering group would be set up and thus any impact on dietary requirements could be raised. This will give service users the chance to feedback any issues and potential negative equalities impacts.

Cambridge Education is to adhere to Barnet's policy on equalities and if any issues arise an action plan will be put in place.

		<p>service improvement. This means services users/residents will see service provision continue as is, with no adverse impacts anticipated on this group. As such, the impact is considered to be neutral.</p> <p>Specifically for the catering service, Cambridge Education is aware of the diversity in Barnet and the current service requirements. We not expecting a negative impact on religious groups as service provision for faith groups (e.g. of Kosher and halal foods) will continue.</p> <p>Service reviews are to be undertaken as part of their 100 day plan and reports produced with clear recommendations for services. Any recommendations that are to be implemented will require consideration of the equalities impact.</p>																																																																						
Race / Ethnicity	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	<p><b>Data</b></p> <p>The Borough will become increasingly diverse, driven predominantly by natural change in the existing population. Over 50% of all 0-14 year olds in Barnet are from a BAME background in 2015 and this is forecast to continue to increase.</p> <table border="1" data-bbox="506 898 1491 1372"> <thead> <tr> <th rowspan="2">Ethnic Groups</th> <th colspan="3">% of Barnet population (Age 0-90+)</th> <th colspan="3">% of Barnet population (Age 0-14)</th> </tr> <tr> <th>2015</th> <th>2020</th> <th>2025</th> <th>2015</th> <th>2020</th> <th>2025</th> </tr> </thead> <tbody> <tr> <td>All Ethnicities</td> <td>100%</td> <td>100%</td> <td>100%</td> <td>100%</td> <td>100%</td> <td>100%</td> </tr> <tr> <td>White</td> <td>61%</td> <td>59%</td> <td>57%</td> <td>47%</td> <td>44%</td> <td>43%</td> </tr> <tr> <td>Black Caribbean</td> <td>1%</td> <td>1%</td> <td>1%</td> <td>1%</td> <td>1%</td> <td>1%</td> </tr> <tr> <td>Black African</td> <td>6%</td> <td>6%</td> <td>6%</td> <td>9%</td> <td>9%</td> <td>9%</td> </tr> <tr> <td>Black Other</td> <td>3%</td> <td>4%</td> <td>4%</td> <td>7%</td> <td>7%</td> <td>7%</td> </tr> <tr> <td>Indian</td> <td>7%</td> <td>7%</td> <td>7%</td> <td>6%</td> <td>6%</td> <td>6%</td> </tr> <tr> <td>Pakistani</td> <td>2%</td> <td>2%</td> <td>2%</td> <td>2%</td> <td>2%</td> <td>2%</td> </tr> <tr> <td>Bangladeshi</td> <td>1%</td> <td>1%</td> <td>1%</td> <td>1%</td> <td>1%</td> <td>1%</td> </tr> </tbody> </table>	Ethnic Groups	% of Barnet population (Age 0-90+)			% of Barnet population (Age 0-14)			2015	2020	2025	2015	2020	2025	All Ethnicities	100%	100%	100%	100%	100%	100%	White	61%	59%	57%	47%	44%	43%	Black Caribbean	1%	1%	1%	1%	1%	1%	Black African	6%	6%	6%	9%	9%	9%	Black Other	3%	4%	4%	7%	7%	7%	Indian	7%	7%	7%	6%	6%	6%	Pakistani	2%	2%	2%	2%	2%	2%	Bangladeshi	1%	1%	1%	1%	1%	1%	<p>Cambridge Education is to adhere to Barnet's policy on equalities and if any issues arise an action plan will be put in place.</p> <p>Where appropriate, service specifications and KPIs take into account the needs of race and ethnicity.</p> <p>Service reviews are to be undertaken as part of their 100 day plan and will include consultation with stakeholders.</p>
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Pregnancy and Maternity	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	<p><b>Data</b> In 2015 the projected number of births in the borough is 5,659. Between 2015 and 2026 the number of births per year is projected to rise from 5,659 in 2015 to 5,710 in 2026. There is expected to be a peak in 2023.</p> <p>The child population (0 to 15 year-old) is projected to grow by up to 11,500 people (15.4%) by 2026 after which it is projected to gradually decline.</p> <p>Source: GLA 2013 Round Demographic Projections, 2014</p>	<p>Cambridge Education is to adhere to Barnet's policy on equalities and if any issues arise an action plan will be put in place.</p> <p>Where appropriate, service specifications and KPIs take into account the needs of pregnancy and maternity.</p>																												

		<p>The high rates of population growth for children and young people (CYP) will occur in wards with planned development works and are predominantly in the west of the Borough. Source: Barnet's JSNA 2015 – 2020</p> <p><b>Impact</b> There is no evidence to show that the proposal will adversely impact on pregnancy or maternity.</p> <p>Overall, the proposal from Cambridge Education maintains service levels by investing in resources to drive growth through business development and service improvement. This means services users/residents will see service provision continue as is, with no adverse impacts anticipated on this group.</p> <p>Service reviews are to be undertaken as part of their 100 day plan and reports produced with clear recommendations for services. Any recommendations that are to be implemented will require consideration of the equalities impact.</p>	<p>Service reviews are to be undertaken as part of their 100 day plan and will include consultation with stakeholders.</p>
Sexual orientation	<p>Yes <input type="checkbox"/></p> <p>No <input checked="" type="checkbox"/></p>	<p>Data is unavailable at this point.</p> <p><b>Impact</b> There is no evidence to show that the proposals will adversely impact on people based on their sexual orientation.</p> <p>Overall, the proposal from Cambridge Education maintains service levels by investing in resources to drive growth through business development and service improvement. This means services users/residents will see service provision continue as is, with no adverse impacts anticipated on this group.</p>	<p>Cambridge Education is to adhere to Barnet's policy on equalities and if any issues arise an action plan will be put in place.</p> <p>Where appropriate, service specifications and KPIs take into account the needs of sexual orientation.</p> <p>Service reviews are to be</p>

		Service reviews are to be undertaken as part of their 100 day plan and reports produced with clear recommendations for services. Any recommendations that are to be implemented will require consideration of the equalities impact.	undertaken as part of their 100 day plan and will include consultation with stakeholders.
Gender reassignment	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	<p>At present, there is no official estimate of the transgender population. GIRES, the Gender Identify Research and Education Society, estimate the number of transgender people in the UK to be between 300,000 and 500,000. Additionally, GIRES estimate that 0.6-1% of the population may experience gender dysphoria (a medical term used to describe the negative feelings associated with the sense that a person's gender identity doesn't match up with the body they were born in).</p> <p>Source: GIRES, 2014</p> <p>There is no data available on Gender Reassignment for Barnet's population and this data is not available from the 2011 Census.</p> <p><b>Impact</b> There is no evidence to show that the proposals will adversely impact on people based on gender reassignment.</p> <p>Overall, the proposal from Cambridge Education maintains service levels by investing in resources to drive growth through business development and service improvement. This means services users/residents will see service provision continue as is, with no adverse impacts anticipated on this group.</p> <p>Service reviews are to be undertaken as part of their 100 day plan and reports produced with clear recommendations for services. Any recommendations that are to be implemented will require consideration of the equalities impact.</p>	<p>Cambridge Education is to adhere to Barnet's policy on equalities and if any issues arise an action plan will be put in place.</p> <p>Where appropriate, service specifications and KPIs take into account the needs of transgender people.</p> <p>Service reviews are to be undertaken as part of their 100 day plan and will include consultation with stakeholders.</p>

<p>Marital Status</p>	<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p>	<p>Data is unavailable at this point.</p> <p><b><u>Impact</u></b></p> <p>As the services mainly support children and young people, marital status is less likely to be of relevance.</p> <p>The services include education welfare services, which support and take enforcement action against parents whose children are not attending school. Information on the family background, including lone parents, is taken into account when making decisions on appropriate action. Decisions to prosecute parents will remain the responsibility of the local authority.</p> <p>There is no evidence to suggest that one marital status group will be more affected than any other.</p> <p>Overall, the proposal from Cambridge Education maintains service levels by investing in resources to drive growth through business development and service improvement. This means services users/residents will see service provision continue as is, with no adverse impacts anticipated on this group.</p> <p>Service reviews are to be undertaken as part of their 100 day plan and reports produced with clear recommendations for services. Any recommendations that are to be implemented will require consideration of the equalities impact.</p>	<p>There is no evidence to suggest that one marital status group will be more affected than any other. However, a rigorous approach to development of service specifications and KPIs has been undertaken to ensure that the needs of parents are taken into account when determining any enforcement action.</p> <p>Service reviews are to be undertaken as part of their 100 day plan and will include consultation with stakeholders.</p> <p>Cambridge Education is to adhere to Barnet's policy on equalities and if any issues arise an action plan will be put in place.</p>
<p>Other key groups?</p>	<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p>	<p>No other groups were considered to be impacted.</p>	

<p><b><i>What will be the impact of delivery of any proposals on satisfaction ratings amongst different groups of residents?</i></b></p>
<p>Due to the sensitive nature of some of the services in scope and the nature of the decision to be made, satisfaction ratings may initially drop among service users and the public. However, it is proposed that service provision will continue as is, so satisfaction amongst specific group should not decline. Cambridge Education’s final tender demonstrates that the aims of the alternative delivery model can be met by investing in resources to drive growth through business development and service improvement. The service improvements to grow the service may impact positively on satisfaction ratings. The reputation of Cambridge Education as a specialist educational organisation may also impact positively on satisfaction ratings.</p>
<p><b><i>How does the proposal enhance Barnet’s reputation as a good place to work and live?</i></b></p>
<p>Services will continue to be provided to the current level and quality. The final tender proposes two models based on growth, which demonstrates Cambridge Education’s ability to achieve the budget savings target set by the Council, maintenance of Barnet’s excellent education offer and maintenance of an excellent relationship between the Council and schools. A seamless transition is proposed to minimise reputational risks to both the Council and Cambridge Education, therefore minimising disruption in service delivery to users. Cambridge Education is also a specialist education organisation that holds its reputation as paramount to its success.</p> <p>It is through the partnership working of the Council, Cambridge Education, ISS and Barnet schools the shared values and outcomes for the benefit of children and young people in Barnet will be achieved. Keeping children and young people at the centre of the service, together with the existing reputations of Barnet schools and Cambridge Education, is what may to continue to attract people to live and work in Barnet.</p>
<p><b><i>How will members of Barnet’s diverse communities feel more confident about the council and the manner in which it conducts its business?</i></b></p>
<p>The project process has been transparent and all residents were able to complete the consultation and provide their views. Additionally, the council appointed OPM, an independent market research organisation, to carry out the detailed analysis of responses. This information was used to develop the outline business case and the findings were presented to CELS Committee in January 2015. This was a robust process which looked to assure people of the validity of the findings.</p> <p>The Council also commissioned Local Partnerships to undertake a one day health check of the project to review the project’s processes and provide assurance. The outcome of the review was very positive and reassuring – a few recommendations were provided and these have been put in place where possible or planned for the next stage of the project.</p> <p>In their final tender, Cambridge Education and ISS have noted that a key focus for them is to engage with key stakeholders schools, employees</p>

and service users during mobilisation and the duration of the contract. This is in order to ensure they are providing the right services to schools which suit the individual school and service user needs, and ensure that they are meeting all responsibilities and statutory duties. Consultation with stakeholders will also take place as part of their service reviews. The process will also identify areas where improvements should take place or whether there are any potential areas for growth.

**Please outline what measures and methods have been designed to monitor the application of the policy or service, the achievement of intended outcomes and the identification of any unintended or adverse impact? *Include information about the groups of people affected by this proposal. Include how frequently the monitoring will be conducted and who will be made aware of the analysis and outcomes? This should include key decision makers.***

The service specifications will be delivered as per our requirements, which take into account Barnet policy and procedures. In addition, a clear set of measurable outcomes and key performance indicators have been developed to ensure outcomes are achieved and service level and quality is maintained. These will be monitored regularly throughout to the contract.

Any proposed changes to service level provision will require consideration of the equalities impact on employees, service users and residents. The contract requires compliance with the Council's established equality and diversity policies and procedures, including the provisions of Equality Impact Assessments for any proposed changes in service provision. Any unintended or adverse impacts on equalities that are identified through contract monitoring or other arrangements will require mitigation and an action plan put in place.

***How will the new proposals enable the council to promote good relations between different communities? Include whether proposals bring different groups of people together, does the proposal have the potential to lead to resentment between different groups of people and how might you be able to compensate for perceptions of differential treatment or whether implications are explained.***

Service provision will be maintained, with the service to be delivered to our specifications. The current service is already suitable for all and has not led to resentment between different groups of people.

Throughout this process the Council has engaged with service users, residents and most prominently schools in order to ensure that the needs of all stakeholders and specific groups are considered.



***How have employees and residents with different needs been consulted on the anticipated impact of this proposal? How have any comments influenced the final proposal? Please include information about any prior consultation on the proposal been undertaken, and any dissatisfaction with it from a particular section of the community. Please refer to Table with data***

Alongside consultation with schools, a resident consultation and three focus groups (including a group of parents of children with SEN) were undertaken in order to gain the views of residents and service users. Their views were taken into consideration in the analysis and options appraisal which can be seen in the updated OBC which was approved by CELS Committee in January 2015. As part of the decision making process the council fully considered and gave due regard to the responses to the consultations and this Equalities Impact Assessment. The consultation noted that there is an appetite to improve services however there are some concerns all of the models (excluding the in-house option) could put more pressure on schools and possible impact on quality, alongside the worry around the motivation of a third party provider and the possible impact on service provision. In addition there were queries raised on the appropriateness of services for SEN and vulnerable pupils being offered by an organisation other than the council, since these are core services requiring knowledge and accountability.

These concerns have been considered particularly as part of dialogue session with the bidders, involving service leads and headteachers when appropriate. It allowed for issues and concerns to be raised and impacts considered. Cambridge Education has demonstrated sound understanding and experience in delivering similar education services, including statutory services for SEN. ISS has also demonstrated understanding and experience in delivering education catering, including school meals to children and young people and those with specialist requirements.

The evaluation panel for the final tender, which included The Education and Skills Director and Head of Education Partnership and Commercial Services, specialist advisors and school representatives, were also given the opportunity to comment on whether they observed any impacts on equalities for service users/residents as part of the evaluation and moderation process. No negative impacts on specific groups were identified and the overall impact was considered as neutral.

## Overall Assessment

Overall impact		
Positive Impact <input type="checkbox"/>	Negative Impact or Impact Not Known <sup>1</sup> <input type="checkbox"/>	No Impact <input checked="" type="checkbox"/>
Scale of Impact		
Positive impact:  Minimal <input type="checkbox"/> Significant <input type="checkbox"/>	Negative Impact or Impact Not Known  Minimal <input type="checkbox"/> Significant <input type="checkbox"/>	

Outcome			
No change to decision  <input checked="" type="checkbox"/>	Adjustment needed to decision  <input type="checkbox"/>	Continue with decision <i>(despite adverse impact / missed opportunity)</i> <input type="checkbox"/>	If significant negative impact - Stop / rethink  <input type="checkbox"/>

### 3.10 Please give a full explanation for how the assessment and outcome was decided

#### Milestone 1: Draft OBC (September 2014)

At this stage of the project (early Assessment phase) the new Delivery Model is not known and therefore it is not possible to fully assess the impact (in line with the LBB processes this cannot be completed until the new model is known). Given what is known at the moment and the objectives of the project any impact is anticipated to be positive due to the desire to improve the performance of services, which given the

<sup>1</sup> 'Impact Not Known' – tick this box if there is no up-to-date data or information to show the effects or outcomes of the function, policy, procedure or service on all of the equality strands.

nature of these services such as Special Educational Needs would have a positive impact on those with Disabilities (and due to the over representation in the cohort males).

There is anticipated to be no negative impact on any protected characteristics due to there being no anticipated reduction in service nor any anticipated fundamental change in the mechanism of service delivery and therefore it is anticipated that all those who currently access/receive services will still do so under the alternative delivery model.

### **Milestone 2: Final OBC (January 2015)**

CELS committee in September 2014 decided to further develop the options appraisal on four potential delivery models - In-house, Schools-led social enterprise, joint venture with schools having a commissioning role and joint venture with schools having an ownership role.

Alongside consultation with schools, a resident consultation and three focus groups (including a group of parents of children with SEN) have been undertaken in order to gain the views of residents and service users. Their views have been taken into consideration in the analysis and options appraisal which can be seen in the updated OBC. As part of the decision making process the council will fully consider and give due regard to the responses to the consultations and this Equalities Impact Assessment. The consultation noted that there is an appetite to improve services however there are some concerns all of the models (excluding the in-house option) could put more pressure on schools and possible impact on quality, alongside the worry around the motivation of a third party provider and the possible impact on service provision. In addition there were queries raised on the appropriateness of services for SEN and vulnerable pupils being offered by an organisation other than the council, since these are core services requiring knowledge and accountability. These concerns have been taken into consideration during the decision making for the preferred option.

The Initial Residents and Service Users Equality Impact Assessment has been reviewed and updated to take into account the further analysis and development of the potential models which has taken place. A summary of the potential impact for all four models is noted below.

<b>MODEL</b>	<b>SUMMARY OF POTENTIAL KEY OUTCOMES / IMPACTS</b>
<b>Model A: In house</b>	It is anticipated that although there would be some potential growth and changes in services, it is highly likely that there will need to be service reductions in order to deliver the required service savings.
<b>Model B: Schools-led social enterprise</b>	It is anticipated that there would be some growth and changes in services however depending on the ability of the business to grow its income sufficiently or quickly enough to offset any of the savings required by the council, it is likely that there would need to be some service reduction.
<b>Model C: Joint venture</b>	It is anticipated that through growth in services and attracting income, this model would maintain and improve

<b>with schools having a commissioning role</b>	service delivery. It is not anticipated that service reductions would be required.
<b>Model D: Joint venture with schools having an ownership role</b>	It is anticipated that through growth in services and attracting income, this model would maintain and improve service delivery. It is not anticipated that service reductions would be required

It is anticipated that for the joint venture model any impact would be positive due to the desire to improve the performance of services. There is anticipated to be no negative impact on any protected characteristics due to there being no anticipated reduction in service and therefore it is anticipated that those who currently access/receive services will still do so under the alternative delivery model. However until the next stage when the Business Case is produced, the procurement process is underway and the detailed service specifications are agreed, the impact is not certain.

**Milestone 3: PQQ stage (March 2015)**

The impact on equalities could not be determined as this will emerge later in the procurement process when information is received on proposals. Mitigating action was not required at this stage.

**Milestone 4: Outline Solution and Detailed Solution stage (April – August 2015)**

Following the decision by CELS committee to proceed with the development of a full business case, the procurement phase was initiated with a view to establishing a joint venture company.

During the procurement process we have taken due regard to equalities. The concerns raised by the consultation have been taken into consideration during the procurement process through the dialogue. There has been ongoing engagement with schools through the procurement process. Various headteacher representatives have participated in both the dialogue process and the evaluation of submissions, as well as ongoing consultation with the Headteacher Reference Group on issues emerging from dialogue.

As part of the procurement process, the bidders were provided with relevant information on Barnet policies, which included the equalities policy and the children and young people plan.

In their Outline Solution, Cambridge Education proposed a joint venture company model, as well and a variant bid which proposed a strategic partnering model. The details of both models were developed in their Detailed Solution. A key difference between the two models was

regarding the governance arrangements. Under the joint venture company model, there would be a new company owned by the Council and the bidder that would deliver the services to schools as well to the Council. The company would contract directly with schools and would sub-contract the task of delivery to the bidder and its sub-contractor. Under the strategic partnering model, the Council would enter into the services contract directly with the bidder. The bidder and its catering sub-contractor would enter into contracts directly with the schools. At this stage, Either model is likely to have a natural impact on equalities for service users and residents.

Having reviewed the bidders Outline Solution and the Detailed Solution, it is anticipated that through growth in services and attracting income, this model would maintain and improve service delivery and therefore any potential impact would be positive rather than negative due to the ambition to improve the outcomes for children and young people, thus performance of services. There is anticipated to be no negative impact on any protected characteristics due to there being no anticipated reduction in service. Therefore it is anticipated that those who currently access/receive services will still do so under the either alternative delivery model. It is felt that at this stage any proposed changes to the way in which a service will be delivered will either have a neutral or positive impact. However, until the procurement process ends and the final tender is received the impact on residents and service users is not certain.

A Full Equalities Impact Assessment will be produced when the procurement process concludes and a final tender is received. This will enable a full assessment of the impact to be undertaken and identification of any further mitigating actions required. Mitigating action to address any resident concern in relation to the level and quality of services will form part of the procurement and contractual negotiations.

#### **Milestone 5: Final Tender stage & FBC stage (October – December 2015)**

The evaluation panel for the final tender, which included The Education and Skills Director and Head of Education Partnership and Commercial Services, specialist advisors and school representatives, were also given the opportunity to comment on whether they observed any impacts on equalities for service users/residents as part of the evaluation and moderation process. No negative impacts on specific groups were identified and the overall impact was considered as neutral, irrespective of the delivery model.

The final tender has clarified that if Cambridge Education will deliver services to our specifications. Their proposal has not raised any concerns regarding any negative equality impacts to service users or residents. The impact assessment for service users/residents identifies a neutral impact overall, as services will continue to be provided to the current level and quality.

The Initial Equalities Impact Assessments (completed at Outline Business Case stage) noted that there were likely to be no negative impacts and some positive impacts were expected and the overall impact was likely to be seen as positive. This was an optimistic assessment and

having reviewed the final tender, it is viewed that overall there would be a neutral impact, most significantly as there should be no difference in the service received by service users/residents as all services would be maintained through this contract.

Cambridge Education plan to conduct service reviews as part of their 100 day plan to mobilise the services. Any proposed changes to service level provision will require further consideration of the equalities impact on service users/residents. The contract requires compliance with the Council's established equality and diversity policies and procedures, including the provisions of Equality Impact Assessments for any proposed changes in service provision.

**Milestone 6: Mobilisation (January – December 2016)**

EIAs to be kept under review. Mitigating actions stated in the data table above (How are the following equality strands affected?) are to be carried out by the Council.

Changes to service level provision will require further consideration of the equalities impact, particularly following the proposed service reviews. The contract requires compliance with the Council's established equality and diversity policies and procedures, including the provisions of Equality Impact Assessments for any proposed changes in service provision by Cambridge Education.

**Milestone 7: Contract period (from April 2016)**

Ongoing monitoring of the impact on equalities through the contract management by the Council's contract monitoring officer, particularly if changes are proposed to service provision.

Changes to service level provision will require further consideration of the equalities impact, particularly following the proposed service reviews. The contract requires compliance with the Council's established equality and diversity policies and procedures, including the provisions of Equality Impact Assessments for any proposed changes in service provision by Cambridge Education.

**Treasury Management Strategy**

**Statement**

Minimum Revenue Provision Policy Statement and Annual Investment Strategy

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**Revised 2015/16 and 2016/17 to 2018/19**

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# 1 INTRODUCTION

## 1.1 Background

The Council is required to operate a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low risk counterparties or instruments commensurate with the Council's low risk appetite, providing adequate liquidity initially before considering investment return.

The second main function of the treasury management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer term cash flow planning, to ensure that the Council can meet its capital spending obligations. This management of longer term cash may involve arranging long or short term loans, or using longer term cash flow surpluses. On occasion any debt previously drawn may be restructured to meet Council risk or cost objectives.

CIPFA defines treasury management as:

*“The management of the local authority’s investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”*

## 1.2 Reporting requirements

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

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

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

## 1.3 Treasury Management Strategy for 2016/17

The strategy for 2016/17 covers two main areas:

### Capital issues

- the capital plans and the prudential indicators;
- the minimum revenue provision (MRP) policy.

### Treasury management issues

- the current treasury position;
- treasury indicators which limit the treasury risk and activities of the Council;
- prospects for interest rates;
- the borrowing strategy;
- policy on borrowing in advance of need;
- debt rescheduling;
- the investment strategy;

- creditworthiness policy; and
- policy on use of external service providers.

These elements cover the requirements of the Local Government Act 2003, the CIPFA Prudential Code, CLG MRP Guidance, the CIPFA Treasury Management Code and CLG Investment Guidance.

#### **1.4 Training**

The CIPFA Code requires the responsible officer to ensure that members with responsibility for treasury management receive adequate training in treasury management. This especially applies to members responsible for scrutiny. The training needs of treasury management officers are periodically reviewed.

#### **1.5 Treasury management consultants**

The Council uses external treasury management advisors. Capita Asset Services, Treasury solutions, the current advisers were appointed in August 2015 following the expiry of the contract with Arlingclose Limited in July 2015.

The Council recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon external advisers

It also recognises that there is value in employing external advisers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review.

#### **1.6 The purpose of this Treasury Management Strategy Statement is to seek approval for:**

- **Revisions to Treasury Management Strategy and Prudential Indicators for 2015/16;**
- **Treasury Management Strategy for 2016/17;**
- **Annual Investment Strategy for 2016/17;**
- **Prudential Indicators for 2016/17, 2017/18 and 2018/19;**
- **MRP statement (see para 2.3).**

#### **1.7 The main recommended revisions to the Treasury Management Strategy are:**

- **Further diversification of financial instruments into more secure / higher yield asset classes in consultation with council's investment advisor;**
- **Decisions in respect of investments over two years will be taken in consultation with the council's investment advisor and approved by the Chief Finance Officer;**
- **The prudential indicators have been updated to reflect the council's capital programme and future borrowing requirement; and**
- **The strategy has been updated to reflect the latest forecast for interest rates. Base rate is expected to remain at 0.5% for most of 2016/17 and therefore the assumptions in the budget strategy for interest receipts remain the same.**
- **The proposed criteria for specified and non-specified investments are shown in section 5.4.**

## 2 THE CAPITAL PRUDENTIAL INDICATORS 2016/17 – 2018/19

The Council's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans.

### 2.1 Capital expenditure

This prudential indicator is a summary of the Council's capital expenditure plans, both those agreed previously, and those forming part of this budget cycle. Other long term liabilities. The above financing need excludes other long term liabilities, such as PFI and leasing arrangements which already include borrowing instruments. The table below summarises the above capital expenditure plans and how these plans are being financed by capital or revenue resources. Any shortfall of resources results in a funding borrowing need.

<b>Capital expenditure £m</b>	<b>2015/16 Estimate</b>	<b>2016/17 Estimate</b>	<b>2017/18 Estimate</b>	<b>2018/19 Estimate</b>	<b>2019/20 Estimate</b>
Non-HRA	154,567	190,805	99,667	81,581	51,672
HRA	41,070	48,097	36,984	22,487	17,132
<b>Total</b>	<b>195,537</b>	<b>238,902</b>	<b>153,620</b>	<b>104,068</b>	<b>68,804</b>
<b>Financed by:</b>					
Capital receipts	31,802	41,214	4,276	1,230	5
Capital grants	39,911	34,056	22,262	13,666	10,666
Capital reserves	29,956	21,151	21,292	17,145	17,132
Revenue	37,875	29,894	44,220	13,887	7,500
<b>Net financing need for the year 'borrowing'</b>	<b>55,993</b>	<b>112,585</b>	<b>61,570</b>	<b>58,140</b>	<b>33,501</b>

## 2.2 The Council's borrowing need (the Capital Financing Requirement)

The second prudential indicator is the Council's Capital Financing Requirement (CFR). The CFR is simply the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's underlying borrowing need. Any capital expenditure above, which has not immediately been paid for, will increase the CFR.

The CFR does not increase indefinitely, as the minimum revenue provision (MRP) is a statutory annual revenue charge which broadly reduces the borrowing need in line with each assets life.

The CFR includes any other long term liabilities (e.g. PFI schemes, finance leases). Whilst these increase the CFR, and therefore the Council's borrowing requirement, these types of scheme include a borrowing facility and so the Council is not required to separately borrow for these schemes. The Council currently has one PFI scheme within the CFR. The Council's treasury portfolio position at 31 March 2016, with forward projections is summarised below. The table shows the actual external debt (the treasury management operations), against the underlying capital borrowing need (the Capital Financing Requirement - CFR), highlighting any over or under borrowing

	31/03/2016 Estimate £000	31/03/2017 Estimate £000	31/03/2018 Estimate £000	31/03/2019 Estimate £000	31/03/2020 Estimate £000
General Fund CFR	187,637	233,515	325,417	390,787	443,453
HRA CFR *	199,559	201,614	221,037	227,164	230,729
<b>Total CFR</b>	<b>387,196</b>	<b>435,129</b>	<b>546,454</b>	<b>617,951</b>	<b>674,182</b>
<b>Less:</b> Existing Profile of Borrowing and Other Long Term Liabilities	-321,194	-320,860	-320,487	-320,114	-319,741
<b>Cumulative Gross Borrowing Requirement</b>					
Usable Reserves	<b>66,002</b>	<b>114,269</b>	<b>225,967</b>	<b>297,836</b>	<b>354,441</b>
<b>Cumulative Net Borrowing Requirement/ (Investments)</b>	<b>-200,000</b>	<b>-200,000</b>	<b>-100,000</b>	<b>-100,000</b>	<b>-100,000</b>

## 2.3 Minimum revenue provision (MRP) policy statement 16-17

The Council is required to pay off an element of the accumulated General Fund capital spend each year (the CFR) through a revenue charge (the minimum revenue provision - MRP), although it is also allowed to undertake additional voluntary payments if required (voluntary revenue provision - VRP).

CLG regulations have been issued which require the full Council to approve an **MRP Statement** in advance of each year. A variety of options are provided to councils, so long as there is a prudent provision. The Council is recommended to approve the following MRP Statement

The Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2008 (SI 2008/414) place a duty on local authorities to make a prudent provision for debt

redemption. Guidance on Minimum Revenue Provision has been issued by the Secretary of State and local authorities are required to “have regard” to such Guidance under section 21(1A) of the Local Government Act 2003.

The four MRP options available are:

- Option 1: Regulatory Method
- Option 2: CFR Method
- Option 3: Asset Life Method
- Option 4: Depreciation Method

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

The MRP Statement will be submitted to Council before the start of the 2016/17 financial year. If it is ever proposed to vary the terms of the original MRP Statement during the year, a revised statement should be put to Council at that time.

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

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

There is no requirement on the HRA to make a minimum revenue provision but there is a requirement for a charge for depreciation to be made (although there are transitional arrangements in place).

Repayments included in annual PFI or finance leases are applied as MRP.

The Authority is establishing a company which will be provided with loans from the Authority on a commercial basis. The cash advances will be used by the company to fund capital expenditure and should therefore be treated as capital expenditure and a loan to a third party. The Capital Financing Requirement (CFR) will increase by the amount of loans advanced and under the terms of contractual loan agreements are due to be returned in full by 2040. Once funds are returned to the Authority, the returned funds are classed as a capital receipt, off-set against the CFR, which will reduce accordingly. The repayment terms of the loan are uncertain and therefore the Authority will set aside a prudent provision to repay the debt liability in the interim period.

## **2.4 Affordability prudential indicators**

The previous sections cover the overall capital and control of borrowing prudential indicators, but within this framework prudential indicators are required to assess the affordability of the capital investment plans. These provide an indication of the impact of the capital investment plans on the Council’s overall finances. The Council is asked to approve the following indicators:

### **2.5 Ratio of financing costs to net revenue stream**

This indicator identifies the trend in the cost of capital (borrowing and other long term obligation costs net of investment income) against the net revenue stream.

%	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
Non-HRA	3.55	4.83	6.74	8.30	9.76
HRA	13.13	14.20	16.20	17.17	18.35

The estimates of financing costs include current commitments and the proposals in this budget report.

## 2.6 Incremental impact of capital investment decisions on council tax

This indicator identifies the revenue costs associated with proposed changes to the three year capital programme recommended in this budget report compared to the Council's existing approved commitments and current plans. The assumptions are based on the budget, but will invariably include some estimates, such as the level of Government support, which are not published over a three year period.

### Incremental impact of capital investment decisions on the band D council tax

£	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
<b>Council tax band D</b>	21.58	47.09	58.16	35.55	24.87

## 2.7 Estimates of the incremental impact of capital investment decisions on housing rent levels

Similar to the council tax calculation, this indicator identifies the trend in the cost of proposed changes in the housing capital programme recommended in this budget report compared to the Council's existing commitments and current plans, expressed as a discrete impact on weekly rent levels.

### Incremental impact of capital investment decisions on housing rent levels

£	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
<b>Weekly housing rent levels</b>	-0.50	23.53	12.47	-19.73	-25.74

This indicator shows the revenue impact on any newly proposed changes, although any discrete impact will be constrained by rent controls.

## 3 BORROWING

The capital expenditure plans set out in Section 2 provide details of the service activity of the Council. The treasury management function ensures that the Council's cash is organised in accordance with the the relevant professional codes, so that sufficient cash is available to meet this service activity. This will involve both the organisation of the cash flow and, where capital plans require, the organisation of appropriate borrowing facilities. The strategy covers the relevant treasury / prudential indicators, the current and projected debt positions and the annual investment strategy.

### 3.1 Current portfolio position

The Council's forecast treasury portfolio position at 31 March 2016, with forward projections are summarised below. The table shows the actual external debt (the treasury management operations), against the underlying capital borrowing need (the Capital Financing Requirement - CFR), highlighting any over or under borrowing.

£m	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
<b>External Debt</b>					
Debt at 1 April	304,080	304,080	450,218	522,087	578,692
Expected change in Debt	0	61,222	107,357	61,570	58,140
Other long-term liabilities (OLTL)	16,780	16,407	16,034	15,661	15,288
Expected change in OLTL	-373	-373	-373	-373	-373
<b>Actual gross debt at 31 March</b>	<b>320,487</b>	<b>381,336</b>	<b>573,236</b>	<b>598,945</b>	<b>651,747</b>
<b>The Capital Financing Requirement</b>	435,129	546,454	617,951	674,182	705,223
<b>Under / (over) borrowing</b>	<b>114,642</b>	<b>165,118</b>	<b>44,715</b>	<b>75,237</b>	<b>53,476</b>

Within the prudential indicators there are a number of key indicators to ensure that the Council operates its activities within well-defined limits. One of these is that the Council needs to ensure that its gross debt does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2016/17 and the following two financial years. This allows some flexibility for limited early borrowing for future years, but ensures that borrowing is not undertaken for revenue purposes.

The Chief Operating Officer reports that the Council complied with this prudential indicator in the current year and does not envisage difficulties for the future. This view takes into account current commitments, existing plans, and the proposals in this budget report.

### 3.2 Treasury Indicators: limits to borrowing activity

**The operational boundary:** This is the limit beyond which external debt is not normally expected to exceed. In most cases, this would be a similar figure to the CFR, but may be lower or higher depending on the levels of actual debt.

Operational boundary £m	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2018/19 Estimate
Debt	603,261	657,366	696,830	711,191	729,666
Other long term liabilities	16,780	16,407	16,034	16,034	16,034
<b>Total</b>	<b>620,041</b>	<b>673,773</b>	<b>712,864</b>	<b>727,225</b>	<b>745,700</b>

**The authorised limit for external debt:** A further key prudential indicator represents a control on the maximum level of borrowing. This represents a limit beyond which external debt is prohibited, and this limit needs to be set or revised by the full Council. It reflects the level of external debt which, while not desired, could be afforded in the short term, but is not sustainable in the longer term.

1. This is the statutory limit determined under section 3 (1) of the Local Government Act 2003. The Government retains an option to control either the total of all councils' plans, or those of a specific council, although this power has not yet been exercised.
2. The Council is asked to approve the following authorised limit:

Authorised Limit £m	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
Debt	603,261	657,366	696,830	711,191	729,666
Other long term liabilities	31,780	31,407	31,034	31,034	31,034
<b>Total</b>	<b>635,041</b>	<b>688,773</b>	<b>727,864</b>	<b>742,225</b>	<b>760,700</b>

Separately, the Council is also limited to a maximum HRA CFR through the HRA self-financing regime. This limit is currently:

HRA Debt Limit £m	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate
HRA DEBT CAP	240,043	240,043	240,043	240,043	240,043
HRA CFR	201,614	221,037	227,164	230,729	230,729
HRA headroom	<b>-38,429</b>	<b>-19,006</b>	<b>-12,879</b>	<b>-9,314</b>	<b>-9,314</b>

### 3.3 Prospects for interest rates

The Council has appointed Capita Asset Services as its treasury advisor and part of their service is to assist the Council to formulate a view on interest rates. The following table gives the central view.

	Mar-16	Jun-16	Sep-16	Dec-16	Mar-17	Jun-17	Sep-17	Dec-17	Mar-18	Jun-18	Sep-18	Dec-18	Mar-19
Bank rate	0.50%	0.50%	0.50%	0.75%	0.75%	1.00%	1.00%	1.25%	1.25%	1.50%	1.50%	1.75%	1.75%
5yr PWLB rate	2.00%	2.10%	2.20%	2.30%	2.40%	2.50%	2.60%	2.70%	2.80%	2.90%	3.00%	3.10%	3.20%
10yr PWLB rate	2.60%	2.70%	2.80%	2.90%	3.00%	3.10%	3.20%	3.30%	3.40%	3.50%	3.60%	3.60%	3.70%
25yr PWLB rate	3.40%	3.40%	3.50%	3.60%	3.70%	3.70%	3.80%	3.90%	4.00%	4.00%	4.10%	4.10%	4.10%
50yr PWLB rate	3.20%	3.20%	3.30%	3.40%	3.50%	3.60%	3.70%	3.80%	3.90%	3.90%	4.00%	4.00%	4.00%

**UK:** UK GDP growth rates in 2013 of 2.2% and 2.9% in 2014 were the strongest growth rates of any G7 country; the 2014 growth rate was also the strongest UK rate since 2006



and although the 2015 growth rate is likely to be a leading rate in the G7 again, it looks likely to disappoint previous forecasts and come in at about 2%. Quarter 1 of 2015 was weak at +0.4% (+2.9% y/y) though there was a slight increase in quarter 2 to +0.5% (+2.3% y/y) before weakening again to +0.4% (2.1% y/y) in quarter 3. The November Bank of England Inflation Report included a forecast for growth to remain around 2.5 – 2.7% over the next three years, driven mainly by strong consumer demand as the squeeze on the disposable incomes of consumers has been reversed by a recovery in wage inflation at the same time that CPI inflation has fallen to, or near to, zero since February 2015. Investment expenditure is also expected to support growth. However, since the August Inflation report was issued, most worldwide economic statistics have been weak and financial markets have been particularly volatile. The November Inflation Report flagged up particular concerns for the potential impact of these factors on the UK.

The Inflation Report was also notably subdued in respect of the forecasts for inflation; this was expected to barely get back up to the 2% target within the 2-3 year time horizon. The increase in the forecast for inflation at the three year horizon was the biggest in a decade and at the two year horizon was the biggest since February 2013. However, the first round of falls in oil, gas and food prices over late 2014 and also in the first half 2015, will fall out of the 12 month calculation of CPI during late 2015 / early 2016 but a second, more recent round of falls in fuel and commodity prices will delay a significant tick up in inflation from around zero: this is now expected to get back to around 1% by the end of 2016 and not get to near 2% until the second half of 2017, though the forecasts in the Report itself were for an even slower rate of increase. However, more falls in the price of oil and imports from emerging countries in early 2016 will further delay the pick up in inflation. There is therefore considerable uncertainty around how quickly pay and CPI inflation will rise in the next few years and this makes it difficult to forecast when the MPC will decide to make a start on increasing Bank Rate.

The weakening of UK GDP growth during 2015 and the deterioration of prospects in the international scene, especially for emerging market countries, have consequently led to forecasts for when the first increase in Bank Rate would occur being pushed back to quarter 4 of 2016. There is downside risk to this forecast i.e. it could be pushed further back.

**USA.** The American economy made a strong comeback after a weak first quarter's growth at +0.6% (annualised), to grow by no less than 3.9% in quarter 2 of 2015, but then pulled back to 2.0% in quarter 3. The run of strong monthly increases in nonfarm payrolls figures for growth in employment in 2015 prepared the way for the Fed. to embark on its long awaited first increase in rates of 0.25% at its December meeting. However, the accompanying message with this first increase was that further increases will be at a much slower rate, and to a much lower ultimate ceiling, than in previous business cycles, mirroring comments by our own MPC.

**EZ.** In the Eurozone, the ECB fired its big bazooka in January 2015 in unleashing a massive €1.1 trillion programme of quantitative easing to buy up high credit quality government and other debt of selected EZ countries. This programme of €60bn of monthly purchases started in March 2015 and it was intended to run initially to September 2016. At the ECB's December meeting, this programme was extended to March 2017 but was not increased in terms of the amount of monthly purchases. The ECB also cut its deposit facility rate by 10bps from -0.2% to -0.3%. This programme of monetary easing has had a limited positive effect in helping a recovery in consumer and business confidence and a start to some improvement in economic growth. GDP growth rose to 0.5% in quarter 1 2015 (1.3% y/y) but has then eased back to +0.4% (+1.6% y/y) in quarter 2 and to +0.3% (+1.6%) in quarter 3. Financial markets were disappointed by the ECB's lack of more decisive action in December and it is likely that it will need to boost its QE programme if it

is to succeed in significantly improving growth in the EZ and getting inflation up from the current level of around zero to its target of 2%.

Greece. During July, Greece finally capitulated to EU demands to implement a major programme of austerity and is now cooperating fully with EU demands. An €86bn third bailout package has since been agreed though it did nothing to address the unsupportable size of total debt compared to GDP. However, huge damage has been done to the Greek banking system and economy by the resistance of the Syriza Government, elected in January, to EU demands. The surprise general election in September gave the Syriza government a mandate to stay in power to implement austerity measures. However, there are major doubts as to whether the size of cuts and degree of reforms required can be fully implemented and so Greek exit from the euro may only have been delayed by this latest bailout.

Portugal and Spain. The general elections in September and December respectively have opened up new areas of political risk where the previous right wing reform-focused pro-austerity mainstream political parties have lost their majority of seats. An anti-austerity coalition has won a majority of seats in Portugal while the general election in Spain produced a complex result where no combination of two main parties is able to form a coalition with a majority of seats. It is currently unresolved as to what administrations will result from both these situations. This has created nervousness in bond and equity markets for these countries which has the potential to spill over and impact on the whole Eurozone project.

- Investment returns are likely to remain relatively low during 2016/17 and beyond;
- Borrowing interest rates have been highly volatile during 2015 as alternating bouts of good and bad news have promoted optimism, and then pessimism, in financial markets. Gilt yields have continued to remain at historically phenomenally low levels during 2015. The policy of avoiding new borrowing by running down spare cash balances, has served well over the last few years. However, this needs to be carefully reviewed to avoid incurring higher borrowing costs in later times, when authorities will not be able to avoid new borrowing to finance new capital expenditure and/or to refinance maturing debt;
- There will remain a cost of carry to any new borrowing which causes an increase in investments as this will incur a revenue loss between borrowing costs and investment returns.

### **3.4 Borrowing strategy**

The Council is currently maintaining an under-borrowed position. This means that the capital borrowing need (the Capital Financing Requirement), has not been fully funded with new loan debt ( external borrowing), as cash supporting the Council's reserves, balances and cash flow has been used as a temporary measure. This strategy is prudent as investment returns are low and counterparty risk is relatively high.

Against this background and the risks within the economic forecast, caution will be adopted with the 2016/17 treasury operations. The Chief Operating Officer will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances:

- *if it was felt that there was a significant risk of a sharp FALL in long and short term rates (e.g. due to a marked increase of risks around relapse into recession or of risks of deflation), then long term borrowings will be postponed.*
- *if it was felt that there was a significant risk of a much sharper RISE in long and short term rates than that currently forecast, perhaps arising from an acceleration in the start date and in the rate of increase in central rates in both the USA and UK, an increase*

in world economic activity or a sudden increase in inflation risks, then the portfolio position will be re-appraised with the likely action that fixed rate funding will be drawn whilst interest rates are still lower than they will be in the next few years.

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

### Treasury management limits on activity

There are three debt related treasury activity limits. The purpose of these are to restrain the activity of the treasury function within certain limits, thereby managing risk and reducing the impact of any adverse movement in interest rates. However, if these are set to be too restrictive they will impair the opportunities to reduce costs / improve performance. The indicators are:

- Upper limits on variable interest rate exposure. This identifies a maximum limit for variable interest rates based upon the debt position net of investments
- Upper limits on fixed interest rate exposure. This is similar to the previous indicator and covers a maximum limit on fixed interest rates;
- Maturity structure of borrowing. These gross limits are set to reduce the Council's exposure to large fixed rate sums falling due for refinancing, and are required for upper and lower limits.

The Council is recommended to approve the following treasury indicators and limits:

£m	2016/17	2017/18	2018/19
<b>Interest rate exposures</b>			
	<b>Upper</b>	<b>Upper</b>	<b>Upper</b>
<b>Limits on fixed interest rate exposure</b>	100%	100%	100%
<b>Limits on variable interest rate exposure</b>	30%	30%	30%
<b>Maturity structure of fixed interest rate borrowing 2016/17</b>			
	<b>Lower</b>	<b>Upper</b>	
Under 12 months	0%	50	
12 months to 2 years	0%	50	
2 years to 5 years	0%	75	
5 years to 10 years	0%	75	
10 years to 50 years	0%	100	
<b>Maturity structure of variable interest rate borrowing 2016/17</b>			
	<b>Lower</b>	<b>Upper</b>	
Under 12 months	0%	50	
12 months to 2 years	0%	50	
2 years to 5 years	0%	75	
5 years to 10 years	0%	75	
10 years to 50 years	0%	100	

### 3.5 Policy on borrowing in advance of need

The Council will not borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within

forward approved Capital Financing Requirement estimates, and will be considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds.

Risks associated with any borrowing in advance activity will be subject to prior appraisal and subsequent reporting through the mid-year or annual reporting mechanism.

### **3.6 Debt rescheduling**

As short term borrowing rates will be considerably cheaper than longer term fixed interest rates, there may be potential opportunities to generate savings by switching from long term debt to short term debt. However, these savings will need to be considered in the light of the current treasury position and the size of the cost of debt repayment (premiums incurred).

The reasons for any rescheduling to take place will include:

- the generation of cash savings and / or discounted cash flow savings;
- helping to fulfil the treasury strategy;
- enhance the balance of the portfolio (amend the maturity profile and/or the balance of volatility).

Consideration will also be given to identify if there is any residual potential for making savings by running down investment balances to repay debt prematurely as short term rates on investments are likely to be lower than rates paid on current debt.

All rescheduling will be reported to Policy Resources Committee at the earliest meeting following its action.

### **3.7 Municipal Bond Agency**

It is likely that the Municipal Bond Agency, currently in the process of being set up, will be offering loans to local authorities in the near future. It is also hoped that the borrowing rates will be lower than those offered by the Public Works Loan Board (PWLB). This Authority intends to make use of this new source of borrowing as and when appropriate.

## 4 ANNUAL INVESTMENT STRATEGY

### 4.1 Investment policy

The Council's investment policy has regard to the CLG's Guidance on Local Government Investments ("the Guidance") and the revised CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes ("the CIPFA TM Code"). The Council's investment priorities will be security first, liquidity second, then return.

In accordance with the above guidance from the CLG and CIPFA, and in order to minimise the risk to investments, the Council applies minimum acceptable credit criteria in order to generate a list of highly creditworthy counterparties which also enables diversification and thus avoidance of concentration risk. The key ratings used to monitor counterparties are the Short Term and Long Term ratings.

Ratings will not be the sole determinant of the quality of an institution; it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To this end the Council will engage with its advisors to maintain a monitor on market pricing such as "credit default swaps" and overlay that information on top of the credit ratings.

Other information sources used will include the financial press, share price and other such information pertaining to the banking sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.

Investment instruments identified for use in the financial year are listed in appendix 5.3 under the 'specified' and 'non-specified' investments categories. Counterparty limits will be as set through the Council's treasury management practices – schedules.

### 4.2 Creditworthiness policy

The primary principle governing the Council's investment criteria is the security of its investments, although the yield or return on the investment is also a key consideration. After this main principle, the Council will ensure that:

- It maintains a policy covering both the categories of investment types it will invest in, criteria for choosing investment counterparties with adequate security, and monitoring their security. This is set out in the specified and non-specified investment sections below; and
- It has sufficient liquidity in its investments. For this purpose it will set out procedures for determining the maximum periods for which funds may prudently be committed. These procedures also apply to the Council's prudential indicators covering the maximum principal sums invested.

The Chief Operating Officer will maintain a counterparty list in compliance with the following criteria and will revise the criteria and submit them to Council for approval as necessary. These criteria are separate to that which determines which types of investment instrument are either specified or non-specified as it provides an overall pool of counterparties considered high quality which the Council may use, rather than defining what types of investment instruments are to be used.

Credit rating information is supplied by Capita Asset Services, our treasury consultants, on all active counterparties that comply with the criteria below. Any counterparty failing to meet the criteria would be omitted from the counterparty (dealing) list. Any rating changes, rating Watches (notification of a likely change), rating Outlooks (notification of a possible longer term change) are provided to officers almost immediately after they occur

and this information is considered before dealing. For instance, a negative rating Watch applying to a counterparty at the minimum Council criteria will be suspended from use, with all others being reviewed in light of market conditions. (The criteria for providing a pool of high quality investment counterparties (both specified and non-specified investments) is:

- Banks 1 - good credit quality – the Council will only use banks which:
  - i. are UK banks; and/or
  - ii. are non-UK and domiciled in a country which has a minimum sovereign Long Term rating of AA- and have, as a minimum, the following Fitch, Moody's and Standard and Poors credit ratings (where rated):
    - i. Short Term *F+ or equivalent*
    - ii. Long Term *A- or equivalent*
- Banks 2 – Part nationalised UK bank – Royal Bank of Scotland.(RBS)This bank can be included provided it continues to be part nationalised or it meets the ratings in Banks 1 above.
- Banks 3 – The Council's own banker (currently RBS) for transactional purposes if the bank falls below the above criteria, although in this case balances will be minimised in both monetary size and time.
- Bank subsidiary and treasury operation -. The Council will use these where the parent bank has provided an appropriate guarantee or has the necessary ratings outlined above..
- Building societies. The Council will *use* all societies which:
  - i. Meet the ratings for banks outlined above; or on the advice of TM adviser if criteria not met.
- Money market funds (MMFs) – AAA
- Enhanced money market funds (EMMFs) - AAA
- UK Government (including gilts and the DMADF)
- Local authorities, parish councils etc
- Supranational institutions
- *Subject to formal approval the Council intends to lend funds of up to £65 million, to the Barnet Group Registered Provider Open Door to finance social housing. This is classified as being a policy investment, rather than a treasury management investment, and is therefore outside of the specified / non specified investment categories.*

A limit of £150 million will be applied to the use of non-specified investments. The types of investments that may be used by the Authority and whether they are specified or non-specified are set out in the table below:

### Specified and Non-Specified Investments

Investment	Specified	Non-Specified
------------	-----------	---------------

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

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

Any institution can be suspended or removed should any factors give rise to concern.

The minimum credit rating for non-UK sovereigns is AA+ (or equivalent). For specified investments the minimum long term rating for counterparties is A- (or equivalent). As detailed in non-specified investments in Appendix E, the Director of Finance will have discretion to make investments with counterparties that do not meet the specified criteria on advice from the treasury adviser

Any institution will be suspended or removed should any of the factors identified above give rise to concern. Credit ratings are monitored by the Authority on an on-going basis and whenever a new investment is under consideration. The Authority is informed by the treasury adviser of ratings changes and appropriate action to be taken.

It remains the Council's policy to make exceptions to counterparty policy established around credit ratings, but this is conditional and directional. What this means is that an institution that meets criteria may be suspended, but institutions not meeting criteria will not be added.

**Use of additional information other than credit ratings.** Additional requirements under the Code require the Council to supplement credit rating information. Whilst the above criteria relies primarily on the application of credit ratings to provide a pool of appropriate counterparties for officers to use, additional operational market information will be applied before making any specific investment decision from the agreed pool of counterparties. This additional market information (for example Credit Default Swaps, negative rating

Watches/Outlooks) will be applied to compare the relative security of differing investment counterparties.

The proposed criteria for specified and non-specified investments are shown in Appendix 5.4 for approval.

### 4.3 Country and sector limits

Due care will be taken to consider the country, group and sector exposure of the Council's investments.

The Council has determined that it will only use approved counterparties from countries with a minimum sovereign credit rating of AA- from Fitch, or equivalent. The list of countries that qualify using this credit criteria as at the date of this report are shown in Appendix 5.5. This list will be added to, or deducted from, by officers should ratings change in accordance with this policy.

In addition:

- no more than £25 million will be placed with any non-UK country at any time;
- limits in place above will apply to a group of companies;
- sector limits will be monitored regularly for appropriateness.

### 4.4 Investment strategy

**In-house funds.** Investments will be made with reference to the core balance and cash flow requirements and the outlook for short-term interest rates (i.e. rates for investments up to 12 months).

**Investment returns expectations.** Bank Rate is forecast to remain unchanged at 0.5% before starting to rise from quarter 4 of 2016. Bank Rate forecasts for financial year ends (March) are:

- 2016/17 0.75%
- 2017/18 1.25%
- 2018/19 1.75%
- 2021/22 2.75%
- 2022/23 2.75%

The overall balance of risks to these forecasts is currently to the downside (i.e. start of increases in Bank Rate occurs later). However, should the pace of growth quicken and / or forecasts for increases in inflation rise, there could be an upside risk.

**Investment treasury indicator and limit** - total principal funds invested for greater than 364 days. These limits are set with regard to the Council's liquidity requirements and to reduce the need for early sale of an investment, and are based on the availability of funds after each year-end.

The Council is asked to approve the treasury indicator and limit: -

Maximum principal sums invested > 364 days			
£m	2016/17	2017/18	2018/19
Principal sums invested > 364 days	£m 150	£m 150	£m 150



For its cash flow generated balances, the Council will seek to utilise its business reserve instant access and notice accounts, money market funds and short-dated deposits (overnight to 100 days) in order to benefit from the compounding of interest.

#### **4.5 Icelandic bank investments**

The Council holds a residual balance in relation to the former Icelandic bank Glitnir. This is held in an escrow account and subject to currency controls. It is intended to sell this asset and repatriate funds due as soon as currency export restrictions are lifted by the Icelandic Government.

#### **4.6 Investment risk benchmarking**

This Council will use an investment benchmark to assess the investment performance of its investment portfolio of the 7 day LIBID rate.

#### **4.7 End of year investment report**

At the end of the financial year, the Council will report on its investment activity for the previous year.

## 5 APPENDICES

(These can be appended to the report or omitted as required)

1. Economic background
2. Treasury management practice– credit and counterparty risk management on
3. Approved countries for investments

### Annex 1

#### Economic Background

**UK.** UK GDP growth rates in of 2.2% in 2013 and 2.9% in 2014 were the strongest growth rates of any G7 country; the 2014 growth rate was also the strongest UK rate since 2006 and although the 2015 growth rate is likely to be a leading rate in the G7 again, it looks likely to disappoint previous forecasts and come in at about 2%. Quarter 1 2015 was weak at +0.4% (+2.9% y/y), although there was a slight increase in quarter 2 to +0.5% before weakening again to +0.4% (+2.1% y/y) in quarter 3. The Bank of England's November Inflation Report included a forecast for growth to remain around 2.5% – 2.7% over the next three years. For this recovery, however, to become more balanced and sustainable in the longer term, it still needs to move away from dependence on consumer expenditure and the housing market to manufacturing and investment expenditure. The strong growth since 2012 has resulted in unemployment falling quickly to a current level of 5.1%.

Since the August Inflation report was issued, most worldwide economic statistics have been weak and financial markets have been particularly volatile. The November Inflation Report flagged up particular concerns for the potential impact of these factors on the UK. Bank of England Governor Mark Carney has set three criteria that need to be met before he would consider making a start on increasing Bank Rate. These criteria are patently not being met at the current time, (as he confirmed in a speech on 19 January):

- *Quarter-on-quarter GDP growth is above 0.6% i.e. using up spare capacity. This condition was met in Q2 2015, but Q3 came up short and Q4 looks likely to also fall short.*
- *Core inflation (stripping out most of the effect of decreases in oil prices), registers a concerted increase towards the MPC's 2% target. This measure was on a steadily decreasing trend since mid-2014 until November 2015 @ 1.2%. December 2015 saw a slight increase to 1.4%.*
- *Unit wage costs are on a significant increasing trend. This would imply that spare capacity for increases in employment and productivity gains are being exhausted, and that further economic growth will fuel inflationary pressures.*

The MPC has been particularly concerned that the squeeze on the disposable incomes of consumers should be reversed by wage inflation rising back above the level of CPI inflation in order to underpin a sustainable recovery. It has, therefore, been encouraging in 2015 to see wage inflation rising significantly above CPI inflation which has been around zero since February. However, it is unlikely that the MPC would start raising rates until wage inflation was expected to consistently stay over 3%, as a labour productivity growth rate of around 2% would mean that net labour unit costs would still only be rising by about 1% y/y. The Inflation Report was notably subdued in respect of the forecasts for CPI inflation; this was expected to barely

get back up to the 2% target within the 2-3 year time horizon. The increase in the forecast for inflation at the three year horizon was the biggest in a decade and at the two year horizon it was the biggest since February 2013. However, the first round of falls in oil, gas and food prices in late 2014 and in the first half 2015, will fall out of the 12 month calculation of CPI during late 2015 / early 2016 but only to be followed by a second, subsequent round of falls in fuel and commodity prices which will delay a significant tick up in inflation from around zero. CPI inflation is now expected to get back to around 1% in the second half of 2016 and not get near to 2% until the second half of 2017, though the forecasts in the Report itself were for an even slower rate of increase.

However, with the price of oil having fallen further in January 2016, and with sanctions having been lifted on Iran, enabling it to sell oil freely into international markets, there could well be some further falls still to come in 2016. The price of other commodities exported by emerging countries could also have downside risk and several have seen their currencies already fall by 20-30%, (or more), over the last year. These developments could well lead the Bank of England to lower the pace of increases in inflation in its February 2016 Inflation Report. On the other hand, the start of the national living wage in April 2016 (and further staged increases until 2020), will raise wage inflation; however, it could also result in a decrease in employment so the overall inflationary impact may be muted.

Confidence is another big issue to factor into forecasting. Recent volatility in financial markets could dampen investment decision making as corporates take a more cautious view of prospects in the coming years due to international risks. This could also impact in a slowdown in increases in employment. However, consumers will be enjoying the increase in disposable incomes as a result of falling prices of fuel, food and other imports from emerging countries, so this could well feed through into an increase in consumer expenditure and demand in the UK economy, (a silver lining!). Another silver lining is that the UK will not be affected as much as some other western countries by a slowdown in demand from emerging countries, as the EU and US are our major trading partners.

There is, therefore, considerable uncertainty around how quickly pay and CPI inflation will rise in the next few years and this makes it difficult to forecast when the MPC will decide to make a start on increasing Bank Rate. There are also concerns around the fact that the central banks of the UK and US currently have few monetary policy options left to them given that central rates are near to zero and huge QE is already in place. There are, accordingly, arguments that rates ought to rise sooner and quicker, so as to have some options available for use if there was another major financial crisis in the near future. But it is unlikely that either would aggressively raise rates until they are sure that growth was securely embedded and 'noflation' was not a significant threat.

The forecast for the first increase in Bank Rate has, therefore, been pushed back progressively over the last year from Q4 2015 to Q4 2016. Increases after that are also likely to be at a much slower pace, and to much lower final levels than prevailed before 2008, as increases in Bank Rate will have a much bigger effect on heavily indebted consumers and householders than they did before 2008. There has also been an increase in momentum towards holding a referendum on membership of the EU in 2016, rather than in 2017, with Q3 2016 being the current front runner in terms of timing; this could impact on MPC considerations to hold off from a first increase until the uncertainty caused by it has passed.

The Government's revised Budget in July eased the pace of cut backs from achieving a budget surplus in 2018/19 to achieving that in 2019/20 and this timetable was maintained in the November Budget.

**USA.** GDP growth in 2014 of 2.4% was followed by Q1 2015 growth, which was depressed by exceptionally bad winter weather, at only +0.6% (annualised). However, growth rebounded remarkably strongly in Q2 to 3.9% (annualised) before falling back to +2.0% in Q3.

Until the turmoil in financial markets in August, caused by fears about the slowdown in Chinese growth, it had been strongly expected that the Fed. would start to increase rates in September. The Fed pulled back from that first increase due to global risks which might depress US growth and put downward pressure on inflation, as well as a 20% appreciation of the dollar which has caused the Fed. to lower its growth forecasts. Although the non-farm payrolls figures for growth in employment in August and September were disappointingly weak, the October figure was stunningly strong while November was also reasonably strong (and December was outstanding); this, therefore, opened up the way for the Fed. to embark on its first increase in rates of 0.25% at its December meeting. However, the accompanying message with this first increase was that further increases will be at a much slower rate, and to a much lower ultimate ceiling, than in previous business cycles, mirroring comments by our own MPC.

**EZ.** In the Eurozone, the ECB fired its big bazooka in January 2015 in unleashing a massive €1.1 trillion programme of quantitative easing to buy up high credit quality government and other debt of selected EZ countries. This programme of €60bn of monthly purchases started in March 2015 and it is intended to run initially to September 2016. At the ECB's December meeting, this programme was extended to March 2017 but was not increased in terms of the amount of monthly purchases. The ECB also cut its deposit facility rate by 10bps from -0.2% to -0.3%. This programme of monetary easing has had a limited positive effect in helping a recovery in consumer and business confidence and a start to some improvement in economic growth. GDP growth rose to 0.5% in quarter 1 2015 (1.3% y/y) but has then eased back to +0.4% (+1.6% y/y) in quarter 2 and to +0.3% (+1.6%) in quarter 3. Financial markets were disappointed by the ECB's lack of more decisive action in December and it is likely that it will need to boost its QE programme if it is to succeed in significantly improving growth in the EZ and getting inflation up from the current level of around zero to its target of 2%.

**Greece.** During July, Greece finally capitulated to EU demands to implement a major programme of austerity. An €86bn third bailout package has since been agreed although it did nothing to address the unsupportable size of total debt compared to GDP. However, huge damage has been done to the Greek banking system and economy by the initial resistance of the Syriza Government, elected in January, to EU demands. The surprise general election in September gave the Syriza government a mandate to stay in power to implement austerity measures. However, there are major doubts as to whether the size of cuts and degree of reforms required can be fully implemented and so a Greek exit from the euro may only have been delayed by this latest bailout.

**Portugal and Spain.** The general elections in September and December respectively have opened up new areas of political risk where the previous right wing reform-focused pro-austerity mainstream political parties have lost their majority of seats. A left wing / communist anti-austerity coalition has won a majority of seats in Portugal. The general election in Spain produced a complex result where no combination of two main parties is able to form a coalition with a majority of seats. It is currently unresolved as to what administrations will result from both these situations. This has created nervousness in bond and equity markets for these countries which has the potential to spill over and impact on the whole Eurozone project.

**China and Japan.** Japan is causing considerable concern as the increase in sales tax in April 2014 suppressed consumer expenditure and growth. In Q2 2015 quarterly growth shrank by -0.2% after a short burst of strong growth of 1.1% during Q1, but then came back to +0.3% in Q3 after the first estimate had indicated that Japan had fallen back into recession; this would have been the fourth recession in five years. Japan has been hit hard by the downturn in China during 2015 and there are continuing concerns as to how effective efforts by the Abe government to stimulate growth, and increase the rate of inflation from near zero, are likely to

prove when it has already fired the first two of its 'arrows' of reform but has dithered about firing the third, deregulation of protected and inefficient areas of the economy.

As for China, the Government has been very active during 2015 and the start of 2016, in implementing several stimulus measures to try to ensure the economy hits the growth target of about 7% for 2015. It has also sought to bring some stability after the major fall in the onshore Chinese stock market during the summer and then a second bout in January 2016. Many commentators are concerned that recent growth figures could have been massaged to hide a downturn to a lower growth figure. There are also major concerns as to the creditworthiness of much of bank lending to corporates and local government during the post 2008 credit expansion period. Overall, China is still expected to achieve a growth figure that the EU would be envious of. Nevertheless, there are growing concerns about whether the Chinese economy could be heading for a hard landing and weak progress in rebalancing the economy from an over dependency on manufacturing and investment to consumer demand led services. There are also concerns over the volatility of the Chinese stock market, which was the precursor to falls in world financial markets in August and September and again in January 2016, which could lead to a flight to quality to bond markets. In addition, the international value of the Chinese currency has been on a steady trend of weakening and this will put further downward pressure on the currencies of emerging countries dependent for earnings on exports of their commodities.

**Emerging countries.** There are also considerable concerns about the vulnerability of some emerging countries, and their corporates, which are getting caught in a perfect storm. Having borrowed massively in dollar denominated debt since the financial crisis, (as investors searched for yield by channelling investment cash away from western economies with dismal growth, depressed bond yields and near zero interest rates into emerging countries), there is now a strong flow back to those western economies with strong growth and a path of rising interest rates and bond yields.

The currencies of emerging countries have therefore been depressed by both this change in investors' strategy, and the consequent massive reverse cash flow, and also by the expectations of a series of central interest rate increases in the US which has caused the dollar to appreciate significantly. In turn, this has made it much more costly for emerging countries to service their dollar denominated debt at a time when their earnings from commodities are depressed by a simultaneous downturn in demand for their exports and a deterioration in the value of their currencies. There are also likely to be major issues when previously borrowed debt comes to maturity and requires refinancing at much more expensive rates.

Corporates (worldwide) heavily involved in mineral extraction and / or the commodities market may also be at risk and this could also cause volatility in equities and safe haven flows to bonds. Financial markets may also be buffeted by the sovereign wealth funds of those countries that are highly exposed to falls in commodity prices and which, therefore, may have to liquidate investments in order to cover national budget deficits.

### **CAPITA ASSET SERVICES FORWARD VIEW**

Economic forecasting remains difficult with so many external influences weighing on the UK. Capita Asset Services undertook its last review of interest rate forecasts on 19 January 2016. Our Bank Rate forecasts, (and also MPC decisions), will be liable to further amendment depending on how economic data evolves over time. . There is much volatility in rates and bond yields as news ebbs and flows in negative or positive ways. This latest forecast includes a first increase in Bank Rate in quarter 4 of 2016.

The overall trend in the longer term will be for gilt yields and PWLB rates to rise when economic recovery is firmly established accompanied by rising inflation and consequent increases in Bank Rate, and the eventual unwinding of QE. At some future point in time, an increase in

investor confidence in eventual world economic recovery is also likely to compound this effect as recovery will encourage investors to switch from bonds to equities.

The overall balance of risks to economic recovery in the UK is currently to the downside, given the number of potential headwinds that could be growing on both the international and UK scene. Only time will tell just how long this current period of strong economic growth will last; it also remains exposed to vulnerabilities in a number of key areas.

However, the overall balance of risks to our Bank Rate forecast is probably to the downside, i.e. the first increase, and subsequent increases, may be delayed further if recovery in GDP growth, and forecasts for inflation increases, are lower than currently expected. Market expectations in January 2016, (based on short sterling), for the first Bank Rate increase are currently around quarter 1 2017.

Downside risks to current forecasts for UK gilt yields and PWLB rates currently include:

- Emerging country economies, currencies and corporates destabilised by falling commodity prices and / or Fed. rate increases, causing a flight to safe havens.
- Geopolitical risks in Eastern Europe, the Middle East and Asia, increasing safe haven flows.
- UK economic growth and increases in inflation are weaker than we currently anticipate.
- Weak growth or recession in the UK's main trading partners - the EU and US.
- A resurgence of the Eurozone sovereign debt crisis.
- Recapitalisation of European banks requiring more government financial support.
- Monetary policy action failing to stimulate sustainable growth and combat the threat of deflation in western economies, especially the Eurozone and Japan.

The potential for upside risks to current forecasts for UK gilt yields and PWLB rates, especially for longer term PWLB rates include: -

- Uncertainty around the risk of a UK exit from the EU.
- The pace and timing of increases in the Fed. funds rate causing a fundamental reassessment by investors of the relative risks of holding bonds as opposed to equities and leading to a major flight from bonds to equities.
- UK inflation returning to significantly higher levels than in the wider EU and US, causing an increase in the inflation premium inherent to gilt yields.

**Annex2: Treasury Management Practice (TMP1) – Credit and Counterparty Risk Management**

## **Annex 2 Practice (TMP1) – Credit and Counterparty Risk Management**

The CLG issued Investment Guidance in 2010, and this forms the structure of the Council's policy below. These guidelines do not apply to either trust funds or pension funds which operate under a different regulatory regime.

The key intention of the Guidance is to maintain the current requirement for councils to invest prudently, and that priority is given to security and liquidity before yield. In order to facilitate this objective the guidance requires this Council to have regard to the CIPFA publication Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes. This Council adopted the Code on 23 March 2003 and will apply its principles to all investment activity. In accordance with the Code, the Chief Operating Officer has produced its treasury management practices (TMPs). This part, TMP 1(1), covering investment counterparty policy requires approval each year.

**Annual investment strategy** - The key requirements of both the Code and the investment guidance are to set an annual investment strategy, as part of its annual treasury strategy for the following year, covering the identification and approval of following:

- The strategy guidelines for choosing and placing investments, particularly non-specified investments.
- The principles to be used to determine the maximum periods for which funds can be committed.
- Specified investments that the Council will use. These are high security (i.e. high credit rating, although this is defined by the Council, and no guidelines are given), and high liquidity investments in sterling and with a maturity of no more than a year.
- Non-specified investments, clarifying the greater risk implications, identifying the general types of investment that may be used and a limit to the overall amount of various categories that can be held at any time.

The investment policy proposed for the Council is:

**Strategy guidelines** – The main strategy guidelines are contained in the body of the treasury strategy statement.

**Specified investments** – These investments are sterling investments of not more than one-year maturity, or those which could be for a longer period but where the Council has the right to be repaid within 12 months if it wishes. These are considered low risk assets where the possibility of loss of principal or investment income is small. These would include sterling investments which would not be defined as capital expenditure with:

1. The UK Government (such as the Debt Management Account deposit facility, UK treasury bills or gilt with less than one year to maturity).
2. Supranational bonds of less than one year's duration.
3. A local authority, parish council or community council.
4. Pooled investment vehicles (such as money market funds) that have been awarded a high credit rating by a credit rating agency. For category 4 this covers pooled investment vehicles, such as money market funds, rated AAA by Standard and Poor's, Moody's and / or Fitch rating agencies.
5. A body that is considered of a high credit quality (such as a bank or building society For category 5 this covers bodies with a minimum Short Term rating of F1 or the equivalent) as rated by Standard and Poor's, Moody's and / or Fitch rating agencies .



Within these bodies, and in accordance with the Code, the Council has set additional criteria to set the time and amount of monies which will be invested in these bodies. These criteria are a maximum of 364 days and a counterparty limit of £25 million.

**Non-specified investments** –are any other type of investment (i.e. not defined as specified above). The identification and rationale supporting the selection of these other investments and the maximum limits to be applied are set out below. Non specified investments would include any sterling investments with:

	<b>Non Specified Investment Category</b>
a.	<p><b>Supranational bonds greater than 1 year to maturity</b></p> <p><b>(a) Multilateral development bank bonds</b> - These are bonds defined as an international financial institution having as one of its objects economic development, either generally or in any region of the world (e.g. European Reconstruction and Development Bank etc.).</p> <p><b>(b) A financial institution that is guaranteed by the United Kingdom Government</b> (e.g. National Rail, the Guaranteed Export Finance Company {GEFCO})</p> <p>The security of interest and principal on maturity is on a par with the Government and so very secure. These bonds usually provide returns above equivalent gilt edged securities. However the value of the bond may rise or fall before maturity and losses may accrue if the bond is sold before maturity.</p>
b.	<p><b>Gilt edged securities</b> with a maturity of greater than one year. These are Government bonds and so provide the highest security of interest and the repayment of principal on maturity. Similar to category (a) above, the value of the bond may rise or fall before maturity and losses may accrue if the bond is sold before maturity.</p>
c.	<p><b>The Council's own banker</b> if it fails to meet the basic credit criteria. In this instance balances will be minimised as far as is possible.</p>
d.	<p><b>Building societies not meeting the basic security requirements under the specified investments.</b> The operation of some building societies does not require a credit rating, although in every other respect the security of the society would match similarly sized societies with ratings. The Council may use such building societies see Note 1</p>
e.	<p>Any <b>bank or building society</b> that has a minimum long term credit rating of AA<sub>-</sub>, for deposits with a maturity of greater than one year (including forward deals in excess of one year from inception to repayment).</p>
f.	<p>Any <b>non-rated subsidiary</b> of a credit rated institution included in the specified investment category. These institutions will be included as an investment category subject to further advice on the appropriateness and associated risks with investments in these categories</p>
g.	<p><b>Share capital</b> in a body corporate – The use of these instruments will be deemed to be capital expenditure, and as such will be an application (spending) of capital resources. Revenue resources will</p>

	not be invested in corporate bodies. See note 1 below.
h.	<b>Loan capital</b> in a body corporate. See note 1 below
i.	<b>Bond funds.</b> See note 1 below.
j.	<b>Property funds</b> – The use of these instruments can be deemed to be capital expenditure, and as such will be an application (spending) of capital resources. This Authority will seek guidance on the status of any fund it may consider using.

NOTE 1. This Authority will seek further advice on the appropriateness and associated risks with investments in these categories.

**The monitoring of investment counterparties** - The credit rating of counterparties will be monitored regularly. The Council receives credit rating information (changes, rating watches and rating outlooks) from Capita Asset Services as and when ratings change, and counterparties are checked promptly ) On occasion ratings may be downgraded when an investment has already been made. The criteria used are such that a minor downgrading should not affect the full receipt of the principal and interest. Any counterparty failing to meet the criteria will be removed from the list immediately by the Director of Finance, and if required new counterparties which meet the criteria will be added to the list.

**SPECIFIED INVESTMENTS:** All such investments will be sterling denominated, with **maturities up to maximum of 1 year**, meeting the minimum 'high' quality criteria where applicable.

**NON-SPECIFIED INVESTMENTS:** These are any investments which do not meet the specified investment criteria. A maximum of £150 million \*\* will be held in aggregate in non-specified investment

A variety of investment instruments will be used, subject to the credit quality of the institution, and depending on the type of investment made it will fall into one of the above categories.

The criteria, time limits and monetary limits applying to institutions or investment vehicles are:

#### **Recommended Sovereign and Counterparty List**

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

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

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

#### **Investment subject to £150 million total limit if duration more than 364 days**

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

New specified investments will be made within the following limits:

Instrument	Country/ Domicile	Counterparty	Maximum Limits £m	Counterparty
Term Deposits	UK	DMADF, DMO	No limit	
Term Deposits/Call Accounts	UK	Other UK Local Authorities	£25 million	
Term Deposits/Call Accounts	UK*	Counterparties rated at least A- Long Term)	£25 million	
Term Deposits/Call Accounts	Non-UK*	Counterparties rated at least A- Long Term in select countries with a Sovereign Rating of at least AA-	£25 million	
CDs and other negotiable instruments		with banks and building societies which meet the specified investment criteria (on advice from TM Adviser)	£25 million	
Deposits	UK	Registered Providers (Former RSLs)	£5m per RP	
Gilts	UK	DMO	No limit	
T-Bills	UK	DMO	No limit	
Bonds issued by multilateral development banks		(For example, European Investment Bank/Council of Europe, Inter American Development Bank)		
AAA-rated Money Market Funds	UK/Ireland/ Luxembourg domiciled	CNAV MMF's VNAV MMF's (where there is greater than 12 month history of a consistent £1 Net Asset Value)	10% of total LBB investment cash outstanding, for each MMF.	
Other MMF's and CIS	UK/Ireland/ Luxembourg domiciled	Collective Investment Schemes (pooled funds) which meet the definition of collective investment schemes in SI 2004 No 534 or SI 2007 No 573 and subsequent amendments	10% of total LBB investment cash outstanding, for each MMF/CIS.	

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

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

<b>Instrument</b>	<b>Maximum maturity</b>	<b>Max £M of portfolio and Credit limit</b>	<b>Capital expenditure?</b>	<b>Example</b>
Term deposits with banks, building societies which meet the specified investment criteria	10 years	£10m per counterparty	No	
Term deposits with local authorities	10 years	£25m per authority	No	
CDs and other negotiable instruments with banks and building societies which meet the specified investment criteria	10 years	£10m per counterparty	No	
Gilts	10 years	£20 million Credit limit not applicable gilts issued by UK Government	No	
Bonds issued by multilateral development banks	10 years	£20 million Minimum credit rating AA+	No	EIB Bonds, Council of Europe Bonds etc.
Sterling denominated bonds by non-UK sovereign governments	5 years	£20 million Minimum credit rating AA+	No	
<b>Other Non-Specified investments for consideration</b> (such investment will be subject to credit assessment by the Council's treasury advisor on a case by case basis)				
Money Market Funds and Collective Investment Schemes	N/A – these funds do not have a defined maturity date	£25 million	No	Investec Target Return Fund; Elite Charteris Premium Income Fund; LAMIT; M&G Global Dividend Growth Fund
Deposits with registered providers	5 years	£5m per registered provider/£20 million overall	No	Barnet Homes Open Door not within TMS
Corporate and debt instruments issued by	5 years	20%	No	

corporate bodies purchased from 01/04/12 onwards				
Collective Investment Schemes (pooled funds) which do not meet the definition of collective investment schemes in SI 2004 No 534 or SI 2007 No 573 and subsequent amendments	N/A – these funds do not have a defined maturity date	£10 million	Yes	Way Charteris Gold Portfolio Fund; Aviva Lime Fund
Bank or building societies not meeting specified criteria	3 months	£10m per counterparty	No	Bank or building societies not meeting specified criteria

## 5.2 Practice (TMP1) – Credit and Counterparty Risk Management

The CLG issued Investment Guidance in 2010, and this forms the structure of the Council's policy below. These guidelines do not apply to either trust funds or pension funds which operate under a different regulatory regime.

The key intention of the Guidance is to maintain the current requirement for councils to invest prudently, and that priority is given to security and liquidity before yield. In order to facilitate this objective the guidance requires this Council to have regard to the CIPFA publication Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes. This Council adopted the Code on 23 March 2003 and will apply its principles to all investment activity. In accordance with the Code, the Chief Operating Officer has produced its treasury management practices (TMPs). This part, TMP 1(1), covering investment counterparty policy requires approval each year.

**Annual investment strategy** - The key requirements of both the Code and the investment guidance are to set an annual investment strategy, as part of its annual treasury strategy for the following year, covering the identification and approval of following:

- The strategy guidelines for choosing and placing investments, particularly non-specified investments.
- The principles to be used to determine the maximum periods for which funds can be committed.
- Specified investments that the Council will use. These are high security (i.e. high credit rating, although this is defined by the Council, and no guidelines are given), and high liquidity investments in sterling and with a maturity of no more than a year.
- Non-specified investments, clarifying the greater risk implications, identifying the general types of investment that may be used and a limit to the overall amount of various categories that can be held at any time.

The investment policy proposed for the Council is:

**Strategy guidelines** – The main strategy guidelines are contained in the body of the treasury strategy statement.

**Specified investments** – These investments are sterling investments of not more than one-year maturity, or those which could be for a longer period but where the Council has the right to be repaid within 12 months if it wishes. These are considered low risk assets where the possibility of loss of principal or investment income is small. These would include sterling investments which would not be defined as capital expenditure with:

6. The UK Government (such as the Debt Management Account deposit facility, UK treasury bills or a gilt with less than one year to maturity).
7. Supranational bonds of less than one year's duration.
8. A local authority, parish council or community council.
9. Pooled investment vehicles (such as money market funds) that have been awarded a high credit rating by a credit rating agency. For category 4 this covers pooled investment vehicles, such as money market funds, rated AAA by Standard and Poor's, Moody's and / or Fitch rating agencies.

10. A body that is considered of a high credit quality (such as a bank or building society For category 5 this covers bodies with a minimum Short Term rating of F1 or the equivalent) as rated by Standard and Poor's, Moody's and / or Fitch rating agencies .

Within these bodies, and in accordance with the Code, the Council has set additional criteria to set the time and amount of monies which will be invested in these bodies. These criteria are a maximum of 364 days and a counterparty limit of £25 million.

**Non-specified investments** –are any other type of investment (i.e. not defined as specified above). The identification and rationale supporting the selection of these other investments and the maximum limits to be applied are set out below. Non specified investments would include any sterling investments with:

	<b>Non Specified Investment Category</b>	<b>Limit (£ or %)</b>
k.	<p><b>Supranational bonds greater than 1 year to maturity</b></p> <p><b>(a) Multilateral development bank bonds</b> - These are bonds defined as an international financial institution having as one of its objects economic development, either generally or in any region of the world (e.g. European Reconstruction and Development Bank etc.).</p> <p><b>(b) A financial institution that is guaranteed by the United Kingdom Government</b> (e.g. National Rail, the Guaranteed Export Finance Company {GEFCO})</p> <p>The security of interest and principal on maturity is on a par with the Government and so very secure. These bonds usually provide returns above equivalent gilt edged securities. However the value of the bond may rise or fall before maturity and losses may accrue if the bond is sold before maturity.</p>	
l.	<p><b>Gilt edged securities</b> with a maturity of greater than one year. These are Government bonds and so provide the highest security of interest and the repayment of principal on maturity. Similar to category (a) above, the value of the bond may rise or fall before maturity and losses may accrue if the bond is sold before maturity.</p>	
m.	<p><b>The Council's own banker</b> if it fails to meet the basic credit criteria. In this instance balances will be minimised as far as is possible.</p>	
n.	<p><b>Building societies not meeting the basic security requirements under the specified investments.</b> The operation of some building societies does not require a credit rating, although in every other respect the security of the society would match similarly sized societies with ratings. The Council may use such building societies which have a minimum asset size of £XXm, but will restrict these type of investments to <i>XXX (insert local criteria from body of main report)</i></p>	
o.	<p>Any <b>bank or building society</b> that has a minimum long term credit rating of AA_, for deposits with a maturity of greater than one year (including forward deals in excess of one year from inception to repayment).</p>	
p.	<p>Any <b>non rated subsidiary</b> of a credit rated institution included in the specified investment category. These institutions will be included as an investment category subject to further advice on the</p>	

	appropriateness and associated risks with investments in these categories	
q.	<b>Share capital</b> in a body corporate – The use of these instruments will be deemed to be capital expenditure, and as such will be an application (spending) of capital resources. Revenue resources will not be invested in corporate bodies. See note 1 below.	
r.	<b>Loan capital</b> in a body corporate. See note 1 below	
s.	<b>Bond funds.</b> See note 1 below.	
t.	<b>Property funds</b> – The use of these instruments can be deemed to be capital expenditure, and as such will be an application (spending) of capital resources. This Authority will seek guidance on the status of any fund it may consider using.	

NOTE 1. This Authority will seek further advice on the appropriateness and associated risks with investments in these categories.

**The monitoring of investment counterparties** - The credit rating of counterparties will be monitored regularly. The Council receives credit rating information (changes, rating watches and rating outlooks) from Capita Asset Services as and when ratings change, and counterparties are checked promptly ) On occasion ratings may be downgraded when an investment has already been made. The criteria used are such that a minor downgrading should not affect the full receipt of the principal and interest. Any counterparty failing to meet the criteria will be removed from the list immediately by the Director of Finance, and if required new counterparties which meet the criteria will be added to the list.



### **10.3 APPENDIX: Approved countries for investments**

*This list is based on those countries which have sovereign ratings of AA- or higher and also, have banks operating in sterling markets which have credit ratings of green or above in the Capita Asset Services credit worthiness service.*

#### AAA

- Australia
- Canada

#### AA+

- U.K.

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### Transformation programme

#### 1. Introduction

In December 2014, Policy and Resources Committee approved a transformation programme to deliver the savings required by the Medium Term Financial Strategy and the outcomes set in the Council's Corporate Plan to 2020. The Plan commits the Council to strive to make sure the Barnet is the place:

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

As a result of the provisional local government settlement, the Council has a financial gap of £81.1m in the years 2016 to 2020. To meet the challenges of years ahead, the Council has a clear strategy in place:

- Using capital investment in infrastructure to ensure that Barnet remains a place where people want to live and work
- Maximising the revenues we generate locally through growth and investment
- Transforming the way we design and deliver services
- Promoting community participation and resilience
- Managing demand for services

The transformation programme is in place to achieve the outcomes set by the Corporate Plan and the savings required by the Medium Term Financial Strategy. Our approach is to target investment which benefits residents. First and foremost, this means directly investing in changes which have an impact on the ground – for example, expanding the multi-agency employment support team currently based in Burnt Oak to cover another priority locality and enable more people into work and develop their own resilience. It means investing in schemes and contracts which support people with mental health conditions or learning disabilities to access employment opportunities and become more independent. Through the programme we will also develop new models of social work practice, and new intervention or therapies which reduce the need for higher cost placements and the number of adolescents in residential care. In addition, we will develop new commercial approaches or offers to generate additional income – while maintaining high standards of service. For example, this includes funding to improve the Council's commercial waste offer to local businesses, as well as the commencement of the new Education and Skills service to offer services to other schools in Barnet and other areas.

The Council has an established model for ensuring projects are developed and delivered in an effective way, with business cases and recommendations presented to Committees at set points. This approach, reviewing projects at set gateways, testing and refining business cases, is intended to ensure that the Council delivers the desired benefits and outcomes, with appropriate funding in place. Overall progress of the programme will be reported each quarter to Performance and Contract Management Committee.

## 2. Financial benefits

Not all of the £81m of savings and financial benefit will come from the transformation programme. Some of this will be delivered outside of the programme through contractual / operational or financing changes such as reduced borrowing costs. However, £63m will come from the transformation programme. At the heart of this approach is an invest-to-save model to achieve the best results for residents. This is based on a total of £22m funding from the transformation reserve to achieve cumulative benefits of £171m by 2020.

Portfolio	Total Cost (£k)	Total Savings (£k)					Total
		2015/16	2016/17	2017/18	2018/19	2019/20	
Adults & Health	5,850	967	3,383	5,411	5,161	4,497	19,419
Central	3,330	0	542	2,625	645	44	3,856
Children & Families	7,520	525	1,626	3,232	1,919	5,568	12,870
Environment	4,020	1,062	6,863	2,213	987	874	11,999
Growth & Development	1,660	240	2,770	5,185	5,551	902	14,648
Total savings to Base Budgets	22,380	2,794	15,184	18,666	14,263	11,885	62,792
Cumulative savings to Base Budget		2,794	17,978	36,644	50,907	62,792	171,115

## 3. Key projects

The Transformation Programme includes a range of projects as shown below. A number of projects are established, underway or in delivery stage.

Adults & Health Portfolio		Children & Families Portfolio	
<b>Cross-cutting</b> <ul style="list-style-type: none"> <li>Adults ADM</li> <li>Your Choice Barnet</li> <li>Demand Management</li> <li>Review activity</li> <li>Invest in IT</li> </ul>	<b>Learning Disabilities</b> <ul style="list-style-type: none"> <li>Independence of Young People 0-25s</li> <li>Working Age Adults</li> </ul> <b>Mental Health</b> <ul style="list-style-type: none"> <li>Mental Health Transformation</li> </ul> <b>Housing &amp; Support</b> <ul style="list-style-type: none"> <li>Housing &amp; Support projects</li> </ul> <b>Other projects</b> <ul style="list-style-type: none"> <li>Sport &amp; Physical Activity</li> </ul>	<ul style="list-style-type: none"> <li>Family Services ADM/Shared Service</li> <li>Education &amp; Skills ADM</li> <li>Libraries</li> <li>Early Years Vision</li> <li>Early Years Delivery</li> <li>Recruitment &amp; Retention</li> <li>NEETs &amp; Young People</li> </ul>	<ul style="list-style-type: none"> <li>Education Capital Programme</li> <li>Theory of Practice/ Social work practice improvement</li> <li>Demand Management interventions</li> <li>Youth Services strategy</li> <li>Youth Zone</li> <li>Education Alternative Provision Model</li> </ul>
Environment Portfolio		Growth & Development Portfolio	
<ul style="list-style-type: none"> <li>Recycling / Collection offer</li> <li>Street Cleaning model</li> <li>Commercial Waste Income</li> <li>Parks investment and improvement</li> </ul>	<ul style="list-style-type: none"> <li>Sustainable Transport strategy</li> <li>Safer Communities projects</li> <li>Street Scene ADM</li> <li>Depot</li> <li>Highways NRP programme</li> <li>Parking</li> </ul>	<ul style="list-style-type: none"> <li>Temporary Accommodation</li> <li>Empty Properties</li> <li>Entrepreneurial Barnet</li> </ul>	<ul style="list-style-type: none"> <li>Regeneration programme</li> <li>Development Pipeline</li> <li>City Deal Devolution</li> </ul>
Central Portfolio			
<ul style="list-style-type: none"> <li>Customer Transformation Programme</li> <li>Colindale move</li> <li>Smarter Working</li> <li>OD strategy implementation</li> </ul>		<ul style="list-style-type: none"> <li>Community Asset Strategy / Community Centres</li> <li>Implementing the Community Participation Strategy</li> <li>Unified Reward</li> </ul>	

### 4. Transformation Funding

Of the £22.4m funding required to deliver the programme, £18.1m is already in place within the Transformation Reserve which the council set up to enable successful delivery of required changes. As a result of identifying another £29m of savings, we are therefore seeking an additional £4.3m to fund the following, linked to our corporate objectives:

#### Growth, housing and responsible regeneration

- Supporting people to find work and improve their employment opportunities, focusing on social care clients and young people at risk of being not in employment, education or training
- Safely reducing the number of children in care by working with social workers and other children's services professionals to embed new social care best practice frameworks & approaches used for targeted intervention and managing demand, such as Signs of Safety, Pause and No Wrong Door

#### Managing demand

- Improving how residents and businesses access council services by improving the website, moving to online services, redesigning key processes, developing the right face-to-face service points, and providing greater ability to manage demand
- Increasing the independence of social care clients, through additional capacity to improve the review and support planning process including the use of equipment and technology

#### More resilient communities

- Putting in place the most appropriate delivery models for adults social care, children's services and street scene services
- Improving the provision of alternative education services (where pupils engage in timetabled, educational activities away from school and school staff) for Barnet schools within a new Multi-Academy Trust which integrates existing services within suitable accommodation

#### Transforming services

- Delivering service reforms to early years, youth, adoption, and CAMHS services
- Reinforcing a culture that rewards high performance and drives up productivity by implementing new pay, grading and contractual arrangements to ensure a better overall package in terms of basic pay.

To reduce the amount of additional funding required for these new projects to £4.3m, we have used underspends from existing funding for the following:

- £1.40m of legal advisory funding as this has been budgeted for within each project as required; £0.1m funding remains
- £0.50m of contingency as the remaining £0.50m is judged to be a prudent contingency to hold at this time
- £0.78m of funding allocated to projects which is no longer required.

With a large programme of over 100 projects (including capital and infrastructure schemes), part of the funding is also allocated to project management – to give sufficient capacity and focus to achieve the projects to time, cost and quality. Part of the CSG contract is the Corporate Programmes team, and the Council has negotiated for this contract to provide this core project management capacity as salaried positions to secure value and giving a sustainable approach. This approach, as well as use of good value alternative providers where appropriate, has allowed us to keep costs associated with programme and project management to under a third of total transformation costs. The remainder is spent on

directly investing in front line services and new social care models, as well as the required subject-matter expertise and commercial and technical support.

### 5. Overall benefits

Some of the main benefits that will be delivered by the programme are shown in the table below.

Area	Benefit
<b>Growth &amp; Regeneration</b>	
Empty Properties	Two year pilot of additional investment to bring back more properties into use and provide houses for Barnet Homes to use for temporary accommodation (TA)
Temp Accommodation	Additional capacity within Barnet Homes to move households out of TA and prevent cases of homelessness
Employment and skills	Support people to find work through continued investment in the multi-agency employment support team in Burnt Oak, as well as new investment in a similar model in another area
<b>Environment</b>	
Street Scene ADM	Explore in house transformation, shared services and alternative models of delivery across the Street Scene Delivery Unit to deliver more effective and efficient services
Recycling & Collection	Increase recycling rates, reduce waste tonnages and maintain high levels of satisfaction with the waste service, exploring behaviour change and greater efficiency
Street Cleansing	Develop an 'intelligence-led' approach to deploying resources which maintains standards of street cleansing in the borough, improves resident satisfaction and realises operational savings
Parks	Delivery of parks strategy, capital investment in parks
Sustainable Transport Strategy	Improve the management of traffic flows and parking across the borough, to maintain road safety and air quality, and improve radial routes for public transport
<b>Children &amp; Family Services</b>	
Family Services ADM / Shared Service	Explore opportunities to develop a social work-led, not-for-profit organisation to provide some services for children and young people
Theory of Practice/ Practice Improvement	Develop new social care practice approaches used for targeted intervention, (e.g. Signs of Safety), working with social workers and other children's services professionals to prevent escalation of the needs of children and young people
Children and adolescent Demand Management	Safely reduce the number of children in care through specialist interventions, considering therapies to support adolescents on the edge of care to prevent the escalation of their care and support needs as well as interventions to reduce 'repeat removals'
Early Years	Develop and deliver a new model for early years services which focuses on developing a more flexible, targeted model with greater community involvement and improved identification and support for vulnerable families
Youth Services	Develop and deliver a new model for youth services, alongside the development of the new Youth Zone
Alternative Education	Develop a comprehensive spectrum of alternative provision education services where pupils engage in timetabled, educational activities away from school and school staff) for Barnet schools within a new Multi-Academy Trust
NEET and Young People	Provide early personalised support to young people (14-19) who are highly vulnerable, at-high risk of or not taking up employment, education or training (NEET) to develop their employability
Libraries	Delivery of the library strategy, post consultation and Committee
Education and Skills ADM	Develop an alternative delivery model to provide education and skills services by entering into a strategic partnership with Cambridge Education

Adults & Health	
Adults Transformation and ADM	Developing a new approach to adult social work that focuses on identifying people's strengths, what they can do for themselves and what support they can draw upon from family, friends and local community resources. The service will transition to a new delivery model, within which the new approach can flourish. Demand for Council-funded ASC services will fall as people are empowered to take control of their own lives and remain independent for as long as possible.
Older People and Adults with Physical Disabilities	Joining up health and social care services so that residents have a better experience and services are delivered more effectively and efficiently. Continue to improve the review and support planning process both for carers and service users including how housing, equipment and technology can increase independence.
Housing and Support projects	Work with Barnet Homes, developers and private landlords to ensure that accommodation supports people to live independently, through home adaptations and accessible housing; co-habitation with carers and peers; use of specialist home support services including personal assistance, integrated assistive technology; and access to networks of local services
Learning Disabilities	Developing the employment support opportunities for working aged adults with disabilities and ensure there are sufficient opportunities available in the Borough. Continue to improve the review and support planning process both for carers and service users including how housing, equipment and technology can increase independence.
Mental Health	Refocus mental health social care on recovery, maximise inclusion. Implement new social work delivery model, aligned with community development whole family approaches and wider well-being.
Sports and Physical Activity (SPA)	Develop a contract that can improve the participation levels in sport and physical activity across the borough, improving assets, while delivering sport and physical activity services at zero-cost for the council
Central	
Community Participation	A new approach to community participation – encouraging greater levels of participation, increasing independence from Council provision and exploring community delivery of services
Unified Reward	Review pay, grading and contractual arrangements to ensure a better overall package across the organisation in terms of basic pay and reinforcing a culture that rewards high performance and drives up productivity
Smarter Working/Colindale	Restructure the Civic Estate to create fit for purpose, flexible accommodation for the next decade and beyond
Customer Transformation	Improve the website, move to online services, redesign key processes, develop the right face-to-face service points, and provide greater ability to manage demand
Capital Investment	
<p>The following capital investment programmes will also be governed and monitored through our programme:</p> <ul style="list-style-type: none"> <li>• Regeneration Programme - delivering major regenerations schemes across the borough</li> <li>• Development Pipeline - delivering a development pipeline increasing housing supply, including new units for adult social care</li> <li>• Barnet's Highway Network Recovery plan – investing £50m over the next 5 years to improve the condition of the borough's roads and pavements</li> <li>• Education Capital Programme - investing in school expansion and improvements to deliver additional forms of entry</li> <li>• Depot Programme - moving to a new depot location for Waste and Street Scene service delivery</li> </ul>	

## 6. Programme cost and benefits

The table below identifies all projects, including new projects, alongside the expected costs of delivery and the expected financial benefits they are to achieve.

Project	Total cost	Total financial benefit
<b>Growth &amp; Development Portfolio</b>		
Barnet Homes Management Agreement	£150,000	Saving of £2.85m (Project closed)
Empty Properties	£147,000	
Temporary Accommodation	Funded from existing service budgets	Reduce Temp Accommodation budget pressures
Entrepreneurial Barnet	£777,000	Increase business rates from economic development
<b>Total</b>	<b>£1.66m*</b>	<b>£14.65m</b>
<b>Environment Portfolio</b>		
Street Scene ADM	£756,000	Saving of £0.7m
Recycling & Collection Offer	£450,000	Saving of £3.16m
Street Cleansing Model	£250,000	Saving of £0.75m
Commercial Waste	£315,000	Saving of £1.0m
Parks Investment & Improvement	£363,000	Saving of £0.80m
Sustainable Transport Strategy	£140,000	
Street Scene Efficiencies	£739,000	Saving of £1.19m (A number of Projects Completed)
Mortuary Shared Services	£70,000	Saving of £0.05m (Project Closed)
Parking service	£486,000	Most cost effective provision for the Parking service
Revenue neutral CCTV service	£70,000	Saving of £0.24m (Project Closed)
<b>Total</b>	<b>£4.02m*</b>	<b>£12.00m</b>
<b>Children &amp; Families Portfolio</b>		
Family Services ADM / Shared Service	£625,000	Saving of £2.20m
Theory of Practice/Practice Improvement	£1,000,000	
Demand Management Interventions	£1,600,000	
Early Intervention and Prevention	£100,000	
Children in Care Resource Management	£100,000	
Workforce and third party efficiencies	£100,000	Saving of £1.68m
Reforms to Early Years	£667,395	Saving of £3.04m
Reforms to Youth Services	£100,000	Saving of £0.80m
CAMHS/Health Visitors Procurement	£70,000	Saving of £0.20m
Alternative Education Provision model	£120,000	
NEETS and Young People support	£185,000	
Reforms to Libraries	£342,700	Saving of £2.85m
Education and Skills ADM	£1,480,000	Saving of £1.15m
<b>Total</b>	<b>£7.52m*</b>	<b>£12.87m</b>
<b>Adults &amp; Health Portfolio</b>		
Adults Social Care ADM	£1,260,000	Saving of £18.45m
Housing & Support projects	Funded from existing service budgets	
Your Choice Barnet		
Assistive Technology for care support		
Demand Management	£240,200 & service funded	
Case Review Activity	£385,000	
Health & Social Care Integration	s256 funded	
Independence of Young People with LD	£400,000	
Support for Working Age Adults	£275,000	
Specialist Dementia Support Service	£260,000	



## Appendix J

Remaining 2015/16 Adults Programme spend (Mental Health, Housing, Front Door & Invest in IT, Personal Assistants)	£759,000	
Sports and Physical Activity (SPA)	£1,476,000	Saving of £0.97m and improved participation & health outcomes
<b>Total</b>	<b>£5.85m*</b>	<b>£19.42m</b>
<b>Central Portfolio</b>		
Workforce	£1,362,000	Work recruitment, service reorganisations, L&D, apprenticeships, agency reduction
Community Participation	£100,000	Increase levels of participation and independence from Council provision
Unified Reward	£1,050,000	Increase staff performance and productivity, additional to implement
Smarter Working	£360,000	Saving of £2.00m
Customer Transformation Programme	£299,000	Savings of £500k
<b>Total</b>	<b>£3.33m*</b>	<b>£3.86m</b>
<b>Overall Total</b>	<b>£22.38m</b>	<b>£62.79m</b>

\* Total portfolio costs includes an apportionment of central programme costs, contingency and legal advice

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### Reserves and balances policy

#### Background

This policy sets out the Council's approach to reserves and balances. The policy has regard to LAAP Bulletin 77 'Local Authority Reserves and Balances', issued in November 2008.

In reviewing medium-term financial plans and preparing annual budgets, the Council will consider the establishment and maintenance of reserves for both the general fund and the housing revenue account. The nature and level of reserves will be determined formally by the Council, informed by the judgement and advice of the Chief Finance Officer (CFO).

#### Types of reserve

The Council will maintain the following reserves:

- general reserve: to manage the impact of uneven cash flows and unexpected events or emergencies;
- specific reserves: sums set aside to meet known or predicted specific requirements.

Specific reserves will be maintained as follows:

- risk reserve: to manage litigation and other corporate risks not otherwise recognised;
- transformation reserve: to fund the transformation programme to change, protect and improve Council services;
- service development reserve: to enable the Council to respond to the most urgent corporate priorities;
- infrastructure reserve: to fund infrastructure necessary to enable development across the borough;
- PFI reserve: to manage the profile of grants and payments in respect of PFI projects;
- financing reserve: to enable the effective management of the medium-term financial strategy;
- schools reserve: balances in respect of delegated school budgets;
- service reserves: funds set aside for specific purposes in respect of individual Council services; and
- capital receipts reserve: capital receipts not yet applied to capital expenditure.

The Council also maintain a number of other reserves that arise out of the interaction between legislation and proper accounting practices. These reserves, which are not resource-backed, will be specified in the annual Statement of Accounts.

## **Principles to assess the adequacy of reserves**

The CFO will advise the Council on the adequacy of reserves. In considering the general reserve, the CFO will have regard to:

- the strategic financial context within which the Council will be operating through the medium-term;
- the overall effectiveness of governance arrangements and the system of internal control;
- the robustness of the financial planning and budget-setting process;
- the effectiveness of the risk management process and the potential impact of risks identified;
- the effectiveness of the budget monitoring and management process.

Having had regard to these matters, the CFO will advise the Council on the monetary value of the required general reserve.

The Council has also considered the Audit Commission's "Striking a Balance" report (December 2012) which outlines the need for elected members to ensure that their council's reserves are appropriate for local circumstances and the risk based considerations to facilitate this.

In considering specific reserves, the CFO will have regard to matters relevant in respect of each reserve, and will advise the Council accordingly.

## **Use of reserves**

The use of reserves will be determined by the Policy & Resources Committee and make recommendations to Council informed by the advice of the CFO.

## Write Offs

### Sundry Debt Write Offs

Sundry debt write-off's totally £0.306m is requested for write off, the detail of which can be seen in Table 1 below.

Actions taken to recover debt over £5,000 are as per the Council's Income & Debt Management Policy. If an invoice is raised and remains unpaid, the "dunning" process comes into play as follows:-

- Level 1 - a reminder is sent after 21 days
- Level 2 - a second notice is sent after 35 days i.e. a further 14 days

The Income Team have review all Level 2 cases remaining outstanding greater than 49 days (allowing a further 14 days to pay after the Final Notice) to decide whether the debt recovery should proceed.

Depending on the type of debt, customer and circumstances, the use of debt collectors or issuing proceedings in the County Court is considered. Every case is treated individually, hence the circumstances of each debt is assessed prior to taking a decision on the recovery of the debt in conjunction with the delivery unit.

**Table 1 – Write-offs in excess of £5,000**

Sundry Debt Write-offs over £5k					
Customer Name	Financial Year	Directorate	Description	Amount	Comments
Redacted	2009/2010	Adults and Communities	Appointeeship	£6,988.13	Insufficient funds in estate
Redacted	2010/2011	Adults and Communities	Residential Write Off	£9,899.35	Insufficient funds in estate
Redacted	2011/2012	Deputy Chief Executive	Car Loans	£6,549.64	Recovery action exhausted
Redacted	2012/2013	Adults and Communities	Residential Unsecured Norwel	£9,493.69	Uneconomical to pursue
Redacted	2012/2013	Adults and Communities	Residential Unsecured Norwel	£16,803.24	Insufficient funds
Redacted	2012/2013	Adults and Communities	Residential Unsecured Norwel	£6,130.82	Insufficient funds in estate
Redacted	2012/2013	Adults and Communities	Residential Unsecured Norwel	£5,454.43	Insufficient funds
Redacted	2012/2013	Adults and Communities	Residential Unsecured Norwel	£9,304.63	Insufficient funds
Redacted	2012/2013	Adults and Communities	Residential Unsecured Norwel	£7,349.54	Insufficient funds
Redacted	2012/2013	Adults and Communities	Residential Unsecured Norwel	£23,905.92	Insufficient funds
Redacted	2012/2013	Adults and Communities	Residential Unsecured Norwel	£17,961.26	Insufficient funds
Redacted	2012/2013	Adults and Communities	Residential Unsecured Norwel	£11,177.83	Insufficient funds in estate
Redacted	2012/2013	Adults and Communities	Residential Unsecured Norwel	£10,125.91	Uneconomical to pursue
Redacted	2013/2014	Adults and Communities	Residential Unsecure	£13,068.57	Uneconomical to pursue
Redacted	2013/2014	Adults and Communities	Residential Unsecured Norwel	£9,677.24	Uneconomical to pursue
Redacted	2013/2014	Adults and Communities	Residential Unsecured Norwel	£8,444.35	Uneconomical to pursue
Redacted	2013/2014	Adults and Communities	Residential Unsecured Norwel	£5,509.28	Insufficient funds in estate
Redacted	2013/2014	Adults and Communities	Residential Unsecured Norwel	£19,484.65	Insufficient funds in estate
Redacted	2013/2014	Adults and Communities	Residential Unsecured Norwel	£9,200.70	Insufficient funds
Redacted	2013/2014	Adults and Communities	Residential Unsecured Norwel	£7,082.44	Insufficient funds
Redacted	2013/2014	Adults and Communities	Residential Unsecure	£8,168.40	Insufficient funds
Redacted	2013/2014	Adults and Communities	Residential Unsecured Norwel	£15,957.36	Insufficient funds in estate
Redacted	2013/2014	Adults and Communities	Consolid Instal Plan	£8,927.98	Recovery action exhausted
Redacted	2014/2015	Environment	Court Costs	£24,328.23	Bankrupted
Redacted	2014/2015	Adults and Communities	Residential Unsecured Norwel	£12,567.12	Insufficient funds
Redacted	2014/2015	Adults and Communities	Residential Unsecured Norwel	£7,394.72	Insufficient funds in estate
Redacted	2014/2015	Adults and Communities	Residential Unsecure	£5,237.54	Insufficient funds in estate
Redacted	2014/2015	Adults and Communities	Residential Unsecure	£9,940.70	Negative Probate search
<b>Total</b>				<b>£306,133.67</b>	

## Council Tax and Non-Domestic Rates

The debts are within Barnet's existing bad debt provision including the GLA precept for council tax, and GLA and Government shares of retained business rates. The bad debt provision for Council Tax is currently £21.7m and for Business Rates is £9.7m.

### Council Tax

Irrecoverable council tax debts of £130,772.87 are requested for write off. The individual debts are all £5,000 or more and cover the financial years from 2005/2006 to 2015/2016.

All the debts are in respect of closed accounts. Most are in respect of debtors who have absconded. Table 2 provides a breakdown of the age of debts recommended for write off.

Attempts to trace absconded debtors include searches of internal systems, enquiries made with owners, agents and new occupiers of properties, and visit reports by the council's Enforcement agents. Having regards to cost effectiveness, the extent of tracing activity will correspond to the amount of individual debts, with a greater number of checks being carried out in respect of larger debts. Although a rare event, it has happened in the past and therefore should be noted, that if any of the debtors' whereabouts are discovered following write off, their debt will be re-raised and attempts made to recover it, subject to statutory limitation periods and it being economical to do so. The accounts submitted in this list have not previously been subject to write off.

**Table 2 – Council Tax write-offs in excess of £5,000**

Sum of Write Off Amount for Council Tax			
Financial year Debt Raised	Liability	Cost	Total Value
2005/2006	£2,430.92	£224.00	£2,654.92
2006/2007	£3,798.80	£190.00	£3,988.80
2007/2008	£3,964.60	£500.00	£4,464.60
2008/2009	£6,541.51	£985.00	£7,526.51
2009/2010	£9,520.66	£1,451.62	£10,972.28
2010/2011	£14,764.43	£1,358.00	£16,122.43
2011/2012	£20,568.30	£970.00	£21,538.30
2012/2013	£24,971.92	£1,358.00	£26,329.92
2013/2014	£23,516.69	£970.00	£24,486.69
2014/2015	£11,086.17	£776.00	£11,862.17
2015/2016	£535.25	£291.00	£826.25
<b>Grand Total</b>	<b>£121,699.25</b>	<b>£9,073.62</b>	<b>£130,772.87</b>

## Non-Domestic Rates (NDR)

Irrecoverable National Non Domestic debts of £1,000,697.48 are requested for write off. The individual debts are all £5,000 or more and cover the financial years from 2006/07 to 2015/16.

All the debts are in respect of closed accounts. Most are in respect of debtors who have absconded. See table 3 below for the breakdown of the age of debts recommended for write off.

Attempts to trace absconded debtors include searches of internal systems, enquiries made with owners, agents and new occupiers of properties, and visit reports by the council's Enforcement agents. Having regards to cost effectiveness, the extent of tracing activity will correspond to the amount of individual debts, with a greater number of checks being carried out in respect of larger debts. Although a rare event, it has happened in the past and therefore should be noted, that if any of the debtors' whereabouts are discovered following write off, their debt will be re-raised and attempts made to recover it, subject to statutory limitation periods and it being economical to do so. The accounts submitted in this list have not previously been subject to write off.

**Table 3 – Non Domestic rates write-offs in excess of £5,000**

Sum of Write Off Amount for Non-Domestic rates			
Financial year Debt Raised	Liability	Cost	Total Value
2006/2007	2,043.60		2,043.60
2007/2008	4,072.00		4,072.00
2008/2009	16,330.82	504.00	16,834.82
2009/2010	38,970.75	850.00	39,820.75
2010/2011	56,787.06	1,020.00	57,807.06
2011/2012	80,908.21	1,700.00	82,608.21
2012/2013	235,340.18	4,160.00	239,500.18
2013/2014	277,116.51	4,970.00	282,086.51
2014/2015	261,980.41	4,188.40	266,168.81
2015/2016	9,075.54	680.00	9,755.54
<b>Grand Total</b>	<b>£982,625.08</b>	<b>£18,072.40</b>	<b>£1,000,697.48</b>



**Table 4 - Non Domestic rates write-offs in excess of £5,000 analysis**

Type	Liability	Costs	Grand Total
Dissolved	177,251.78	4,018.40	181,270.18
Bankruptcy	67,614.02	1,190.00	68,804.02
Absconded	321,780.87	5,267.00	327,047.87
In liquidation	65,359.64	340.00	65,699.64
Dissolved for Insolvent	338,005.09	6,747.00	344,752.09
Uncollectable	12,613.68	510.00	13,123.68
<b>Grand Total</b>	<b>£982,625.08</b>	<b>£18,072.40</b>	<b>£1,000,697.48</b>

## Housing

### General Fund & HRA debt Write-offs

The aggregate of the requested scheduled Housing write-off's where the individual debt level is in excess of £5,000 is £0.323m; with £0.261m relating to the General Fund (Table 5); £0.024m relating to the Housing Revenue Account former tenants (Table 6) and £0.038m relating to Housing Revenue Account Former Leaseholders (Table 7).

### Recovery process for former tenants

#### Standard cases

- Week 1 - First Former Tenant warning Letter is sent
- Week 2 - Second Former Tenant warning Letter is sent
- Week 3 - The debt is either written off if it's uneconomical to recover or referred to a debt collection agency.

#### Deceased cases

- Week 4 - First Former Tenant warning Letter is sent
- Week 5 - Second Former Tenant warning Letter is sent
- Week 6 – Third Former Tenant warning Letter is sent
- Week 7 – The debt is moved to probate write off

Debts in excess of £5,000 most commonly relate to closed accounts with the majority being statute barred, this occurs when the council is legally unable to recover any monies owed by tenants due to the recovery time permitted by law being exceeded. Debts which are not statute barred (statue barred – greater than 6 years and no longer collectible) are treated as irrecoverable as the debtor is either unable to be traced, deceased with no estate or the debt is of a non-material amount, thus is uneconomical to recover.

**Table 5 – General Fund Write-Offs in excess of £5k**

General Fund Write-Offs over £5k			
Financial Year	Account Number	Amount	Comments
2006/2007	170018745	£7,180.19	Statute Barred
2006/2007	170052213	£7,864.56	Statute Barred
2007/2008	170025537	£8,881.79	Statute Barred
2007/2008	170054554	£8,766.00	Statute Barred
2007/2008	151385016	£11,535.69	Statute Barred
2007/2008	170043830	£5,407.40	Statute Barred
2007/2008	170049160	£5,878.74	Statute Barred
2007/2008	170013768	£20,793.85	Statute Barred
2007/2008	170036327	£9,838.26	Statute Barred
2008/2009	154586015	£5,473.55	Statute Barred
2008/2009	170045813	£13,380.46	Statute Barred
2008/2009	170018720	£11,655.61	Statute Barred
2008/2009	170049210	£5,474.94	Statute Barred
2008/2009	170066392	£7,794.96	Statute Barred
2008/2009	170087959	£5,302.56	Statute Barred
2008/2009	170032147	£12,738.64	Statute Barred
2008/2009	170089055	£13,637.88	Statute Barred
2009/2010	170061164	£26,903.59	Statute Barred
2009/2010	170062472	£10,294.80	Statute Barred
2009/2010	170054476	£9,496.50	Statute Barred
2009/2010	170080630	£9,194.92	Statute Barred
2009/2010	170079470	£17,957.88	Statute Barred
2009/2010	170068861	£5,480.98	Statute Barred
2009/2010	170059899	£6,640.60	Statute Barred
2009/2010	170068623	£13,057.32	Statute Barred
<b>Total</b>		<b>£260,631.67</b>	

**Table 6 – HRA Write-Offs in excess of £5k**

Housing Revenue Account Write-offs over £5k			
Financial year	Account Number	Amount	Comments
2013/14	117699010	£5,896.97	Unable to trace
2015/16	170133828	£5,448.72	Statute barred
2015/16	123611021	£7,159.85	Statute barred
2015/16	170130250	£5,487.98	Statute barred
<b>Total</b>		<b>£23,993.52</b>	

**Table 7 – HRA Former Leaseholder Write-Offs in excess of £5k**

The provision made will cover the amount of debt proposed to be written off within the Housing Revenue Account (HRA), the current bad debt provision balance is £0.615m

HRA Leaseholder Write-offs over £5k			
Financial year	Account Number	Amount	Comments
1997/98	32468	£15,650.29	Statute barred
1997/98	468565	£8,404.81	Statute barred
1997/98	349325	£8,366.78	Statute barred
1997/98	478792	£5,383.67	Statute barred
<b>Total</b>		<b>£37,805.55</b>	

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## Corporate Risk Register

The following risk register represents those risks in place at the time of reporting at Quarter 3, the mitigation strategies in place for each risk and the proposed treatment of each risk.

PROBABILITY	SCORE	IMPACT				
		1	2	3	4	5
		Negligible	Minor	Moderate	Major	Catastrophic
5	Almost Certain	0	0	0	0	0
4	Likely	0	0	0	1	0
3	Possible	0	0	1	5	0
2	Unlikely	0	0	0	1	0
1	Rare	0	0	0	0	0

Risk	Current Assessment Impact Probability Rating			Control Actions	Target Assessment Impact Probability Rating		
	Impact	Probability	Rating		Impact	Probability	Rating
<p><b>Homelessness - ORG0039</b></p> <p>There is a risk that homelessness and the subsequent cost of providing emergency short term accommodation will continue to rise.</p> <p><b>Cause:</b> The Council has an obligation to house people that are homeless and support families who are unintentionally homeless. Despite improvements in the economy, homelessness has continued at high levels within the borough due to a shortage of homes, and increasing housing costs, particularly in the private rented sector. Welfare reform means that poorer households receive less financial support with their</p>	Major 4	Likely 4	High 16	<p><b>Preventative:</b> The Housing Strategy identifies 3 key areas where Barnet Homes and the Council are focusing their efforts to reduce homelessness:</p> <ul style="list-style-type: none"> <li>increasing prevention activities, including joint working with job centre plus.</li> <li>increasing the supply of homes for households facing homelessness</li> <li>Making best use of existing resources through the Allocations Scheme and Tenancy Strategy</li> </ul> <p><b>Detective:</b> A number of mitigating actions have already been taken,</p>	Moderate 3	Unlikely 2	Medium Low 6

Risk	Current Assessment			Control Actions	Target Assessment		
	Impact	Probability	Rating		Impact	Probability	Rating
<p>housing costs and landlords are increasingly seeking tenants who do not rely on housing benefit to pay their rent. The housing benefit subsidy levels for temporary accommodation have not increased since 2011 whilst costs have risen significantly. Further welfare reform and a freeze of LHA rates means more households will be at risk of homelessness, whilst potential reductions in social rents and Right to Buy proposals are likely to curtail the potential supply of affordable homes.</p> <p><b>Consequence:</b> Substantial increase in homelessness including intentional homelessness where children are involved and the subsequent provision of affordable housing at a significant and increasing cost to the Council.</p>				<p>including a more commercial approach to working with private landlords, innovative TA solutions and redesigned services. The Welfare reform task force has helped households affected by welfare reform to avoid losing their home by accessing employment.</p> <p>LBB has agreed to fund a range of mitigations which Barnet Homes will delivered to reduce the Temporary Accommodation / Homeless demand focusing on maximising prevention, managing demand, and Increasing affordable supply.</p>			
<p><b>Financial Position - ORG0025</b></p> <p>Given the overall economic position, it is clear that cuts to government funding will continue until the end of the decade.</p> <p>Alongside this the Council now bears additional risks as a result of business rate reforms, whereby a contraction in economic activity in Barnet will see a reduction in Council funding. The recent announcement by the Chancellor on business rate localisation will fundamentally change the way local government is financed. This is both an opportunity for the Council to grow income but also a risk around economic fluctuations.</p> <p>The economic position also impacts on the costs of Council services, for example in terms of pressure on temporary accommodation and increases in benefit caseloads.</p> <p>Demographic changes mean that the Council</p>	Major 4	Possible 3	Medium High 12	<p><b>Preventative:</b> The Council's financial planning cycle mitigates the risks associated with reductions in funding and increases in demand for services. Planning ahead enables the Council to mitigate the impact of increases in demand and ensure that the Councils overall financial position on reserves and contingency is sufficient.</p> <p>The Council has a total budget gap of £81m from 2016 through to 2020. Proposals to meet this budget gap will be going through theme committees in November, and the draft budget for consultation will be approved by Policy and Resources Committee in December. The final budget will be agreed by Council in March.</p> <p><b>Detective:</b> Budget monitoring (revenue</p>	Moderate 3	Possible 3	Medium High 9

Risk	Current Assessment			Control Actions	Target Assessment		
	Impact	Probability	Rating		Impact	Probability	Rating
<p>faces a growing population, an ageing population and increasing numbers of young people, which adds further to the pressure and demand on services.</p> <p><b>Cause:</b> Further government cuts, uncertainty over the local economic position for business rates and demographic changes.</p> <p><b>Consequence:</b> Additional pressure and by implication cost in the delivery of services, reduction in income, coupled together providing a challenge for the Council's economic position.</p>				<p>and capital) and financial management standards being adhered to.</p> <p>Recovery plans and alternative options reviewed in areas with overspends.</p> <p>Review capital programme profiling.</p> <p>Value for money indicators in use across the business.</p> <p>Monitoring delivery of Medium Term Financial Strategy.</p>			
<p><b><u>Demographic and Population - ORG0035</u></b></p> <p>There is a risk that the organisation will not be prepared or able to respond to the impacts of demographic changes (e.g. gender, age, ethnicity, disability, education, employment) and/or population growth rate (birth, death, immigration, emigration) with insufficient social infrastructure (schools, older people homes), physical and green spaces, services and affordable housing to meet demand.</p> <p><b>Cause:</b> Uncertainty of demographic changes and population growth, insufficient planning, monitoring and management of demand internally and externally where reliant on partner organisations.</p> <p><b>Consequence:</b> Increased demand for public services generally, changing demand for types of services, costs spiral, reactive decision making, cuts to front line services or service failure.</p>	Major 4	Possible 3	Medium High 12	<p><b>Preventative:</b> Test demographic change and population growth hypothesis against insight on customer profile, deeper interrogation of specific data sets (in/out migration) and identify potential gaps in data sets (availability of data, deficiency of existing data). New insight model which models impacts of growth in a number of key council services.</p> <p>The priorities and spending review (PSR) is key response to ensuring the organisation is sufficiently prepared for and able to respond to the impacts of population and demographic changes. Uncertainty is being reduced as service pressures and budget requirements are being analysed and underlying assumptions monitored and refined to ensure they remain valid as the organisation prepares to respond to this challenge.</p> <p>5 year budget proposals includes demographic change funding across key council service areas. Funding subject to annual review as part of</p>	Major 4	Unlikely 2	Medium High 8

Risk	Current Assessment			Control Actions	Target Assessment		
	Impact	Probability	Rating		Impact	Probability	Rating
				<p>finance and business planning. Understand approach and dependencies with resident engagement, equalities and health and wellbeing impact assessments.</p> <p>Growth Strategy, Housing Strategy, Regeneration Strategy and respective governance structures.</p> <p><b>Detective:</b> The Commissioning Group supports the setting of strategic outcomes and development of commissioning strategies with a particular focus on cross cutting themes and risks. The Commissioning Board will review underpinning risk analysis at regular intervals to consider data, revisit assumptions, outcomes and controls.</p> <p>Partnership SCB has been introduced to enhance partnerships working in order to meet the financial challenges facing the public sector and collaborate on the development of future plans to both deliver transformation and improve outcomes</p>			
<p><b>People - ORG0036</b> There is a risk that the organisation's people (competence, skills, knowledge) and culture are not aligned with its medium and long term strategic direction and will not be able to deliver the improvements in service delivery and on-going change and innovation required to achieve its long term goals.</p> <p><b>Cause:</b> The context in which the organisation operates is rapidly changing and demands continual service improvements. This requires the right organisational and developmental interventions to ensure the competence,</p>	Major 4	Possible 3	Medium High 12	<p><b>Preventative:</b> To understand the current and required corporate capabilities and develop corporate and delivery unit plans to respond to gaps, recognising the need to create an internal environment that facilitates the generation of new ideas and entrepreneurship. To support change through leadership and people engagement (including through partners), to provide results for the organisation, its people and customers.</p>	Moderate 3	Possible 3	Medium High 9

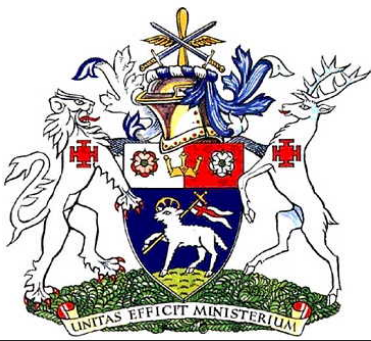


Risk	Current Assessment			Control Actions	Target Assessment		
	Impact	Probability	Rating		Impact	Probability	Rating
<p>knowledge and skills necessary to deliver the strategic objectives. Failure to ensure the right learning, knowledge sharing, career development, training and commitment to generating new ideas will cause the risk to escalate and negatively impact service delivery.</p> <p><b>Consequence:</b> The consequence of failure in this respect and the escalation of risk will be a skills/knowledge/competence gap in the organisation that will result in poorer service performance in the medium term and/or longer term strategic failure.</p>				<p><b>Detective:</b> Through the risk management framework and robust and continuous risk analysis and monitoring of delivery unit risk profiles and action plans it will be possible to identify and ensure the right interventions and to identify 'early warning systems' where failure in this respect is impacting negatively on service delivery and strategic change..</p>			
<p><b>Commissioning Approach - ORG0041</b></p> <p>If there is not a clearly defined approach to commissioning in place that ensures consistent application of Commissioning Cycle activities then objectives becomes difficult to monitor or achieve.</p>	Major 4	Possible 3	Medium High 12	The Council's Commissioning Plans and priorities to 2020 are in place and agreed via Committees in 2014/15. This supports delivery of the Council's draft Corporate Plan and Medium Term Financial Strategy, supported by meaningful qualitative performance indicators that are linked to outcomes.	Major 4	Unlikely 2	Medium High 8
<p><b>Resident Engagement - ORG0029</b></p> <p>Failure to engage properly with Residents.</p> <p><b>Cause:</b> The lack of an engagement policy, comprehensive plan and coordinated approach to consulting with residents</p> <p><b>Consequence:</b> Legal Challenge, lack of public buy in, do not deliver the services resident want, Consultations not contributing to service design, lack of transparency on outcomes, customer satisfaction declines</p>	Moderate 3	Possible 3	Medium High 9	<p><b>Preventative:</b> Finance and Business Planning – feeding consultations into service design. Ensuring equalities is embedded within the Commissioning Group.</p> <p>Consultation strategy in place and transparency commitment confirmed.</p> <p>3rd sector strategy/ community resilience</p> <p>Social media – alternative methods of engaging with residents to be explored through future updates to the website</p> <p><b>Detective:</b> Common understanding of the citizen engagement within the Council through review of complaints data analysis and prior consultations.</p>	Moderate 3	Unlikely 2	Medium Low 6

Risk	Current Assessment			Control Actions	Target Assessment		
	Impact	Probability	Rating		Impact	Probability	Rating
				Performance indicators for customer satisfaction and customer care.			
<p><b>Prosperous Borough - ORG0038</b></p> <p>Barnet's position as a prosperous suburb is under threat from wider threats to London as a world city and infrastructure improvements connecting more and new places to London.</p> <p><b>Cause:</b> Existing infrastructure near capacity, other places benefiting from new infrastructure digital technology making physical proximity less important wider threats to London as a world city</p> <p><b>Consequence:</b> Barnet becomes less desirable as a place to live and work.</p>	Major 4	Unlikely 2	Medium High 8	<p>Infrastructure delivery plan and Mayoral infrastructure 2050.</p> <p>Entrepreneurial Barnet - economic strategy for making Barnet the best place to be a small business</p> <p>Regular monitoring of resident and business satisfaction surveys West London Alliance: Implementation of the West London Alliance jobs, skills and growth programme.</p>	Major 4	Unlikely 2	Medium High 8
<p><b>Increasing costs of Adult Social Care - ORG0042</b></p> <p>There is a risk that the pressure on Adults budgets caused by increasing demographics and complexity will not be contained within existing budgets.</p> <p><b>Cause:</b> The council has an obligation to provide social care for individuals assessed with demonstrating a need. Increasing demographic pressures and the complexity of the mental health and learning difficulty clients, along with supply side pressures is increasing the cost of Adult social care. In addition to this referrals from hospitals have increased by an average of 22% over the last</p>				<p><b>Preventative:</b> Developing plans around increasing prevention activities. Ensuring effective information and advice is offered and promoting more independent living.</p> <p><b>Detective:</b> Robust budget monitoring and financial standards being adhered to. Recovery plan in place to ensure current overspends are being addressed. Engagement with CCG to ensure referrals from hospitals are monitored and funded.</p>			

Risk	Current Assessment Impact Probability Rating		Control Actions	Target Assessment Impact Probability Rating	
<p>2 years with a reduction in funding received from health for Winter Pressures.</p> <p><b>Consequence:</b> A significant overspend in Adults would reduce the council's general fund reserve.</p>					

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## Policy and Resources Committee

16 February 2016

<b>Title</b>	Establishment of a new wholly owned council housing company (WOC)
<b>Report of</b>	Commissioning Director, Growth and Development
<b>Wards</b>	All
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Key</b>	Yes
<b>Enclosures</b>	None
<b>Officer Contact Details</b>	Jo Williams, Interim Housing Adviser Email: <a href="mailto:jo.williams@barnet.gov.uk">jo.williams@barnet.gov.uk</a> Tel: 020 8359 3165

### Summary

This report sets out the business case for a new wholly owned council housing company (WOC) to develop and own homes and requests Committee recommends its creation to Full Council, subject to Committee agreeing the business plan at a later date, prior to commencement of trading.

### Recommendations

**That the Committee endorse the business case for a new wholly owned council housing company to develop and own homes and recommend that Full Council approve the creation of the above, subject to Committee further agreeing the business plan in due course, prior to the WOC commencing trading.**

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

- 1.1 There is a recognised need to increase the supply of housing in Barnet and across the UK as a whole. As a strategic housing authority, the Council must consider how best to meet future housing demand based upon the limited resources available. The Council's Housing Strategy has the overarching objective of providing housing choices that meet the needs and aspirations of Barnet residents and its first priority is to increase housing supply. The Strategy highlights that Barnet has the largest population of any London borough, with an estimated 393,000 residents and this number is expected to grow by 76,000 over the next 25 years – an increase of 19% per cent.
- 1.2 In July 2014, The Assets, Regeneration and Growth Committee (ARG) agreed that a development pipeline would be established, making use of council owned land, to enable the Council to benefit directly from any uplift in land values associated with developing sites, rather than simply seeking a capital receipt through disposal on the open market. A wide range of variables, coupled with a complex regulatory and funding regime, means that maximising the benefits for the Council is not straightforward. This led to the Council commissioning an appraisal of the options by The Chartered Institute of Housing and a review of how other councils were taking forward housing development in their boroughs.
- 1.3 The conclusion, after also seeking advice from specialist lawyers and tax advisers, that whilst the council has the legal powers to develop both homes for affordable rent and private sale, the creation of a new wholly owned council housing development company (WOC) is necessary to enable the Council to develop and own homes for private rent (PRS). Local Authorities have the power to create wholly owned companies for this purpose under the Localism Act 2011 and are required to do so for activity which is undertaken for commercial purposes, as is the case for the development and ownership of homes for PRS.
- 1.4 In addition, the creation of a housing WOC offers the Council with a separate legal entity that can be flexed to provide housing development in a variety of forms depending on the strategic direction of the council and legislative changes in to the future

## **2. REASONS FOR RECOMMENDATIONS**

- 2.1 As a strategic housing authority the London Borough of Barnet must consider how best to meet future housing demand based upon the limited resources available. The Council's Housing Strategy has the overarching objective of providing housing choices that meet the needs and aspirations of Barnet residents and its first priority is increasing the housing supply. The Strategy highlights that Barnet has the largest population of any London borough with an estimated 393,000 residents: This is expected to grow by 76,000 over the next 25 years – an increase of 19% per cent.

- 2.2 The London Plan and Barnet's Local Plan recognise the pressing need for more homes in the capital. Managing housing growth and the provision of new homes is the first objective set out in Barnet's core strategy. The London Plan and the Core Strategy set challenging targets for the delivery of new housing, with the former having increased the minimum annual target for Barnet to 2,439 homes per annum.
- 2.3 The WOC would provide a delivery mechanism for developing new homes within Barnet to complement a range of other housing developments the Council is undertaking or proposing, both directly and through Barnet Homes and its Registered Provider, Open Door Homes. Whilst the main purpose of the WOC initially would be to develop and own homes for private rent, its remit could be extended in the future depending on the strategic direction of the Council and/or legislative changes
- 2.4 The WOC would be a limited company, with all shares owned by the Council. It would operate with a small Board of Directors, comprising existing council officers and possibly one or more non-executive directors to facilitate independent scrutiny. It would not employ staff directly; operational requirements would be met through a mix of contracted out resources and existing staff with their time charged to the WOC.
- 2.5 Directors of a company have a duty to act in the interests of the company, even if there is a conflict with the interests of the Council. However, in view of the WOC's rationale and proposed structure it is relatively unlikely that conflicts would arise. As the sole shareholder the Council would be able to protect its interests by adding to or changing Directors as it sees fit.
- 2.6 The WOC would have its own Articles of Association. These are documents which effectively set out its internal rules. Whilst there are standard rules which could be adopted, it is open to the Council to adapt these for its own circumstances.
- 2.7 It is envisaged that the WOC would procure the majority of its services through the Council and The Barnet Group to take advantage of *Teckal*. *Teckal* (a European legal case now codified in Regulation 12 of the Public Contracts Regulations 2015) allows a public authority to procure direct from an external company in which it has control, similar to that which it exerts over its own departments, so that the requirement for open advertisement and tendering for public contracts, in accordance with regulations, does not apply. This would provide the Council with a slim, flexible and low cost structure.
- 2.8 Before the WOC commenced trading a business plan, which demonstrated its financial viability and the way in which it would deliver the Council's strategic objectives, would need to be developed and adopted by the Board. The business plan would also need to cover its development and operational activities and resources, as well as its funding arrangements.

## 2.9 Creating a housing WOC would:

- Increase the supply of homes in Barnet and meet wider housing demand
- Increase investment in regeneration
- Create realisable capital assets for the Council
- Enable the Council to control the housing mix through the planning process and design standards
- Enable the Council to retain full control of the development and construction process, including the marketing
- Generate long term revenue for the Council

## 3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 Whilst there is a recognised need to increase the supply of housing in Barnet – and across the UK as a whole, the Council could adopt a ‘do nothing’ approach. However, this would not assist the Council to meet its Core Strategy housing objectives or support the delivery of the London Plan. It would also mean LBB would miss the opportunity to generate revenue and create assets; objectives which are becoming increasingly important with the year on year decrease in financial settlement from central Government.

## 4. POST DECISION IMPLEMENTATION

- 4.1 The WOC will be created as a new Council owned legal entity and Council officers will work with specialist advisers in designing the best legal and operational structure for the company to minimise tax implications and maximise financial benefits, undertake financial modelling and prepare the business plan.
- 4.2 It is important to ensure that the WOC is established based on a sound business case. As a Local Housing Authority, has both a duty to consider housing conditions and the needs in their area, with respect to the provision of housing accommodation and has the power to provide housing accommodation (sections 8 and 9 respectively of the Housing Act 1985).
- 4.3 A potential site has already been identified for the first development of PRS homes – Watling car park, with the capacity for 250/300 new homes. A detailed feasibility assessment of the site is underway, noting that initial advice from the estates team is that the site has some drainage issues so may be more costly to develop. Work is also on-going to determine further site options.
- 4.4 A project plan is under development and it is envisaged that the first PRS site could start to be built from October 2017, assuming the Watling car park or an alternative site proves suitable.
- 4.5 Prior to commencement of trading the detailed business plan will be submitted to Policy and Resources Committee for approval.



## **5. IMPLICATIONS OF DECISION**

### **5.1 Corporate Priorities and Performance**

5.2 The Council's Corporate Plan 2015-20 states that the Council, working with local, regional and national partners, will strive to ensure that Barnet is a place:

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

5.3 London Plan and Barnet's Local Plan recognise the need for more homes in the capital. Managing housing growth and the provision of new homes is the first objective set out in Barnet's Core Strategy. The London Plan and Core Strategy set challenging targets for the delivery of new housing, with the former having increased the minimum annual target for Barnet to 2,439 homes per annum.

5.4 The highest priority of the Council's Housing Strategy is increasing the supply of housing with the population of Barnet forecast to increase by 19% over the next 25 years.

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

5.5.1 The start-up budget for the WOC is envisaged to be in the region of £315,000, to be funded from reserves. These costs will be capitalised against the WOC, where possible. Policy and Resources Committee at its meeting of 16<sup>th</sup> December 2015 approved the procurement activity to support the Development Pipeline, including the establishment of a housing WOC.

5.5.2 A comprehensive business plan will be developed to include financial modelling and assumptions; land and development assumptions; rental income projections; cash flow; fees, costs and tax, funding profile, sensitivity analysis and resources. Specialist external advisers will be appointed to assist with this process. The business plan will need to be able to show that the WOC is financially viable and self-sustaining, whilst simultaneously offering demonstrable benefits to the Council.

5.5.3 Right to Buy (RTB) does not apply to homes developed through the WOC, as a distinct legal entity from the Council. A WOC for this purpose could be viewed as a means of avoiding the borrowing cap, but this is unlikely where it is only developing private housing. Government has made clear that it will not sanction any proposals for organisations set up to avoid the RTB being available to tenants of affordable housing (but this is not anticipated here).

- 5.5.4 The precise funding arrangements adopted for the WOC will result from an assessment of the alternative funding streams, such as borrowing arrangements and equity investment by the Council, having due regard to the Council's overall funding and treasury management strategy and relevant regulations. The assumption is that, initially, the WOC would, primarily, be funded through a loan and equity investment by the Council, itself utilising PWLB finance. Debt funding would be secured through a debenture (effectively a comprehensive legal charge over the WOC and its assets). Further security would exist through the Council's ability as shareholder to control the WOC and the appointment/removal of directors.
- 5.5.5 In funding the WOC the council must take account of and comply with State Aid Rules. This means funding must be on market terms and comply with HMRC requirements in relation to tax treatment. The Council would charge a premium on all loans approved to the WOC, (providing an income stream to the Council) in excess of PWLB rates. All lending would be subject to a loan agreement and would include pre-conditions on draw down, as well as on-going performance measurement.
- 5.5.6 It is anticipated that the WOC would purchase its land for development from the Council. The transfer of land from the Council to the WOC could not be at less than its independent valuation and must comply with best consideration requirements. Payment of the land price to the Council could, however, be deferred to assist with cash flow for the WOC, subject to the state aid rules mentioned. The supply of services should also be at market rates.
- 5.5.7 The timing of the transfer of land from the Council to the WOC would be determined by the most tax efficient process. Transfer of property between different entities can give rise to a liability to pay Stamp Duty Land Tax (SDLT). However, there is relief from this liability where the WOC is a wholly owned subsidiary of the Council. Formation of a limited company under the Council's ownership should allow the Council to take advantage of this relief.
- 5.5.8 Homes built for market rent could be retained directly by the WOC. Alternatively, there may be tax advantages in the WOC selling the property freeholds or leasing, on a long term basis, to a separate rental trading company as a subsidiary of the WOC or as part of The Barnet Group. This will provide an income stream to fund the repayment of loan/s and long term revenue income to the Council.
- 5.5.9 The WOC would be subject to corporation tax on the profits of its activities. The financial modelling for the business plan would seek to minimise any tax incurred by the WOC and the full business case will contain a detailed tax analysis.
- 5.5.10 The Council and the WOC would be able to rely upon the *Teckal* exemption to procure services and works between the parties without the need for OJEU procurement. However, the WOC would, potentially, be a contracting authority when procuring works and services from third parties, (meaning it would be subject to the Public Contract Regulations 2015). In practical terms it is

anticipated that the WOC would appoint the Council as its development agent for each site.

5.5.11 If, in the future, the WOC wished to take advantage of private finance to support development, this would substantially change the nature of the relationship with the Council and the tax and VAT regime that would apply.

## 5.6 Social Value

5.6.1 The establishment of the WOC will increase investment in regeneration in Barnet and the supply of homes to meet housing need.

## 5.7 Legal and Constitutional References

5.7.1 The Council has the powers to form a WOC under Section 1 of the Localism Act 2011.

5.7.2 Policy and Resources Committee will need to approve the business plan for the WOC prior to commencement of trading. The Local Government (Best Value Authorities) (Power to Trade) (England) Order 2009 states that before exercising the power (to trade) the authority shall:

- (a) Prepare a business case in support of the proposed exercise of that power
- (b) Approve that business case

5.7.3 Legal implications arising in relation to State Aid, the duty to obtain best consideration for land transfers, the so called *Teckal* exemption, which exempts contracts between the Council and the WOC from following a regulated competitive procurement process, are all covered earlier in this report.

5.7.4 The Council's Constitution - Appendix A - Responsibilities for Functions, details the responsibilities for the Policy and Resources Committee including to be:

- The principle 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
- Responsible for the overall strategic direction of the Council

## 5.8 Risk Management

5.8.1 The table identifies the key risks associated with the proposed housing WOC. These risks only emerge once the WOC commences trading. Up until this point the only risk associated with creating the WOC is the cost of development and set up.

<b>Risk</b>	<b>Mitigation</b>
Failure of WOC	A slim, low cost structure is proposed, which the Council would control; the WOC could be wound up relatively easily if necessary
Suitable land sites cannot be identified and / or planning approval is not granted	An initial site has been identified and is currently being assessed. Work is underway to look at other options
Creating an appropriate delivery vehicle to minimise tax implications	Expert tax and legal advice is being harnessed to minimise this risk
Perception and reputation	LBB's role as private house builder will need to be considered in the context of ensuring the correct branding vehicle and marketing strategy is adopted
WOC's business plan is not viable	Extensive financial modelling will be undertaken with the support of a market expert to ensure that the business plan is viable and robust prior to the WOC beginning to trade
Homes prove difficult to rent and impact on the financial projections/profitability	Thorough market research will be undertaken to inform the financial projections and external expertise will be commissioned to support the development of a robust marketing plan
Government intervention	The creation of housing development vehicles is still a relatively new concept and there are different views and opinions about the legal options – none of which have been challenged. Therefore, there is no legal precedent. Where local authorities are seeking to innovate there is always an element of risk through legal challenge and/or Government intervention in the future.

## **5.9 Equalities and Diversity**

5.9.1 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 Council has taken account of its Equalities Policy and paid due regard to equalities as required by the legislation issues in relation to the WOC. The proposals in this report anticipate a positive impact for residents and do not raise any negative equalities issues because the creation of a housing WOC will:

- Underline the Council's aim that all residents from our diverse communities – the young, old, disabled people and those on low incomes – benefit from the opportunities of growth.
- Contribute to Barnet's commitment to fairness - to be mindful of the concept of fairness and in particular, of disadvantaged communities - which was adopted at Policy and Resources Committee in June 2014.
- Form part of Barnet's Housing Strategy 2015-2025 which includes the objective to deliver homes that people can afford.

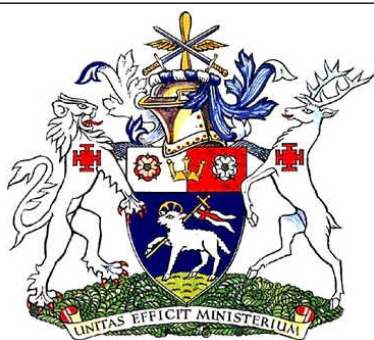
5.5.3 Equality and diversity issues will also need to be considered as part of the development and design and the WOC would undertake Equality Impact Assessments on a scheme by scheme basis.

## **5.10 Consultation and Engagement**

5.10.1 Consultation would be undertaken on an individual scheme basis. This would include, but not be limited to, statutory consultation undertaken as part of the planning process. Each development project would be expected to produce a consultation and engagement plan that would be used to demonstrate how the Council has consulted with its citizens at various stages of the project life cycle. A library of evidence for the findings would be kept by the project team. The consultation findings would be published with the relevant council papers.

## 6. BACKGROUND PAPERS

- 6.1 Assets Regeneration and Growth Committee, 9 July 2014, Strategic Asset Management Plan  
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=7960&Ver=4>
- 6.2 Assets Regeneration and Growth Committee, 8th September 2014, Strategic Asset Management Plan  
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=7885&Ver=4>
- 6.3 Assets Regeneration and Growth Committee, 8 September 2014, Barnet Development Pipeline  
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=7885&Ver=4>
- 6.4 Assets Regeneration and Growth Committee, 16th March 2015, Barnet Development Pipeline – Tranche 1  
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=7887&Ver=4>
- 6.5 Assets Regeneration and Growth Committee, 1st June 2015, Barnet Development Pipeline  
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=8309&Ver=4>
- 6.6 Assets Regeneration and Growth Committee, 7th September 2015, Barnet Development Pipeline, Tranche 1 – Moxon Street  
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=8310&Ver=4>
- 6.7 Council, 20 October 2015, Report of Housing Committee – Housing Strategy and Commissioning Plan  
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=8340&Ver=4>
- 6.8 Policy and Resources Committee, 16th December 2015, Procurement activity to support the Development Pipeline including the establishment of a Council Wholly Owned Property / Housing Company (WOC)  
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=8349&Ver=4>



## Policy and Resources Committee

16 February 2016

<b>Title</b>	<b>Loan to Barnet Homes' Registered Provider (Opendoor Homes) for the development of new affordable homes</b>
<b>Report of</b>	Commissioning Director, Growth & Development
<b>Wards</b>	All
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Key</b>	Yes
<b>Enclosures</b>	Appendix 1 - Report from 31ten, independent housing finance advisers
<b>Officer Contact Details</b>	Paul Shipway, Strategic Housing Lead, <a href="mailto:paul.shipway@barnet.gov.uk">paul.shipway@barnet.gov.uk</a> , 0208 359 4924

### Summary

As part of the approach of building new homes on council land set out in the Council's Housing Strategy and Development Pipeline Programme, Barnet Homes are in the process of establishing a Registered Provider (Opendoor Homes) to build and own new affordable homes on land held in the Housing Revenue Account (HRA). This report sets out the business case for the Council lending Opendoor Homes specific funds which it will allocate in its business plan to build 320 homes. A decision from the Committee to recommend this approach to Council is sought.

### Recommendations

**That the Committee recommends to Council**

- 1. The approval of a loan of £57.5m to Opendoor Homes by the Council, subject to approval of the establishment of Opendoor Homes as a Registered Provider by the Homes and Communities Agency on such terms as the Section 151 Officer considers, on advice, to be appropriate and in the best interests of the Council.**

<p><b>2. That authority is delegated to the Council's Section 151 Officer to increase the loan amount as specified in recommendation 1 up to £65m during the draw down period, if needed to provide contingency for unanticipated increases in costs over the life of the development programme.</b></p>
<p><b>3. That authority is delegated to the Council's Section 151 Officer; in consultation with HB Public Law and other professional advisors as appropriate, to agree the legal documentation to support the loan, including the Loan Agreement and Development Agreement.</b></p>
<p><b>4. That authority is delegated to the Council's Section 151 Officer, in consultation with HB Public Law, to authorise entering into the Agreements on behalf of the Council and to do such acts as are reasonably required to give effect to the Agreements.</b></p>

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

- 1.1 The Assets, Regeneration and Growth Committee (ARG) approved at its meeting on 9 July 2014, the approach to, and the principles underpinning, the creation of a Development Pipeline on council owned land. In addition, ARG agreed that an initial list of potential development opportunities to bring forward sites, which were declared surplus to requirements, would be prepared.
- 1.2 The Council's Housing Strategy 2015-2025 sets out how the Development Pipeline will include the building of new homes on existing council land held in the Housing Revenue Account (HRA) to be delivered by the Council's Arm's Length Management Organisation (ALMO), Barnet Homes.
- 1.3 A high level review of existing housing land owned by the Council suggests that there is potential capacity to build up to 700 new homes on HRA sites across the Borough.
- 1.4 Barnet Homes has already built six new council homes and is in the process of building 37 more homes on behalf of the Council, which will be completed in phases between March 2016 and June 2016.
- 1.5 In addition, as part of the review of the Council's Management Agreement with Barnet Homes that was undertaken in 2015, a target has been agreed for the Barnet Group to build 500 new homes.
- 1.6 The Policy and Resources Committee approved at its meeting on 14 October 2015, the creation of a new subsidiary of Barnet Homes to operate as a Registered Provider, which would be able to build and own new homes supported with a loan from the Council. The Council will protect its position by taking a legal charge over the property of the subsidiary to support the loan, to include the land transferred to the subsidiary under paragraph 1.2 above.

The Registered Provider, to be known as Opendoor Homes, would provide financial benefits in the form of a £2000 per annum payment to the Council for each new home



completed and an interest margin on sums outstanding on the loan. Thus the Council can satisfy its obligations to invest prudently.

- 1.7 Barnet Homes is now in the process of seeking Registered Provider status from the Homes and Communities Agency (HCA) for Opendoor Homes and expect to secure this in May 2016.
- 1.8 The Assets, Regeneration and Growth Committee (ARG) approved at its meeting on 30 November 2015 that Barnet Homes should proceed with initial feasibility works for 120 new homes, and noted the expectation that this would increase to 320 subject to them successfully establishing a Registered Provider subsidiary.
- 1.9 It is proposed that if Opendoor Homes are successful in their application to the Homes and Communities Agency (HCA) to create a new Registered Provider subsidiary, they will initially develop and own 320 new homes on HRA sites which will be transferred at nil value, supported by a loan of £57.5m provided by the Council.
- 1.10 Opendoor Homes will pay the Council an interest margin of in the region of 1.24%<sup>1</sup> above the rate at which the Council can borrow from the Public Works Loans Board (PWLB) on the outstanding loan as well as an annual payment of £2000 for each new home delivered.
- 1.11 The Council commissioned independent financial advisors 31ten Consulting Limited<sup>2</sup> (31ten) to carry out a review of the proposal to fund Opendoor Homes via debt finance provided by the Council, including an assessment of an appropriate loan rate and the impact of this on the viability of the development, along with proposals on how to account for and mitigate the risk of the loan within the Council's accounts.
- 1.12 The full report from 31ten is appended, but in summary it concludes that the proposals to build 320 homes will be viable if the Council provides a loan of £57.5m at an interest rate of 4.56%, representing a margin of around 1.24% above the rate at which the Council can borrow from the Public Works Loans Board.
- 1.13 Proposals for the remaining 180 homes included in the Management Agreement target of 500 new homes referred to in 1.5 above will be brought forward in due course and may require additional funding from the Council in the form of a further separate loan.
- 1.14 Barnet Group and its' subsidiaries are separately advised by professionals as is usual and appropriate in these circumstances. The loan, security for it, land transfers and related steps are subject to their separate advice and implementation. The authority sought in this report is solely for the Council.

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<sup>1</sup> Actual margin will depend on the rate available at the point the Council borrows from the Public Works Loans Board

<sup>2</sup> 31 ten Consulting in partnership with Arlingclose. Arlingclose is a Treasury Management advisor who are authorised and regulated by the Financial Conduct Authority (FCA). Its role for this engagement has been to provide FCA guidance and sign off of the Interest Rate to be used in light of the review undertaken. the Confidential - not for disclosure to third parties

## **2. REASONS FOR RECOMMENDATIONS**

- 2.1 The Council's Housing Strategy 2015-2025 identifies the need to increase housing supply and to deliver homes that people can afford. The proposals contained in this report will facilitate the delivery of new homes for affordable rent in the borough.
- 2.2 The new 10 year Management Agreement with Barnet Homes includes a target of developing 500 homes for affordable rent to be built and owned by the new RP subsidiary, Opendoor Homes and managed through Barnet Homes. For every new home for affordable rent developed via this route, the Council will receive £2,000 per annum to support the General Fund costs of providing the Housing Options service.
- 2.3 The Council will also benefit financially from a margin in the region of 1.24% on the proposed loan, which exceeds the return on investment it currently achieves.
- 2.4 The delivery of new affordable rented homes will help to meet the objective in the Council's Housing Strategy to prevent and tackle homelessness, by reducing the use of temporary accommodation.
- 2.5 A reduction in the use of temporary accommodation will also provide an annual net saving to the Council of approximately £2,000 per unit.
- 2.6 All the new homes provided will meet the lifetime homes standard. At least 10% will be fully wheelchair adapted, meeting the objective in the Council's Housing Strategy of providing housing to support vulnerable people.

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

- 3.1 The building of new homes on HRA land could remain in Council ownership and still be managed by Barnet Homes, with funding provided through a combination of HRA monies and Right-to-Buy receipts. However, as set out in the Council's HRA Business Plan, the HRA could only fund 120 new homes. In addition, the Council would not benefit from income received from Opendoor Homes as set out in 2.3 and 2.5 above.
- 3.2 The Council could decide not to build new homes on HRA Land, this would not meet the objectives set out in the Council's Housing Strategy and is not recommended.

- 3.3 The Council could make a contribution towards the cost of the new homes to cover costs incurred by Opendoor Homes prior to transfer of the land to the RP. However, as the loan arrangements will fully fund the proposals this is not recommended.

#### **4. POST DECISION IMPLEMENTATION**

- 4.1 Barnet Homes will seek to finalise approval for the establishment of Opendoor Homes with HCA in May 2016, following which the loan will be made available to the new RP by the Council.
- 4.2 A Loan Agreement, Charge and Development Agreement will be put in place between the Council and Open Door Homes.
- 4.3 Barnet Homes/Opendoor Homes will bring forward a list of proposed sites for approval in principle by the Assets, Regeneration and Growth Committee (ARG) which, subject to approval, will be transferred at nil value and may be charged by way of security for the loan.
- 4.4 Barnet Homes/Opendoor Homes will proceed with bringing forward a list of proposed sites for planning permission following consultation with stakeholders, including local ward members and residents.
- 4.5 Reports will be brought forward to ARG seeking approval to transfer HRA land to Opendoor Homes.
- 4.6 The loan will not be immediately payable but made available to Open Door Homes on a drawdown basis, over the period of the build programme, based on requirements and evidence of satisfactory progress. This mitigates and minimises the financial risk to the Council.

#### **5. IMPLICATIONS OF DECISION**

##### **5.1 Corporate Priorities and Performance**

- 5.1.1 The Council's Corporate Plan (2015-2020) sets out how residents will see a responsible approach to regeneration, with new homes built and job opportunities created. This includes identifying a pipeline of sites to build new homes that residents need and that will increase local revenue streams.
- 5.1.2 Barnet's Health and Wellbeing Strategy recognises the importance of access to good quality housing in maintaining Well-Being in the Community.
- 5.1.3 Lack of affordable housing is highlighted in Barnet's Joint Strategic Needs Assessment (JSNA) as one of the top three concerns identified by local residents in the Residents' Perception Survey.
- 5.1.4 Delivery of the new homes, including quality, value for money and timeliness, will be monitored through the Development Pipeline Partnership Board which is chaired by the Commissioning Director, Growth and Development.

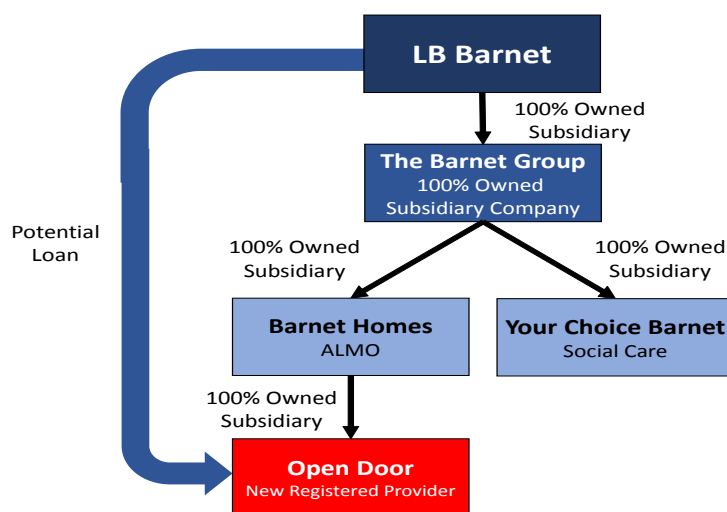
5.1.5 The loan will be drawn down in stages and Opendoor Homes will be required to demonstrate to the Council that they are delivering the key outcomes set out in the Development Agreement before the next tranche is released.

5.1.6 Progress in delivering the new homes will be reported to the Assets, Regeneration and Growth Committee as part of the Regeneration as part of a wider report on Regeneration and the Development Pipeline.

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

5.2.1 An exercise has been completed by the Council with co-operation from Barnet Homes to review the extent of the loan required and the potential interest rate that should be used. This included a sensitivity and scenario analysis to establish the potential risks to any loan from the Council to Opendoor Homes. This section details the findings of this review and the loan arrangement required to fund and deliver the homes.

5.2.2 One of the key variables that would impact the loan amount and the potential viability of the development is the interest rate at which the Council would lend to Opendoor Homes. The diagram below illustrates the loan arrangement. It shows that the Council would be loaning directly to the Registered Provider, not to Barnet Homes, its parent company.



### *Review of the interest Rate Used*

5.2.3 The Council's advisors 31ten have undertaken a review of the terms of the proposed loan to Opendoor Homes. They have calculated that it would need to be in the region of £57m to £65m over a lending period of 35 to 40 years.

5.2.4 The interest rate assessment has been undertaken by reviewing three separate factors, as follows:

- An assessment of Barnet Council's cost of funding, plus a suitable margin to take account of the credit risks associated with the arrangement

- Minimum requirements under State Aid Rules (this has been used as a useful guide to indicate a market rate, although as the loan is solely for affordable housing State Aid rules do not apply); and
- An assessment of the rate that Opendoor Homes could achieve elsewhere in the market.

5.2.5 This review concluded that the loan rate could be set between at 4.56% and 5.8%, with the former being an appropriate marginal mark up on the Council's cost of funds, and the latter being the appropriate market rate.

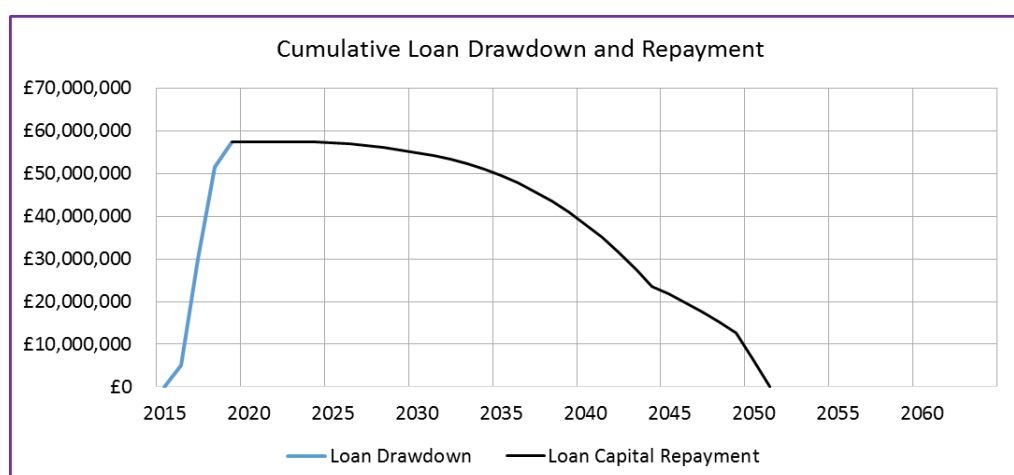
5.2.6 An appropriate rate that takes account of State Aid Rules would be 5.02%, but this can be disregarded as the loan is solely for affordable housing.

#### *Proposed loan arrangement*

5.2.7 A proposed 4.56% loan rate produces the following results:

	<b>£'000</b>
Development Cost	52,512
Company Operational Cost	1,551
Capitalised Interest and Arrangement Fee	4,848
Net Rental Income	-2,854
Required Working Capital Reserve at end of Development	1,398
Total Loan Facility	57,454
Blended Interest Rate	4.56%
Interest Only Period (Years)	4
Payoff Period (Years)	32

5.2.8 This demonstrates that a total loan of £57.5m is required by Opendoor Homes. This would be made available on a draw down basis over the development period covering the period 2016/17 to 2018/19. Following the development period, the loan would then be paid back over 32 years, with interest only being paid over the first four years and any excess cash being used, over a £1m float, to pay down principal over the life of the loan. Any interest that accrued during the development period would be capitalised along with an arrangement fee. This is exemplified in the graph below:



5.2.9 A loan rate of 4.56% is considered prudent for the following reasons

- As Barnet Homes / TBG are wholly owned by the Council the risk of the loan is reduced since it has certain controls and reporting mechanisms
- It ensures that the loan can be repaid within 36 years – a period that an external lending organisation would find acceptable (and taking account a potential 5% increase in build costs as modelled in the sensitivity analysis)
- It meets Council’s aspirations to achieve a margin of around 1.25% on the loan, which is in line with other local authorities who have provided similar loan arrangements, i.e. it shows a prudent use of Council funds reflected in such return on investment
- The rate needs to be sufficiently attractive to encourage and give confidence to the Board of Opendoor Homes to develop more homes for affordable rent

*Sensitivity and Scenario Analysis*

5.2.10 Significant sensitivity and scenario analysis was undertaken to examine the impact of varying key assumptions made in the appraisal for the development to be undertaken and for the necessary loan agreement. Assumptions tested included:

- Variance in build costs
- Variance in development phasing and timescale; and
- Variance in interest rates.

5.2.11 This analysis was then taken into account in developing the proposed loan arrangements.

5.2.12 Due to the fluid nature of housing development is recommended that some flexibility is built in to the loan arrangement, as a contingency, to allow for variations in these assumptions. It is therefore proposed that an initial loan of £57.5m is made to Opendoor Homes with the option to extend this to £65m if it can be demonstrated that additional funding is required due to unanticipated costs, such as an increase in construction costs.

5.2.13 In the event that Opendoor Homes needs to borrow the full £65m, this would have the effect of extending the repayment period to 36 years (once the loan has been fully drawn down), as well as requiring a longer interest free period of seven years, as set out below

	<b>£'000</b>
Development Cost	58,026
Company Operational Cost	1,551
Capitalised Interest and Arrangement Fee	4,937
Net Rental Income	-2,854
Required Working Capital Reserve at end of Development	3,340

Total Loan Facility	65,000
Blended Interest Rate	4.56%
Interest Only Period (Years)	7
Payoff Period (Years)	36

### Impact on the Council

5.2.14 The key impacts to the Council's revenue account of these arrangements are as follows:

- The margin on the loan is made above the Council's cost of funds
- £2,000 per unit per annum payment from the RP as agreed in the Management Agreement
- Arrangement fee at 1% of loan
- A mismatch in interest incurred vs received in the development period

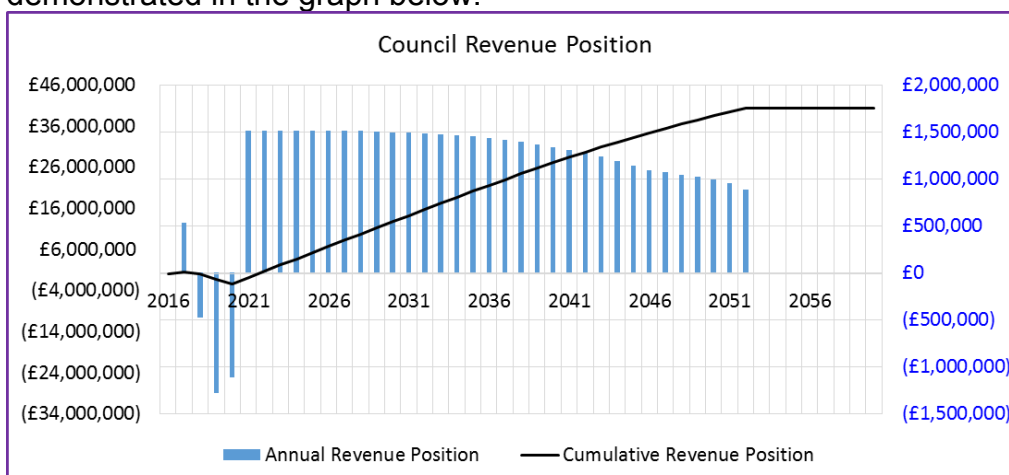
5.2.15 The table below shows the potential net income receivable over the life of the loan assuming the following loan arrangements:

- Council cost of funds - interest at 3.32%;
- Loan to Opendoor interest at 4.56%;
- Interest only payments for the first 4 years;
- Loan repaid over 32 years.

5.2.16 The table shows the total net income receivable for each element and the Net Present Value (NPV) of these income streams.

Council Revenue (£'000)		
Type	NPV (6.09%)	Gross Amount
Interest Margin	6,300	19,230
LBB 2K payments per property completed	7,040	20,480
Arrangement Fee	570	

5.2.17 This demonstrates a total net income to the Council over the life of the project of £40.2m which has an NPV of £13.9m. The most significant impacts however are in the timing of these effects on the revenue account. This is demonstrated in the graph below.



5.2.18 The graph shows that the Council achieve significant rewards over the life of the project. However, assuming the Council borrowed at 3.32% to fund the loan it would incur unmatched costs to the revenue account in years 2-4 of between £0.4m and £1.2m that it would need to fund.

### *Summary*

5.2.19 Subject to approval being granted by the HCA for the creation of Barnet Homes RP subsidiary, Opendoor Homes, providing a loan of £57.5 million at rate of 4.56% is recommended, to be drawn down during the period that the new homes are being built (i.e. 2016/17 to 2018/19).

5.2.20 The loan to be repaid over 32 years from the point that the loan is fully drawn down, with interest charges during the development period capitalised along with the arrangement fee into the loan amount.

5.2.21 It is recommended that the Council allow Opendoor Homes contingency to increase the amount borrowed up to £65 million to allow for variations in build costs or phasing.

5.2.22 The impact on the Council of making such a loan is significant. It realises substantial returns on the arrangement over the life of the loan, however, there are potential costs to the revenue account in the early years that need to be mitigated through its treasury management arrangements.

5.2.23 Subject to Committee approval robust legal documentation will be developed, including a loan agreement that clearly delineates the new RP from its parent body and the Council, to ensure clarity over where the liability is held for the borrowing, the level of parent company support and the appropriate covenants, step in rights and default provisions.

5.2.24 The proposed loan is classified as being a policy investment, rather than a treasury management investment, and is therefore outside of the specified / non specified categories set out in the 2016-17 treasury management strategy but is reflected in the Council's borrowing strategy (which is set out in a separate report to this Committee).

## **5.3 Social Value**

5.3.1 Opendoor Homes will seek to provide employment opportunities for local people and opportunities for small and medium enterprises through the procurement of the construction contract for the delivery of affordable housing.

5.3.2 This will be achieved by incorporating an assessment of the social value contractors can deliver, and will form part of the selection criteria in the procurement process.

## **5.4 Legal and Constitutional References**

5.4.1 Council Constitution, Responsibility for Functions, Annex A sets out the terms



of reference of the Policy and Resources Committee including:

- 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:
  - Ensuring effective Use of Resources and Value for Money
- To be responsible for the overall strategic direction of the Council including the following specific functions/activities:
  - Strategic Partnerships
- To be responsible for those matters not specifically allocated to any other committee affecting the affairs of the Council.

5.4.2 Section 12 of the Local Government Act 2003 grants local authorities the power to invest for “any purpose relevant to its functions under any enactment or for the purposes of the prudent management of its financial affairs”.

5.4.3 The Council can also satisfy section 2 of the Local Government Act 2000 by demonstrating that the lending to the new RP is for the promotion or improvement of the economic social or environmental well-being of the borough and not just an exercise in financial engineering.

5.4.4 The Council will need to consider the application of the 2010 and 2014 General Consents issued under section 25 of the Local Government Act 1988 when disposing of land at nil value. If they do not apply to any disposal specific consent is required from the Secretary of State.

## 5.5 Risk Management

5.5.1 The table below sets out the key risks associated with the loan and their mitigation.

Risk	Mitigation
Approval is not granted by Homes and Community Agency to establish Opendoor Homes	This is a relatively low risk. However, Barnet Homes would potentially have the opportunity to resubmit depending on feedback which would delay but not necessarily prevent this proposal proceeding. The Council would also have the option of delivering 120 new homes using HRA funds and RTB receipts, as set out in the HRA Business Plan
Building costs are higher than budgeted for and / or the build works are delayed	The work undertaken by 31ten included sensitivity testing which looked at the impact of varying the build costs by up to 10% and delays of up to 6 months affecting the development; this showed that these risks could be mitigated by the level of contingency proposed in this

Risk	Mitigation
	report (i.e. the facility to increase the loan to £65 million). The construction contract/s will be competitively procured on a best value basis
The quality of the completed homes is compromised by higher build costs	Opendoor homes will be required to comply fully with the Council's planning policy, including space standards and design, and will be responsible for maintaining the new homes once they are built.
Opendoor's ability to repay the loan.	A robust business plan has been developed for Opendoor Homes illustrating that the loan is repayable, which has been independently stress tested. This is supported by a fixed rate of interest for the duration of the loan. However, the risk listed below should be taken into account in this context
The introduction, by legislation, of a 1% annual reduction on affordable rents for the next four years and lack of clarity as to whether further restrictions on rent increases will be applied beyond this time period.	Whilst this means that there is a risk that the rental income assumed in the Business Plan for Opendoor Homes will not be fully realised, with an impact on its ability to service the loan provided by the Council, this risk cannot be fully mitigated. However, if Opendoor homes did fail, the Council is the ultimate parent company and could take ownership of whatever assets exist. It could then incorporate them into its own stock and continue with the development itself, or sell the assets to another developer.
Opendoor Homes does not currently own any assets against which the proposed loan can be secured and as new organisation without a track record of developing new homes fails to deliver the expected benefits	This risk mitigated partly by the experience and capacity that Barnet Homes, the parent company, has already developed in building new homes on behalf of the Council. Opendoor homes will also have its own dedicated Board with Board members specifically recruited for the skills and experience they can contribute in housing development

5.5.2 It should also be noted that the financial modelling is undertaken on the assumption that the Council will take a new loan from PWLB at 3.32%.

However, the Council is likely to maximise the use of its cash balances and use internal resources. It is, therefore, possible that when the Council actually takes the loan out that the interest rate may have increased. In these circumstances the Council would re-enter discussions with Opendoor to ensure this is reflected in the interest rate they pay as well. This will be proactively managed through the Treasury Management Strategy.

## **5.6 Equalities and Diversity**

5.6.1 The Council has taken account of its Equalities Policy and paid due regard to equalities as required by the legislation. The proposals in this report anticipate a positive impact for residents and do not raise any negative equalities issues because the new affordable housing units delivered by Opendoor Homes will:

- Underline the council's aim that all residents from our diverse communities – the young, old, disabled people and those on low incomes – benefit from the opportunities of growth.
- Contribute to Barnet's commitment to fairness - to be mindful of the concept of fairness and in particular, of disadvantaged communities - which was adopted at Policy and Resources Committee in June 2014.
- Be let in accordance with the Council's Allocations scheme, which has been subject to a full equalities impact assessment which included extensive consultation with residents, housing applicants and other stakeholders, including local Housing Associations and third sector organisations.

## **5.7 Consultation and Engagement**

5.7.1 Extensive consultation was undertaken in relation to the Housing Strategy, including a 12 week public consultation between 6 January 2015 and 31 March 2015. The consultation included an online survey as well as presentations to the Housing Forum, Barnet Homes Performance and Advisory Group, and Barnet Landlords Forum.

5.7.2 Barnet homes customers were asked "What are your priorities for new affordable housing in Barnet?" as part of a consultation on the new ten year Management Agreement recently agreed with the ALMO. Survey respondents were positive about Barnet Homes proposed role in building new affordable housing. The need for more affordable housing in Barnet was acknowledged as a key priority that would help to address concerns raised about homelessness in the Borough.

5.7.3 Ward councillors, residents and communities local to each site will be consulted by Barnet Homes prior to the planning applications being submitted. Public resident consultation meetings will be held and individual consultations will be undertaken with other residents as requested.

## **5.8 Insight**

- 5.8.1 The Council's Housing Strategy, which identifies the need for new affordable homes, is supported by a comprehensive evidence base, including a Housing Needs Assessment and a study of affordability carried out by the Council's insight team.

## **6. BACKGROUND PAPERS**

- 6.1 Cabinet Resources Committee, 24 June 2013, 'Local Authority New Housing Programme'<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=151&MId=7457&Ver=4>
- 6.2 Assets Regeneration and Growth Committee, 9 July 2014, Strategic Asset Management Plan  
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=7960&Ver=4> .
- 6.3 Assets Regeneration and Growth Committee, 8th September 2014, Strategic Asset Management Plan  
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=7885&Ver=4>
- 6.4 Assets Regeneration and Growth Committee, 15 December 2014, Strategic Asset Management Plan  
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=7886&Ver=4>
- 6.5 Assets Regeneration and Growth Committee, 15 December 2014, Local Authority New Housing Programme (Barnet Homes)  
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=7886&Ver=4>
- 6.6 Council, 20 October 2015, Report of Policy and Resources Committee – The Barnet Group – Creation of new legal entity and subsidiary  
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=8340&Ver=4>
- 6.7 Council, 20 October 2015, Report of Housing Committee – Housing Strategy and Commissioning Plan  
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=8340&Ver=4>
- 6.8 Housing Committee, 19 October 2015, Housing Revenue Account (HRA) Business Plan  
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=699&MId=8268&Ver=4>

- 6.9 Assets Regeneration and Growth Committee, 30 November 2015, Housing Development Pipeline- Barnet Homes  
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=8311&Ver=4>

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# **London Borough of Barnet Loaning to a Registered Provider Report**

**December 2015**

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## Executive Summary

The London Borough of Barnet (the Council) commissioned 31ten Consulting Limited (31ten) in September 2015 to support it in developing an approach to providing funding to a new Registered Provider (RP) subsidiary to Barnet Homes, Open Door, for the development of 320 to 500, two and three bed affordable rent units. Barnet Homes is the Council's Housing ALMO and part of The Barnet group (TBG).

The Council's Housing Strategy has the overarching objective of providing housing choices that meet the needs and aspirations of Barnet residents and its first priority is to increase housing supply. The new 10 year Management Agreement between the Council and Barnet Homes has a target for Barnet Homes to develop 500 new homes on HRA land to support this priority. The purpose of the proposed loan arrangements is to enable Barnet Homes, through their new RP subsidiary to meet this target.

The delivery of these homes through the proposed loan arrangement has the potential to deliver significant community benefits and reduce the Council's costs on temporary accommodation, whilst at the same time providing a revenue generation opportunity for the Council to balance the risk of providing the funding.

### Scope of the Review

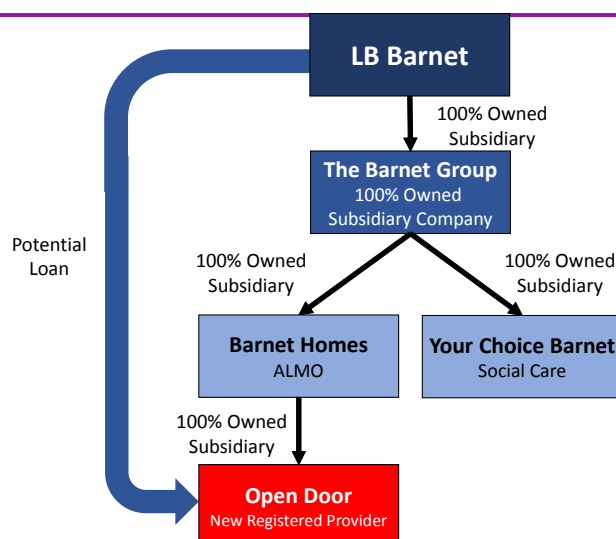
The Council requires specific advice to support it in assessing the proposed funding rate for the facility and terms to be used. In providing advice on this funding rate the Council also requires support in considering the impact of this rate on the potential viability of the development and proposals as to how to account for and mitigate risk of the transaction within the Council's accounts.

### Understanding of the structure of the new RP

Barnet Homes has submitted an application to the Homes and Communities Agency (HCA) to establish a new RP, Open Door, as a subsidiary. The new organisation would undertake the delivery of an initial 320 new homes for affordable rent. The approval of any loans to the Barnet Homes RP subsidiary is, therefore, subject to a successful application. The new development is to be funded through 2 major sources:

- GLA Grant totalling £2.46m which would contribute to elements of the 101 homes; and
- Loan funding from the Council on commercial terms for the full 320 homes to Open Door (with a possible further loan in the future to support the development of an additional 180).

The diagram below details how the new RP fits into the existing structure of the Council's Trading Company and the potential loan that is under review.



The financial modelling review was undertaken utilising two recognised industry modelling tools.

### Review of the interest Rate Used

31ten, in partnership with Arlingclose<sup>1</sup> has undertaken a review of the terms of the loan suggested in the model. The Council is considering a loan of approximately £57m to £65m to Open Door for approximately 35 to 40 years. The loan will have a fixed rate.

The interest rate assessment has been undertaken by reviewing three separate factors, as follows.

- An assessment of Barnet Council's cost of funding plus a suitable credit risk margin
- Minimum requirements under State Aid rules (this has been used as a useful guide to indicate a market rate, although if the loan is solely for affordable use it is not necessarily applicable); and
- An assessment of the rate that Open Door could achieve elsewhere in the market.

This review concluded that the loan rate could be set between **4.56%** (being an appropriate marginal mark up on the Council's cost of funds) and **5.80%** being the appropriate market rate available.

### Benchmarking against other Authorities

It is important to consider the precedents for the Council providing funding to the new RP. A variety of local authorities who have undertaken this role across the Country were therefore consulted. The review team also brought to bear its knowledge and experience from reviewing similar arrangements. This resulted in a series of key findings which are summarised within the report and listed below.

- The importance of risk management workshops
- Recommendations around the strength of the governance process
- The move away from charging Commitment Fees
- Managing risk through variance of loan covenants
- Obtaining an independent View on the Interest Rate to be used

<sup>1</sup> Arlingclose is a Treasury Management advisor who are authorised and regulated by the Financial Conduct Authority (FCA). Its role for this engagement has been to provide FCA guidance and sign off of the Interest Rate to be used in light of the review undertaken. the Confidential - not for disclosure to third parties

- Variance in loan arrangements
- Applying the “Wednesbury Principle” - The principle of acting “reasonably and properly in law”

### Financial Modelling Results

The findings in the main body of the report are presented in the following way:

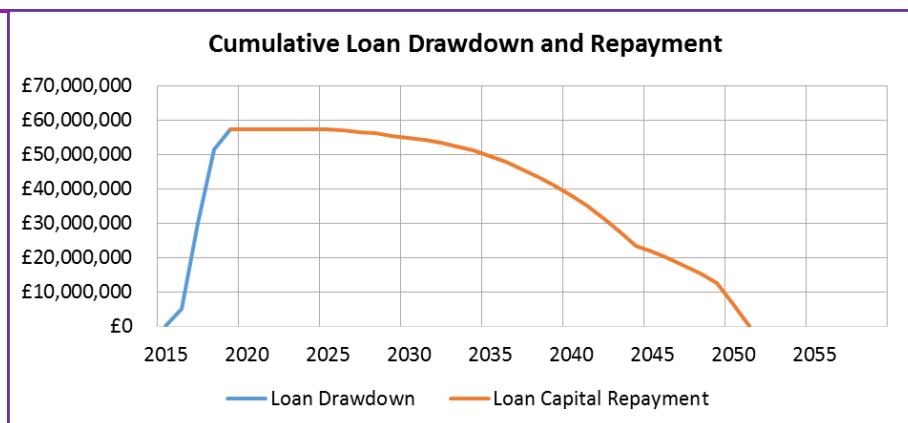
- **Varying Interest Rate** – Because the rate recommended has been set as a range between 4.56% and 5.80% three versions of the baseline scheme are presented to show the impact of this variation – 4.56% 5.02% and 5.80%
- **Varying the build cost** – In order to demonstrate the sensitivity of the build cost the baseline scheme at 4.56% is shown with a plus or minus 5% and 10% build cost to show this impact.
- **Up front funding within the HRA** – The Council has examined the potential to incur some of the costs within the HRA in advance of transferred the land to Open Door. In this circumstance these costs would be incurred by the Council and paid back from “super profits” at the end of the scheme. This option was discounted because it was found the loan was viable without it and the investment did not represent value for money to the Council.
- **£2000 per unit per annum contribution** – A baseline assumption within the model is also a cost to the RP of £2,000 per unit per annum. This is a premium that is to be paid to the Council for each unit, once completed, as agreed between the two parties through the new Management Agreement.

### Outcome from the Review – Proposed loan arrangement

A proposed 4.56% loan rate produces the following results

Development Cost	52,512,000
Company Operational Cost	1,551,000
Capitalised Interest & Arrangement Fee	4,848,000
Net Rental Income	-2,854,000
Required Working Capital Reserve at end of Dev.	1,398,000
Council HRA Funding	0
<b>Total Loan Facility</b>	<b>57,454,000</b>
<b>Blended Interest Rate</b>	<b>4.56%</b>
<b>Interest Only Period (Years)*</b>	<b>4</b>
<b>Payoff Period (Years)*</b>	<b>32</b>

This demonstrates that a total loan of £57.5m is required. This is then paid back over 32 years with interest only being paid over the first 4 years and then any excess cash being used over a £1m float to pay down principal over the life of the loan. This is exemplified in the graph below.



A loan rate of 4.56% is considered prudent for the following reasons

- As Barnet Homes / TBG are wholly owned by the Council the risk of the loan is reduced
- It ensures that the loan can be repaid within 35 years – a period that an external lending organisation would find acceptable (and taking account a potential 5% increase in build costs as modelled in the sensitivity analysis)
- It meets Council’s aspirations to achieve a 1.25% margin on the loan, which is in line with other local authorities who have provided similar loan arrangements
- The rate needs to be sufficiently attractive to encourage and give confidence to TBG Board to develop more homes for affordable rent

The table below shows the three different interest rates for comparison purposes

	4.56%	5.02%	5.30%
Total Loan Facility	£57.5m	£60.4m	£65.6m
Interest Only Period	4 years	8 years	14 years
Payback Period	32 years	36 years	40 years

**Key Sensitivity Results**

Clearly there are risks, both upside and downside, to each of the core assumptions. The most likely of these to effect the scheme are those in relation to build costs and phasing. Using the baseline 4.56% loan rate, the tables below show the impact on the level of loan required and the payback period for the debt by varying the build cost and phasing assumptions respectively.

**Build Cost Variation**

Build Cost Variation	Value of Loan	Payback period
-10%	50,629,000	27
-5%	53,930,000	31
0	57,454,000	32
+5%	61,326,000	34
+10%	65,614,000	37

## Phasing Variation

Scheme Delay Variation	Value of Loan	Payback Period
Core scheme	57.5	32
2 month delay	58.2	33
4 month delay	59.0	33
6 month delay	60.1	34

Due to the fluid nature of housing development it is suggested that some flexibility is built in to the loan arrangement, as a contingency, to allow for some possible variation as outlined above.

## Impact on the Council

In order to judge deliverability it is important to model the impact of the loan on the Council's accounts.

The key impacts to the Council revenue account are as follows:

- The margin on the loan is made above the Council's cost of funds
- £2,000 per unit per annum payment from the RP as agreed in the Management Agreement
- Arrangement fee@ 1% of loan
- Mismatch in interest incurred vs received in the development period

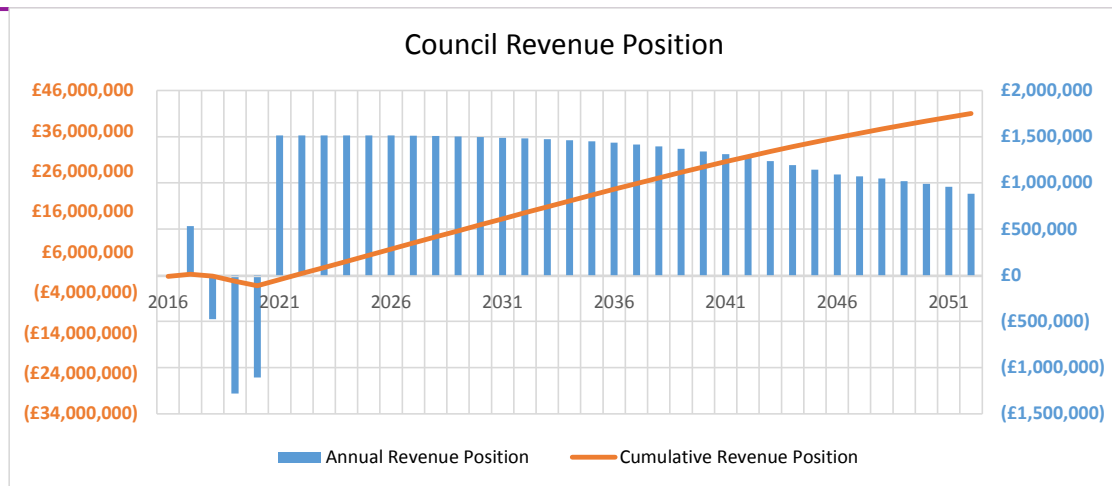
The table below shows the potential net income receivable over the life of the loan assuming the following loan arrangements:

- Council cost of funds - 3.32%;
- Loan to Open Door at 4.56%
- Interest only payments for the first 4 years;
- Loan repaid over 32 years.

The table shows the total net income receivable for each element and the Net Present Value (NPV) of these income streams.

Council Revenue		
Revenue Type	NPV (6.09%)	Gross Amount
Interest Margin	6,300,000	19,230,000
LBB £2k Payments	7,040,000	20,480,000
Arrang. Fee	570,000	

This demonstrates a total net income to the Council over the life of the project of £40.2m which has an NPV of £13.9m. The most significant impacts however are in the timing of these effects on the revenue account. This is demonstrated in the graph below.



The graph shows that the Council achieve significant rewards over the life of the project. However, assuming the Council borrowed at 3.32% to fund the loan it would incur unmatched costs to the revenue account in years 2-4 of between £0.4m and £1.2m that it would need to fund.

**Summary**

This report proposes an appropriate loan rate of 4.56%, which can be repaid over 32 years, assuming approval is granted by the HCA for the creation of Barnet Homes, RP subsidiary, Open Door. However, the Council may want to allow Open Door some contingency to provide for variation in build costs or phasing.

The impact on the Council of making such a loan is significant. It realises substantial returns on the arrangement over the life of the loan, however, there are potential costs to the revenue account in the early years that need to be mitigated through its treasury management arrangements.

The Council need to develop robust legal documentation around this potential facility, including a loan agreement that clearly delineates the new RP from its parent body and the Council, to ensure clarity over where the liability is held for the borrowing, the level of parent company support and the appropriate covenants, step in rights and default provisions.

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## 1. Background and Introduction

- 1.1 The London Borough of Barnet (the Council) commissioned 31ten Consulting Limited (31ten) in September 2015 to support it in developing an approach to providing funding to a new Registered Provider (RP) subsidiary to Barnet Homes, Open Door, for the development of 320 to 500, 2 and 3 bed affordable rent units.

### Scope of the Review

- 1.2 The Council is assessing the potential to provide funding on appropriate terms to Open Door, the new RP subsidiary of Barnet Homes for the delivery of 320 to 500, 2 and 3 bed affordable rent units and requires specific advice to support it in assessing the proposed funding rate for the facility and terms to be used. In providing advice on this funding rate the Council also requires support in considering the impact of this rate on the potential viability of the development and proposals as to how to account for and mitigate risk of the transaction within the Council's accounts.
- 1.3 Barnet Homes has provided a series of detailed financial models of the development and this information will principally provide the financial assumptions and information that will form the basis of the advice given in this report.
- 1.4 The Council has requested specific advice on the following key issues:

#### The Nature and Potential Rate of the Loan

- How should the Council determine the appropriate interest rate that should be used to loan to the new body considering the requirements of state aid / market assessment and how this would be reviewed through the course of the loan period?
- The treatment of the loan within the Council's accounts – both its classification within the balance sheet and the provisions for repayment, including impacts on MRP policy;
- Advise on the potential repayment methods and developing a preferred option for this repayment with the Council;
- Benchmark the approach, scale and rates used against a sample of other local authorities provided by the Council; and
- Consideration the treatment of any preliminary works prior to Barnet Homes establishing the RP.

#### The Risk Profile of the Loan to the RP

- Based on the development appraisal, what is the risk to the RP with regards the potential repayment of the loan(s);
- Examine the interplay between the recommended loan rate and the viability of the scheme;
- Provide high level due diligence on the key assumptions and the assessment of the inflation assumptions within the financial model provided by Barnet Homes.

#### Recommended Loan Rate

- Advise the Council on the appropriate rate to lend to the RP; and
- Provide independent FCA regulated advice through Arlingclose on the appropriateness of this rate.

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## Methodology and Approach

1.5 31ten has adopted the following approach in order to complete the work requested by the Council:

### Information Gathering and Review

1.6 31ten undertook an information gathering process to ensure all relevant background material was used to develop an understanding of the scheme. This included the following:

- Interviews with key personnel;
- Review of financial modelling undertaken by Barnet Homes and the assumptions underpinning this;
- Review of the shareholders agreement for The Barnet Group and the proposed structure / governance processes for Barnet Homes and the new RP subsidiary
- Review of guidance pertaining to the use of the EU Reference rate to set loan rates;
- Engagement with Arlingclose in setting the appropriate rate and terms of the loan; and
- Review of current housing and local government finance policy and regulations.

### Development of Bespoke Financial Model

1.7 As detailed within 31ten's proposal a new bespoke financial model utilising the key assumptions has been developed based on the financial information provided by Barnet Homes. This model has been used to assess the following key tasks:

- To challenge the assumptions within the Barnet Homes modelling, including the work undertaken by Campbell Tickel, and to ensure the innate viability of the scheme has been assessed in a technically correct manner;
- To examine the approach to lending of Council funds and how these will be repaid. The model enables the Council to examine a variety of draw down and repayment methods that include amortised, equal instalment payment and maturity ; and
- The model has been used to examine a variety of sensitivities and scenarios to demonstrate the impact of key risks on the development and the ability of the new RP to repay the loan. Through this process a risk adjusted loan profile has been developed.

### Review / Setting of Assumptions

1.8 In order to review the assumptions there are a variety of steps that have been taken:

- **Core Appraisal Assumptions** – within the modelling undertaken by Barnet Homes and Campbell Tickel the RP has assumed a variety of costs and incomes. Using industry standards and 31ten and Arlingclose expertise a high level review has been undertaken of these assumptions to ensure they are appropriate. This included, but was not limited to: build costs, professional fees, other costs, rental income, loan repayments, carrying balances and delivery phasing.
- **Interest Rate** – The interest rate associated with any loan from the Council has been tested through engagement with Arlingclose by examining the potential rate using three methodologies:
  - Margin on the Council's funding cost;



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- State Aid guidance; and
  - Review of Alternative Lenders.
  - **Banking fees** – Review of the banking fees included within the financial modelling to ensure they represent a commercial approach;
  - **Repayment approach and terms** – The architecture of the loan and its repayments, including interest only periods and principal repayment programmes; and
  - **Delivery and Repayment Programme** – Review of the delivery phasing and repayment profile for the debt to ensure it is affordable and in line with commercial expectations and review of the Council’s MRP policy to ensure it is appropriate for the potential loan agreement
- 1.9 The output of this process formed a revised set of core assumptions that were used for the scheme.

#### **Benchmarking against other Authorities**

- 1.10 In order to ensure the outputs of the process above were appropriate they were reviewed against a series of similar Local Authority based lending schemes. Through this process the assumptions above were reviewed and compared, and any differences explained. The Council provided a list of Authorities that were used for this benchmarking that is included at Appendix A.

#### **Financial Modelling Results**

- 1.11 Based on the above analysis the revised scheme was modelled and a variety of loan arrangements tested. On the basis of the results of this exercise a revised loan arrangement was developed.

#### **Sensitivity / Scenario analysis**

- 1.12 It is crucial, as lender that the Council not only judge the risk profile of the body being lent to, but also of the scheme being delivered. The process set out so far has addressed the core assumptions and their appropriateness, however, it is vital that the sensitivity of these assumptions is reviewed.
- 1.13 If build cost increases of 5-10% this could cause the scheme to become fundamentally unviable this additional review should be established and this quantification of risk factored in to this assessment. 31ten working with the Council developed a series of key variable assumptions to consider their impact on the scheme. I
- 1.14 These sensitivities were then collected into some key scenarios to show downside and upside risk scenarios and their impact on the ability of the new RP to meet the conditions of the loan arrangements.

#### **Finalisation of preferred loan Approach**

- 1.15 Following the above process the loan arrangements were optimised, including further analysis of the core assumptions, timing, loan arrangements and phasing. This resulted in the development of a preferred scheme that could then be reviewed to finalise the recommended Interest Rate and terms. Arlngclose then undertook a further review of the loan arrangements to recommend the final rate included within this report.

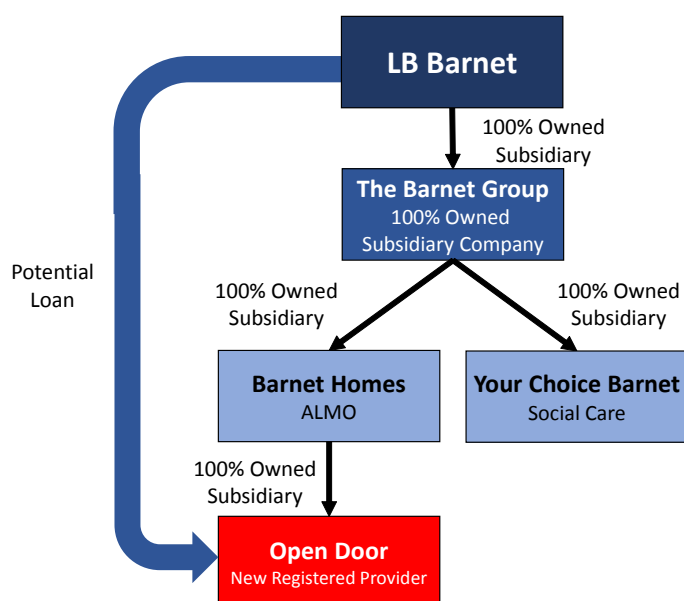
#### **Conclusions**

- 1.16 Following completion of the tasks above a series of conclusions were drawn in order to provide an evidence base to the Council from which the appropriate loan arrangements can be determined.

## 2. Findings

### Understanding of the structure of the new RP

- 2.1 Barnet Homes has taken the decision to establish a new RP as a subsidiary to the ALMO. This new body would be the body who would undertake the delivery of an initial 320 new homes under review. There is also the potential of the RP undertaking the development of a further 180 units, bringing the initial potential units to 500. The funding arrangements of this additional 180 units are not currently under review. The diagram below details how the new RP fits into the existing structure of the Council's Trading Company and the potential loan that is under review.



- 2.2 The Council is reviewing the potential of loaning to Open Door, the newly established RP. The loan agreement would be with this new RP body who would be entirely liable for the debt, rather than Barnet Homes.

- 2.3 The new development is to be funded through 2 major sources:

- GLA Grant totalling £2.46m which would contribute to elements of the 101 homes; and
- Loan funding from the Council on commercial terms for the full 320 homes to Open Door.

### Review of the Barnet Homes Modelling

- 2.4 The financial modelling review was undertaken in three stages, as follows:

- Review of Barnet Homes initial in-house modelling using PodPlan;
- Review of Barnet Homes updated modelling using PodPlan; and
- Review of Campbell Tickel modelling, undertaken for Barnet Homes, using Brixx.

- 2.5 A review of the models showed that they were generally fit for purpose, however, there were a number of issues within them that needed to be addressed in moving to the final bespoke model

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that forms the underpinning financial appraisal for the loan. These issues / changes in assumptions have been reported in detail in interim reports and agreed between the parties.

### Review of the interest Rate

2.6 Arlingclose<sup>2</sup> has undertaken a review of the terms of the loan suggested in the model. This section summarises Arlingclose's findings. The loan is characterised as follows.

- The loan will finance the development phase of the projects, before amortising once the operational phase begins.
- The loan will be drawn down in stages to meet development expenditure.
- The size of the loan is dependent on the cost of the development.

2.7 This section considers the interest rate on the loan.

### Assumptions

2.8 The key assumptions that underpin Arlingclose's analysis are as follows:

- The development is a commercial undertaking. The management team at Open Door (and Barnet Homes) have experience of successfully delivering similar projects;
- The business model is viable and has been tested extensively;
- Barnet Council is the ultimate parent, has an interest in the development and is able to exert some control over Barnet Group, including Open Door;
- Open Door is a registered provider, regulated by the Homes & Communities Agency;
- Open Door currently has no operational business or cash flows. Land will be transferred by Barnet Council to Open Door to facilitate the development;
- No interest payments are made on the during the development phase. The interest (and the arrangement fee) is capitalised. The loan amortises during the operational phase in line with surplus net income from Open Door; and
- The loan will be secured on all developed properties in whatever state of completion. Both properties and work in progress will be able to be sold be at least 50% of the loan value – loss on default is therefore 50%.

### Interest Rate and Fees

2.9 Barnet Council is considering making a substantial loan of approximately £57m to £65m to Open Door for approximately 35 to 40 years. As before). The exact size and term of the facility is determined by the business/cash flow model detailed below. The loan will have a fixed rate.

2.10 The minimum interest rate that should be charged on the loan will be the higher of the Barnet Council's cost of funding plus a suitable credit risk margin. The maximum rate chargeable will be the rate that Open Door could achieve elsewhere. Once these have been determined, the Council can assess the options and set a rate appropriately.

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<sup>2</sup> Arlingclose is authorised and regulated by the Financial Conduct Authority Confidential - not for disclosure to third parties

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### Council's Funding Costs

- 2.11 The majority of local authorities' long-term borrowing is sourced from the Public Works Loan Board (PWLB). Although the Council may opt not to borrow from the PWLB, as it could potentially borrow at lower rates from banks or other local authorities, PWLB interest rates provide a sound benchmark.
- 2.12 On 4th December 2015, the PWLB new maturity loan rate, including the certainty rate discount to which the Council is entitled, was **3.44%** for 30 years. Given the uncertain repayment profile, a bullet repayment rate over the average life has been used as a proxy for the facility. Note that these rates change daily in line with the gilt market.
- 2.13 Lenders typically set interest rates at a margin above their funding costs to cover the risk of the borrower being unable to repay the principal and interest as they become due.
- 2.14 As a new company, Open Door does not have any financial metrics or business history with which an estimate of credit strength can be made. However, its ultimate parent is Barnet Council, which is likely to mean that the Council has or can take effective control of the company. It is also assumed that Barnet Homes, the direct parent of Open Door, has significant development experience given its management of the Council's 15,000 housing stock.
- 2.15 Given the effective control and an experienced development team, the risk to the Council is lower than it would be given if the borrower was an independent company. The credit risk margin is therefore lower.
- 2.16 The loan is also secured on the properties being built. Given the development appears to be a Council objective, in the event of Open Door default the Council could simply take ownership of whatever assets there were and incorporate them into its own housing stock, continuing the development. Alternatively, the Council could sell the assets to another developer.
- 2.17 Given the lack of business history for Open Door, estimating a credit risk premium is challenging. Erring on the side of caution and taking into account its ultimate parent, which could be expected to lend support where not in contravention of state aid rules, and the riskier development period, a BB or BBB rating may be appropriate.
- 2.18 Historical evidence shows that 10.8% of organisations with a Moody's credit rating in the "BBB" range have defaulted within twenty years, giving a discounted annual risk figure of 0.36% for a maturity loan. 20 years is the longest period for which the information is available.
- 2.19 For a "BB" rating, the cumulative historical default rate for 20 years is 33.4%, which equates to a discounted annual risk premium of 1.12% for a maturity loan. The BB rating may be more appropriate given that the loan does not pay interest live for the development period and the repayment schedule relies on the success of the development.
- 2.20 Adding the credit risk margin to the PWLB rate gives one measure of the minimum acceptable interest rate on the loan between 3.80% and 4.56% for 40 years.

### State Aid

- 2.21 Any support provided by the Government (including public bodies such as local authorities) to businesses must be compliant with the European Union regulations on State Aid. If the Council provided funding at a lower interest rate than would be secured by commercial organisations that

could be in competition with the borrowers, this would likely constitute state aid. Although not all state aid is illegal, it would bring a host of complications, and is best avoided.

- 2.22 Open Door have stipulated that the loan will be used for “Affordable Housing” development only, and as such would potentially secure exemption from State Aid if challenged, however, State Aid is still a useful approach to judge potential rates achievable in the market.
- 2.23 The European Commission publishes guidance on the base reference rate for each member state, and the appropriate margin to reflect the level of collateralisation and creditworthiness of the borrower. This approach results in the calculation of lending rates which are deemed to be a proxy for the prevailing market rate; loans made at higher rates do not give rise to State Aid.
- 2.24 The current published base reference rate for the UK is 1.02% for all maturities. The margin to be added is taken from the following table.

Creditworthiness	Collateralisation		
	High	Medium	Low
Strong (AAA-A)	60	75	100
Good (BBB)	75	100	220
Satisfactory (BB)	100	220	400
Weak (B)	220	400	650
Bad / Financial Difficulties (CCC and below)	400	650	1000

(ref. Official Journal of the European Union - Communication from the Commission on the revision of the method for setting the reference and discount rates (2008/C 14/02))

- 2.25 We would categorise the proposed loan as having “normal” collateralisation, rather than “low” or “high”, to use the EC terminology. This is because security on property is standard for loans to registered providers. The security of the property is likely to limit any potential loss on default, dependent on any restrictions on property usage imposed by the Council.
- 2.26 Open Door has no credit rating and no business history. This suggests credit strength of B or none, although the effective control by Barnet Council may be a significant credit positive (as discussed in the previous section). Based on the level of collateralisation in 3.15, this generates a margin of 4.00%.
- 2.27 This is in line with the state aid guidance, which suggests that a company without a business history should receive a margin of at least 4.00%.
- 2.28 Adding the margin to the reference rate gives the minimum rate for State Aid purposes of 5.02%. This is somewhat higher than the highest minimum rate determined in paragraph 3.12 (4.56%). To avoid any state aid implications, if challenged, the rate would have to be at least 5.02%, although as the loan is for “Affordable Housing” only the transaction is judged to fall outside State Aid regulations, as such 4.56% remains relevant.

#### Alternative Lenders

- 2.29 Larger RPs borrow by issuing bonds, whose prices and yields are publicly available. A number of aggregation vehicles for smaller housing associations also issue bonds of similar credit quality, although smaller associations tend to pay higher rates. The repayment structure of the loan based on the business model means that the average life will be around 30 years. The details of a selection of bulletin maturity bonds with remaining lives of around this term are given below.

Creditworthiness	Maturity	Bond Yield	Margin Over Gilts
Amicus Horizon Group	March 2043	3.88%	1.30%
The Housing Finance Company	Oct 2043	3.86%	1.30%
London & Quadrant Housing Trust	Oct 2049	3.64%	1.13%
Average		<b>3.79%</b>	<b>1.24%</b>

Source: Bloomberg

- 2.30 The loan to Open Door includes a period where interest is not paid live, instead being capitalised and repayment only when the business begins to make surpluses. This level of flexibility is not likely to be available via a bond issue.
- 2.31 A private placement with a financial institution (e.g. pension fund) may be more appropriate. Rough private placement margins are between 1.5% and 2.0% over gilt yields.
- 2.32 In either case, the level of flexibility in the facility being considered and the credit risk of the loan are likely to incur a significant premium. An appropriate estimate could be between 1.5% and 2.0% on top of the above rates.
- 2.33 Added to the broad average of the above bond rates of 3.80%, we could expect a market rate for a secured maturity 30 year loan to be around 5.80%. The private placement rate could be as much as 6.55%.

#### Interest Rate Summary

- 2.34 The state aid regulations suggest that a rate of 5.02% is the minimum rate the Council can charge and as we understand it this is the rate that the current business plan is based upon.
- 2.35 Whilst the rate of 5.02% is below the maximum market rate that we feel Open Door would access if they went to the market this is above the minimum rate of 4.56% that we have calculated from our assessment of the potential credit strength of the new organisation
- 2.36 Taking the above considerations into account, we advise that the loan rate could be between **4.56%** and **5.80%**, derived using the methods described through this report. This range has been discussed with the Council and an appropriate rate of 4.56% has been agreed

#### Risks to be considered

- 2.37 There are a number of risks to be considered in the context of this loan, the most likely of which is that the UK interest base rate as set by the Bank of England changes between now (September 2015), and the actual time when the loan is taken out. There is a widely held view that this rate will rise at some stage in the medium term, a change which is likely to increase the applicable reference rate in this instance. It is of course not possible to know when this change will take place nor how significant it will be. Indeed events may dictate that it doesn't happen before the loan is granted, if at all, or even that a further decrease is the outcome. Further, the expectation of an interest rate rise will to some extent already have been factored into the 1-year rate used as a basis for the reference rate so some of the impact may have already been mitigated. The risk has been considered in the sensitivity analysis below.
- 2.38 There is a further risk that the proposed legal structure of the loan suggests that the minimum collateralisation of 70% cannot be guaranteed, or that the asset value falls beneath 70% of the loan value and therefore the margin applied must be increased accordingly. This risk can be fully mitigated through careful drafting of the loan agreement to ensure such guarantees are in place.

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## Benchmarking against other Authorities

2.39 In addition to the above analysis it is important to consider the precedents for the Council providing funding to the new RP. In order to complete this the review team discussed the approach with a variety of Authorities who have undertaken this role across the Country as well as bringing to bear the knowledge and experience of the review team from reviewing similar arrangements. The list of organisations consulted or used for benchmarking is included at Appendix A. The key findings of this work are included below:

- **Risk management Workshops** – In order to generate consistent commitment and buy-in from key stakeholders, including Members from all political parties, one of the consulted authorities undertook a series of stakeholder and risk workshops at which experts from the finance and treasury management industries explained the process, implications, potential benefits and risks, and appropriate mitigating actions. These workshops are seen by the Council as one of the most important elements of the process as they help to establish a stable political platform upon which the significant long-term investment into the local housing market could be made.
- **Governance** – One of the key consultees raised the importance of the governance process around the loans it made to RPs. Initially oversight was provided through the Council’s Audit and Corporate Governance Committee, however, the need to focus more time and challenge on these loans resulted in the establishment of a Treasury management Board to specifically scrutinise these investments.
- **No Commitment Fees** – It has become an accepted principle within the market of not applying commitment fees to investments. Typically a private bank investment would apply these costs but a number of the Authorities who have been undertaking RP loans have decided not to apply these.
- **Manage risk through variance of covenants** – A number of consultees explained that it was possible to keep the rates on the lower end of the spectrum expected by applying more stringent covenants. For example one consultee typically inserted a 120% loan to value covenant but that this had been increased to 150% to a higher risk RP and thus keeping the rate lower. This could be applied here to justify a rate towards the lower end of the spectrum.
- **Independent View on Interest Rate** – Consultees made clear that it is possible for the Council to define the interest rate to be used but that this to provide extra rigour this rate should be confirmed through an independent FCA regulated third party. Through this approach an appropriate regulated advisor will ensure that the rate charged meets the risk profile and market expectations the Council should comply with. A number of consultees employ this third party to define the rate for them based on financial due diligence and market research. Arlingclose have advised on this aspect of this review and their advice is included within this report.
- **Length of Loan** – The consultees made clear that the period of the loan was a product of the business plan submitted and that this could, in their experience, vary from 10 to 45 years. A variety of loan repayment terms have been used within these business plans including a bullet payment approach where interest only is charged in the early years in order to alleviate challenges to viability prior to rental income realisation with a bullet payment at staggered points.
- **Apply “Wednesbury Principle”** – One of the consulted Authorities explained that they always consider whether they are applying the “Wednesbury Principle”. This is a principle of acting “reasonably” in undertaking these investments defined as follows ‘... a person entrusted with

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a discretion must, so to speak, direct himself properly in law... if ‘he does not obey those rules, he may truly be said, and often is said, to be acting “unreasonably”’

### Financial Modelling Results

2.40 Based on the changes detailed in the sections above this section summarises the findings emerging from the review. These are presented in the following way

- **Varying Interest Rate** – Because the rate recommended has been set as a range between 4.56% and 5.80% three versions of the baseline scheme are presented to show the impact of this variation – 4.56% 5.02% and 5.80%
- **Varying the build cost** – In order to demonstrate the sensitivity of the build cost the baseline scheme is shown with a plus or minus 5% and 10% build cost to show this impact.
- **Up front funding within the HRA** – There is the potential for the Council to incur some of the costs within the HRA in advance of transferred the land to the new RP. In this circumstance these costs would be incurred by the Council and paid back from “super profits” at the end of the scheme. This option demonstrates the impact of this is shown

2.41 A detailed table of assumptions used within the model are included at Appendix B.

2.42 A baseline assumption within the model is also a cost to the RP of £2,000 per unit per annum. This is a premium that is paid to the Council for each unit completed as agreed between the two parties.

### Varying the Interest Rate

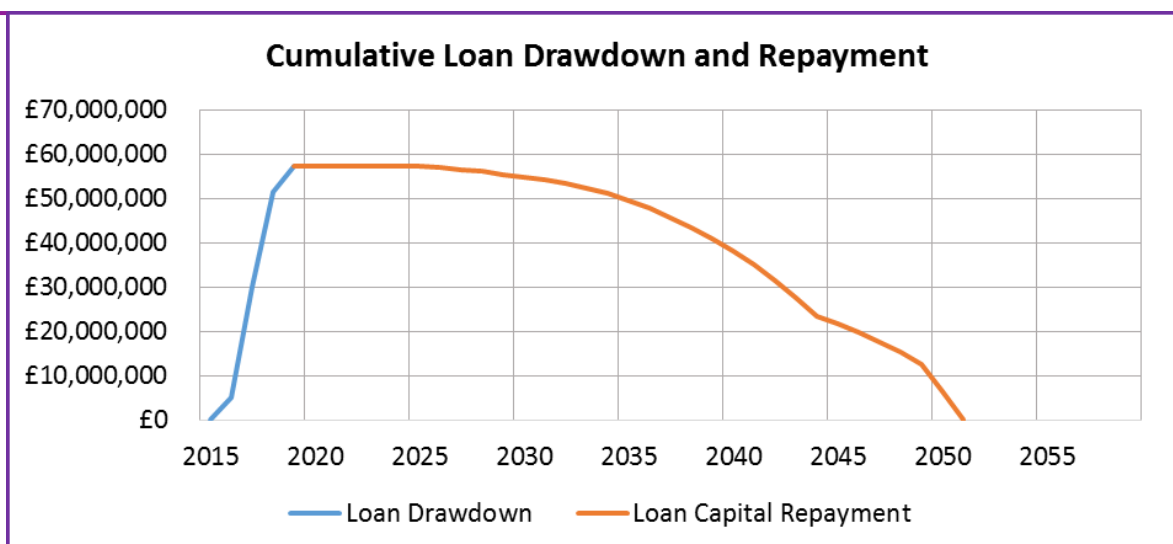
#### Loan at 4.56%

2.43 If the lowest interest rate recommended is used (4.56%) it produces the following results

Development Cost	52,512,000
Company Operational Cost	1,551,000
Capitalised Interest & Arrangement Fee	4,848,000
Net Rental Income	-2,854,000
Required Working Capital Reserve at end of Dev.	1,398,000
Council HRA Funding	0
<b>Total Loan Facility</b>	<b>57,454,000</b>
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<b>Payoff Period (Years)*</b>	<b>32</b>

2.44 This demonstrates that a total loan of £57.5m is required. This is then paid back over 32 years with interest only being paid over the first 4 years and then any excess cash being used over a £1m float to pay down principal over the life of the loan. This is exemplified in the graph below.



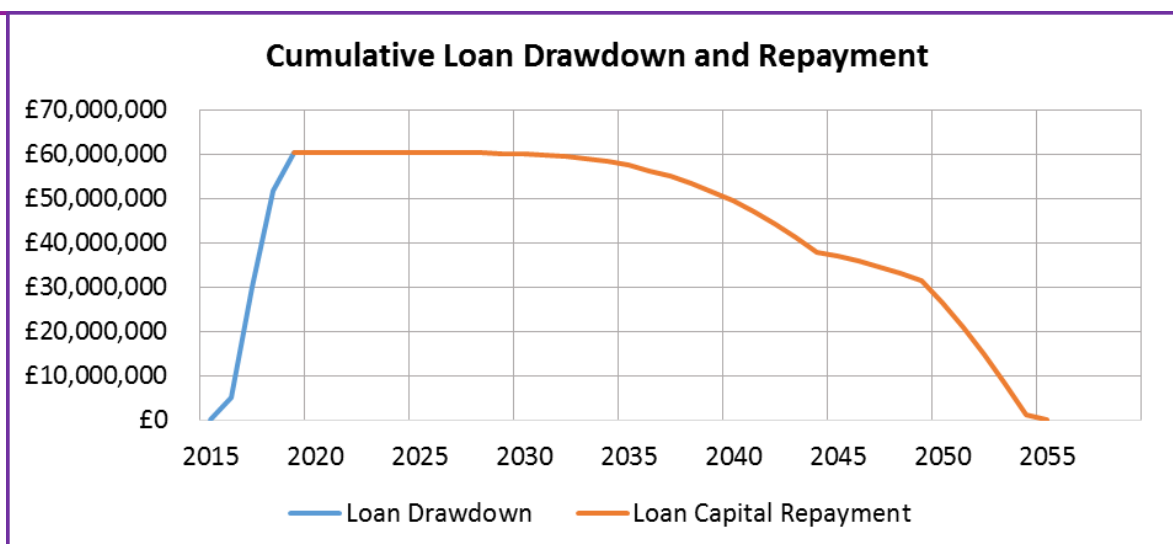


Loan at 5.02%

2.45 If a more risk averse rate were used of 5.01% it produces the following results

Development Cost	52,512,000
Company Operational Cost	1,551,000
Capitalised Interest & Arrangement Fee	5,336,000
Net Rental Income	-2,854,000
Required Working Capital Reserve at end of Dev.	3,844,000
Council HRA Funding	0
<b>Total Loan Facility</b>	<b>60,388,000</b>
<b>Blended Interest Rate</b>	<b>5.02%</b>
<b>Interest Only Period (Years)*</b>	<b>8</b>
<b>Payoff Period (Years)*</b>	<b>36</b>

2.46 This demonstrates that a total loan of £60.4m is required. This is then paid back over 36 years with interest only being paid over the first 8 years and then any excess cash being used over a £1m float to pay down principal over the life of the loan. This is exemplified in the graph below.

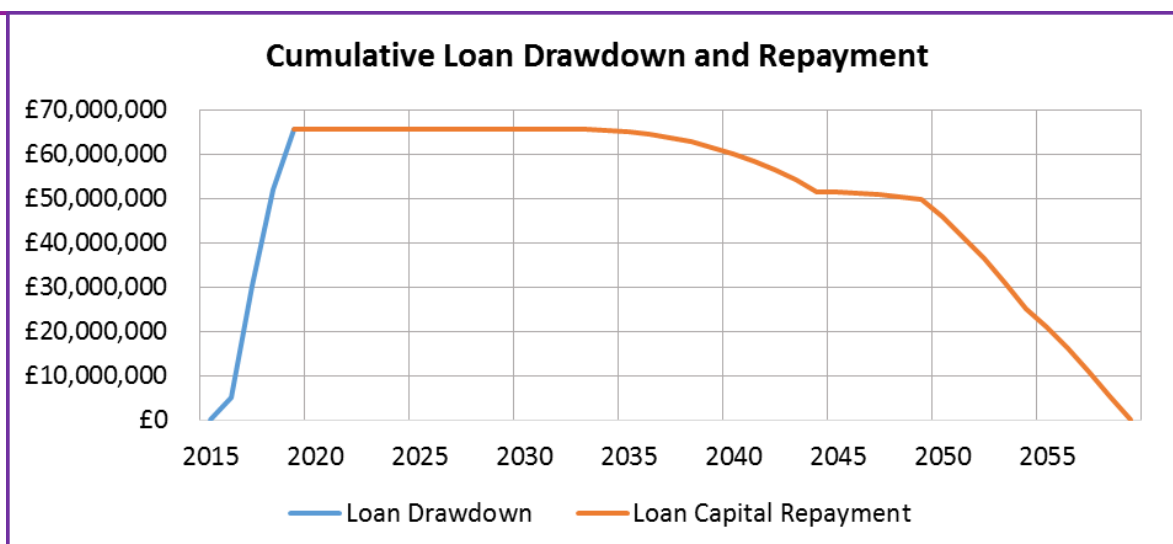


Loan at 5.30%

2.47 The recommended rate is between 4.56% and 5.80%. The baseline scheme is not viable at 5.80% as the loan cannot be repaid over 40 years. The peak rate at which the loan can be repaid over this period is 5.30% this produces the following results

Development Cost	52,512,000
Company Operational Cost	1,551,000
Capitalised Interest & Arrangement Fee	5,677,000
Net Rental Income	-2,854,000
Required Working Capital Reserve at end of Dev.	8,744,000
Council HRA Funding	0
<b>Total Loan Facility</b>	<b>65,629,000</b>
<b>Blended Interest Rate</b>	<b>5.30%</b>
<b>Interest Only Period (Years)*</b>	<b>14</b>
<b>Payoff Period (Years)*</b>	<b>40</b>

2.48 This demonstrates that a total loan of £65.6m is required. This is then paid back over 40 years with interest only being paid over the first 14 years and then any excess cash being used over a £1m float to pay down principal over the life of the loan. This is exemplified in the graph below.



2.49 This demonstrates that the baseline scheme is viable within a 40 year payback period between 4.56% and 5.30% and the Council could loan at any rate along this spectrum

**Varying the Build Cost**

2.50 Clearly there are risks, both upside and downside, to each of the core assumptions. The most likely of these to effect the scheme are those in relation to build costs. As the rent is linked to affordable use, this income stream is unlikely to vary significantly, as such this section will model the impact of varying this key assumption. The core scheme is used as a baseline at a 4.56% loan rate.

2.51 The table below shows the impact on the level of loan required and the payback period for the debt by varying the build cost assumptions

Build Cost Variation	Value of Loan	Payback period
-10%	50,629,000	27
-5%	53,930,000	31
0	57,454,000	32
+5%	61,326,000	34
+10%	65,614,000	37

**Delays in development**

2.52 The other key variable that could impact the loan and its repayment terms id the potential for development to be delayed. The table below shows the impact of a 2, 4 and 6 month delay on the development across the phasing. The core scheme is used as a baseline at a 4.56% loan rate.

2.53 The table below shows the impact on the level of loan required and the payback period for the debt by varying the scheme delivery timetable assumptions

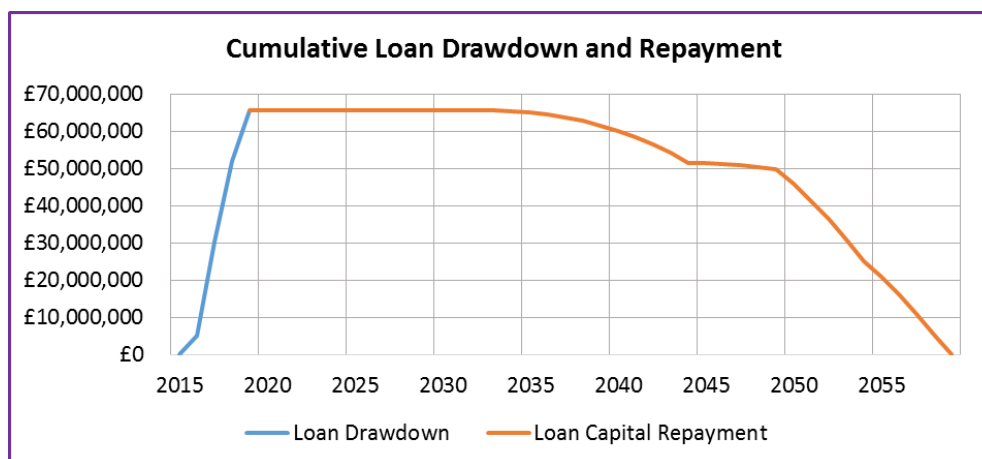
Scheme Delay Variation	Value of Loan	Payback Period
Core scheme	57.5	32
2 month delay	58.2	33
4 month delay	59.0	33
6 month delay	60.1	34

**Up Front Funding Within the HRA**

2.54 The Council has considered undertaking some of the early works on the scheme within the HRA before the land transfer to the new RP. The initial £3.7m loan detailed above is used to fund preliminary works to the sits in advance of development. There is the potential for the Council to undertake these works within the HRA before the land is transferred to the RP and for the scheme to repay these from profits over time. This would, in essence, be treated as an equity investment by the HRA into the scheme having the resultant impact of saving the early years funding costs and repaying these funds from profits at the back end of the scheme

Development Cost	48,812,000
Company Operational Cost	1,551,000
Capitalised Interest & Arrangement Fee	4,252,000
Net Rental Income	-2,854,000
Required Working Capital Reserve at end of Dev.	750,000
<b>Total Loan Facility</b>	<b>52,510,000</b>
Council HRA Funding to be Repaid	3,700,000
<b>Blended Interest Rate</b>	<b>4.56%</b>
<b>Interest Only Period (Years)*</b>	<b>2</b>
<b>Payoff Period (Years)*</b>	<b>30</b>

2.55 The table demonstrates that undertaking these works within the HRA prior to transfer significantly benefits the scheme with the total loan required falling to £52.5m from £57.5m. A fall of £5m due to the associated funding costs. This enables pay back of the funding two years earlier as shown by the graph below. This has a total financial benefit to the scheme of £1.3m as shown in the graph below.



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## Accounting Treatment

- 2.56 As part of this review 31ten has reviewed relevant accounting practice and had discussions with comparable Authorities who are engaged in loans to RPs in order to establish the appropriate accounting treatment for the Council.
- 2.57 The introduction of the prudential capital finance system on 1 April 2004 allowed local authorities to have relative freedom to make their own borrowing, investment and lending decisions, albeit governed by The Prudential Code for Capital Finance which aims to ensure that capital investment plans are affordable, prudent and sustainable.
- 2.58 The Council will be making a loan to the new RP as part of its Council's capital programme, as such the treatment of the loan as capital expenditure is set out in the SI 2003 No 3146[1] - regulation 25 1) b):

*25.—(1) For the purposes of Chapter 1 of Part 1 the following expenditure of a local authority, incurred on or after 1st April 2004, shall be treated as being capital expenditure insofar as it is not capital expenditure by virtue of section 16(1) —*

*(b) subject to paragraph (2), the giving of a loan, grant or other financial assistance to any person, whether for use by that person or by a third party, towards expenditure which would, if incurred by the authority, be capital expenditure;*

- 2.59 The cumulative balance of the loans is then held as a *Long Term Debtor* in the Council's balance sheet that is repaid over time and therefore unwound.
- 2.60 The Council's Treasury Management Strategy Statement, Minimum Revenue Provision Policy Statement and Annual Investment Strategy set out the Council's strategy and policies for the Council's capital and investment plans, including plans for borrowing and managing its investments. Should the Council decide to borrow the funds, it should consider the implication of this borrowing on its current Treasury Management Strategy. Any adjustment to this statutory policy will need to be formally agreed in line with the Council's governance structure.
- 2.61 The Council does not need to make an explicit statement in its Treasury Management Strategy regarding this use of borrowing. However, in the interests of transparency and to aid members understanding of the Strategy the Council may wish to include a note to accompany the indicators. This note should draw members' attention to the significant increase in the CFR, detailing that this increase relates to the loan to the new RP.
- 2.62 The Council's current MRP policy states

*The Council will apply Option 2<sup>3</sup> in respect of supported capital expenditure and Option 3<sup>4</sup> in respect of unsupported capital expenditure.*

- 2.63 And also states

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[1] Statutory Instrument 2003 No. 3146: The Local Authorities (Capital Finance and Accounting) (England) Regulations 2003

<sup>3</sup> Option 2 – CFR Method

<sup>4</sup> Option 3 – Asset Life Method

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

- 2.64 The treatment of the MRP in this circumstance would not fall under options 2 or 3 as the loan itself is the repayment vehicle, therefore, the statement would suggest that the change in policy should be presented to Council, however this is for the Council to decide.
- 2.65 This treatment is similar to other councils we have contacted and is in line with councils that have made loans to Registered Providers.
- 2.66 Officers should ensure that the business case for the injection of senior debt is developed with regard to The Annual Investment Strategy and is subject to the Council’s internal governance process in order to be approved.

### Other Considerations

- 2.67 Section 12 of the Local Government Act 2003 grants local authorities the power to invest for “any purpose relevant to its functions under any enactment or for the purposes of the prudent management of its financial affairs”.
- 2.68 However, the Council will also want to ensure that it documents the approval to this option in such a way that it can either rely on s2 of the Local Government Act 2000 without contravening the LAML principle (that is that the lending to the new RP must be for the promotion or improvement of the economic social or environmental well-being of the borough and not just an exercise in financial engineering) and/or s12 of the Local Government Act 2003 where the Council has power to invest for the purposes of the prudent management of its financial affairs.
- 2.69 This issue will need to be addressed in the detailed work undertaken by the Council’s legal advisors in developing the loan and security documentation to ensure the market position is achieved and to protect the state aid position if this option is chosen.

### Impact on the Council

- 2.70 This study has examined the potential for the Council to provide a loan to the new RP for the development of new units that the Council would utilise for its affordable housing need. In order to judge the deliverability of this arrangement it is important to model the impact of the loan on the Council’s accounts. This section therefore examines the cumulative impact of the potential loan, and all costs and revenues that will result from it, on the Council.
- 2.71 The key impacts to the Council revenue account are as follows:
- **Margin on the loan** – The Council will accrue a cost of capital to secure the funds to loan to the RP, but will loan to the RP at a premium above this borrowing rate. The difference between these 2 rates will form an income stream to the Council. If it is assumed the Council secure borrowing over 32 years, in line with the viability appraisal requirements, for a loan at 4.56% then it could borrow from PWLB at 3.32%<sup>5</sup>. This would therefore secure a margin on this borrowing to the Council of 1.24%. It should be noted that the PWLB rate varies with gilt rates daily and should be reviewed in advance of calculating the final loan rate.

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<sup>5</sup> PWLB published rates at 12<sup>th</sup> December 2015

- **£2,000 per unit per annum** – The new RP has agreed to make a payment to the Council of £2,000 per unit per annum across the life of the scheme.
- **Arrangement fee@ 1% of loan** – The arrangement fee has been calculated at 1% of the loan value and is payable to the Council.
- **Capitalised Interest Period** – During the development period the loan arrangements being put in place enables the RP to capitalise the interest due on the loan and the commitment fee. As a consequence there are no live payments made to the Council throughout this period. Instead the interest payments capitalised form part of the new loan balance and are repaid over the life of the loan. As a result the Council will incur costs on the capital it has loaned to the RP (assumed to be 3.32% as per above) and will not receive any income over this period to offset this. The Council would consider this risk in line with its broader treasury management policy in order to mitigate these costs by utilising capital here appropriate.

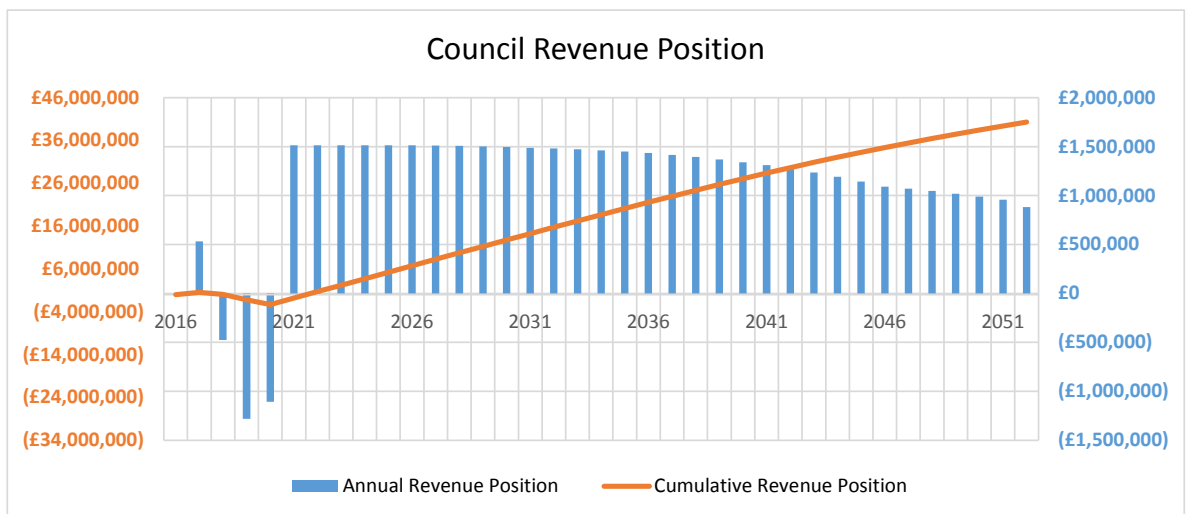
2.72 The table below shows the potential net income receivable over the life of the loan assuming the following loan arrangements:

- Council cost of funds - 3.32%;
- Loan to Open Door at 4.56%
- Interest only payments for the first 4 years;
- Loan repaid over 32 years.

2.73 The table shows the total net income receivable for each element and the Net Present Value (NPV) of these income streams.

Council Revenue		
Revenue Type	NPV (6.09%)	Gross Amount
Interest Margin	6,300,000	19,230,000
LBB £2k Payments	7,040,000	20,480,000
Arrang. Fee	570,000	

2.74 This demonstrates a total net income to the Council over the life of the project of £40.2m which has an NPV of £13.9m. The most significant impacts however are in the timing of these effects on the revenue account. This is demonstrated in the graph below.



- 
- 2.75 The graph shows that the Council achieve significant rewards over the life of the project with income to the Income and Expenditure account of between £1.5m and £0.6m annually over the life of the project, excluding the development period. However, assuming the Council did borrow at 3.32% to fund the loan it would incur unmatched costs to the revenue account in years 2-4 of between £0.4m and £1.2m that it would need to fund.

### Summary

- 2.76 This study has undertaken a review of the business case pulled together by Barnet Homes for the development of an initial tranche of 320 homes utilising funding provided by London Borough of Barnet.
- 2.77 This report proposes an appropriate loan rate of 4.56%, which can be repaid over 32 years, assuming approval is granted by the HCA for the creation of Barnet Homes, RP subsidiary, Open Door. However, the Council may want to allow Open Door some contingency to provide for variation in build costs or phasing.
- 2.78 The impact on the Council of making such a loan is significant. It realises substantial returns on the arrangement over the life of the loan, however, there are potential costs to the revenue account in the early years that need to be mitigated through its treasury management arrangements.
- 2.79 The Council need to develop robust legal documentation around this potential facility, including a loan agreement that clearly delineates the new RP from its parent body and the Council, to ensure clarity over where the liability is held for the borrowing, the level of parent company support and the appropriate covenants, step in rights and default provisions.



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## Appendix A – Benchmark Local Authorities

- London Borough of Bexley
- London Borough of Brent
- Broxbourne Borough Council
- Croydon Council
- London Borough of Ealing
- London Borough of Lewisham
- South Cambridgeshire District Council
- Warrington Borough Council

## Appendix B – Financial Model Assumptions

Development Assumptions	
Build Cost (£/Sqm GIA)	£1,934
Dev. Allowances (% of Cost)	14%

Development Period Phasing	
Cash Flow Start Date	Apr-16
Construction Month Start (69 Units & 101 Units)	Apr-16
Construction Month End (69 Units & 101 Units)	Nov-18
Construction Month Start (150 Units)	Apr-16
Construction Month End (150 Units)	Nov-19

Rental Costs/Voids					
Management (£/Unit)	Maintenance (£/Unit Incl. VAT)	Other Costs (£/Unit)	Voids (% of Gross Rent)	Bad Debts (% of Gross Rent)	Letting/Other Fee (% of Gross Rent)
£295	£720	£2,000	2.0%	4.0%	0.0%

Company Management Costs	Amount
During Development Period	£1,550,000
Operational Period* (Per Annum)	£1,318,000

\*Variable inflation at an average of 1.63% per annum

Grants	Amount	Month
GLA Grant	£2,465,000	Oct-18

LHA Levels - Rental Value per week						
Location	Bedrooms					
	0	1	2	3	4	5
NW London	£87	£186	£242	£303	£374	£374

Inflation Levels - PH1. 69 Units						
Inflation Period	Management Cost	Maintenance Cost	Other Cost	Major Repairs / Rebuild	Rent	Property Value
Inflation level - Year 1	2.50%	2.50%	0.00%	Custom Schedule	-1.00%	4.00%
Inflation level - Year 2	2.50%	2.50%	0.00%		3.00%	4.00%
Inflation level - Year 3	2.50%	2.50%	0.00%		3.00%	4.00%
Inflation level - Year 4	2.50%	2.50%	0.00%		3.00%	4.00%
Inflation level - Year 5	2.50%	2.50%	0.00%		3.00%	4.00%
Inflation level - Year 6 to 10	2.50%	2.50%	0.00%		3.00%	4.00%
Inflation level - Year 11 to 20	2.50%	2.50%	0.00%		3.00%	4.00%
Inflation level - Year 21 to 30	2.50%	2.50%	0.00%		3.00%	4.00%
Inflation level - Year 31 +	2.50%	2.50%	0.00%		3.00%	4.00%

Inflation Levels - PH1. 101 Units						
Inflation Period	Management Cost	Maintenance Cost	Other Cost	Major Repairs / Rebuild	Rent	Property Value
Inflation level - Year 1	2.50%	2.50%	0.00%	Custom Schedule	-1.00%	4.00%
Inflation level - Year 2	2.50%	2.50%	0.00%		3.00%	4.00%
Inflation level - Year 3	2.50%	2.50%	0.00%		3.00%	4.00%
Inflation level - Year 4	2.50%	2.50%	0.00%		3.00%	4.00%
Inflation level - Year 5	2.50%	2.50%	0.00%		3.00%	4.00%
Inflation level - Year 6 to 10	2.50%	2.50%	0.00%		3.00%	4.00%
Inflation level - Year 11 to 20	2.50%	2.50%	0.00%		3.00%	4.00%
Inflation level - Year 21 to 30	2.50%	2.50%	0.00%		3.00%	4.00%
Inflation level - Year 31 +	2.50%	2.50%	0.00%		3.00%	4.00%

Inflation Levels - PH2. 150 Units						
Inflation Period	Management Cost	Maintenance Cost	Other Cost	Major Repairs / Rebuild	Rent	Property Value
Inflation level - Year 1	2.50%	2.50%	0.00%	Custom Schedule	3.00%	4.00%
Inflation level - Year 2	2.50%	2.50%	0.00%		3.00%	4.00%
Inflation level - Year 3	2.50%	2.50%	0.00%		3.00%	4.00%
Inflation level - Year 4	2.50%	2.50%	0.00%		3.00%	4.00%
Inflation level - Year 5	2.50%	2.50%	0.00%		3.00%	4.00%
Inflation level - Year 6 to 10	2.50%	2.50%	0.00%		3.00%	4.00%
Inflation level - Year 11 to 20	2.50%	2.50%	0.00%		3.00%	4.00%
Inflation level - Year 21 to 30	2.50%	2.50%	0.00%		3.00%	4.00%
Inflation level - Year 31 +	2.50%	2.50%	0.00%		3.00%	4.00%

Rental Adjustment	98.01%
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<b>Weeks Per Year (Rental Income Calculations Only)</b>	52.2
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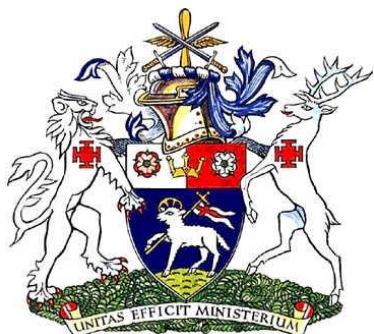
Loan Inputs	
Arrangement Fee (% of Loan)	1.0%



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**Policy and Resources Committee**

**16 February 2016**



<b>Title</b>	<b>Child and Adolescent Mental Health - Contract Extension</b>
<b>Report of</b>	Commissioning Director- Children & Young People
<b>Wards</b>	ALL
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Key</b>	Yes
<b>Enclosures</b>	Appendix 1 Current Service Provision LBB CAMHS Contract
<b>Officer Contact Details</b>	Judy Mace: <a href="mailto:Judy.Mace@barnetccg.nhs.uk">Judy.Mace@barnetccg.nhs.uk</a> 0203 688 2299 Daniel.Devitt: <a href="mailto:Daniel.Devitt@barnetccg.nhs.uk">Daniel.Devitt@barnetccg.nhs.uk</a> 0203 6881322

**Summary**

London Borough of Barnet currently commissions elements of local Child and Adolescent Mental Health services provided by Barnet Enfield and Haringey Mental Health NHS Trust (BEHMHT). These elements support and complement existing services commissioned by Barnet Clinical Commissioning Group. The current contract with BEHMHT commenced approximately seven years ago and expires on the 31<sup>st</sup> March 2016.

In order to ensure that there is continuity of service availability for children and young people, adherence to regulations underpinning procurement and tendering within the European Union, and mindful of the need to deliver a stable service model whilst delivering £200,000 of efficiency savings, a waiver of the Contract Procedure Rules (CPR) is sought in order to extend the contract for one year and a variation to the current contracted specification.

**Recommendations**

**That the Policy and Resources Committee:**

- 1. Approve a waiver of the CPRs and permit a one year extension of the Child and Adolescent Mental Health Services (CAMHS) contract from Barnet Enfield & Haringey Mental Health Trust from 1st April 2016 to 31<sup>st</sup> March 2017.**
- 2. Note the reduced contract value of £770,000 for which will be in place from 1st April 2016 to 31<sup>st</sup> March 2017 following approval highlighted above in line with the Council's MTFS.**
- 3. Delegate to the Commissioning Director- Children & Young People, authority to undertake the tendering process for future contract provision**

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

**1.1** The report seeks to outline the need for a waiver of the Contract Procedure Rules to permit a one year extension of an existing council contract for the provision of Child and Adolescent Mental Health Services (CAMHS) from Barnet Enfield & Haringey Mental Health Trust.

**1.2** The report details the existing contracts performance, and outlines the financial environment, procurement approach that is being adopted to support future service delivery for council funded CAMHS.

### **1.3 Context for the Report**

#### **1.3.1 CAMHS in Barnet**

**1.3.2** High quality and accessible mental health support for children and young people is vital to improve outcomes for children, and by intervening early and building young people's resilience we can improve both life chances for individuals and reduce the reliance (and cost) on public services later in life.

**1.3.3** Barnet is now the largest London borough and continues to grow. There are currently 94,940 children and young people in Barnet, increasing by 8.5% to 102,978 by 2018. The increase in children and young people is largest in the south and west of the borough, where there is also a high level of deprivation, child poverty and unemployment as identified in the updated 2015 JSNA.

**1.3.4** It is estimated that in Barnet 12,800 young people require tier 1 CAMH services, 5,975 require tier 2 services, 1,580 tier 3 services and 65 tier 4 services. According to National prevalence data (extrapolated to Barnet Population) conduct disorder is present in 5.8% of young people, followed by emotional disorder 3.8% of young people; and the data also suggest a significantly higher prevalence in boys between the age of 5-10 years than girls.

### **1.4 Child and adolescent mental disorder**

- Estimated annual costs of crime by adults in Barnet who had childhood conduct disorder or sub-threshold conduct disorder: £381.8m
- Expenditure rate per 100/000 in Barnet (£1.1m) was mid-range for London boroughs
- Estimated net savings from parenting interventions to every parent of a child with conduct disorder in Barnet would be £28.1m with £22.6m of savings accruing to criminal justice

#### **1.4.1 Social care**

- Social care mental health clients receiving services per 100,000 population in Barnet was mid-range for London

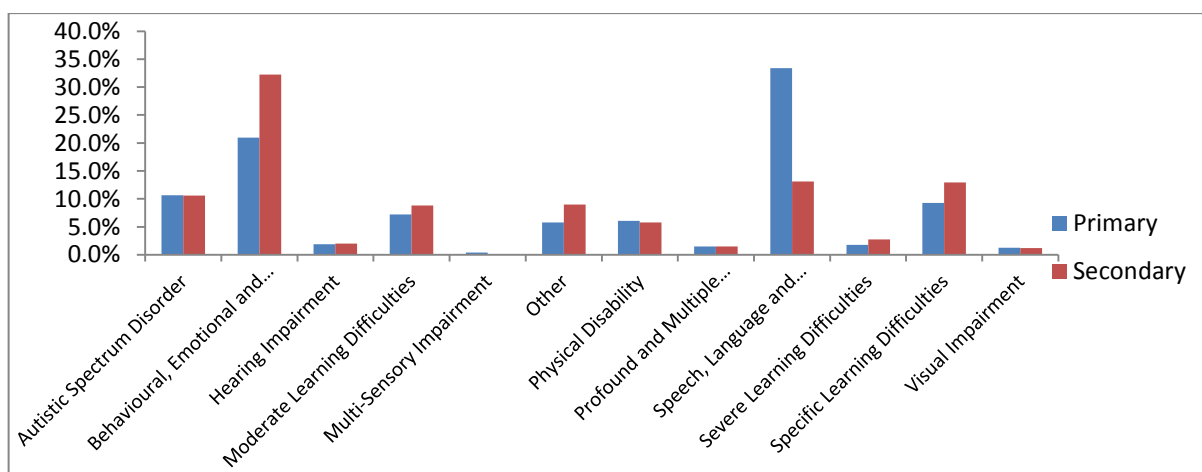
#### **1.4.2 Local level of risk factors/groups**

Certain factors are associated with increased risk of mental disorder and poor wellbeing. Addressing such factors can reduce associated risk such as parental



mental disorder which affects more than 36,000 parents in Barnet. Child abuse, another risk factor in Barnet amounts to:

- More than 12,000 11-17 year olds estimated to have experienced abuse
- More than 6,000 under 18's estimated to have experienced non-consensual sexual intercourse or touching before age 16
- Proportion of children and adolescents in Barnet who have experienced different types of abuse who were subject of a Child Protection Plan: 1.6%
- Higher risk child and adolescent groups
  - Looked after children: Average mental health score of looked-after children worse in Barnet (13.9) is similar to national average (13.8)
  - Children with Special Education Need: Higher proportion in Barnet (20.7%) than London (19.1%) or national (18.7%)
- Special education needs: Barnet has four State-funded special schools and three Pupil Referral Units. Across all pupils with Special Educational Needs (SEN) in Barnet, the highest proportion of needs in primary schools are Speech, Language and Communication; in secondary the highest proportion of needs are in Behavioural, Emotional and Social Difficulties.
- Of the 1,751 school aged pupils with special education needs, 57% (997) are in mainstream schools. The graph below shows the percentage of children in mainstream primary and secondary schools with a special education need in 2014.



**1.4.3** The table below shows, an estimate of the number of Barnet, children and young people potentially requiring a CAMH service by tiers based on national data. Although the proposal aims to move on from the tiered model, the current need information is presented in tiers as this is how it has been collected historically.

Barnet estimated need for services across the CAMHS tiers for Barnet children under 17 years<sup>[1]</sup>.

<sup>[1]</sup> Children and Adolescent Mental Health Services (CAMHS) – Barnet: (26.01.2015) Dr Neel Bhaduri, DRAFT v2

	Tier 1	Tier 2	Tier3	Tier 4
<b>Barnet</b>	12,800	5,975	1,580	65

**1.4.4** Prevalence of Mental Health Disorders in Barnet Children and Young People calculated from national prevalence data where available, estimates are rounded up the nearest five.

## **1.5 PRE-SCHOOL CHILDREN**

**1.5.1** Children aged 2-5 years living in Barnet with a mental health disorder estimated to be 4,120 children<sup>[2]</sup>

## **1.6 SCHOOL-AGE CHILDREN**

**1.6.1** “Prevalence rates are based on the ICD-10 Classification of Mental and Behavioural Disorders with strict impairment criteria, the disorder causing distress to the child or having a considerable impact on the child’s day to day life.

**1.6.2** Prevalence varies by age and sex, with boys more likely (11.4%) to have experienced or be experiencing a mental health problem than girls (7.8%). Children aged 11 to 16 years olds are also more likely (11.5%) than 5 to 10 year olds (7.7%) to experience mental health problems.

**1.6.3** Using these rates, the table below shows the estimated prevalence of mental health disorder by age group and sex in Barnet. Note that the numbers in the age groups 5-10 years and 11-16 years do not add up to those in the 5-16 year age group as the rates are different within each age group”.

### **Estimated number of children with mental health disorders by age group and sex**

	Aged 5-10 years	Aged 11-16 years	Aged 5-16 years
<b>All</b>	2,155	2,965	<b>5,160</b>
<b>Boys</b>	1,470	1,695	<b>3,175</b>
<b>Girls</b>	<b>695</b>	<b>1,275</b>	<b>2,020</b>

*Source: General Practice (GP) registered patient counts aggregated up to CCG level (CCG report); Office for National Statistics mid-year population estimates for 2012 (local authority report). Green, H. et al (2004).*

## **1.7 Prevalence Rates of Mental Health Disorders<sup>1</sup>**

**1.7.1** It is important to note that the prevalence dates are out of date, but will be reviewed and plans will be altered in line with the findings from the new perseverance data due out in 2017.

<sup>1</sup> Extracted from Children and Adolescent Mental Health Service (CAMHS) – Barnet (26.01.2015) Dr Neel Bhaduri, Draft V2

**1.7.2** As an indication of future service requirements the estimated proportion of children and young people to have conduct, emotional and hyperkinetic and less common disorders in Barnet are as follows:

- conduct disorder: 5.8% (3022, 5 – 16 year olds<sup>2</sup>)
- emotional disorder: 3.8% (2,014 5- 16 year olds)
- hyperkinetic disorder: 2.2% (1,149, 5 – 16 year olds)
- other less common disorders<sup>3</sup> (730)
- overall admission rate (per 100,000) for mental disorders for under 18 years in Barnet is 167.6, which is 2nd highest in London compared with London at 87.1 and England at 87.6 (see below).
- expenditure rate on child and adolescent mental disorder was £1.1m which was mid-range compared to most other London Boroughs
- the most prevalent conditions are Conduct Disorder at an estimated 3,095 5-16 year olds and Mixed Anxiety and Depressive disorder at an estimated 1,405 16 – 19 year olds.
- Nationally known higher rates of mental ill health are found in young people with Learning Disabilities; with Special Educational Needs; who are looked after; homeless or sleeping rough; who attempt suicide or self-harm or; who are in the youth justice system.
- For Children in Need with a disability, the highest percentage had a learning disability (25%) or autism (25%)<sup>4</sup>.

## **1.8 CAMHS Transformation**

**1.8.1** Based on guidance outlined in “Future in Mind”,<sup>5</sup> along with a number of service reviews that have been carried out, Barnet has developed a range of local priorities for services, as well as a number of enablers to achieve change within these services. This has been captured within the recent Barnet CAMHS Transformation Plan that was successfully assured by NHS England in November 2015.

**1.8.2** The overarching priorities for CAMHS is to improve access for young people with mental health issues, supporting them at the right time and in the right place with the long term aim to reduce the number of children and young people requiring CAMHS by 2020.

**1.8.3** Given the demographic pressures and prevalence rates of Mental ill health for CYP in Barnet is remodelling its service provision and seeking to utilise CAMHS Transformation funding to reframe the nature of the offer available to School settings to improve the sustainability reach and efficacy of services offered.

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<sup>2</sup> Children and Adolescent Mental Health Services (CAMHS) – Barnet DRAFT (14.01.2015) Dr Neel Bhaduri, Draft V1

<sup>3</sup> Barnet CAMHS NEEDS ASSESSMENT V2

<sup>4</sup> Barnet public health 2015 - tbc

<sup>5</sup> Future in Mind Department of Health 2015

## 2. REASONS FOR RECOMMENDATIONS

2.1 There are several reasons for the recommendations to waive the Contract procedure Rules to allow an extension of the current contract for a period of one year including:

- i. **Continuous Service availability:** There is a need to ensure a continuity of service for the delivery of CAMHS services given their key position in supporting mental health and wellbeing of children and young people.
- ii. **Timescales for Procurement:** Given that the overall contract value for Council provided CAMHS services is in excess of thresholds requiring a formal procurement process (via the Office of the Journal of the European Union or OJEU) it is a legal necessity to ensure there is an appropriate timescale and officer support to support a formal procurement and tendering process
- iii. **Improved commissioning for better outcomes within a financial envelope:** An extension allows the Joint Commissioning Unit (JCU) to more clearly understand the necessities of the service offer to be procured within the new financial envelope. An extension allows for the development of a locally responsive specification and data reporting flows to be developed. This will ensure that the service more closely meets the needs of Barnet's Children and Young People and that provision utilises the reduced available resources from Central Government to greater effect.
- iv. **Support for a move away from Tiered service provision to needs based services in line with CAMHS Transformation:** Current services are delivered within a formal tiered service structure. Following on from the key strategic drivers of Future in Mind (DH 2015) there is a need to evolve services away from this historic model of service provision and ensure a more needs based approach. The contract extension year will permit commissioners to ensure a specification is developed that more closely meets the needs of Barnet's CYP in light of the recent successful CAMHS Transformation Plan.<sup>i</sup>
- v. **Remodelling CAMHS Transformation Plan 2015-2020:** The extension and recommissioning of the council contract will be informed and shaped with Barnet CCG as the Transformation Plan is implemented.

## 3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1 The JCU determined that there was no alternative option available to the council given the background reasons above and the need to discharge its responsibilities and maintain service availability within the constraints of a formal procurement and tendering regulatory framework.

## 4. POST DECISION IMPLEMENTATION

4.1 The contract extension will permit the JCU to undertake an appropriate and robust approach to the procurement of services and ensure:

- o continuous availability of services meeting the needs of some of the most vulnerable CYP in Barnet
- o better understanding of and use of resources by commissioners
- o Continued capacity within commissioned services that enables the council to continue to meet its statutory duty.

## 5. IMPLICATIONS OF DECISION

### 5.1 Corporate Priorities and Performance

5.1.1 The Council's Corporate Plan 2015-20 states that the council, working with local, regional and national partners, will strive to ensure that Barnet is a place:

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

This report supports the Corporate Plan delivery by supporting the delivery of early intervention and prevention CAMHS for the school aged CYP of Barnet and the need to ensure that continuity of service delivery is maintained and current services are developed to ensure a sustainable, value for money, and high quality traded service offer to support schools is developed.

#### 5.1.2 **The decision to extend links with council priorities and strategic insights: Health and Well-being Strategy 2016-2020**

5.1.3 The health and wellbeing strategy is underpinned by Barnet Joint Strategic Needs Assessment (JSNA) which has shown that there are significant differences in health and well-being across Barnet, between places and between different demographic groups. As a growing and changing borough with less public money available to spend, this strategy aims to reduce health inequalities by focusing on how more people can 'Keep Well' and 'Keep Independent'.

Corporate Plan priority	Contribution of this service
For Barnet to be a place of opportunity, where people can further their quality of life	CAMHS plays a significant role in furthering the quality of life of children who have difficulties with their emotional or behavioural wellbeing at a range of levels.
Where people are helped to help themselves, recognising that prevention is better than cure	CAMHS is available at a Tier 2 early intervention level. However, regardless of the tier, CAMHS can play a role in helping children and young people to address their emotional or behavioural wellbeing at an early stage in their life, which may prevent or lessen mental health issues in their adult lives.

Where services are delivered efficiently to get value for money for the taxpayer	The recommissioning of the CAMHS service provides an opportunity to ensure value for money through market engagement and a competitive tender process.
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**5.1.4** LBB seeks to intervene early, tackling problems experienced by children and young people to improve outcomes and reduce the need for more intensive, long term interventions.

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

**5.2.1** The cost of the contract extension from 1<sup>st</sup> April 2016 to 31 March 2017 as outlined has been assessed as £770,000. This has been agreed with the provider.

**5.2.2** Current service provision is outlined in Annex 1 and the current cost to the council of the services commissioned is £970,000.

**5.2.3** This equates to a reduction in cost to commissioners by £200,000 against the current service costs.

**5.2.4** This cost reduction reflects commissioner actions to address the historic migration of cost and function from one area of the overall LBB CAMHS service portfolio to another and specifically addresses the reduced need to deliver a specific Targeted Mental Health in Schools (TAMHS), which are now provided through generic CAMHS.

**5.2.5** Subsequent year's provision makeup and costs to the council of any new contract which could commence at the end of March 2017 onwards will be decided as part of the CAMHS Transformation Plan and within the financial envelope agreed by Policy & resource committee.

**5.2.6** A full analysis of resources and impacts will be generated to support the delivery of a contract commencing from April 1<sup>st</sup> 2017

**5.3 Social Value**

The Public Services (Social Value) Act 2013 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits.

**5.3.1** Social value is “the benefit to the community from a commissioning/procurement process over and above the direct purchasing of goods, services and outcomes”.

**5.3.2** Commissioners have undertaken consideration of the potential positive benefits for Social Value for the proposed works, specifically the need to address the inherent health inequalities and inequity surrounding mental ill health in young people.

**5.3.3** It has been determined by the Joint Commissioning Unit that the future service developments will have significant potential impact in terms of additional social value and would best serve the needs of the local community through the development of a sustainable service offer to schools as outlined in section 1 and 2 above. This will have an additional potential social benefit in encouraging providers to innovate and link delivery of CAMHS in education settings with a potential to expand the role of Voluntary and Community Services to augment delivery in future years.

## **5.4 Legal and Constitutional References**

**5.4.1** The Council can lawfully extend the CAMHS BEHMHT Contract for one year under Regulation 72 (1) of the Public Contracts Regulations 2015”

**5.4.4** Constitution Responsibilities for Functions Annex A sets out the terms of the Policy and Resources Committee, which include:

- To be responsible for the overall strategic direction of the Council including Corporate Procurement (including agreement of the Procurement Forward Plan and agreeing exceptions to CPRs)
- Authorise procurement activity within the remit of the Committee and any acceptance of variations or extensions if within budget in accordance with the responsibilities and thresholds set out in Contract Procedure Rules.

**5.4.2** This decision is in line with the Contract Procedure Rules. This report recommends the adoption of a waiver of all of rule 14 (excepting rule 14.1, 14.6 and 14.7 of CPR which are not relevant in this case), which requires the authorisation of the Policy and Resources Committee. Therefore rule 14 of the Councils Constitution will be waived following the Committees approval as the contract is considered materially different and in order to provide service continuity and minimise disruption a waiver of Councils Contract Procedure Rules is required in order to adopt a contract with the provider.

## **5.5 Risk Management**

**5.5.1** The JCU has adopted a formal risk minimisation approach to the delivery of council commissioned CAMHS services. This includes analysis of current provision and performance – see section annex 1 below, and liaison with procurement officers within the council and current commissioned service providers. A consultation with Children Young People families’ parents and carers potentially impacted by any service changes will be commenced during the contract extension year to ensure service delivery after 1<sup>st</sup> April 2017 evolves in consultation with these key stakeholders.

**5.5.2** Key risks that are addressed by the contract extension include:

- Reduced disruption to council commissioned CAMHS service provision, providers and networks
- Impact on Barnet’s Children & Young People requiring CAMHS
- Inadequate resource, capacity and timelines to deliver a legally compliant and high quality procurement process under OJEU requirements
- Mitigation of the reduction in commissioning budget by £200,000 (in terms of delivery of services and impact on the local CAMHS providers) through a managed process of refocussing and prioritisation towards a new

specification to be delivered from April 1<sup>st</sup> 2017.

**5.5.3** The contract extension period effectively supports the JCU risk management approach and ensures continuity of provision and continued discharge of council statutory requirements including the need to consult on the new service model to be commissioned from April 1<sup>st</sup> 2017.

## **5.6 Equalities and Diversity**

**5.6.1** Pursuant to the Equality Act 2010, the council and all other organisations exercising public functions on its behalf must have due regard to the need to eliminate discrimination, harassment; victimisation and any other conduct that is prohibited by or under the Act; advance equality of opportunity between those with a protected characteristic and those without; promote good relations between those with a protected characteristic and those without.

**5.6.2** The relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation.

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

**5.6.4** The CAMHS service is available to all children and young people meeting clinical criteria.

## **5.7 Consultation and Engagement**

**5.7.1** Consultation and engagement will take place from April 1<sup>st</sup> 2016 as part of the underlying process supporting the development of the new service specification and the procurement and tendering process.

## **5.8 Insight**

**5.8.1** Insight data has been included in the overall data and service delivery context that has been assessed in preparation of this paper and is referenced in depth in section 1 and 2 above.

## **6. BACKGROUND PAPERS**

**6.1** None

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## Annex1: Current Service Provision LBB CAMHS Contract

1. **Current service aims and objectives:** London Borough of Barnet currently commissions elements of local Child and Adolescent Mental Health services provided by Barnet Enfield and Haringey Mental Health NHS Trust (BEHMHT). These elements support and complement existing services commissioned by Barnet Clinical Commissioning Group. The current contract with BEHMHT commenced approximately seven years ago and expires on the 31<sup>st</sup> March 2016.
2. In order to ensure that there is continuity of service availability for children and young people, adherence to regulations underpinning procurement and tendering within the European Union, and mindful of the need to deliver a stable service model whilst delivering £200,000 of efficiency savings, an extension of one year to the current contract is sought.
3. Currently BEHMHT is commissioned to provide a targeted at Tier 2 and 3 services within the local CAMHS framework commissioned largely by NHS Barnet CCG. (Including generic tier 3 services, primary/secondary projects in schools, looked after children, Service for Children and Adolescent with Neuro Developmental Difficulties (“SCAN”) Barnet Adolescent Service (“BAS”) and paediatric liaison)
4. The overall emphasis of the service is preventative, offering intervention at the early stages of the care pathway, with the underlying service aim of early intervention and prevention of the need for referral to more specialist services.
5. The current services provided under contract are as follows:

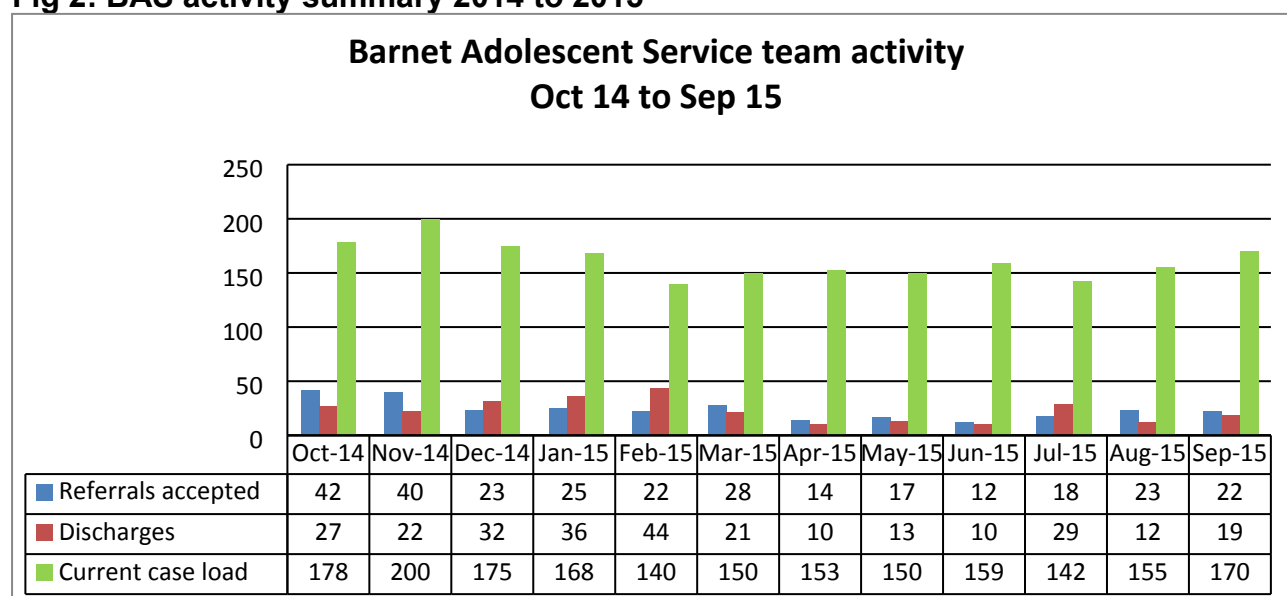
**Fig 1: Current CAMHS Services commissioned by LBB till March 2016**

Service	Tier	£000s
Paediatric Liaison	2	98
Looked After Children	2	77
Adoption	2	30
Primary Project	2	245
Secondary Project	2	186
TAMHS	2	150
<b>Tier 2 sub-total</b>		<b>786</b>
SCAN	3	202
Barnet Adolescent Service	3	273
<b>Tier 3 sub-total</b>		<b>475</b>
<b>Total</b>		<b>1,261</b>
CCG contribution (block contract)		-291
<b>LB Barnet contract value</b>		<b>970</b>

- I. Historically this service provider has realigned provision of Targeted Mental Health in Schools (TAHMS) services to maximise generic service provision, allowing for the realisation of £150,000 of efficiencies against the contract value. Currently the provider cannot deliver any meaningful data as to the level of TAMHS services delivered and accordingly the JCU is undertaking a refocussing of service priorities and data reporting to ensure that there is line of sight understanding of service delivery and resource allocation.
- II. A further £50,000 of efficiencies are required, and in order to deliver this a lengthy period of refocussing the new service specification on service priority areas is necessary.
- III. Excluding TAHMS, currently BEHMHT deliver the following services under the LBB contract

**Barnet Adolescent Service (BAS):** This service is for children and young people aged from 13-18 years and their families, catering to the needs of young people with a wide range of mental health problems, disorders and illnesses, who require the help of a multi-disciplinary mental health service. The team manage the most complex young people taking referrals from emergency services.

**Fig 2: BAS activity summary 2014 to 2015**

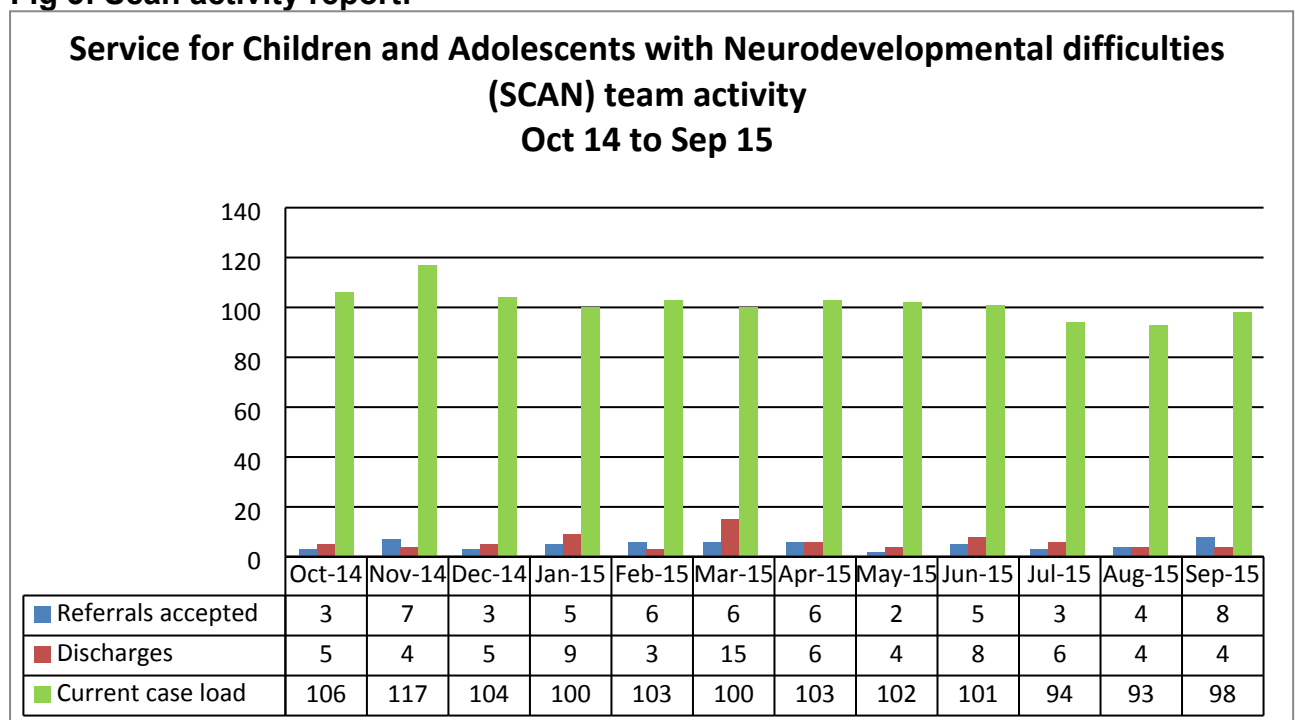


As can be seen from the table above BAS has had a variable pattern of referral acceptance and maintained a caseload in excess of 140 cases for the duration of the latest reporting period. Discharge information available to the commissioners does not currently detail if there is a pattern of onward referral into adult services for adolescents nearing maturation or the resolution of immediate mental health and wellbeing needs by the service at the conclusion of an episode of care. Regardless the BAS service remains busy and is a service line commissioners are seeking to

retain and develop within the broader context of works connected to the CAMHS Transformation Plan.

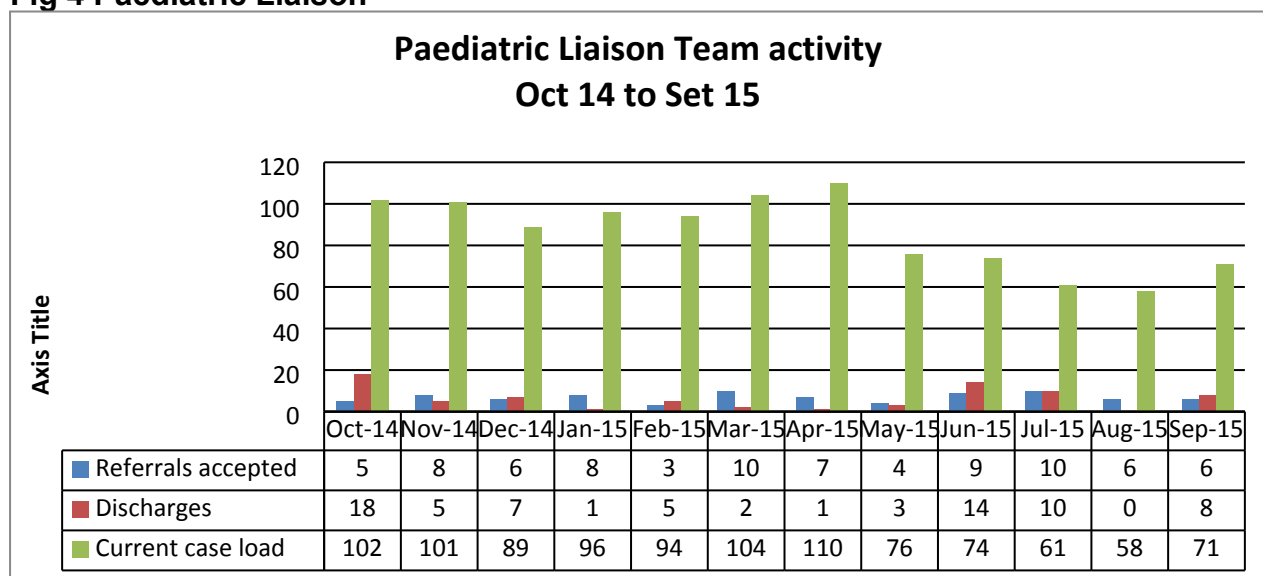
**Service for children and adolescent with neuro developmental difficulties, autistic, and attention deficit disorder (SCAN):** This is a service for children/young people with severe learning disabilities and neuro-developmental and autistic conditions where the degree of impairment is significant and coupled with mental health problems. As such it is an important contributor to the provision of services for CYP with both health and care needs. As can be seen in figure 3 whilst the numbers of referrals to the service remain low, the increasing complexity of conditions and co-morbidities and potentially life long nature of health and the impact on neurodisability on long term social care makes this an essential service. Caseload have been consistent within the last reporting period as circa 100 CYP.

**Fig 3: Scan activity report:**



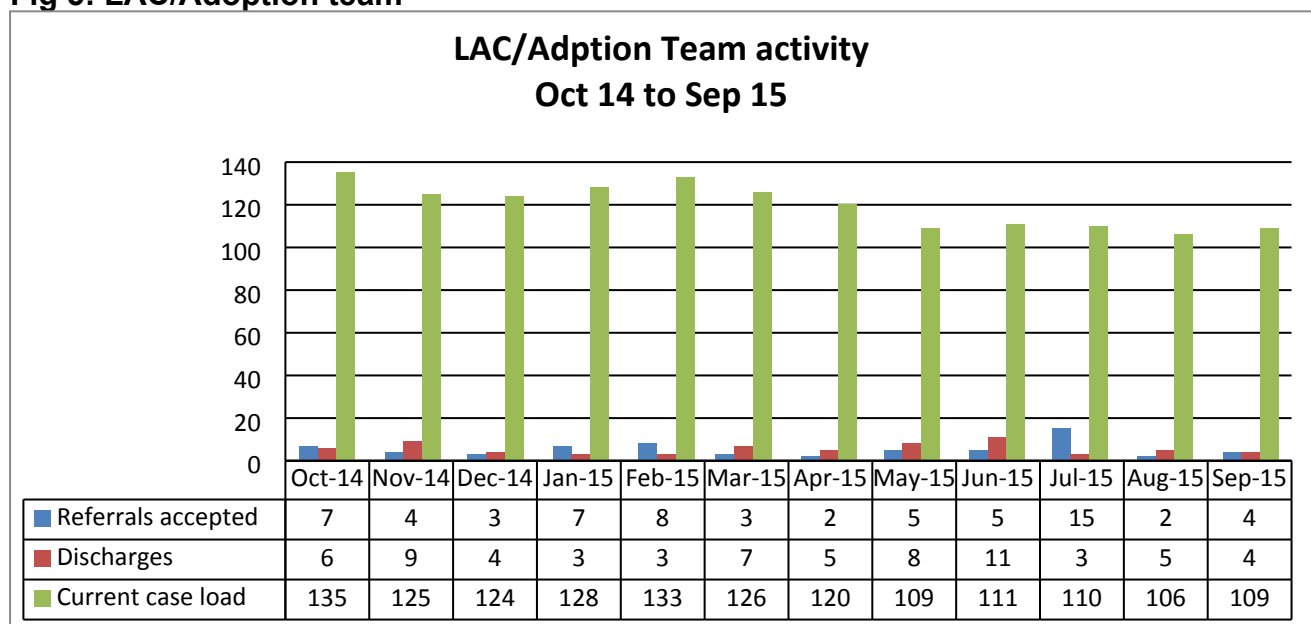
**Paediatric Liaison:** This service offers an emergency and routine in-patient and out-patient service to Galaxy ward and Starlight Neonatal Unit. The remit is to work with young people and families where there are psychological difficulties in relation to physical health problems, where the young person is under the care of Paediatrics. Referrals into the service have remained consistently low with overall caseloads oscillating between a peak of 104 in March 2015 to a lower level of 71 in September 2015. Commissioners are seeking to review current provision and understand systemic pressures that have impacted on the variation of referrals into the service.

**Fig 4 Paediatric Liaison**



**LAC/Adoption Team:** In support of the councils statutory obligation to support Looked after Children and Adopted children this service has been commissioned to support the statutory health and care needs of these key vulnerable cohorts. The service delivers a multi-disciplinary team including a clinical psychology team to provide assessment and short term therapeutic interventions and monthly consultation sessions for social workers, and staff in residential children’s homes. Referrals into the service have remained consistently low and there is a slowly declining trend in caseload, but as a core statutory council service (as corporate parent) it remains a critical service and will be a key component of the ongoing CAMHS transformation Plan

**Fig 5: LAC/Adoption team**



**Primary and Secondary Schools Link Project:** This service comprises of a multi-disciplinary team of mental health professionals working closely with children's services (schools, Social Care, youth services, Youth Offending, Safeguarding teams and community groups).

Since 2012 circa 40 CYP per year have been referred with a diagnosis of Mental Health difficulties including:

- Anxiety; Depression
- Anxious school refusal
- Additional medical conditions /past traumas (domestic violence or childhood abuse) *-frequently encountered.*

An overview of 130 students illustrates the complexity of the caseload:

- 75 PRU students - permanently excluded from school for challenging behaviour and with emotional and behavioural difficulties
- 27 of these known to the YOT
- 19 referred to CAMHS but disengaged or failed to attend
- 8 "Looked After Children"
- 2 are adopted
- 2 are in custody
- 55 students referred with medical and /or emotional problems

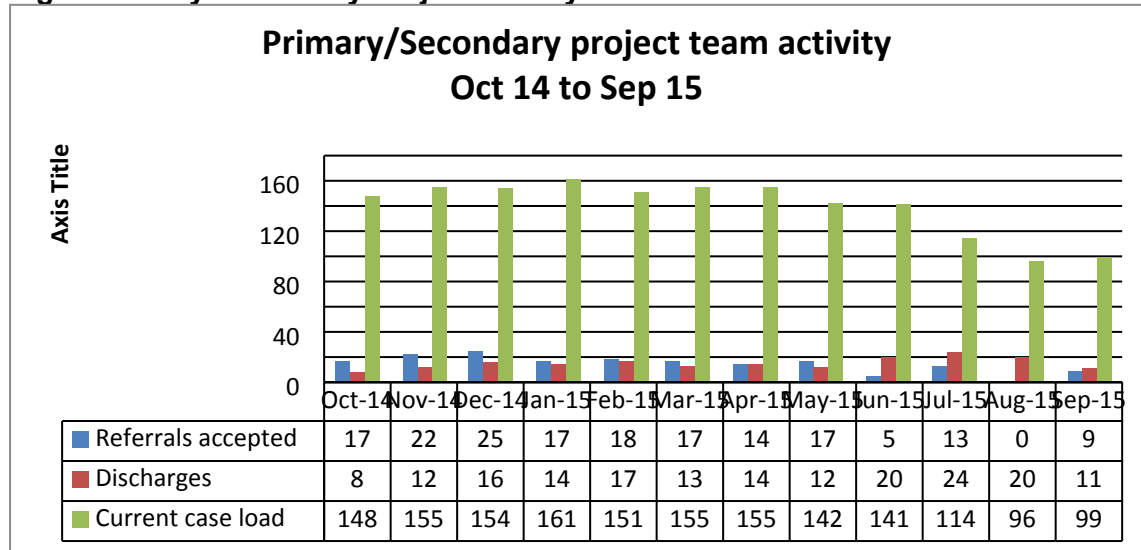
There are concerns about the underlying mental health for pupils permanently excluded and those at risk of exclusion. Some of these children will have a diagnosis of ADHD or ASD.

**Specialist provision** is through **The Pavilion** which provides education needs for the most complex and vulnerable Barnet CYP and those too unwell to attend school full time. It also provides for CYP who have been excluded, or are at immediate risk of exclusion for a range of behaviour needs.

**The PRU** is supported by a Primary/ Secondary CAMHS mental health worker for 3.75 hours each fortnight, a youth worker from the young people's drug and alcohol service also visits the unit.

There has been a declining caseload and a fairly consistent pattern of decline in referrals to the service. Complexity of the caseloads is undergoing in depth analysis and it is heartening to see consistent levels of high discharge from the service, although at present re-presentations to the service are to be assessed.

**Fig 6: Primary/Secondary Project activity**



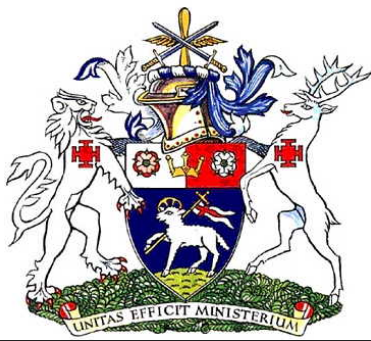
**Quality:**

Quality is reported as Complaints, Critical Incidents and Commendations

From October 2014 to the end of September 2015 there were, two complaints, no critical incidents and 11 commendations.

Child Outcome Research consortium (CORC) mandatory reporting includes quality measures and outcomes. Children and Young Peoples Improving Access to Psychological Therapies measures outcomes and quality. BEHMHT are implementing and beginning to use these outcomes and quality measures which will improve reporting for the ongoing future.

The CAMHS Transformation Plan includes the Future in Mind priority of “**A system based on CYP need and not service boundaries**”: removing barriers to service access and changing the nature of assessment, practice and delivery to develop service’s based on CYP “Life course” needs and not just tiers of service provision.



**Policy and Resources Committee  
16 February 2016**

<b>Title</b>	<b>Extension of Mental Health Prevention and Supported Living Services</b>
<b>Report of</b>	Adults and Health Commissioning Director
<b>Wards</b>	All
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Key</b>	Yes
<b>Enclosures</b>	Annex A – Delegated Powers Report dated 12 <sup>th</sup> January 2016
<b>Officer Contact Details</b>	Paula Arnell <a href="mailto:paula.arnell@barnet.gov.uk">paula.arnell@barnet.gov.uk</a> 020 8359 7675 Sue Tomlin <a href="mailto:sue.tomlin@barnet.gov.uk">sue.tomlin@barnet.gov.uk</a> 020 8359 4902 Ian Hutchison <a href="mailto:ian.hutchison@barnet.gov.uk">ian.hutchison@barnet.gov.uk</a> 020 8359 4281

**Summary**

This report requests that committee approves waivers of the Contract Procedure Rules (CPRs) to ensure that seven mental health and wellbeing prevention services provided by the voluntary sector and two contracts for supported living services meet required standing orders to continue provision of services until 31.03.2017.

Continuing the voluntary sector services until 31.03.2017 will ensure continuity of their provision, whilst the Council and NHS Barnet Clinical Commissioning Group (CCG) undertake projects to remodel mental health social care and NHS mental health services.

The extension of the supported living services will enable the Bevatone House and Sarnes Court services to be re-procured within the Council’s main Supported Living Framework (which provides accommodation and support for people with disabilities), for which a new framework contract is due to commence on 01.04.2017. The extension will ensure continuity of service for these client groups and mitigate against avoidable increases in support package costs for the residents.

The report also sets out the reasons for an emergency waiver approved by the Adults and Health Commissioning Director on 12<sup>th</sup> January 2016 to continue a Mental Health Day Opportunities Service between the end of the contract on 13<sup>th</sup> January 2016 and the Adults

and Safeguarding Committee on 7<sup>th</sup> March 2016. A report will go to Adult and Safeguarding Committee on 7<sup>th</sup> March 2016 to request acceptance to extend the contract with the provider for a further two years until 13<sup>th</sup> January 2018 as provided for in the contract.

## **Recommendations**

**That the Policy and Resources Committee:**

- 1. Approves the following waivers of the Council's Contract Procedure Rules:**
  - a) A waiver to bring the prevention services listed in the table at paragraph 5.2.3 into contract, to last until 31.03.2017.**
  - b) A waiver to extend the contract with One Support for Bevatone House and Barnet Complex Needs service retrospectively for the period from 01.04.2015 to 31.03.2016 and to extend the contract until 31.03.2017.**
  - c) A waiver to extend the contract with Sanctuary Housing for Sarnes Court core housing support service retrospectively for the period from 01.02.2014 to 31.03.2016 and to extend the contract to 31.03.2017.**
- 2. Notes the decision of the Adults and Health Commissioning Director as detailed below:**
  - a) That the Officer in consultation with the Chairman of the Policy agree a waiver of the Contract Procedure Rules to extend the contract with Richmond Fellowship until 07.03.2015.**

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

- 1.1** The Council's Contract Procedure Rules set out that waivers are required to meet standing orders and ensure that contracts can be put in place and continue the services set out in this report.
- 1.2** To notify the Committee of the decision taken by the Adults and Health Commissioning Director with regard to the waiver for the Mental Health Day Opportunities service. The Adults and Health Commissioning 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 the timescale.
- 1.3** The Council's Constitution (Contract Procedure Rules, Section 15, states that Directors, Assistant Directors, Commissioning Directors and Heads of Service may take decisions on emergency matters 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.



## **2. REASONS FOR RECOMMENDATIONS**

- 2.1** The mental health prevention services listed in the table at paragraph 5.2.3 are small services jointly commissioned by the Council and NHS Barnet CCG to provide community support for people with mental health problems; with an emphasis on meeting the needs of BME groups, providing peer support and counselling. Details of each service are provided in the table at paragraph 5.2.3.
- 2.2** Bevatone House is a supported living scheme for 15 adults with complex mental health needs. The scheme was the result of a £4.2 m investment by One Housing Group to develop a Move On scheme for One Support and Barnet Council when first commissioned five years ago. The service provides 24 hour support. The Complex Needs Service supports 16 adults with complex needs. The services are funded through a block contract of £492,072 per annum.
- 2.3** Sarnes Court is a supported living scheme for people with learning and other disabilities. It is a block of 18 self-contained flats. The accommodation was purpose-built by Sanctuary Housing in 2012 on a Council-owned site. It was developed as a new model of support, with the aim of improving opportunities for self-direction in supported living. The cost of the core support service is £38,000 per annum.
- 2.4** The waivers will enable continuity of service provision for vulnerable adults and ensure the services are managed within the Council's CPRs. Continuing these services until 31.03.2017 will ensure that the two supported living schemes can be procured within the new Supported Living Framework and that the mental health prevention services can be developed to fit within the council's new social care model for mental health and the CCG's commissioning intentions for mental health.

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

- 3.1** The alternative is stopping the provision, which is not recommended, in order to ensure continuity of service to people with health and care needs.
- 3.2** For extension of the Mental Health Day Opportunities Service see Annex A – Delegated Powers Report dated 12<sup>th</sup> January 2016.

## **4. POST DECISION IMPLEMENTATION**

- 4.1** Following the decision, contracts will be issued following advice from HB Public Law. The specifications contained within the contracts will be reviewed and will be amended if required.
- 4.2** The timescales have been set for a review cycle from 01.04.2016 followed by a needs modelling approach. The services are on the procurement forward plan for 2016/17.

- 4.3** The housing providers will be required to work with the Council to bring the services into scope for procurement of the new Supported Living Framework (SLF) for 2017.
- 4.4** With regards to the extension of the Mental Health Day Opportunities Service, a copy of this report will be provided to CSG Procurement and stored in the Council's Contract Repository.
- 4.5** A report will go to Adults and Safeguarding Committee on 7<sup>th</sup> March 2016 to request acceptance to extend the Mental Health Day Opportunities Service contract for a further two years until 13<sup>th</sup> January 2018 as provided for in the contract.

## **5. IMPLICATIONS OF DECISION**

### **5.1 Corporate Priorities and Performance**

- 5.1.1** The Council's Corporate Plan 2015-20 states that the Council, working with local, regional and national partners, will strive to ensure that Barnet is a place:
- of opportunity, where people can further their quality of life
  - where people are helped to help themselves, recognising that prevention is better than cure
  - where responsibility is shared, fairly
  - where services are delivered efficiently to get value for money for the taxpayer
- 5.1.2** The continuation of these services provided by the voluntary sector through ensuring contracts meet standing orders will contribute to the Corporate Plan priority 'More people supported to live longer in their own homes'.
- 5.1.3** The Joint Health and Wellbeing Strategy 2015 – 2020 includes the objective of creating circumstances that enable people to have greater life opportunities through a focus on improving mental health and wellbeing for all.
- 5.1.4** The Barnet Joint Strategic Needs Assessment states that 56,333 people aged 18 – 64 have a mental health problem. The number of people with mental health conditions is predicted to increase as the population grows. In November 2014, the Health and Wellbeing Board identified prevention of and early intervention in mental health problems as a priority. Mental health is the key priority in year one of the Joint Health and Wellbeing Strategy
- 5.1.5** Barnet has the highest proportion of people with moderate or severe learning disabilities (0.68%) aged 15-19. The number of people aged over 65 with moderate or severe learning difficulties is estimated to rise from 143 in 2015 to 187 in 2030; a rise of over 30%. Provision of high quality supported living

remains a priority to meet the needs of people with learning disabilities. A priority within the Adults and Safeguarding Committee Commissioning Plan 2015-20 is that every young person with a disability will have the opportunity to live in their own home as a part of their family and local community.

5.1.6 The Government’s mandate to NHS England for 2016-17 was announced in December 2015. It is important that future recommissioning addresses the following aims:

- greater integration between health and social care, so that care is more joined up to meet people’s physical health, mental health and social care needs
- reduce the health gap between people with mental health problems and the population as a whole, with support to live full, healthy and independent lives
- ensure there is measurable progress towards the parity of esteem for mental health enshrined in the NHS Constitution
- improve care and outcomes through prevention, early intervention and improved access to integrated services

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

5.2.1 As set out in paragraphs 5.4.1 and 5.4.2 of this report, the Council’s Contract Procedure Rules stipulates that waivers are required to bring the seven uncontracted services within standing orders for the services set out in this report. There are no staffing or property implications for the Council relating to this decision. The contracts will all be recommissioned within relevant timescales to ensure that value for money is obtained.

5.2.2 LBB contributions for the Mental Health and Wellbeing Prevention services exist within the current Adults and Communities Delivery Unit budget. Barnet CCG contributions exist within the Section 75 baseline budget.

5.2.3 The following table sets out the annual value of each service, the contributions from the Council and Barnet CCG and the value of continuing the provision of services until 31.03.2017

Service	Provider	Rationale	Annual LBB Contribution	Annual BCCG Contribution	Total Annual Value	Total Value (covering the period 01.04.2015 to 31.03.2017)
Peer Support	Barnet Asian Women’s Association	Provides information, advice and support to Asian Women who may not access other MH	£29,656	£0	£29,656	£59,312

		prevention services. Valued service is being delivered. Authorisation was agreed to award a single source contract and a DPR was put in place to cover the period from 1 <sup>st</sup> April 2014 for 1 + 1 yr (+1yr option was not enacted). No signed contract is in place.				
Bereavement Counselling	Barnet Bereavement Service	Provides counselling to people following a bereavement. Valued service is being delivered. Former contract with the Primary Care Trust. Authorisation was agreed to award a single source contract and a DPR was put in place to cover the period from 1 <sup>st</sup> April 2014 for 1 + 1 yr (+1yr option was not enacted). No signed contract is in place.	£3,001	£12,478	£15,479	£30,958
Support Group	Barnet Depression Alliance	Peer group meeting for Adults with the onset of depression or living with depression. Valued service is being delivered. Authorisation was agreed to award a single source contract and a DPR was put in place to cover the period from 1 <sup>st</sup> April 2014 for 1 + 1 yr (+1yr option was not enacted). No signed contract is in place.	£ 454	£454	£908	£1,816
Health and	Barnet	Provides support to	£0	£66,946	£66,946	£133,892

Wellbeing Promotion for Refugees	Refugee Service	Refugees/ asylum seekers around information, advice and signposting to sources of support. Valued service is being delivered. Former contract with the Primary Care Trust. Authorisation was agreed to award a single source contract and a DPR was put in place to cover the period from 1st April 2014 for 1 + 1 yr (+1yr option was not enacted). No signed contract is in place.				
Floating Support	Chinese Mental Health Association	Chinese community health and wellbeing promotion and support (Barnet has the largest Chinese population in London). Valued service is being delivered. Historic Supporting People service. Authorisation was agreed to award a single source contract and a DPR was put in place to cover the period from 1st April 2014 for 1 + 1 yr (+1yr option was not enacted). No signed contract is in place.	£46,894	£0	£46,894	£93,788
Cancer Care	Cherry Lodge	Support and counselling to Adults recently diagnosed and those following treatment plan and post-operation. Valued service is being delivered. Authorisation was agreed to award a single source	£0	£14,086	£14,086	£28,172

		contract and a DPR was put in place to cover the period from 1st April 2014 for 1 + 1 yr (+1yr option was not enacted). No signed contract is in place.				
Community Counselling	Mind in Barnet	Adults requiring short and long-term counselling to prevent escalation of MH conditions. Valued service is being delivered. Former contract with the Primary Care Trust. Authorisation was agreed to award a single source contract and a DPR was put in place to cover the period from 1st April 2014 for 1 + 1 yr (+1yr option was not enacted). No signed contract is in place.	£0	£76,961	£76,961	£153,922

- 5.2.4 The contract with One Support for Bevatone House and Complex Needs Service started on 01.4.2010 for a period of three years. The contract was then extended for a further two years until 31.03.2015. The annual contract value is £492,072. This waiver is requested to put in place a contract for the period 01.04.2015 to 31.03.2017. This is equivalent to a lifetime (7 years) contract value of £3,444,504.
- 5.2.5 The contract with Sanctuary Housing for Sarnes Court started on 01.07.2012 for a period of one year. The contract was then extended until 31.01.2014. This waiver is requested to put in place a contract for the period 1st February 2014 to 31.03.2017. The value of the contract extension since Public Contracts Regulations came into effect on 26<sup>th</sup> February 2015 is £82,333.
- 5.2.6 The contract with Sanctuary for 'core support' provides value for money as the cost of this service is offset through the housing funding that is available separately to them as a landlord. Funding for the contract extension exists within the current Delivery Unit budget.
- 5.2.7 Payments have continued to the providers and funding for the extensions exists within the current Adults and Communities' budget.
- 5.2.8 For the extension of the Mental Health Day Opportunities Service see Annex

A – Delegated Powers Report dated 12<sup>th</sup> January 2016.

### **5.3 Social Value**

5.3.1 The Public Services (Social Value) Act 2013 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. When these services are recommissioned, commissioners will consider how additional social value can be secured for Barnet.

### **5.4 Legal and Constitutional References**

5.4.1 Constitution Responsibilities for Functions Annex A sets out the terms of the Policy and Resources Committee, which include:

- To be responsible for the overall strategic direction of the Council including Corporate Procurement (including agreement of the Procurement Forward Plan and agreeing exceptions to CPRs)
- Authorise procurement activity within the remit of the Committee and any acceptance of variations or extensions if within budget in accordance with the responsibilities and thresholds set out in Contract Procedure Rules.

5.4.2 Section 15.1 of the Council's Contract Procedure Rules sets out that if the application of these Contract Procedure Rules prevents or inhibits the delivery or continuity of service, Directors or Assistant Directors, Commissioning Directors 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. This report recommends the adoption of a waiver of rule 14 of CPR which requires the authorisation of the Policy and Resources Committee.

5.4.3 Section 15.2 of the Council's Contract Procedure Rules that Directors, Assistant Directors, Commissioning Directors 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 CSG Procurement and stored on the Council's contract repository.

### **5.5 Risk Management**

5.5.1 The waivers and extensions enable the services to be brought back into a formal contractual position and maintain quality and performance monitoring. The recommendation to approve contract extensions and the associated waivers is considered relatively low overall due to the nature of the service and the providers concerned.

- 5.5.2 It must be noted that the contract with One Support falls within the remit of the Public Contracts Regulations 2015 (PCR) due to the value of the Contract being over current threshold. However, the Council can rely on Regulation 72(1)(B)(ii) PCR to extend the provision of the services until 31<sup>st</sup> March 2017. This states that; *“72.—(1) Contracts and framework agreements may be modified without a new procurement procedure in accordance with this Part ... for additional works, services or supplies by the original contractor that have become necessary and were not included in the initial procurement, where a change of contractor...would cause significant inconvenience or substantial duplication of costs for the contracting authority, provided that any increase in price does not exceed 50% of the value of the original contract.”* In order to rely on this exemption the Council shall send a Modification Notice to OJEU.
- 5.5.3 In the absence of a waiver / extension, the services will effectively end. This would result in greater numbers of people requiring assessment and care management service, residential care and acute mental health care.
- 5.5.4 There are service risks that would present if the recommendations of this report were not approved. There would be discontinuity in service provision if the contract was not extended, which would have a negative impact on Barnet residents through disruption to service delivery.
- 5.5.5 The providers of the Mental Health (Wellbeing) Prevention Contracts are all local voluntary sector providers. Some providers will inevitably have to discontinue provision and, as small providers, might be at risk of their service closing. This would serve to destabilise the local voluntary sector, which would result in risk to the Council for future procurement.

## **5.6 Equalities and Diversity**

- 5.6.1 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
- 5.6.2 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.
- 5.6.3 Equalities impact assessments are undertaken as part of each recommissioning cycle and will be undertaken when the services outlined in this report are recommissioned.



## **5.7 Consultation and Engagement**

- 5.7.1 Consultation and service user feedback is undertaken as part of contract monitoring. Further engagement will be required when recommissioning the services with a range of stakeholders including service users and provider organisations.

## **5.8 Insight**

- 5.8.1 Insight, including from the Joint Strategic Needs Assessment 2015, is used to inform the development of needs analysis and the on-going review of service delivery. The demand for the services delivered through the contracts set out in this report will inform the future design and recommissioning of services to most effectively meet needs.

## **6. BACKGROUND PAPERS**

### **6.1 Prevention Services**

<http://committeepapers.barnet.gov.uk/documents/s14430/Prevention%20Services%20-%20Award%20of%20single%20source%20contracts.pdf>

### **6.2 One Housing**

<http://committeepapers.barnet.gov.uk/documents/s11395/Contract%20Extension%20%20Regularisation.pdf>

### **6.3 Sanctuary Housing**

<https://barnet.moderngov.co.uk/documents/s8364/1860%20-%20Interim%20Support%20at%20New%20Supported%20Housing%20Setting%20Sarnes%20Court.pdf>

### **6.4 Delegated Powers Report, 19<sup>th</sup> December 2012 - Contract Award – Mental Health Day Opportunities Service**

<http://barnet.moderngov.co.uk/documents/s6537/1856%20-%20Contract%20Award%20Mental%20Health%20Day%20Opportunities%20Service%20Public.pdf>

### **6.5 Delegated Powers Report, 12<sup>th</sup> January 2016 - Emergency Waiver to continue Mental Health Day Opportunities Service**

<http://barnet.moderngov.co.uk/ieDecisionDetails.aspx?ID=6071>

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	<p><b>ACTION TAKEN UNDER DELEGATED POWERS BY OFFICER</b>  <b>12<sup>th</sup> January 2016</b></p>
<b>Title</b>	<p><b>Emergency Waiver to continue Mental Health Day Opportunities Service</b></p>
<b>Report of</b>	<p>Adults and Health Commissioning Director</p>
<b>Wards</b>	<p>All</p>
<b>Status</b>	<p>Public</p>
<b>Enclosures</b>	<p>None</p>
<b>Officer Contact Details</b>	<p>Ian Hutchison, Commissioning Lead, Barnet Commissioning Group <a href="mailto:ian.hutchison@barnet.gov.uk">ian.hutchison@barnet.gov.uk</a> 020 8359 4281</p>

### Summary

This report approves an emergency waiver of the Contract Procedure Rules to continue the Mental Health Day Opportunities Service between the end of the contract on 13<sup>th</sup> January 2016 and the Adults and Safeguarding Committee on 7<sup>th</sup> March 2016.

A report will go to Adult and Safeguarding Committee on 7<sup>th</sup> March 2016 to request acceptance to extend the contract for the further two years until 12<sup>th</sup> January 2018 as provided for in the contract.

The recommendation to extend for a further two years is being made after the original end date of the contract. The reason being that commissioning intentions have required further work. This is to ensure there are sustainable commissioning plans that take account of key development areas, specifically the Government’s mandate to NHS England for 2016-17 and the Employment Support offer to Barnet residents with a mental health condition.

The Government’s mandate to NHS England for 2016-17 was announced in December 2015. It is important that future recommissioning addresses the following aims:

- greater integration between health and social care, so that care is more joined up to meet people’s physical health, mental health and social care needs
- reduce the health gap between people with mental health problems and the population as a whole, with support to live full, healthy and independent lives

- ensure there is measurable progress towards the parity of esteem for mental health enshrined in the NHS Constitution
- improve care and outcomes through prevention, early intervention and improved access to integrated services

Two employment support initiatives are currently being piloted in the borough. Commissioners are now considering how to sustain and expand these promising interventions to support more people with long-term health conditions and disabilities back into employment.

This context will inform future commissioning of day opportunities in mental health. However, the extension is required to ensure service continuity whilst new national policy and guidance is incorporated into local commissioning intentions.

## **Decisions**

- 1. To approve an emergency waiver of the Contract Procedure Rules to continue the Mental Health Day Opportunities Service provided by Richmond Fellowship between the end of the contract on 13<sup>th</sup> January 2016 and the Adults and Safeguarding Committee on 7<sup>th</sup> March 2016.**

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

- 1.1 A contract was awarded on the 19<sup>th</sup> December 2012 to Richmond Fellowship for provision of Mental Health Day Opportunities following a competitive procurement.
- 1.2 The contract started on 14<sup>th</sup> January 2013 for a period of three years with the option to extend for a further two years subject to review.
- 1.3 The contract will end on 13<sup>th</sup> January 2016.
- 1.4 A report will go to Adult and Safeguarding Committee on 7<sup>th</sup> March 2016 to request acceptance to extend the contract for the further two years until 12<sup>th</sup> January 2018 as provided for in the contract.
- 1.5 This report requests an emergency waiver of the Contract Procedure Rules to continue the Mental Health Day Opportunities Service between the end of the contract on 13<sup>th</sup> January 2016 and the Adults and Safeguarding Committee on 7<sup>th</sup> March 2016.

### **2. REASONS FOR RECOMMENDATIONS**

- 2.1 The Government's mandate to NHS England for 2016-17 was announced in December 2015. It is important that future recommissioning addresses the following aims:

- greater integration between health and social care, so that care is more joined up to meet people's physical health, mental health and social care needs
  - reduce the health gap between people with mental health problems and the population as a whole, with support to live full, healthy and independent lives
  - ensure there is measurable progress towards the parity of esteem for mental health enshrined in the NHS Constitution
  - improve care and outcomes through prevention, early intervention and improved access to integrated services
- 2.2 Two employment support initiatives are currently being piloted in the borough. Commissioners are now considering how to sustain and expand these promising interventions to support more people with long-term health conditions and disabilities back into employment.
- 2.3 This context will inform future commissioning of day opportunities in mental health. However, the extension is required to ensure service continuity whilst new national policy and guidance is incorporated into local commissioning intentions.
- 2.4 The Service was reviewed in August 2015 and the provider is meeting the key performance indicators for the service. The service is currently delivering outcomes related to mental health and wellbeing promotion, peer support and recovery and inclusion. The service is a key demand management initiative which reduces demand on other services by enabling individuals to keep well and live more independently. It is therefore recommended that the service continues.

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

- 3.1 Ending the contract without an alternative offer is not recommended in order to ensure there is continuity of service.
- 3.2 Recommissioning the service at the end of the third year of the contract is not recommended. This will ensure future recommissioning is aligned to the timescales of both Barnet Council's and Barnet Clinical Commissioning Group's Transformation Programmes.

### **4. POST DECISION IMPLEMENTATION**

- 4.1 If the emergency waiver is approved a report will go to Adults and Safeguarding Committee on 7<sup>th</sup> March 2016 to request acceptance to extend the contract for the further two years until 12<sup>th</sup> January 2018 as provided for in the contract.
- 4.2 A report will also go to the next available Policy and Resources Committee, setting out the reasons for the emergency waiver.

4.3 A copy of the Policy and Resources Committee report will be provided to CSG Procurement and stored in the Council's Contract Repository.

## **5. IMPLICATIONS OF DECISION**

### **5.1 Corporate Priorities and Performance**

5.1.1 The Council's Corporate Plan 2015-20 states that the council, working with local, regional and national partners, will strive to ensure that Barnet is a place:

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

5.1.2 The Joint Health and Wellbeing Strategy 2015 – 2020 includes the objective of creating circumstances that enable people to have greater life opportunities through a focus on improving mental health and wellbeing for all.

5.1.3 The Joint Strategic Needs Assessment tells us that in 2015, it is predicted that 56,333 people aged 18 – 64 have a mental health problem.

5.1.4 The number of people with mental health conditions is predicted to increase as the population grows. In November 2014, the Health and Wellbeing Board identified prevention of and early intervention in mental health problems as a priority. Mental health is the key priority in year one of the Joint Health and Wellbeing Strategy with partners coming together to make a positive impact for all of our residents.

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

5.2.1 The service is funded through a Section 75 Agreement for Voluntary Services Prevention Commissioning between the London Borough of Barnet (LBB) and Barnet Clinical Commissioning Group (BCCG).

5.2.2 The table below (5.3) includes the annual value of the contract, including the annual contributions from both funding organisations. The table also includes the value of the two year extension.

### **5.3 Contract Value**

<b>Annual Contract Value</b>	<b>LBB Annual Contribution</b>	<b>BCCG Annual Contribution</b>	<b>Value of Two Year Extension</b>
£530,000	£183,461	£346,539	£1,060,000

## **5.4 Social Value**

5.4.1 The Public Services (Social Value) Act 2013 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits.

5.4.2 Any future recommissioning will consider how additional social value can be secured for Barnet.

## **5.5 Legal and Constitutional References**

5.5.1 The Council's Constitution (Contract Procedure Rules, Section 15, states that Directors, Assistant Directors, Commissioning Directors 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 CSG Procurement and stored on the Council's contract repository.

## **5.6 Risk Management**

5.6.1 Continuing the service mitigates any impact of service disruption.

## **5.7 Equalities and Diversity**

5.7.1 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

5.7.2 The protected characteristics are: age, disability, gender reassignment, pregnancy and maternity, race, religion and belief, sex and sexual orientation.

5.7.3 An Equalities Impact Assessment was completed as part of the procurement of the service. This showed a positive impact for residents and service users.

5.7.4 The contract for the service includes explicit requirements fully covering the Council's duties under equalities legislation.

## **5.8 Consultation and Engagement**

5.8.1 Not applicable.

## 6 BACKGROUND PAPERS

- 6.1 Delegated Powers Report, 19<sup>th</sup> December 2012 - Contract Award – Mental Health Day Opportunities Service.

<http://barnet.moderngov.co.uk/documents/s6537/1856%20-%20Contract%20Award%20Mental%20Health%20Day%20Opportunities%20Service%20Public.pdf>

## 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 **To approve an emergency waiver of the Contract Procedure Rules to continue the Mental Health Day Opportunities Service provided by Richmond Fellowship between the end of the contract on 13<sup>th</sup> January 2016 and the Adults and Safeguarding Committee on 7<sup>th</sup> March 2016.**

**Signed**                      **Dawn Wakeling, Adults and Health Commissioning  
Director**

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**Date**                         **12.01.2016**

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	<p align="center"><b>Policy and Resources Committee</b> <b>16<sup>th</sup> February 2016</b></p>
<p align="center"><b>Title</b></p>	<p><b>Barnet Carers and Young Carers Strategy 2015-20: “Carers are supported and valued by our communities”</b></p>
<p align="center"><b>Report of</b></p>	<p>Community and Wellbeing Assistant Director, Adults and Communities Assistant Director of Early Intervention and Prevention, Family Services</p>
<p align="center"><b>Wards</b></p>	<p>All</p>
<p align="center"><b>Status</b></p>	<p>Public</p>
<p align="center"><b>Urgent</b></p>	<p>No</p>
<p align="center"><b>Key</b></p>	<p>Key</p>
<p align="center"><b>Enclosures</b></p>	<p>Appendix A – Carers and Young Carers Strategy 2015-20</p>
<p align="center"><b>Officer Contact Details</b></p>	<p>Sarah Perrin, Prevention and Wellbeing Service Manager Adults and Communities Email: <a href="mailto:sarah.perrin@barnet.gov.uk">sarah.perrin@barnet.gov.uk</a> Tel: 020-8359-3487</p> <p>Lindsey Hyde, Strategy, Insight and Commissioning Manager Family Services Email: <a href="mailto:Lindsey.hyde@barnet.gov.uk">Lindsey.hyde@barnet.gov.uk</a> Tel: 020-8359-7994</p>

## Summary

This report describes the joint work that Adults and Communities is undertaking with Family Services to deliver a holistic approach to supporting carers and young carers within Barnet. The social and economic contribution that carers make to the borough is huge and deserves both recognition and support to sustain it.

Following implementation of the Care Act 2014, carers have legal rights similar to those of an adult requiring care and support. The Children and Families Act 2014 also provides new rights for young carers and parent carers of children under 18. In order to ensure that the council meets its statutory duties and delivers better outcomes for carers of all ages, Adults and Communities and Family Services have produced a joint Carers and Young Carers Strategy. Additionally, we intend to jointly commission carers and young carers

support services to be in place by October 2016.

Through the new strategy and support services for carers and young carers the council and its partners will more effectively manage the demand of people needing care and support; support carers in carrying out their caring role and help prevent young carers from carrying out inappropriate levels of caring; and promote that carers of all ages can achieve the outcomes that they desire.

This report asks the Committee to note the content of the Carers and Young Carers Strategy 2015-20. The Committee is also requested to authorize the extension and variation of the current carers and young carers support services contracts and to authorize the procurement of carers and young carers support services by Adults and Communities and Family Services from April 2016.

## Recommendations

**That the Policy and Resources committee:**

- 1. Note the contents of the Barnet Carers and Young Carers Strategy 2015-20 which the Barnet Carers Strategy Partnership Board approved on 7<sup>th</sup> December 2015.**
- 2. Authorise the procurement of a carers and young carers support services tender to commence from April 2016.**
- 3. Agree a waiver of the Contract Procedure Rules to further extend the contract with Barnet Carers Centre for the provision of adult carer support services from 1<sup>st</sup> April 2016 for a period of up to one year, delegating authority to the Director of Adults and Communities to enact a variation to the current contract whilst procurement activities are being undertaken. The total contract value for the extension period will be £280,000 per annum.**
- 4. Agree a waiver of the Contract Procedure Rules to extend the contract with Barnet Young Carers and Sibling Services from 1<sup>st</sup> April 2016 for a period of up to one year, delegating authority to Director of Family Services to enact a variation to the current contract if required whilst procurement activities are being undertaken. The total contract value for the extension period will be £115,020 per annum.**

### 1. WHY THIS REPORT IS NEEDED

#### 1.1 Background

1.1.1 The Care Act 2014 put into place a consolidated legal framework for carers placing them on the same statutory footing as those receiving care and support. The Children and Families Act 2014 introduced new duties in regards to the assessment of young carers and parent carers of children under 18. Together these two Acts are designed to promote a holistic and integrated approach to supporting carers of all ages.

1.1.2 As a result of these legislative changes Adults and Communities and Family Services agreed to develop a joint approach to supporting carers of all ages in Barnet. The Commissioning Directors of Adults and Health and Family Services sponsored the project. This included the development of a joint strategy outlining how the council will achieve better outcomes for carers and

young carers and a joint procurement of support services for carers and young carers.

## 1.2 **The Carers and Young Carers Strategy**

1.2.1 The Barnet Carers and Young Carers Strategy has been developed through strong engagement with carers and young carers and the priorities and outcomes defined within it are the priorities and outcomes that are important to them.

1.2.2 Carers have been identified as a priority area for support in the Barnet Joint Health and Wellbeing Strategy 2015-20 and the Adults and Safeguarding Commissioning Plan 2015-20. The Carers and Young Carers Strategy supports these strategic documents and details, the actions the Council will take in conjunction with partners to ensure that more carers and young carers are supported appropriately and are able to achieve the outcomes that they desire whilst supporting demand management for adult social care.

1.2.3 The Carers and Young Carers Strategy:

- sets out to carers how the Council will support them in carrying out their caring role
- sets out to young carers how we will support them and help to prevent them from carrying out inappropriate levels of caring
- sets out the work that the Council will carry out over the next five years for carers and young carers
- provides a framework for all organisations to work together to support carers and young carers within Barnet
- provides a framework against which commissioning priorities for carers and young carers will be identified
- reflects the new requirements of the Care Act and Children and Families Act, and embeds a clear preventative approach with carers wellbeing at its heart.

1.2.4 The strategy focuses on the following three priority areas:

1. Proactive identification of carers and young carers
2. Individualised support so that carers and young carers can maintain their own health and wellbeing
3. Recognising carers and young carers as key partners in care and support

1.2.5 The strategy goes on to identify six outcomes for carers and young carers to ensure that :

1. Carers and young carers have the right support and tools to manage their own health and wellbeing which they can draw upon in their everyday lives.
2. Carers and young carers feel actively supported.
3. Carers' voices are heard and they receive recognition for the valuable contribution that they make.
4. Carers and young carers are safeguarded from harm.

5. Carers can have a life of their own, including being able to balance work and caring.
  6. Carer friendly communities are embedded throughout Barnet. Local services and systems will reach out to support carers and young carers wherever they can, working together to help support carers and young carers in their role.
- 1.2.6 The strategy action plan will be reviewed annually with an annual report to the Health and Wellbeing Board updating on progress made, analysis of performance of key activities and targets, and proposals for further action plans.
- 1.3 Commissioning of carers and young carers support services**
- 1.3.1 Jointly procuring carers and young carers support services will help the Council to better deliver flexible and responsive, person-centred support to carers and young carers. It enables a 'whole family approach' and one which promotes carers wellbeing and early intervention and prevention.
- 1.3.2 There will be improved information and advice about what support is available for carers in the community which will help carers to continue in their caring role and prevent young carers from carrying out inappropriate levels of caring. This preventative approach should help reduce and delay the demand for adult social care services, and help the Council target its resources to helping those most at risk of carer breakdown.
- 1.3.3 Adults and Communities and Family Services sought to jointly procure support services for carers and young carers during 2015/16. However, the procurement was terminated in December 2015 following a risk assessment as there were concerns that some activities during the procurement may have impacted on the successful award of the contract. Therefore, in accordance with the Contract Procedure Rules the Committee is asked to approve authorisation for Adults and Communities and Families Services to jointly procure carers and young carers support services from April 2016.
- 1.3.4 There has been considerable engagement with carers and young carers in the development of the new service specification for carers and young carers support services, and market engagement activities. The voices of carers and young carers have been sought regularly throughout the commissioning of these services and this will continue. This includes working with the Carers Strategy Partnership Board and the current provider.
- 1.4 Extension of current contracts in place to support adult carers and young carers**
- 1.4.1. Adults and Communities currently have in place an adult carers support service contract. This contract began in July 2012 and was for three years with a provision to extend the contract by a further two years. Adults and Communities extended the contract in July 2015 for a period of 9 months to align with the end date of the Family Services young carers support services contract (31<sup>st</sup> March 2016).

- 1.4.2. The current contract value for the adult carers support services contract is £430,000 per annum. This amount includes a provision of £280,000 per annum for carers support services, £145,000 per annum for adult carers preventative breaks and a provision of £5000 per annum for administration of funding for adults carers preventative breaks.
- 1.4.3. The Committee is asked to approve a waiver of the contract procedure rules to allow for a further extension of the adult carers support services contract to be enacted for up to one year, from 1 April 2015, with variation to the contract as has been discussed with the Provider. The variation to contract will remove the provision of funding for adult carers preventative breaks and administration of funding for adult carers preventative breaks from the current Provider. Therefore, the total contract value for the extension period will be £280,000 per annum. Following variation to the contract, the funding for preventative breaks for adult carers will be re-incorporated into the Adults and Communities budget and will allow for Adults and Communities to provide more financial support directly through adult social care to carers with eligible needs following assessment.
- 1.4.4. Family Services currently have in place a young carers support service contract which is due to expire on 31<sup>st</sup> March 2016. The contract value is £115,020 per annum. This contract did not contain within it an extension period. The Committee is asked to approve a waiver of the contract procedure rules to allow for an extension to be enacted of up to one year from 1 April 2015 at the current value. The variation requested will be to ensure that the specification is in line with the Council's statutory duties for the children and family act. The variation to the specification will also focus on the way impact is reported for children and young people.
- 1.4.5. This paper seeks authorisation to extend the current Adults and Communities contract for adult carers support services and the Family Services contract for young carers support services by up to one year with a break clause in the contract extensions at 6 months. This will allow for carers within Barnet to continue to be able to access the current support provisions offered through the contracts whilst the procurement of carers and young carers support services is being carried out by Adults and Communities and Family Services and ensure that, the statutory duties of the local authority continue to be met.

## **2. REASONS FOR RECOMMENDATIONS**

- 2.1 The joint working that has been undertaken between Adults and Communities and Family Services reflects the Council's commitment to carers in Barnet who have a significant and valued role in sustaining people's independence and wellbeing in their communities. Supporting carers to fulfil their caring role, helping to prevent young carers from carrying out inappropriate caring, alongside identifying how best to promote their own health and wellbeing through an effective range of support services, is integral in delivering the Council's vision of helping people to keep well and promote independence.

- 2.2 There is an assessment and eligibility policy for carers which sets out the statutory duties of the Care Act, and the new Strategy supplements this providing details about how these duties will be discharged. The Carers and Young Carers Strategy clearly defines the actions to provide improved support for carers and young carers and outlines quality assurance and performance frameworks to measure the impact of the Carers Offer.
- 2.3 The commissioning of an integrated carers and young carers support service ensures that the Council meet their statutory duties with regards to carers and young carers. It will also help the Council use its staffing resources more effectively through a more joined up approach to contract management and ensuring that the contract is well performing. A new procurement exercise is required to be compliant with the Council's Contract Procedure Rules.
- 2.4 The revised timetable for the commissioning of new carers and young carers contract takes account of the risks identified by senior managers from both Delivery Units and procurement services. These include the market readiness for the successful implementation of a new contract which is outcomes focussed and reflects the new legislative requirements.
- 2.5 The vision for supporting carers and young carers effectively as defined in the Carers and Young Carers Strategy and the successful completion of the actions defined within the Carers and Young Carers Strategy Action Plan will ensure the Council's shift in approach to an early intervention and prevention model and to support demand management of support needed will be achieved. It will result in greater support being in place to enable carers to continue in their caring role whilst being better placed to maintain their own health and wellbeing.

### **3 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 3.1 Adults and Communities and Family Services have considered various approaches to meet the carers and young carers duties arising from the Care Act 2014 and the Children and Families Act 2014. Working separately to deliver two separate strategies and re-procuring separate support services for carers and young carers was rejected as it would not adequately address the breadth and impact of the legislative changes for residents, carers, the council and its partners, nor would it reflect the holistic approach that is needed to support all carers.

### **4 POST DECISION IMPLEMENTATION**

#### **4.1 The Carers and Young Carers Strategy**

- 4.1.1 The Carers and Young Carers Strategy is a public document and following noting by Committee will be published and accessible through the Council website.
- 4.1.2 A Carers and Young Carers Reference Group will be established with representation from Adults and Communities, Family Services and other key stakeholders. The Prevention and Wellbeing Service Manager in Adults and Communities and the Strategy, Insight and Commissioning Manager in Family

Services is responsible for overseeing the Strategy Action Plan and ensuring that there is an appropriate engagement plan with carers and key partners.

- 4.1.3 Adults and Communities and Family Services will be working over the next year to ensure we have a cross-cutting approach throughout the Council to how we support carers including working with housing, libraries and human resources to strengthen the carers support offer and raise awareness of carers and young carers (please see 1.1. of the Carers and Young Carers Strategy Action Plan- Appendix A).
- 4.1.4 The Strategy Action Plan sets out ways in which support services for carers and young carers will be actively promoted, and there will be other key promotional events such as annual national Carers Week.
- 4.1.5 In order to appropriately report on the status of the strategy an annual report will be produced and published which will be a public document and accessible through the Council website. The report will include a lessons learned from annual work undertaken and outline actions which should be taken.

## 4.2 **Commissioning of carers and young carers support services**

- 4.2.1 Following authorisation for an extension of the current carers and young carers contract an extension will be put in place with the current Provider for carers and young carers support services and any variation to current contracts agreed.
- 4.2.2 The timetable for procurement activities will be enacted to start from April 2016 with an expected award of contract for new carers and young carers support services in October 2016. The contract will be for 3 years with an additional option to extend by two years (1+1). The estimated total contract value will be for £1,185,060 for the 3 year period with the option for an extension of up to two years (total contract value £1,975,100)

## 5 **IMPLICATIONS OF DECISION**

### 5.1 **Corporate Priorities and Performance**

- 5.1.1 The Corporate Plan strategic objectives 2015-20 states that; the Council, working with local, regional and national partners, will strive to ensure that Barnet is the place:
  - Of opportunity, where people can further their quality of life
  - Where people are helped to help themselves, recognising that prevention is better than cure
  - Where responsibility is shared, fairly
  - Where services are delivered efficiently to get value for money for the tax payer.
- 5.1.2 The Carers and Young Carers Strategy supports these strategic objectives promoting joint working with partners and helping to put into place a model of support where people are helped to help themselves, recognising that

prevention is better than cure.

- 5.1.3 The Barnet Joint Health and Wellbeing Strategy 2015-20 has two overarching aims which are “keeping well” and “promoting independence” and carers are identified as a priority area for work.
- 5.1.4 The Barnet Adults and Safeguarding Commissioning Plan 2015-20 identifies carers as a priority area and states that the key outcomes to be achieved for carers are that:-
- Carers are supported to continue caring for as long as they wish.
  - Carers are valued as expert partners in supporting working age adults and older people to live independent lives.
  - Partners in supporting working age adults and older people to live independent lives.
  - Families provide support to other families, sharing their experience of using certain services and what they have learnt from the process.
  - Carers are supported to achieve their ambitions whilst continuing to care.
- 5.1.5 The Children, Education and Libraries Commissioning plan 2015-20 identifies that the following outcomes should be achieved:
- 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.
  - Health and well-being - Every child in Barnet has a great start in life, with the security and safety to grow in a nurturing environment.
  - 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.

The Carers and Young Carers Strategy and proposed commissioning of carers and young carers support services jointly by Adults and Communities and Family Services will support these outcomes being achieved.

- 5.1.6 The Carers and Young Carers Strategy 2015-20 provides Barnet residents with the Council’s vision and commitment to supporting carers It will also help to inform Barnet’s Joint Strategic Needs Assessment. It makes it clear how the Council and its partners are accountable for delivering good quality services for carers and young carers which make a difference in their lives.

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

- 5.2.1 There are no significant resource implications arising from the recommendations of this report. The activities listed above have been managed within each Delivery Unit existing approved budgets and both Adults and Communities and Family Services have committed to meeting the commissioning costs of new carers and young carers support services to the total value of £395,020 per annum.



5.2.2 A key benefit to the joint procurement of carers and young carers support services is that it provides an opportunity to achieve better value for money, through the targeting of joint resources and by better managing the interdependencies of carers of all ages (transitioning carers, multi-generational carers in a family).

5.2.3 There will be no negative financial impact on extending the current contracts in place for carers and young carers support services for the Council. This will be funded from existing, approved Delivery Unit budgets.

### **5.3 Social Value**

5.3.1 The Carers and Young Carers Strategy 2015-20 supports the Public Services (Social Value) Act 2012 by ensuring that the Council has robust plans in place to support carers and young carers within the borough and that carers and young carers own health and wellbeing is effectively being safeguarded. The work that will be achieved through this strategy aims to publicise the key issues surrounding carers and young carers within the Borough and to strengthen the public's awareness of carers and young carers needs.

5.3.2 Through extending the current adult carers support services contract and the current young carers support services contract the Council will ensure that carers and young carers continue to be supported by community services to achieve good outcomes.

5.3.3 The Council will ensure through the commissioning of carers and young carers support services in 2016/17 that any Provider(s) commissioned to work with adults or young people accessing social care services have the required skills and training to support effective safeguarding throughout the borough and effectively support carers and young carers in achieving the outcomes that they desire.

### **5.4 Legal and Constitutional References**

5.4.1 The Care Act 2014 consolidates and replaced several different pieces of legislation into one legislative framework. The majority of these provisions were implemented in April 2015.

5.4.2 Key aspects of the Care Act in regards to carers are:-

1. Wellbeing (see Section 1 of the Care Act 2014)
2. Assessment (see Sections 9 and 10 of the Care Act 2014)
2. Eligibility (see Section 13 of the Care Act 2014)
3. Prevention (see Section 2 of the Care Act 2014)
4. Information and Advice (see Section 4 of the Care Act 2014)
5. Transition to adult care and support (see Sections 58-66 of the Care Act 2014)
6. Advocacy (see Sections 67-68 of the Care Act)
7. Duty and power to meet carer's need for support (see Sections 20 of the Care Act 2014)

- 5.4.3 The Children and Families Act 2014 provided new duties for the assessment of young carers and parent carers of children under 18.
- 5.4.4 Subsection 1.23 of the Care Act 2014 Guidance states “the Care Act is designed to work in partnership with the Children’s and Families Act 2014, which applies to 0-25 year olds and young people with SEN and Disabilities. In combination, the two Acts enable areas to prepare children and young people for adulthood from the earliest possible stage, including their transition to adult services.”
- 5.4.5 The impact of this legislation is that for the first time, carers are recognised in the law in the same way as those they care for, and are eligible for assessment and support.
- 5.4.6 The new responsibilities created by the two acts are placed on the local authority as a whole (not just Adults or Children’s Services), and are intended to promote a whole council/ whole system approach.
- 5.4.7 The Department of Health issued the Care and Support Statutory Guidance and Regulations on 23<sup>rd</sup> October 2014, which all local authorities in England are required to follow. The regulations which are relevant to this report are:
- The Care and Support (Children’s Carers) Regulations 2015
  - The Care and Support (Preventing needs for Care and Support) Regulations 2014
- 5.4.8 The Council’s Constitution- Appendix A- Responsibilities for Functions, states that Policy and Resources Committee:
- To be responsible for the overall strategic direction of the Council including Corporate Procurement (including agreement of the Procurement Forward Plan and agreeing exceptions to CPRs)
  - To authorise procurement activity within the remit of the Committee and any acceptance of variations or extensions if within budget in accordance with the responsibilities and thresholds set out in the Contract Procedure Rules
- 5.4.9 Section 15.1 of the Council’s Contract Procedure Rules sets out that if the application of these Contract Procedure Rules prevents or inhibits the delivery or continuity of service, Directors or Assistant Directors, Commissioning Directors 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. This report recommends the adoption of a waiver of rule 14 of CPR which requires the authorisation of the Policy and Resources Committee.

## **5.5 Risk Management**

- 5.5.1 A failure to have in place a robust Carers and Young Carers Strategy represents not only a significant risk to residents in helping to provide them with appropriate support should they be carrying out caring responsibilities but

also to the reputation of the Council in regards to our meeting our statutory duties.

5.5.2 The success of the implementation of the strategy is dependent upon close partnership working, developing efficient systems, maximising resources and working in a whole systems way.

5.5.3 The extension of the current adult carers support services contract and the extension of the current young carers support services contract addresses the risk of the Council being unable to provide continuity of services and having in place preventative support services to meet carers and young carers needs.

## **5.6 Equalities and Diversity**

5.6.1 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.

5.6.2 Section 149 of the Act imposes a duty on 'public authorities' and other bodies when exercising public functions to have due regard to the need to:

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

5.6.3 Any organisation providing public sector services is subject to scrutiny by the council to ensure that delivery complies with the public sector equality duty.

5.6.4 A key objective to be achieved through the implementation of the strategy and through newly commissioned support services for carers and young carers is to reach more carers and young carers from diverse backgrounds including BAME groups. The strategy aims to ensure to reach out across all sections of the community. The strategy action plan sets out actions to encourage hidden carers to recognise themselves as carers and young carers and to access appropriate information and support.

## **5.7 Consultation and Engagement**

5.7.1 The Carers Strategy Partnership Board have co-produced the Carers and Young Carers Strategy and extensive engagement has been carried out throughout 2015-16 with carers, young carers, young commissioners, health partners, public health and the voluntary sector to shape the strategy and commissioning of new carers and young carers support services.

5.7.2 Further engagement with carers and key stakeholders is planned as part of the implementation of the strategy and this will also occur in regards to the future commissioning activity.

## **5.8 Insight**

5.8.1 Barnet's Joint Strategic Needs Assessment points to an increasing number of carers and young carers over the coming years as people live longer and there is an increase in diagnosing health illnesses such as dementia.

5.8.2 The 2011 Census recorded that 32,256 residents classified themselves as a carer which is just over 9% of the full population and of these 6,100 are aged 65 years or older. The 2011 Census showed that of the 32,256 unpaid carers within the borough nearly 6,224 (inclusive of all ages) provide 50 hours or more of care per week.

5.8.3 The 2011 Census recorded that the 25-49 year old age group had the largest number of carers (12,746) within it and that in relation to the total population, Brunswick Park and Underhill have the highest rate of carers (10.5% of the population) residing. The Barnet Joint Strategic Needs Assessment 2015-20 reported that on average carers are more likely to report having poor health (5.2%) than non-carers (4.2%), especially among carers who deliver in excess of 50 hours of care per week<sup>1</sup>.

5.8.4 The 2011 Census revealed that there are 166,363 young carers aged 5-17 years old in England and that there are 2,911 children and young people aged 0 – 24 providing unpaid care in Barnet. This is 2.6% of the 0 – 24 population. However using estimates that there could be up to four times more young carers<sup>2</sup> this would mean there are over 11,600 young carers (aged 0 - 24) in Barnet, one in ten of the 0 – 24 population. The Barnet young carers needs analysis found there are high proportions of young carers under the age of 10 and between 18 and 24. Research carried out by The Children's Society found young carers are more likely to be black, Asian or minority ethnic, have a disability, long term illness or special educational needs. Young carers can care for up to 15 hours per week, but some even up to 30<sup>3</sup>.

5.8.5 The demand for carers is projected to increase with the increase in life expectancy, the increase in people living with a disability needing care and with the changes to community based support services. Barnet has a higher population of people with dementia than many London boroughs and the highest number of care home places registered for dementia per 100 population aged 65 and over in London. By 2021 the number of people with dementia in Barnet is expected to increase by 24% compared with a London wide figure of 19%.<sup>4</sup>

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<sup>1</sup> Barnet JSNA 2015-20

<sup>2</sup> BBC (2010) Number of child carers 'four times previous estimate'.

<http://www.bbc.co.uk/news/education-11757907>

<sup>3</sup> The Children's Society (2013) Hidden from view: The experiences of young carers in England.

[http://www.childrensociety.org.uk/sites/default/files/tcs/report\\_hidden-from-view\\_young-carers\\_final.pdf](http://www.childrensociety.org.uk/sites/default/files/tcs/report_hidden-from-view_young-carers_final.pdf)

<sup>4</sup> Barnet JSNA 2015-20

- 5.8.6 Having in place a robust Carers and Young Carers Strategy allows us as a council to have in place a clear approach to how we intend to effectively support carers and young carers. A key driver to this approach is prevention and early intervention which means guidance on what people can do to support themselves, what they can do with their community, and what the Council and other services can do for them that prevent their needs for social care from increasing.
- 5.8.7 Additionally, having in place a preventative and early intervention based model of support for carers and young carers in the borough which provides targeted, tailored and individualised support is intrinsic in our being able to adequately support more carers and young carers, meet our statutory duties and achieve our commissioning intentions.

## **6 BACKGROUND PAPERS**

- 6.1 [Adults and Safeguarding Committee 19<sup>th</sup> March 2015, Implementing the Care Act 2014; Carers; Prevention; Information, Advice and Advocacy](#)
- 6.2 [Barnet Joint Strategic Needs Assessment 2015-20](#)
- 6.3 [National Carers Strategy \(England\) 2008-2018: Carers at the Heart of 21<sup>st</sup> Century Families and Communities](#)
- 6.4 [National Carers Strategy \(England\) 2008-2018, refreshed 2010: Recognised, Valued and Supported: Next Steps for the Carers Strategy](#)
- 6.5 [Barnet Joint Health and Wellbeing Strategy 2015-20](#)
- 6.6 [Adults and Safeguarding Commissioning Plan 2015-20](#)
- 6.7 [Children, Education, Libraries and Safeguarding Commissioning Plan 2015-20](#)

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# Barnet Carers and Young Carers Strategy 2015-2020

“carers are supported and valued by our communities“



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“Being a carer everyday means seeing the world through the eyes of my wife and helping her to overcome the obstacles and barriers that get in the way of her leading a full & happy life”.

## Foreword

As Chairman of the Adults and Safeguarding Committee and Chairman of the Children, Education, Libraries and Safeguarding Committee we welcome this joint strategy. This strategy is a statement of our commitment to carers and young carers in Barnet and sets out the framework for how we intend to support carers of all ages in our borough.

Most carers and young carers do so because they love and care for someone and are first and foremost “husbands, wives, mothers, fathers, children, related to and/ or friends” to the people that they care and support. Many carers and young carers do not recognise themselves as a “carer” and this makes it even more important that we help them to access the right information, advice and support to be able to be well and happy.

Carers play a vital role in supporting our health and social care system and this strategy will help us to ensure that our vision that “carers are supported and valued by our communities” is achieved. We recognise that without the support that carers provide Barnet would be unable to provide the level of health and social care that is currently in place.

This strategy has been shaped by carers and young carers and focuses on the importance of early intervention, prevention and self-management. The priorities defined within this strategy and the outcomes we intend to achieve are a result of their voice. This includes considering how best to help carers and young carers access support early in their caring role, how best to support them to continue caring and prevent young carers from providing inappropriate levels of care whilst being able to balance their own wishes and feelings with that of the person that they care for, and how to ensure that their caring role is recognised and valued.

This Strategy has been developed with members of the Carers Strategy Partnership Board and influenced by engagement with young carers, young commissioners, the council, health partners, Public Health and the voluntary sector. We thank these people for their time and expertise in setting out what is important to them and how we can achieve our vision.

Cllr Sachin Rajput

Cllr Reuben Thompstone

# 1. What we will achieve through this strategy?

Without carers, many people living and working in our communities would not be able to continue to do so and we recognise the important economic contribution that they make. This local strategy outlines the main priorities that the council will focus on over the next five years and sets out the outcomes which we will achieve for carers and young carers within Barnet.

Supporting carers and young carers has been defined as a priority for the council and the NHS. This strategy will help the council to manage the demand of people needing care and support whilst also ensuring that we are supporting carers in carrying out their caring role, helping to prevent young carers from carrying out inappropriate caring and ensuring that carers of all ages can achieve the outcomes that they desire. This means considering the needs of carers at various times in their caring role such as ending their caring role or, moving from Family Services to Adult Social Care. By working closely across the council and with the wider community we aim to achieve the outcomes defined within this strategy.

The council acknowledge that the diverse group of people who are carers and young carers require recognition and support in different ways-which means working across organisational boundaries and barriers, to make sure that all carers and young carers have the support they need, when they need it.

This document supports the Barnet Joint Health and Wellbeing Strategy 2015-20 and reflects the ambitions of local carers who have been instrumental in leading and developing this strategy. It builds on the previous Barnet Carers Strategy Action Plan 2014-15. The next step is to translate this strategy into action so that it makes a real and lasting difference to the health and wellbeing of carers of all ages.

## 1.1 Scope of this strategy

This strategy will:-

- set out to carers how we will support them in carrying out their caring role
- set out to young carers how we will support them and help to prevent them from carrying out inappropriate caring
- set out the work that we will carry out over the next five years in supporting carers and managing demand across statutory services
- provide a framework for all organisations to work together to support carers and young carers within Barnet
- provide a critical element of the framework against which commissioning priorities for carers and young carers will be identified

## 1.2 Our Strategic Aims

This strategy is supported by an action plan (see appendix B) to help us deliver our outcomes and focuses on the following three priority areas:-

- 1.Proactive identification of carers and young carers
- 2.Individualised support so that carers and young carers can maintain their own health and wellbeing

3. Recognising carers and young carers as key partners in care and support and recognising the important role they play in helping to support and manage the demand on statutory services

To deliver the action plan we will have an approach which will involve working across the council and its partners from social care, health, education, housing, libraries and the voluntary and community sector. We will also develop relationships across the wider community, including employment and business sectors as part of this approach.

The outcomes which we will achieve through this strategy include:-

Outcomes	What does this mean for the carer or young carer? <sup>1</sup>
<p>Carers and young carers have the right support and tools to manage their own health and wellbeing which they can draw upon in their everyday lives.</p>	<p>"Social services supported us with funds to buy a mobile phone with speech software. It was brilliant to be able to keep in touch with him again. It gave us both back our freedom and peace of mind."                      "The Carers Emergency Card gave me peace of mind while I was out and about should I have had an accident. "                      "I've been going out, and before I wasn't going out whatsoever"                      "Since attending young carer support services one of the accomplishments I've made this year is being able to not cry when mum's in hospital, I'm getting braver and less anxious"</p>
<p>Carers and young carers feel actively supported.</p>	<p>"The mobility officer was fantastic, she helped the whole family adjust, regularly visiting monthly over many years, helping him to regain his independence and relieving the pressure on me. She became like a family friend."</p>
<p>Carers' voices are heard and they receive recognition for the valuable contribution that they make.</p>	<p>"We had a visit from an O.T. yesterday. He listened attentively to our ideas for what we needed to meet our care needs, made some interesting and complementary suggestions for us to consider and then offered to write it all into a plan and send me a copy for our information. He also gave me some other useful contacts for me to follow up on. All of which I found quite empowering."                      "Since participating in young carer activities and receiving support, my child tells her friends she enjoys being a young carer and enjoys being recognised and valued"</p>

<sup>1</sup> Quotes included have been provided from carers engaged with throughout the development of this strategy. Young carers quotes have been sourced through the commissioned provider for young carers support services.

Carers and young carers are safeguarded from harm.	“Dad has stopped taking us to the pubs and getting drunk in front of me”
Carers can have a life of their own, including being able to balance work and caring.	“I get more things to do [with the provider of young carer support services] and not just looking after mummy” “It has given him [the young carer] a sense of his own life instead of my life (cared for). He didn't have a life before he started with the provider of young carer support services”
Carer friendly communities are embedded throughout Barnet. Local services and systems will reach out to support carers and young carers wherever they can, working together to help support carers and young carers in their role.	“A good example of what it means to have carer friendly communities embedded throughout Barnet is the Singing for the Brain sessions run by the Alzheimer's society. It is a truly inspiring blend of carers, cared for, and volunteers all participating in a healthy and stimulating activity; all on an equal basis, under the guidance of an excellent, professional musician / facilitator, in an attractive and airy community hall”.

### 1.3 Who is a carer / young carer?

A carer is a person who is unpaid and looks after and / or supports someone else who needs help with their day-to-day life because of reasons such as:

- their age
- a long-term illness
- disability
- mental health
- substance misuse

A young carer is a child or young person who undertakes caring responsibilities and is defined as a child/young person aged between 5 – 18 years.

Each caring situation is unique and every carer and young carer has different needs and priorities. We can all potentially become a carer at any time as a result of an accident or sudden illness of someone we know, and many of us will be carers at some point in our lives. It may be a gradual process with a slow deterioration in the health of the person we care for. Caring responsibilities may be for short periods of time or for many years. The wellbeing of the person needing care and support may change on a daily basis. This makes it difficult to predict the amount of care and duration of care required and therefore the demands and impact on the carer and or young carer.

The role of "carer" should not be confused with that of "care worker" or "care staff" who are either undertaking a caring role as part of paid employment or as volunteers with a voluntary organisation. Care may include advocacy, regularly helping or supervising of everyday activities such as shopping, cooking, washing or bathing, dressing and providing emotional support and friendship.

## 1.4 National and local context - drivers for change

As council budgets continue to shrink and the numbers of people who are likely to need care and support increases due to age and/or disability, councils will become more reliant on carers. Therefore, we need to better manage the demand for services and identify and support carers earlier before there is a risk of carer breakdown, or carers choose that they are no longer able to care. This means being more flexible in the ways in which we offer carers support. This strategy puts into place a strong framework which defines our approach to how we will have better support for carers and young carers within Barnet.

This strategy supports the vision and outcomes stated within the National Carers Strategy and takes into account key legislation including the Care Act 2014 and Children and Families Act 2014. It complements and supports achieving the outcomes set within the Barnet Joint Health and Wellbeing Strategy which identifies carers as a priority area, the Adults and Communities Prevention Strategy 2015-20, Family Services Early Intervention and Prevention Strategy and the Adults and Safeguarding Commissioning Plan 2015-20. These key strategic documents all highlight the important role that carers and young carers carry out on a daily basis and emphasize the need to ensure that carers and young carers are appropriately supported to maintain and improve their own health and wellbeing. Further details on national and local influences can be found in **Appendix A** of this document.

## 2. Carers in Barnet

Barnet is a vibrant and culturally rich borough, home to a growing and diverse population. The 2011 Census recorded that 32,256 residents classified themselves as a carer which is just over 9% of the full population and of these 6,100 are aged 65 years or older. The 2011 Census showed that of the 32,256 unpaid carers within the borough nearly 6,224 (inclusive of all ages) provide 50 hours or more of care per week.

The 2011 Census recorded that the 25-49 year old age group had the largest number of carers (12,746) within it and that in relation to the total population, Brunswick Park and Underhill have the highest rate of carers (10.5% of the population) residing. The Barnet Joint Strategic Needs Assessment 2015-20 reported that on average carers are more likely to report having poor health (5.2%) than non-carers (4.2%), especially among carers who deliver in excess of 50 hours of care per week<sup>2</sup>.

The 2011 Census revealed that there are 166,363 young carers aged 5-17 years old in England and that there are 2,911 children and young people aged 0 – 24 providing unpaid care in Barnet. This is 2.6% of the 0 – 24 population. However using estimates that there could be up to four times more young carers<sup>3</sup> this would mean there are over 11,600 young carers (aged 0 - 24) in Barnet, one in ten of the 0 – 24 population. The Barnet young carers needs analysis found there are high proportions of young carers under the age of 10 and between 18 and 24. Research carried out by The Children's Society found young carers are more likely to be black, Asian or minority ethnic, have a disability, long term illness or special educational needs. Young carers can care for up to 15 hours per week, but some even up to 30<sup>4</sup>.

Carers UK report there are 6.4 million carers in the UK and estimate these carers reduce the national care bill by an estimated £119bn per year, equivalent to £18,594 per carer. Therefore, it is important to recognise the important impact that carers have on our local economy and in helping to support people to maintain their health and wellbeing within the community.

The demand for carers is projected to increase with the increase in life expectancy, the increase in people living with a disability needing care and with the changes to community based support services. Barnet has a higher population of people with dementia than many London boroughs and the highest number of care home places registered for dementia per 100 population aged 65 and over in London. By 2021 the number of people with dementia in Barnet is expected to increase by 24% compared with a London wide figure of 19%.<sup>5</sup>

A key driver in our approach to meeting increasing demands for health and social care is reducing and delaying health and social care needs. We believe that effective prevention and early intervention could have significant impacts on an individual's health and wellbeing. Our approach to prevention and early intervention looks at what people can do to support themselves, what they can do within their community, and what the Council and other services can do for them that prevent their needs for social care from increasing.

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<sup>2</sup> Barnet JSNA 2015-20

<sup>3</sup> BBC (2010) Number of child carers 'four times previous estimate'. <http://www.bbc.co.uk/news/education-11757907>

<sup>4</sup> The Children's Society (2013) Hidden from view: The experiences of young carers in England.

[http://www.childrenssociety.org.uk/sites/default/files/tcs/report\\_hidden-from-view\\_young-carers\\_final.pdf](http://www.childrenssociety.org.uk/sites/default/files/tcs/report_hidden-from-view_young-carers_final.pdf)

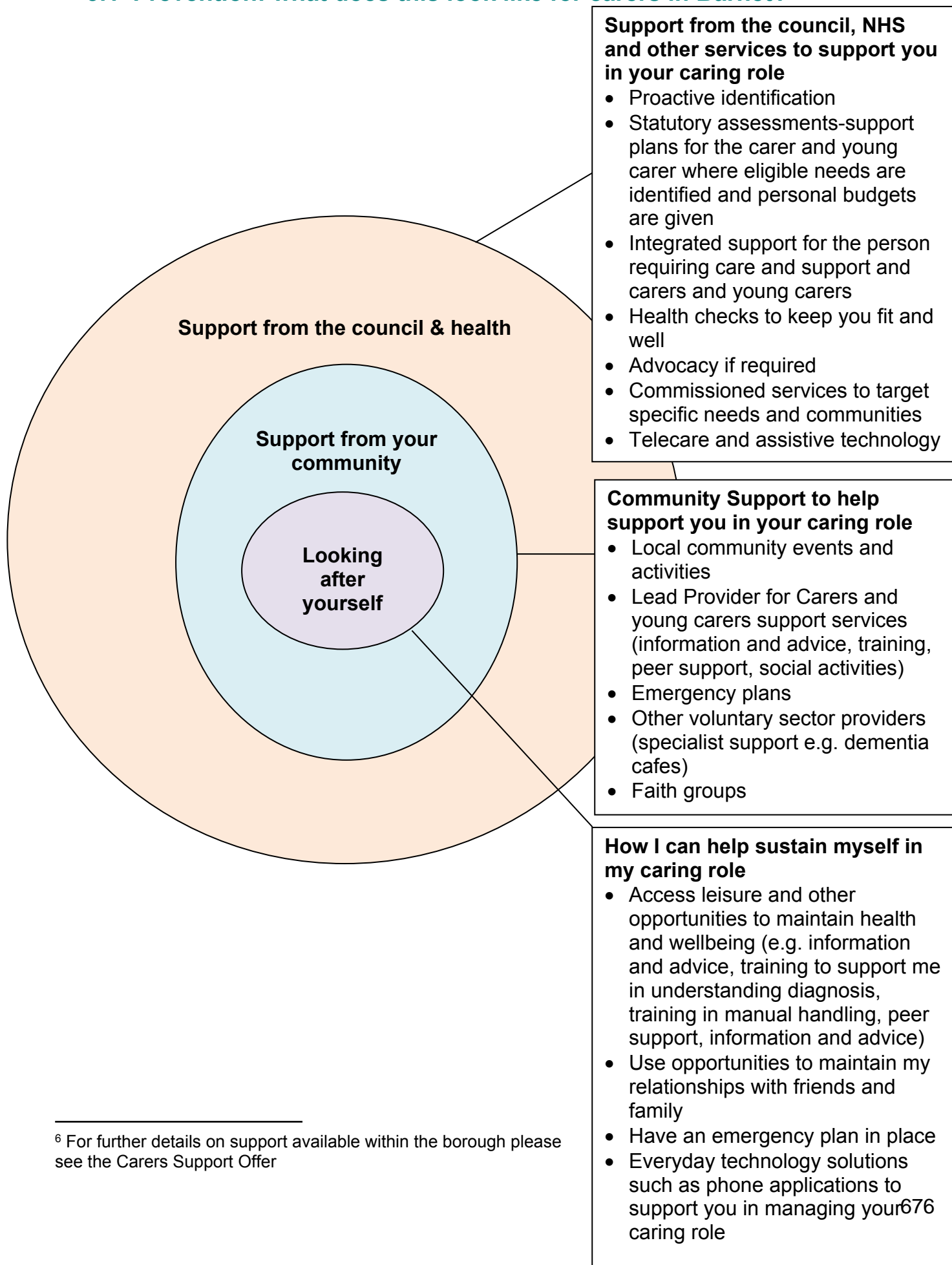
<sup>5</sup> Barnet JSNA 2015-20

Through supporting carers effectively to maintain their own health and wellbeing they are more likely to continue caring and the council will be in a better position to manage the grow in demand for statutory services.

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### 3. Carers Support<sup>6</sup>

#### 3.1 Prevention: what does this look like for carers in Barnet?



<sup>6</sup> For further details on support available within the borough please see the Carers Support Offer



## 3.2 Council Support

Adults and Communities offer a number of different kinds of support to carers and have a commissioned Lead Provider for carers support services. We actively promote carers using local resources and support networks in the community, and for those needing more targeted support, helping them to access statutory support services where this is needed. Support that is available to carers within the borough includes:

- Carers assessments
- Information and advice
- Direct payments (these are cash payments, which can be used to purchase support, which you have been assessed as needing to support you in your caring role)
- Respite vouchers (for use in residential or nursing homes)
- Training
- Peer support
- Counselling
- Working with key partners to provide whole family support where needed (e.g. health and Family Services)

In 2014/15 Adults and Communities carried out 1,364 carers assessments. However, many family carers contact the commissioned lead provider for carers support services or other community organisations for advice or support and so may not choose to ask for a formal assessment of their needs

Support for young carers is provided by Family Services who have a commissioned lead provider in place. To coordinate this support for young carers the Barnet Multi-Agency Safeguarding Hub (MASH) triage information and decide what tier of assessment is required. If Early Help support is needed, the Common Assessment Framework (CAF) will be used to co-ordinate Early Help support services around a family / child/ren. Whereas if social care support is needed, the Child/ren and Family Assessment will be used to assess and co-ordinate statutory social care support needed.

Support offered through the commissioned lead provider includes:-

- Activities
- Information and advice
- Engagement with schools
- leisure pass scheme

In 2016 Adults and Communities and Family Services will be jointly commissioning a Lead Provider for carers and young carers in order to strengthen joint working and support for carers at all stages of their life (e.g. young carers, carers in transitions and adult carers). Both Family Services and Adults and Communities are committed to working together to ensure that carers and young carers are identified, offered assessments and that support provided is based on a whole family approach whichever service they are identified through in order to ensure, that carers and young carers receive the support that they need in their caring role.

The council will also be working through the implementation of this strategy to ensure that we have in place a cross cutting approach to supporting carers and young carers within

Barnet working with social care, education, housing and libraries and with key partners such as health, the voluntary community sector and the wider community.

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## 4. Looking ahead 2016-2020

### Priority Area 1: Proactive Identification of carers and young carers

#### Why this is a priority

“It took 12 months from the original referral by our G.P to get the help we needed. This meant that we had to deal with some of the more important issues without expert support”.

Many carers and young carers do not identify themselves as carers and therefore these ‘hidden carers’ may not be accessing support and advice. Some carers will feel isolated from others, feel the strain of juggling work and caring or may feel cultural expectations around looking after a family member.

Research estimates there could be up to four times more young carers than currently identified<sup>7</sup>. Young carers are unlikely to be in contact with support agencies and often do not identify out of fear of being stigmatised or bullied and some families’ can be concerned that children might be taken into care<sup>8</sup>.

The consequences are that many carers and young carers are not offered or do not seek information and advice on the specific illness or disability of the person they are supporting to help them care effectively and safely and maintain, and maximise their own health and wellbeing. They may also find it hard to know how to access information and advice on how to balance a caring role with other responsibilities and opportunities in their lives. Decisions about education and employment support from the welfare and benefits system, and their own health and well-being may be overlooked.

Health, Social Care, Early Help and other professionals should proactively identify carers and young carers to help ensure they are receiving the support that they need in order to achieve the outcomes they desire. It is often only when carers and young carers reach a crisis that they pro-actively seek help and this is often too late for maintaining their own wellbeing and quality of life as well as those they care for.

#### What will be achieved?

Through proactive identification of carers and young carers they will be able to access the support they need earlier in their caring role helping them to maximise their own health and wellbeing. In particular, proactive identification will ensure carers are safeguarded from harm and that young carers are prevented from providing inappropriate levels of care.

#### How we will make this happen

The council will train and work with health, social care, Early Help, education, libraries, housing and other professionals to raise awareness of and proactively identify carers and young carers to help ensure that they are receiving the support that they need in order to achieve the outcomes they desire.

<sup>7</sup> BBC (2010) Number of child carers ‘four times previous estimate’. <http://www.bbc.co.uk/news/education-11757907>

<sup>8</sup> The Children’s -Society (2013) Hidden from view: The experiences of young carers in England. [http://www.childrenssociety.org.uk/sites/default/files/tcs/report\\_hidden-from-view\\_young-carers\\_final.pdf](http://www.childrenssociety.org.uk/sites/default/files/tcs/report_hidden-from-view_young-carers_final.pdf)

A strong 'think carer' narrative will be created and promoted to clearly communicate the importance of identifying carers. To reduce stigma and encourage self-identification, 'think carer' will celebrate carers and their skills so being a carer and young carer is something to be proud of. Social media will be used as a key medium to increase self-identification amongst carers and young carers.

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## Priority Area 2: Individualised support so that carers and young carers can maintain their own health and wellbeing

### Why this is a priority

“At times I wish there had been more emotional and physical support for me.”  
“I feel lonely sometimes because when mum’s ill I’m in my room lots and she sleeps a lot”

Targeted and personalised support is fundamental in helping to support carers and young carers to achieve the outcomes that they desire and in maintaining their own health and wellbeing. This includes at its core the need to ensure that good information and advice is readily available to enable carers and families to take control of and make well-informed decisions about their care and support.

Support during transition from being a young person to an adult is of particular importance to young carers in Barnet as evidence shows a clear association between being a young carer at 16 – 19 and not being in Education, Employment or Training (NEET).

Individualised support so that carers and young carers can maintain their own health and wellbeing means that support is tailored to consider individual and family needs, targeted, proportionate and utilises technology, community resources and other available mechanisms. This means that support includes, enabling those with caring responsibilities to fulfil their educational and employment potential through volunteering, recreation, study or skills training.

### What will be achieved?

Through the delivery of individualised support that considers each person’s circumstances and wellbeing carers will continue to be sustained in their caring role whilst being able to achieve the outcomes which they desire and young carers will be prevented from carrying out inappropriate caring and be able to achieve their aspirations.

Effective individualised support will mean signposting people to use the range of services in the community and voluntary sector and that people are more likely to have the tools they need to support themselves effectively. By making sure that people’s wellbeing is understood in its broadest sense, where they can get information, advice and support about the illness or disability of the person that they are caring for and supporting, housing, finances, education, employment, keeping safe, recreation and health, they will be better able to contribute positively to their own wellbeing and communities.

### How we will make this happen

Assessments are a vital part of ensuring effective support. As such the council will ensure clear pathways to ensure a “no wrong door” approach to accessing assessments for carers and young carers. The key assessment for adult carers is a carers assessment and for young carers the Child/ren and Families Assessment or Common Assessment Framework (CAF). All assessments will be person-centred, proportionate and involve key individuals in line with our holistic and whole family approach; assessments will be joint assessments where needed or requested. One of the key ways of supporting and preventing young carers from carrying out inappropriate levels of caring is to ensure the person they are caring for is assessed and supported effectively.

Support plans put into place for carers and young carers will utilise specialist support, be tailored to individual need and utilise community resources wherever possible. Plans and assessments will include contingency planning in case of emergency. This will also mean people are more likely to have the tools they need to support themselves effectively.

Specialist support for young carers will include activities which children and young people can enjoy with friends and help relieve their concern or worry for those they care for. This is something which young carers have identified as being important to them.

Specific training for carers and young carers regarding understanding the needs of the person that they are caring for and supporting will also be in place and easily accessible. Specific training will include increased understanding in supporting people with learning disabilities, physical disabilities and mental health illnesses (including dementia). Adults and Communities will be implementing a specialist dementia support programme to maintain and maximise the health and wellbeing of carers of people with dementia.

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### **Priority Area 3: Recognising carers and young carers as key partners in care and support and recognising the important role they play in helping to support and manage the demand on statutory services**

“It is like I am not involved in this situation, without my care my husband would probably have had to enter into a care home years ago”

#### **Why this is a priority**

Some carers and young carers feel that they are not recognised and heard by health and social care staff and that they are excluded from important decisions about the person that they are caring for. However, carers and young carers are experts in understanding what support services are of most benefit to them and can provide knowledge and insight to professionals regarding appropriate support for the person they are caring for. It is crucial for carers to be provided with appropriate integrated and personalised services in order to support them in being able to sustain their caring role, to ensure that the contribution and knowledge that they hold is being appropriately considered and to recognise the important role that they play in helping to support and manage the demand on statutory services.

#### **What will be achieved?**

Carers and young carers contribution, knowledge and skills will be respected and supported. Health, social care and Early Help professionals will recognise and value the knowledge and expertise that carers of all ages may have, both about the individual for whom they care and the illness or disability that they are caring for. Such insight can improve planning and providing effective care - in terms of individual support plans and helping to support people to remain in the community. It can also help in developing local strategies, commissioning and operational plans. This will mean that support provided to carers and people receiving care and support will be integrated to consider individuals needs appropriately and a holistic approach will always be applied to support offered.

#### **How we will make this happen**

Carers and young carers will be considered and actively involved in the personalisation of services for the person that they care for where appropriate. Awareness will be raised across health, social care, Early Help services and throughout the council and wider community to strengthen carers support. People working with carers will ensure that they are treated as equal partners and carers and young carers will be involved in developing training provided to health and social care staff. Carers and young carers will be involved in the commissioning cycle for social care, Early Help and health services, including involving carers in tender evaluations of commissioned services. The council will develop quality assurance mechanisms which ensure that carers and young carers are involved in assessing the quality of assessments carried out by social care and Early Help services and will listen to and learn from the feedback that we receive.

## 5. Monitoring and evaluation of this strategy

Progress against this strategy will be reported to the Health and Wellbeing Board and will also be reported to the Adults and Safeguarding Committee and Children's, Education, Libraries and Safeguarding Board as requested.

The governance structure for delivery of this plan will be reviewed annually and the Joint Strategic Needs Assessment for carers in conjunction with performance data, will inform an analysis of findings which will be used to inform the annual refresh of this strategy.

### Delivering the plan

The action plan (see appendix B) sets out how the strategy will be delivered through effective partnerships and engagement. The action plan focuses on priorities for year one and will be reviewed annually. Carers will be involved throughout the development and implementation of the action plan.

### Glossary

<b>ASC</b>	<b>Adult Social Care</b>
<b>ASCOF</b>	<b>Adult Social Care Outcomes Frameworks</b>
<b>CAF</b>	<b>Common Assessment Framework</b>
<b>CCG</b>	<b>Clinical Commissioning Group</b>
<b>JSNA</b>	<b>Joint Strategic Needs Assessment</b>
<b>KPI</b>	<b>Key Performance Indicator</b>
<b>LA</b>	<b>Local Authority</b>
<b>LBB</b>	<b>London Borough of Barnet</b>
<b>SALT</b>	<b>Short and Long Term (relates to the Department of health data collection for Adult Social Care)</b>



## Appendix A: National and local context

### The Care Act 2014 and the Children and Families Act 2014

The Care Act 2014 put into place a consolidated legal framework for carers and means that carers are now recognised in the same way as those that they care for. It supersedes the three previous Carers Acts which laid out the nature and outcomes of carers assessment and support:

- The Carers (Recognition and Services) Act 1995
- The Carers and Disabled Children Act 2000
- The Carers (Equal Opportunities ) Act 2004

Key aspects of the Care Act in regards to carers are:-

1. Wellbeing (see Section 1 of the Care Act 2014)
2. Assessment (see Section 9 and 10 of the Care Act 2014)
2. Eligibility (see Section 13 of the Care Act 2014)
3. Prevention (see Section 2 of the Care Act 2014)
4. Information and Advice (see Section 4 of the Care Act 2014)
5. Transition to adult care and support (see Section 58-66 of the Care Act 2014)
6. Advocacy (see Section 67-68 of the Care Act)
7. Duty and power to meet carer's needs for support (see Section 20 of the Care Act 2014)

For full details please refer to the [regulations and guidance for the Care Act 2014](#).

The Children and Families Act 2014 has new duties for the assessment of young carers and parent carers of children under 18.

Subsection 1.23 of the Care Act Guidance 2014 states “the Care Act is designed to work in partnership with the Children’s and Families Act 2014, which applies to 0-25 year olds and young people with SEN and Disabilities. In combination, the two Acts enable areas to prepare children and young people for adulthood from the earliest possible stage, including their transition to adult services.”

The impact of this legislation is that for the first time, carers are recognised in the law in the same way as those they care for, and are eligible for assessment and support.

The new responsibilities created by the two acts are placed on the local authority as a whole (not just Adults or Children’s Services), and are intended to promote a whole council/ whole system approach.

### National Carers Strategy (England) 2008-2018, refreshed 2010

The [National Carers’ Strategy](#) published in 2008 set to five outcomes to be achieved by 2018, so that carers will be:-

- Recognised and supported as an expert care partner
- Enjoying a life outside caring
- Not financially disadvantaged
- Mentally and physically well, treated with dignity

- Children will be thriving, protected from inappropriate caring roles

The coalition government refreshed this [strategy](#) in 2010 retaining these aims but inserting four priority areas:-

- Supporting early self-identification and involvement in local care planning and individual care planning
- Enabling carers to fulfil their educational and employment potential
- Personalised support for carers and those receiving care
- Support carers to remain healthy

This Carers and Young Carers Strategy is aligned to support the priority areas identified in the National Carers Strategy and the outcomes which are to be achieved.

## NHS England

In its *Commitment to Carers*, NHS England has committed to raise the profile of carers and how they can be supported effectively by healthcare staff.

The Mandate to NHS England includes an objective 'to ensure that the NHS becomes dramatically better at involving patients and their carers, and empowering them to manage and make decisions about their own care and treatment'.

## The Barnet Joint Strategic Needs Assessment

The [Barnet Joint Strategic Needs Assessment \(JSNA\)](#) identifies 'the big picture' in terms of the health and wellbeing needs and inequalities of the population within Barnet. The 2015-20 JSNA predicts an increase in the number of people taking up a caring role. The JSNA warns that failure to meet the needs of carers will result in an increased need to provide services such as emergency respite.

## The Barnet Joint Health and Wellbeing Strategy 2015-20

The [Barnet Joint Health and Wellbeing Strategy 2015-20](#) sets out how Barnet will improve the health and wellbeing of its population by maximising our impact in improving health and reducing health inequalities. The Strategy identifies carers as a priority area and this carers and young carers strategy aims to support the overarching objectives set out in the Barnet Joint Health and Wellbeing Strategy.

## The Adults and Safeguarding Commissioning Plan 2015-20

The [Adults and Safeguarding Commissioning Plan 2015-20](#) outlines how the London Borough of Barnet will manage the key changes required by the Care Act and health and social care integration at a time of rising demand, increased expectations and shrinking resources. The Plan sets out how the council intends to meet these additional demands through a number of core and shared principles underpinning the commissioning outcomes aligned to the council's corporate plan. These are:-

1. a focus on fairness
2. a focus on responsibility
3. a focus on opportunity

The Adults and Safeguarding Commissioning Plan 2015-20 identifies carers as a priority area and states that the key outcomes to be achieved for carers over the next 5 years are that:-

- Carers are supported to continue caring for as long as they wish.
- Carers are valued as expert partners in supporting working age adults and older people to live independent lives.
- Families provide support to other families, sharing their experience of using certain services and what they have learnt from the process.
- Carers are supported to achieve their ambitions whilst continuing to care.

This Strategy supports the Commissioning Plan and identifies specific actions that will be taken to ensure that the outcomes defined within it are achieved.

### **The Better Care Fund**

The council and our partners in health have agreed a set of plans, called the Better Care Fund, with the aim of helping to support people to be able to remain in their own homes for as long as they wish and reducing numbers of people admitted into hospital. In order to achieve these plans it is recognised that carers must be appropriately supported in their caring role and the important role they play in helping support people requiring care and support to maintain their own health and wellbeing and remain in their own homes for as long as possible. Locally we are delivering the better care fund through our Health and Social Care Integration model.

### **The Adult Social Care Market Position Statement**

The Barnet Adult Social Care Market Position Statement sets out how Barnet thinks the available social care services within Barnet and needs of residents in the borough can be best met in the future and this strategy aims to support the desires reflected within the document.

### **The Children's, Education, Libraries and Safeguarding Commissioning Plan 2015 – 2020**

The [Children's, Education, Libraries and Safeguarding \(CELS\) Commissioning Plan](#) sets out the priorities and commissioning intentions of the Children, Education, Libraries and Safeguarding Committee for 2015/16 through to 2019/20 together with the outcomes by which progress will be measured. There are a number of core and shared principles which underpin the commissioning outcomes which are aligned to the council's corporate plan;

1. a focus on fairness
2. a focus on responsibility
3. a focus on opportunity

This Carers strategy supports the following outcomes of the CELS commissioning plan;

- 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.

- Health and well-being - Every child in Barnet has a great start in life, with the security and safety to grow in a nurturing environment.
- 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.

## The Barnet Early Intervention and Prevention (EIP) Strategy

[Barnet's EIP strategy](#) outlines the need to tackle problems experienced by children and families as early as possible to improve outcomes, and to lower costs. The strategy provides a framework as to how Barnet will organise early help services, monitor success and drive improvement.

The aim of the strategy is to treat problems at the earliest level of need possible; and to seek to shift families down the tiers of need through successful interventions. The strategy sets out three key principles to achieve this aim; 1) Intervene as early as possible; 2) Take a whole family approach; and 3) use evidence based monitoring systems.

This Carers strategy supports the EIP strategy by setting out how Barnet will identify and intervene early to support young carers and prevent them from providing inappropriate levels of care. This strategy also outlines how Barnet will take a whole family approach to supporting young carers and their families through joint working between Family Services and Adults and Communities and other agencies such as health, education and housing.

## Our local approach (working together)

To deliver the national and local objectives and priorities the council has an integrated approach based on partnership working. We have adopted the principles of 'think local act personal' and we seek to embed this way of working in all that we do. At the core of this lies the need to ensure that we have effective partnership working and this is an essential element in the delivery of this strategy. To support this way of working we currently have a number of mechanisms in place including:-

- integrated mental health services and learning disability services
- joint commissioning unit across health and social care
- Adults and Communities working with Family Services where appropriate
- working with our local CCG
- working with Public Health
- working with our commissioned providers
- working with the voluntary community sector

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## Appendix B: Action Plan 2016-17

### Priority Area 1: Proactive Identification of carers and young carers

	Action	Lead	Milestone	Date
1.1	Implement an annual training programme detailing specific learning (covering identification, whole family approach, assessments and support available for carers of all ages); <ul style="list-style-type: none"> <li>• Health partners (MH Trust, GPs and hospitals)</li> <li>• Housing</li> <li>• Libraries</li> <li>• Human resources</li> <li>• All social care and Early Help staff</li> <li>• All council staff – Prevention &amp; Wellbeing training</li> <li>• Education providers</li> <li>• School nurses</li> <li>• Voluntary sector</li> <li>• Members</li> </ul>	<ul style="list-style-type: none"> <li>• Prevention and Wellbeing (Adults and Communities)</li> <li>• Youth and Family Support service</li> <li>• CCG</li> <li>• Commissioning Lead Health and Wellbeing</li> <li>• Workforce Development Leads (Family Services and Adults and Communities)</li> <li>• Lead Provider for Carers and Young carers support services</li> </ul>	Training programme designed  Training programme delivered	March 2017
1.2	Promote annual carers week and other national campaigns and resources	<ul style="list-style-type: none"> <li>• Commissioned Provider for carers and young carers support service</li> <li>• Prevention and Wellbeing (Adults and Communities)</li> <li>• Family Services</li> </ul>	Planned activities	March 2017
1.3	Lead provider to develop and use a strong social media presence and platform to raise awareness of carers and young carers and support identification	<ul style="list-style-type: none"> <li>• Commissioned Provider for carers and young carers</li> </ul>	Social media developed  Social media actively promoted	March 2017
1.4	Raise awareness of carers and young carers employment rights to local businesses and carers and young carers	<ul style="list-style-type: none"> <li>• Commissioned Provider for carers and young carers support service</li> <li>• Prevention and Wellbeing</li> </ul>	Engagement Plan drafted  Guidance for employers and carers drafted	March 2017

Action		Lead	Milestone	Date
		(Adults and Communities) • Family Services (Post 16 Education and Skills)	Active engagement with local businesses	
1.5	Incorporate identification and support for carers and young carers into Long Term Conditions, End of Life and Enablement pathways	• Prevention and Wellbeing (Adults and Communities) • Relevant Commissioning Leads	Develop pathways  Amend documentation and training materials	March 2017
1.6	Implement a charter for all schools within the borough regarding identification and supporting young carers	• Family Services • Commissioned Provider for carers and young carers support services	Draft charter  Sign up by schools within the borough through the Head Teachers Forum	March 2017

### How we will measure success

Measure	Baseline: 14/15	Target: 15/16	Target: 16 - 20
Number of carers assessments undertaken	1,364	Increase by 10%	Increase
Number of young carers identified in Family Services (MASH, CAF, CIN, CP and LAC)	x	To be baselined	To be baselined
Number of schools signed up to charter	0 (new initiative to be set up in 2016/17)	0 (new initiative to be set up in 2016/17)	0 (new initiative to be set up in 2016/17)
Contract monitoring data of lead provider commissioned to provide support services for carers and young carers including; • Number of registered carers and young carers • Number of training sessions delivered to social care staff detailed in Action 1.1	• Number of registered carers 5355 • Number of registered young carers 596 • Number of training sessions delivered to social care staff 6	Increase	Increase

## Priority Area 2: Individualised support so that carers and young carers can maintain their own health and wellbeing

	Action	Lead	Milestone	Date
2.1	Successfully implement newly commissioned integrated support services for carers and young carers. This will include; <ul style="list-style-type: none"> <li>• A robust carers hospital discharge service to support carers and young carers at hospital discharge ensuring that they are receiving the support they require</li> <li>• A specific service with the lead provider looking at how to support carers and young carers into employment, training or volunteering</li> <li>• A developed respite offer for carers and young carers through developing a pool of volunteers to support carers</li> <li>• Implement new and varied ways of providing information and advice through the lead provider (including the use of newsletters, social media, video content and face to face)</li> </ul>	<ul style="list-style-type: none"> <li>• Prevention and Wellbeing( Adults and Communities)</li> <li>• Family Services</li> <li>• Commissioned Provider for carers and young carers support service</li> </ul>	Start of new contract  Services Designed Different formats and content created regarding information and advice  Services implemented	March 2017
2.2	Working to implement additional and tailored support to carers at GP practices (such as double appointment times, specific counselling services, carers support groups)	<ul style="list-style-type: none"> <li>• CCG</li> <li>• Prevention and Wellbeing (Adults and Communities)</li> <li>• Commissioned provider for carers and young carers support services</li> </ul>	Developing communications and engagement plan for GP practices	March 2017
2.3	Implement a range of training programmes to support carers and young carers including: <ul style="list-style-type: none"> <li>• Awareness / understanding of health illnesses and disabilities</li> <li>• Coping strategies</li> <li>• Actively promoting wellbeing</li> <li>• Manual handling</li> <li>• Accessing universal services</li> </ul>	<ul style="list-style-type: none"> <li>• Commissioned Provider for carers and young carers support service</li> <li>• Prevention and Wellbeing (Adults and Communities)</li> <li>• Family Services</li> <li>• Finance (Adults and</li> </ul>	Training scheduled annually  Evaluation of training  Training programme designed	March 2017



	<ul style="list-style-type: none"> <li>Assistive technology</li> <li>Emergency planning</li> <li>Training for carers on personal budgets and direct payments to support carers to manage their own direct payments and direct payments on behalf of service users</li> </ul>	Communities)	Training implemented	
2.4	Develop pathways and deliver training with the provider for enablement service to ensure that carers are being appropriately informed about treatment and the support needs of the person they are caring for and receiving appropriate information	<ul style="list-style-type: none"> <li>Prevention and Wellbeing (Adults and Communities)</li> <li>Joint Commissioning Unit</li> <li>Integrated Social Care Direct</li> </ul>	Pathways developed  Training delivered	March 2017
2.5	Deliver targeted intervention programme of support for carers of people with dementia	<ul style="list-style-type: none"> <li>Prevention and Wellbeing (Adults and Communities)</li> <li>Lead Commissioner for Older People</li> </ul>	Service designed  Implement programme of support	March 2017

### How we will measure success

Measure	Baseline: 14/15	Target: 15/16	Target: 16-20
Carers can balance their caring roles and maintain their quality of life <i>ASCOF indicator 1D, bi-annual carers survey 14/15 results</i>	7.3 (score out of 12 points)	Increase	Increase
Proportion of carers who find it easy to find information about services <i>ASCOF 3D (2) - bi-annual carers survey 14/15 results</i>	61.7%	Increase	Increase
Number of carers requiring additional support as a result of carers breakdown <i>SALT LTS002a/b (issues related to carer) - Annual SALT returns</i>	Table 1 a (18 – 64) = 0 Table 1 b (65+) = 13	Decrease	Decrease

11(2) - Proportion of carers who reported that they had as much social contact as they would like <i>Bi-annual carers survey 14/15 results</i>	32.5%	Increase	Increase
Number of carers provided with support through adult social care following an assessment (including provision of information and advice) <i>Annual SALT return LTS003 table 2 (direct support only including info and advice)</i>	1160	Increase	Increase
Contract monitoring data of lead provider commissioned to provide support services for carers and young carers including; <ul style="list-style-type: none"> <li>• Number of carers and young carers actively receiving support from lead provider (e.g. provided with information and advice, attending training, peer support and activities)</li> <li>• Number of young carer CAFs undertaken by lead provider</li> </ul>	<ul style="list-style-type: none"> <li>• 961 carers actively receiving support (this does not include e-bulleting or newsletter)</li> <li>• 352 young carers actively receiving support</li> <li>• 12 CAFs undertaken</li> </ul>	Increase	Increase
Self-reported outcomes of young carers on distance travelled radar	x	To be baselined	To be baselined

### Priority Area 3: Recognising carers and young carers as key partners in care and support and recognising the important role they play in helping to support and manage the demand on statutory services

	Action	Lead	Milestone	Date
3.1	Develop tools and techniques to include in awareness raising training to health, social care and Early Help staff that will enable staff to consider the knowledge and insight carers may be able to provide and treat them as equal partners.	<ul style="list-style-type: none"> <li>• Commissioned Provider for carers and young carers support service</li> <li>• Prevention and Wellbeing (Adults and Communities)</li> <li>• Family Services</li> </ul>	<p>Training programmes designed</p> <p>Training programmes delivered</p>	March 2017
3.2	Embedding the concept of being a carers champion into targeted settings including within the council working in partnerships with the commissioned provider for carers and young carers support services. Specifically working with GPs to ensure they are appropriately considering the knowledge and expertise carers and young carers have	<ul style="list-style-type: none"> <li>• Commissioned Provider for carers and young carers support service</li> <li>• Prevention and Wellbeing (Adults and Communities)</li> <li>• Family Services</li> </ul>	Identifying key stakeholders and key functions for involvement in embedding carers champions (implement in health, social care, employment and educational settings).	March 2017
3.3	Develop a new service to help carers and young carers share their experiences and knowledge with one another to help support them in being sustained in their caring role and achieving the outcomes that they desire	<ul style="list-style-type: none"> <li>• Commissioned Provider for carers and young carers support service</li> <li>• Prevention and Wellbeing (Adults and Communities)</li> <li>• Family Services</li> </ul>	<p>Service designed</p> <p>Service implemented</p>	March 2017
3.4	To make sure that there are effective mechanisms within Adults and Communities, Family Services and the wider council to reflect the carers voice and strengthen support available for carers e.g. in key programmes of change	<ul style="list-style-type: none"> <li>• Prevention and Wellbeing (Adults and Communities)</li> <li>• Family Services</li> </ul>	Communications and Engagement Plan developed	March 2017

3.5	Ensure that carers and young carers play an active role in the commissioning cycle for health, social care and Early Help services	<ul style="list-style-type: none"> <li>• Prevention and Wellbeing (Adults and Communities)</li> <li>• Family Services</li> <li>• Joint Commissioning Unit</li> </ul>	Communications and Engagement Plan developed	March 2017
3.6	To work directly with faith groups and community based organisations to increase identification of and engagement with carers of hard to reach groups	<ul style="list-style-type: none"> <li>• Commissioned Provider for carers and young carers support service</li> <li>• Prevention and Wellbeing (Adults and Communities)</li> <li>• Family Services</li> </ul>	Communications and Engagement Plan developed	March 2017

### How we will measure success

Measure	Baseline: 14/15	Target: 15/16	Target: 16-20
Contract monitoring data of lead provider commissioned to provide support services for carers and young carers including; <ul style="list-style-type: none"> <li>• Number of carers and young carers reporting high satisfaction with provision of support provided through the lead provider Number of carer and young carer support groups</li> </ul>	<ul style="list-style-type: none"> <li>• 94% adult carers (out of 125 survey respondents)</li> <li>• 77% young carers (out of 48 survey respondents)</li> </ul>	Increase	Increase
Proportion of carers who report that they have been included or consulted in discussion about the person they care for <i>ASCOF indicator 3C, bi-annual carers survey</i>	63.4%	Increase	Increase
Overall satisfaction of carers with social services <i>ASCOF indicator 3C, bi-annual carers survey</i>	33.3%	Increase	Increase
Self-reported outcomes of young carers on distance travelled radar	x	To be baselined	To be baselined

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**Policy and Resources Committee**  
**16 February 2016**

<b>Title</b>	<b>Brake Shear House - Draft Planning Brief</b>
<b>Report of</b>	Commissioning Director Growth and Development
<b>Wards</b>	High Barnet
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Key</b>	Yes
<b>Enclosures</b>	Appendix 1: Brake Shear House – Draft Planning Brief
<b>Officer Contact Details</b>	Harriet Beattie – Principal Planning Officer 0208 359 7131 <a href="mailto:harriet.beattie@barnet.gov.uk">harriet.beattie@barnet.gov.uk</a>

**Summary**

The draft Planning Brief sets out the Council’s vision for the residential led mixed use development of the Brake Shear House site. The draft Planning Brief focuses on the following key objectives :

- To deliver a high quality residential-led mixed used development comprising a range of housing types and tenures, including family homes;
- To preserve and enhance its contribution to the character and appearance of the historic Chipping Barnet Town Centre;
- To provide opportunities for employment creation, ensuring the continued contribution to innovation and growth through provision of workspace for small to medium enterprises; and
- To ensure any new development is of the highest design and environmental standards and appropriate in scale and siting.

The draft Planning Brief will be subject to a period of public consultation. Upon adoption the Planning Brief will guide development proposals for this site.

**Recommendations**

**That the Committee approve the Brake Shear House draft Planning Brief for consultation**

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

- 1.1 There is a significant opportunity to transform the site into a residential-led, mixed use development that is sensitive to its historic and residential surroundings and is policy compliant.
- 1.2 In order to shape the future of this site a Planning Brief has been produced. This sets out the key parameters to consider in determining the future of the Brake Shear site reflecting its town centre location and history of employment on site. It also highlights the opportunities it provides for the delivery of much needed housing and new employment that supports small to medium enterprises.

## **2. REASONS FOR RECOMMENDATIONS**

- 2.1 Producing a Planning Brief is vital to ensure that future development of the Brake Shear House site comes forward in line with Council priorities and delivers sustainable development.

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

- 3.1 The alternative option is to not produce a Planning Brief. Failure to produce a Planning Brief could result in a less strategic response to the development of the site. This may also result in Council priorities not being achieved.

## **4. POST DECISION IMPLEMENTATION**

- 4.1 The draft Planning Brief will be subject to a period of public consultation. The document will be revised in light of comments received and the proposed final draft will be reported back to the Policy and Resources Committee for approval. The Consultation Programme in Appendix 2 of the Brief sets out further detail on how the Council will engage with the local community and other local stakeholders. A public event in Chipping Barnet will be held to provide the opportunity for people to discuss the proposals with officers.

## **5. IMPLICATIONS OF DECISION**

### **5.1 Corporate Priorities and Performance**

- 5.1.1 The draft Brake Shear House Planning Brief helps to meet Corporate Plan 2015-20 strategic objectives in ensuring that Barnet is a place:-
  - of opportunity, where people can further their quality of life – *the draft Brake Shear House Planning Brief provides guidelines for ensuring that development will enhance the appearance of functioning of this site within the Chipping Barnet Town Centre. It supports the provision of a good mix of residential type, sizes and tenures.*
  - where people are helped to help themselves, recognising that prevention is better than cure – *the draft Planning Brief supports provision of employment floorspace that meets the needs of modern business while*



*also seeking to provide workshop space that reflects the site's contribution to supporting small businesses.*

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

5.2.1 The cost of producing the draft Planning Brief is being met by the prospective developers purchased the site in 2015. The Planning Brief has been produced by Regional Enterprise (Re) on behalf of the Council.

## **5.3 Social Value**

5.3.1 Constitution Responsibilities for Functions Annex A sets out the terms of the Policy and Resources Committee including "to be responsible for the approval of the statutory Local Plan and any related document".

5.3.2 Site specific Planning Briefs are related documents bridging the gap between the provisions of the statutory Local Plan and the requirements of any future planning application for the site.

5.3.3 Economic benefits will be delivered through the provision of modern business space that addresses the needs of small and medium enterprises.

5.3.4 Environmental benefits will be delivered through enhancing the biodiversity on the site and meeting relevant energy and surface water run-off standards set out in the London Plan.

## **5.4 Legal and Constitutional References**

5.4.1 Constitution Responsibilities for Functions Annex A sets out the terms of the Policy and Resources Committee including

- To be responsible for the overall strategic direction of the Council including approving the development of statutory Local Plan and related documents, and Neighbourhood Plans (for adoption by Full Council)

5.4.2 Site specific Planning Briefs provide an opportunity to bridge the gap between the provisions of the Local Plan and the requirements of any future planning application for the site.

5.4.3 Planning Briefs should be consistent with and provide guidance, supplementing the policies and proposals of the Local Plan. Planning Briefs cannot contradict, rewrite or introduce new policies.

5.4.4 Planning Briefs can have a number of functions, such promoting development of a site; addressing particular site constraints and/or further interpretation of local plan policies.

## **5.5 Risk Management**

5.5.1 A consequence of failing to produce a Planning Brief for the Brake Shear House site may lead to a less strategic response to the development and result in Council priorities not being achieved.

## 5.6 **Equalities and Diversity**

- 5.6.1 The 2010 Equality Act places a legal obligation on the Council to pay due regard to equalities. The draft Brief helps implement policy set out in the Local Plan Core Strategy. Adopted in 2012 the Core Strategy was subject to an Equalities Impact Assessment (EqIA).
- 5.6.2 Adoption of the Planning Brief will ensure that there is a considered approach to the development of the site which will have due regard to the need to eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010. It should also help advance equality of opportunity as well as foster good relations between people from different groups.
- 5.6.3 This mixed use residential led development will provide choice in terms of a range of units by size, type and tenure. It will also provide choice for businesses in terms of access to a range of employment spaces.

## 5.7 **Consultation and Engagement**

- 5.7.1 The Council will carry out a public consultation exercise on the draft Planning Brief for a period of two weeks.
- 5.7.2 The Brief will be published online and advertised in the local paper. A public event in Chipping Barnet will be held to provide the opportunity for people to discuss the proposals with officers and provide feedback. Further detail is set out in Appendix 2 of the Brief.

## 6. **BACKGROUND PAPERS**

- 6.1 [Barnet Local Plan Core Strategy](#), September 2012
- 6.2 [Barnet's Statement of Community Involvement](#), July 2015

**DRAFT PLANNING BRIEF**

**BRAKE SHEAR HOUSE SITE**

**January 2016**

Draft

# 1 INTRODUCTION

## Purpose and Objectives

- 1.1 The development of land at Brake Shear House presents a significant opportunity to deliver residential led, mixed used development on a complex and constrained site in Chipping Barnet. Currently occupied by a variety of commercial uses, this draft Planning Brief provides the vision for the future transformation of this site, the majority of which is within Chipping Barnet Town Centre.
- 1.2 The Council adopted The Spires Planning Framework in July 2012. The framework provides an outline of the vision for the planning of three sites in or on the edge of Chipping Barnet Town Centre. These are the Spires Shopping Centre, Barnet Market site and the Territorial Army site. It provides detailed guidance to manage future development and other improvements to the town centre to ensure long term vitality and viability. Land at Brake Shear House was not identified in the 2012 Planning Framework.
- 1.3 The Town Centre Strategy for Chipping Barnet was adopted in June 2013. The Strategy provides a framework to protect what is best about Chipping Barnet, setting parameters for high quality expansion of the town centre. It helps to guide and manage future development and change, promote improvements to ensure the town centre's long term vitality and viability and is a material planning consideration in the determination of future planning applications within the town centre.

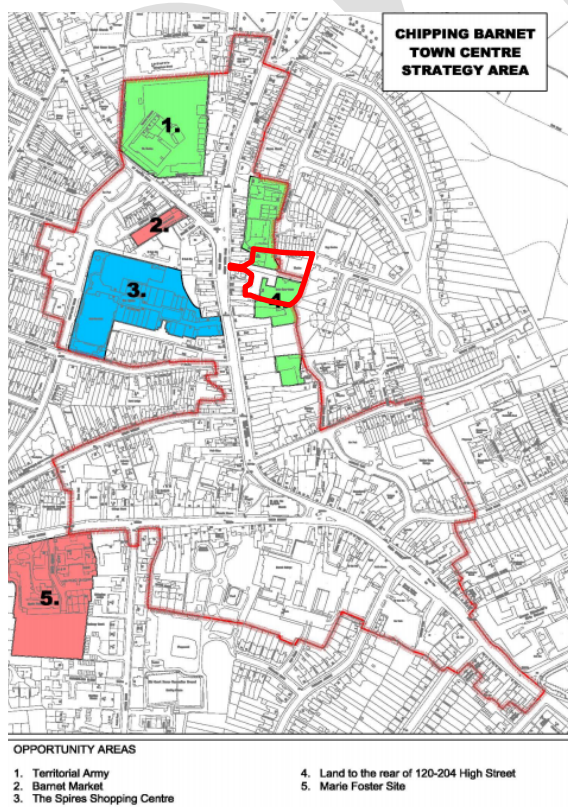


Figure 1: Chipping Barnet Town Centre Strategy Map

1.4 The Chipping Barnet Town Centre Strategy goes beyond the adopted Spires Planning Framework in focusing on the wider issues facing the town centre including:

- Improving the mix of land uses, primarily for shops (at ground floor level) but also residential, leisure, employment and community uses;
- Improving public transport and pedestrian and cycle connections;
- Improving quality of buildings and public spaces;
- promoting a safer and more secure environment;
- creating a clear role for the town centre in respect of planned growth elsewhere such as at Brent Cross

1.5 The plan below shows the area covered by the Planning Brief. For the purposes of this Planning Brief the site will be referred to as the Brake Shear House site, even though the above buildings are also included in the site boundary.

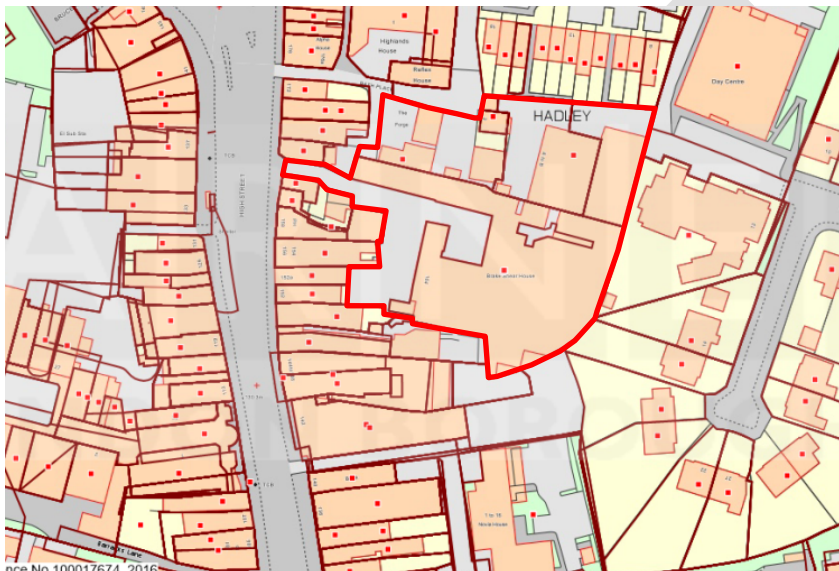


Figure 2: Application site boundary

## 2.0 EXISTING SITE

### Site History

2.1 The majority of the site lies within the boundary of Chipping Barnet Town Centre in the North East of the borough. The High Street, behind which the site lies, consists of commercial and residential properties which date back to the Victorian times. There have been light industrial workshop uses on this site since the mid-19<sup>th</sup> century. Historically this has included a photo-engraving works and details of the historic uses and development of Chipping Barnet is outlined in the Chipping Barnet Town Centre Strategy.

## Built Character of Chipping Barnet

- 2.2 The streetscape in Chipping Barnet generally follows a linear form with relatively well connected streets which stem from the main primary routes through the area: Wood Street and the High Street. This aerial map below shows the site (outlined in red) in relation to the surrounding context of residential terraced and semi-detached housing and street grid layouts. The High Street shows the tight grain of predominantly Victorian townscape which reflects the original medieval burgage plots which originally lined the main route. The Spires shows a departure from the scale, massing and grain of surrounding townscape through the development of the shopping centre and associated car park.



Figure 3: Aerial Photograph of Chipping Barnet (site outlined in red)

Below are historic maps showing the development of the site and its direct surroundings:

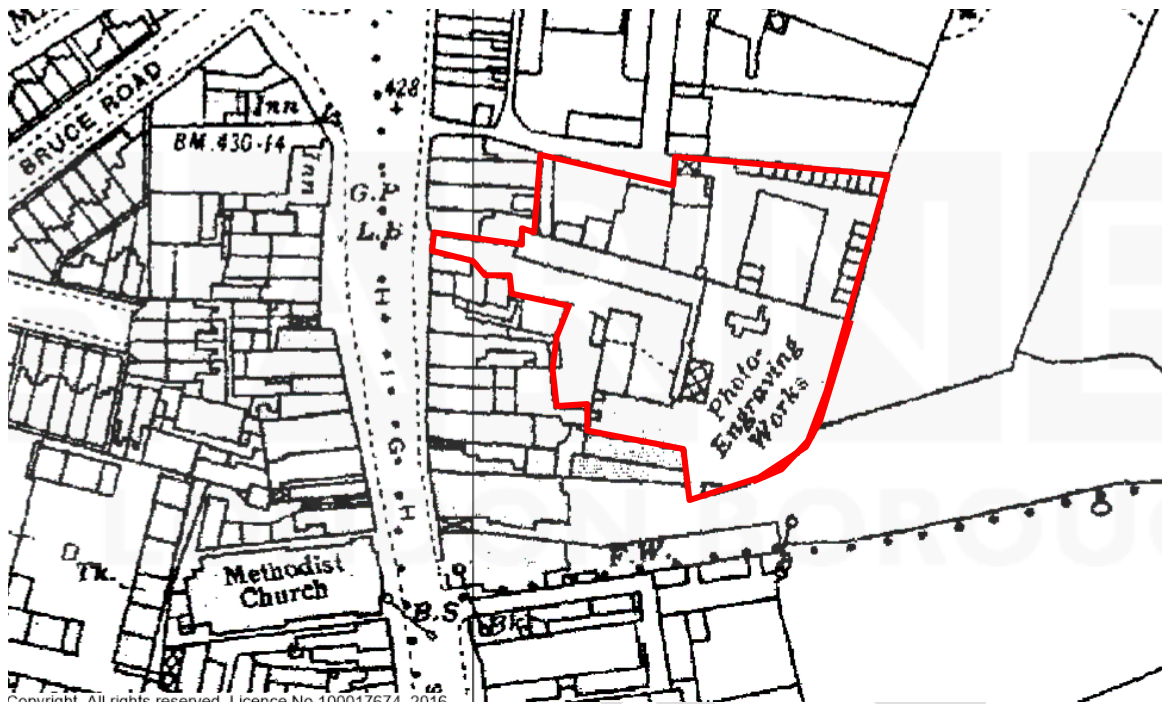


Figure 4: OS Map showing Brake Shear House site 1896-1898

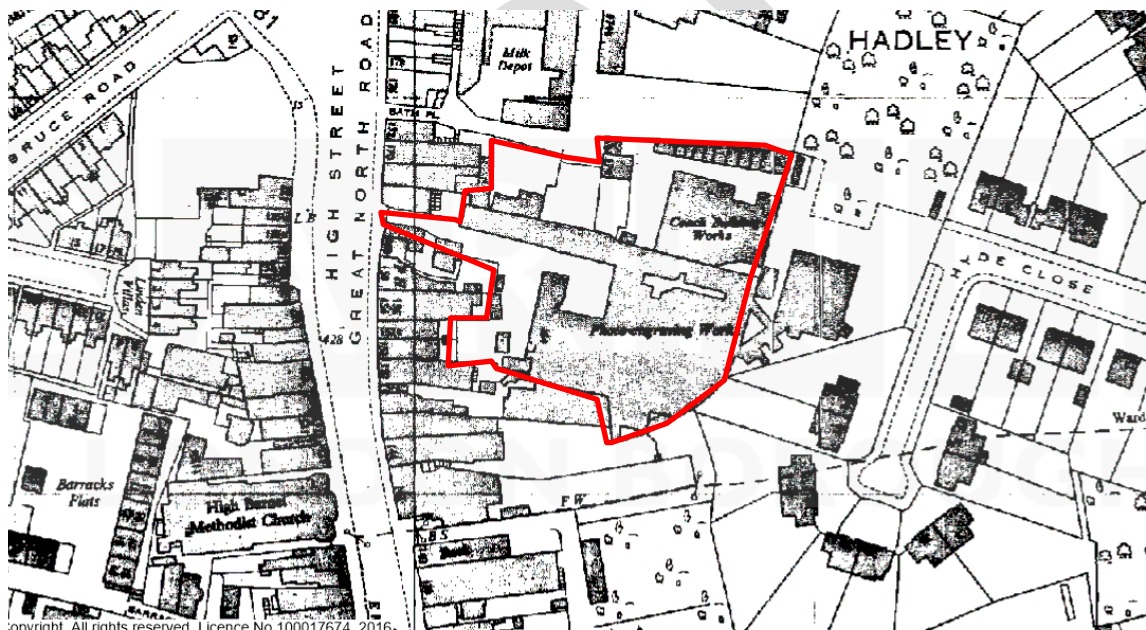


Figure 5: OS Map showing Brake Shear House site 1951-71

- 2.3 A review of the maps above has shown that the historic High Street has remained largely unchanged over the past 150 years. The site and its adjoining land, however, have been subject to re-development. The Brake Shear House footprint today is very similar to how it was in the late 19<sup>th</sup> Century. However, how this building appears now is a result of several changes to its use and physical appearance over this period of time, although there is limited record of these alterations. The site has been owned by PCDDFIII (Barnet) LLP since summer 2015.
- 2.4 The site lies opposite the recently redeveloped Spires Shopping Centre which lies to the west of the High Street. This has an important role in providing retail

services to Chipping Barnet while the Brake Shear House site provides a range of ancillary works which support the Chipping Barnet Town Centre. These include print works, picture framing and car repairs. Brake Shear House, with other rear of High Street sites, provides non-retail employment which enhances the town centre and its viability and vitality.

- 2.4 In terms of land adjoining the site, key changes have mainly included the construction of residential properties. This includes Hyde Close to the east, which was constructed in the 1930s and consists of pairs of semi-detached dwellinghouses. A more recent adjoining residential development has been Belgravia Close to the north which received planning permission in 1997 (planning reference N01054X). This development consisted on 23 two to three storey terraced and semi-detached buildings built in a Georgian style. The most recent residential development has been Novia House to the south of the site which received planning permission in 2008 (planning reference B/04315/08). Novia House is a part three, part four storey block of flats consisting of 300sqm of B1 office space, 16 residential units and 21 car parking spaces on a 0.17 ha site which lies to the rear of No. 128-140 High Street.
- 2.5 The site was identified within the 2006 UDP Schedule of Proposals as part of 'Land at the Rear of 120 to 124 High Street, Chipping Barnet'. This supported a mixed use scheme of business, retail and residential.

### **3 PLANNING POLICY FRAMEWORK**

- 3.1 The Barnet statutory development plan is the 2012 Local Plan Core Strategy and Development Management Policies, alongside the 2015 London Plan (consolidated with alterations since 2011). Regard has to be paid to the National Planning Policy Framework (NPPF) when making any decisions on a planning proposal. The key policy issues relevant to the site are town centres, employment, housing and design. These are summarised below.

#### **Key Planning Policy Issues: Town Centres**

- 3.2 Chipping Barnet is identified in the London Plan as a District Town Centre. This is defined as '*distributed more widely than the Metropolitan and Major centres, providing convenience goods and services for more local communities and accessible by public transport, walking and cycling. Typically they contain 10,000–50,000 sq.m of retail, leisure and service floorspace. Some District centres have developed specialist shopping functions*'. The London Plan also identifies Chipping Barnet as having medium growth potential. This '*includes town centres with moderate levels of demand for retail, leisure or office floorspace and with physical and public transport capacity to accommodate it.*'
- 3.3 The NPPF states that local authorities should recognise that '*residential developments can play an important role in ensuring the vitality of centres*' and should '*encourage residential development on appropriate sites.*'



- 3.4 Policy CS1: *Barnet's Place Shaping Strategy – protection, enhancement and growth – the three strand approach* identifies Chipping Barnet as a priority town centre and therefore a location to *'promote mixed use development in accordance with the place making policies set out within the Core Strategy'*.
- 3.5 Policy CS6: Promoting Barnet's Town Centres highlights that the Local Authority will realise development opportunities for Chipping Barnet and pursue individual planning objectives as set out in the Chipping Barnet Town Centre Strategy. This policy also states that the Local Authority will *'promote successful and vibrant centres throughout Barnet to serve the needs of residents, workers and visitors and ensure that new development is of an appropriate scale and character for the centre in which it is located'*. This policy also identifies that there is not the need to plan further convenience goods provision before 2026 although the Local Authority aims an additional 16,800sqm (net) of comparison goods floorspace across Barnet by 2021-2026.
- 3.6 DM11: Development principles for Barnet's town centres state *'Appropriate mixed use re-development will be expected to provide re-provision of employment use, residential and community use.'*
- 3.7 Map 4 of the Chipping Barnet Town Centre Strategy document (as replicated on Page 2 of this brief), identifies the site as falling within Opportunity Area 4 – Land to the rear of 120 – 204 High Street. The reference of this site within this policy document indicates the Council's awareness of the site and its potential to add vitality to the town centre.

#### **Key Planning Policy Issues: Employment**

- 3.8 Policy 4.3 of the London Plan states that *'mixed use development and redevelopment should support consolidation and enhancements to the quality of the remaining office stock in the types of strategically specified locations identified in paragraph 4.12'*
- 3.9 CS8: Promoting a strong and prosperous Barnet states that Barnet will encourage *'new mixed use commercial floorspace in our priority town centres (Edgware, North Finchley, Finchley Church End and Chipping Barnet) where access to public transport is good'*.

#### **Key Planning Policy Issues: Housing and Design**

- 3.10 'CS3: Distribution of growth in meeting housing aspiration' identifies Chipping Barnet as the *'main focus for enhancement and infill housing development: and will provide for residential uses above ground floor level'*.
- 3.11 Affordable housing should be provided in line with the Council's strategic borough-wide target of 40% provision for all new homes. In line with the Core Strategy the tenure mix of affordable housing which will be sought is 60% social rented and 40% intermediate. Viability will be considered in line with the Affordable Housing SPD.

- 3.12 A range of unit sizes should be provided to increase the supply of family housing which is a priority in Barnet. The Council's Housing Strategy recognises the market's pre-disposition to provide 1 and 2 bedroom units and maintains the priority for family homes across all tenures.
- 3.13 The NPPF states that new developments should '*respond to local character and history, and reflect the identity of local surroundings and materials, while not preventing or discouraging appropriate innovation*'. The NPPF also states that new developments should be '*visually attractive as a result of good architecture and appropriate landscaping*'.

## **4.0 DESIGN PARAMETERS**

### **Site Characteristics**

- 4.1 The site covers 0.64 hectares in area. The majority of the site falls within Chipping Barnet Town Centre. The site does not lie in a Conservation Area though the northern boundary of the site is close to the Monken Hadley Conservation Area. There are no listed buildings on site.
- 4.2 The site consists of several small buildings, all built within a tight, compact grain consisting of service yards and alleyways between buildings. The service yards are predominantly used for off-street parking. This urban form developed organically. The buildings on site vary in size and design, though the majority are one or two storeys with the exception of Brake Shear House which has three storeys.
- 4.3 The site is not identified as a locally significant employment site. Furthermore, the site does not contain any buildings of historical interest. The site is identified as being within Flood Zone 1 of the Environment Agency's Flood Risk Map. None of the trees within the brief area are of sufficient quality for inclusion in a Tree Preservation Order. However, there are a number of trees outside the brief area which are considered to be of high amenity value.

### **Existing Uses**

- 4.4 The site currently features several commercial uses and some residential premises in 'The Forge', Gate House Cottage and Brake Shear House.
- 4.5 There is a mix of properties within the B use classes providing a range of employment, including vehicle testing and servicing garages, coffee machine repairs, framing and printing shops. A report submitted by Montagu Evans states that 31 people are currently employed full-time on site in approximately 20 businesses. The total existing B use floorspace amounts to 2606 sqm.
- 4.6 This site also includes residential units in 'The Forge' and Gate House Cottage on Bath Place and in Brake Shear House. The site is adjoined by a nursery

which currently uses the Bath Place entrance as an access. This part of Bath Place adjoins the site boundary.

## Surrounding Area

- 4.7 The majority of the site lies within the Chipping Barnet Town Centre with the exception of the north east part of the site. The site in relation to the town centre boundary is shown on the plan below:

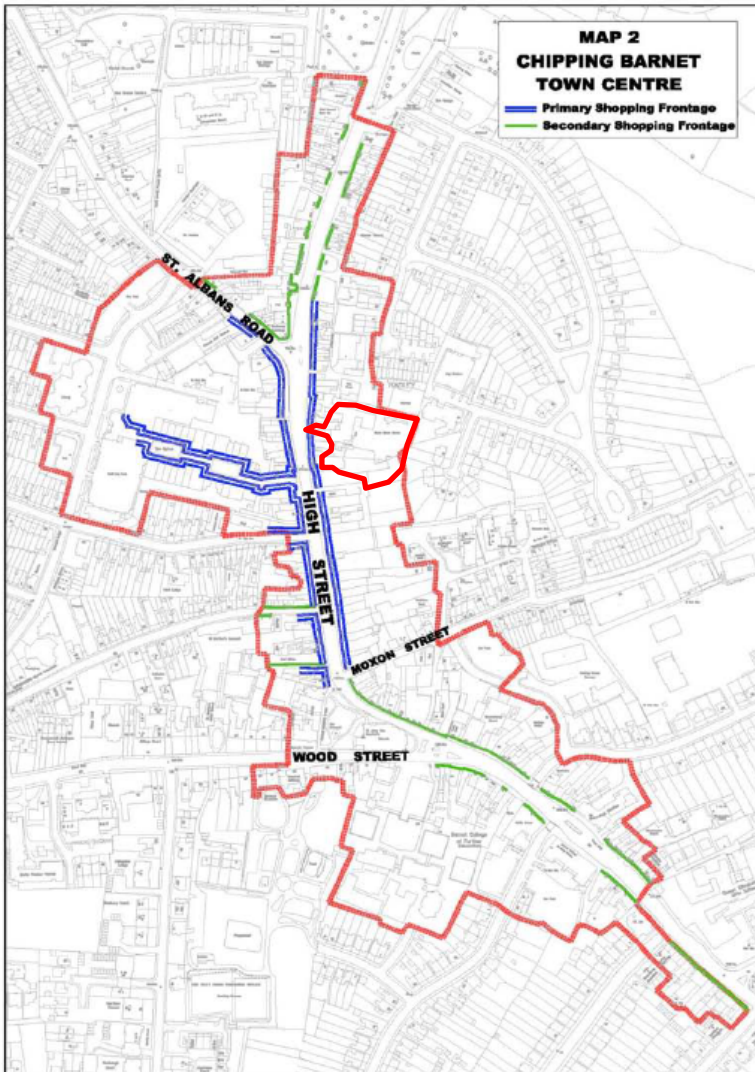


Figure 6: Chipping Barnet Town Centre Map showing retail frontage

- 4.8 The Monken Hadley Conservation Area adjoins the northern boundary of the site (this is shown on the map below in pink hash).
- 4.9 The site is adjoined by low density two storey residential housing to the north and east; Hyde Close and Belgravia Close. Both these residential areas are predominantly characterised by dwellinghouses, in pairs of semis or short terraces. Hyde Close also has a two storey block of flats which adjoins the north east boundary of the site (No. 12 Hyde Close). This provides residential accommodation for people with physical and learning disabilities.

4.10 The land directly adjoining the southern boundary consists of rear yards serving the high street retail units. The southern side backs onto Novia House, a part three, part four storey block of flats, which was approved in August 2008. This consists of 16 residential units and has a building footprint of 444sqm.

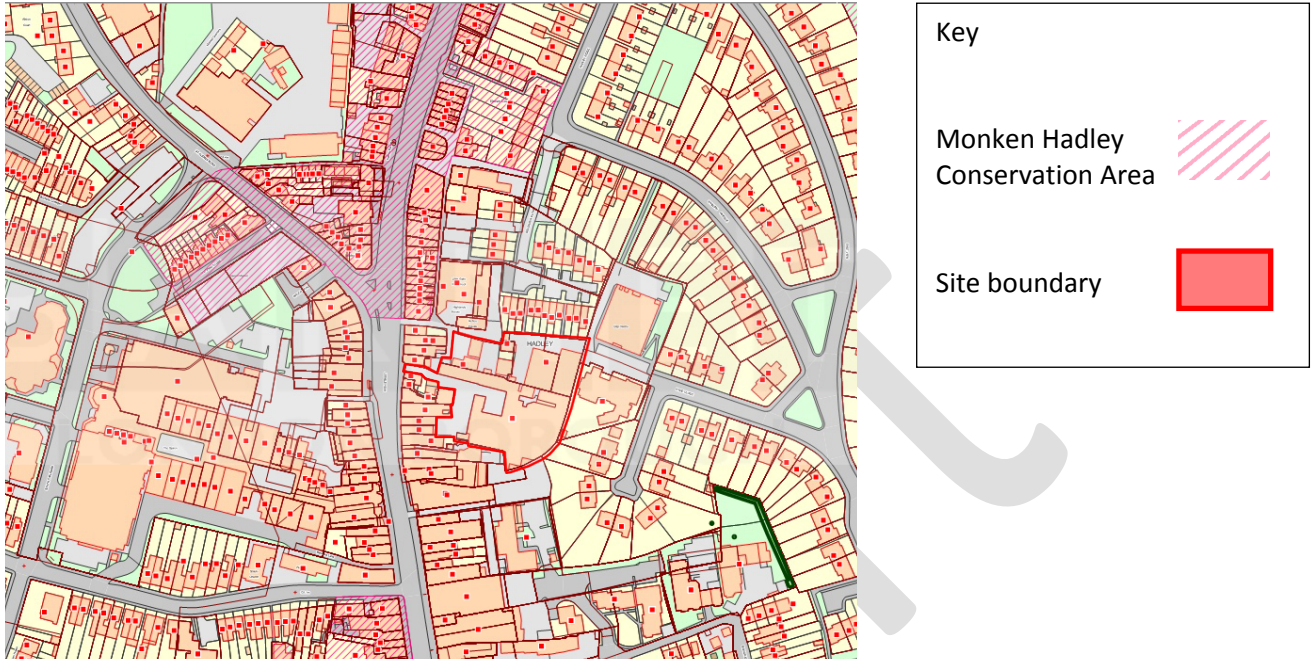


Figure 7: Map showing Monken Hadley Conservation Area

## Topography

4.11 The application site slopes downhill in an easterly direction by approximately 5 metres. The decrease in levels continues beyond the eastern site boundary across Hyde Close. There is also believed to be a level decrease in a southerly direction across the site. However, no details have been provided to ascertain the extent of this level change.

## 5.0 OPPORTUNITIES AND CONSTRAINTS

5.1 The following constraints will need to be addressed in any development:

- Levels
- Monken Hadley Conservation Area
- Constrained site permeability
- Potential impact on High Street

### Levels

5.2 The level changes across the site are significant and will require careful consideration with regards to building heights, acceptable accesses and location of amenity spaces. The change in levels does provide the opportunity for sub level parking. However, the level difference between the site and neighbouring Hyde Close may act as a constraint to development if any

proposal has a detrimental impact on the adjoining residential units in terms of an overbearing impact or loss of privacy. It is likely that set off distances will need to be established between proposed built development and the boundary with Hyde Close to mitigate detrimental impacts of the development. The extent of the set-off distance will be dependent on the height and mass of the proposed built development.

### **Monken Hadley Conservation Area**

- 5.3 Although the site does not fall within a conservation area, the northern side is close to the Monken Hadley Conservation Area. Any proposed development will need to have due regard to the character and appearance of this conservation area and must not have a harmful impact on views of the conservation area and its setting.

### **Site Permeability**

- 5.4 There are three access points into the site. These are through narrow alleyways at Bath Place and the High Street. As the adjoining High Street units are classified as Primary Retail Frontages, it is unlikely that the loss of these units to provide additional entrances or to widen the existing entrances would be accepted, with the exception of the loss of No. 162 High Street. The level difference on the eastern part of the site would make it difficult to create an entrance on this side of the site. However, the local authority would not be opposed to reviewing the introduction of a new entrance to this site if it could be shown that this would work with the existing levels and would not have a detrimental impact on Hyde Close.

### **Impact on the High Street**

- 5.5 Any intensification of the use of the site or introduction of other uses may result in significant additional trip generation and conflicting movements due to right turning vehicles in and out of the site. This would also have a detrimental impact on the existing Pelican Crossing on the High Street close to the site access. A right turning lane may be needed on the High Street, on the approach to the proposed new access for the development to accommodate right turning movements into the site. However, it is considered that the existing Pelican Crossing is located in the prime location to cater for the pedestrian desire line and therefore cannot be relocated. Also the High Street in this location is not wide enough to accommodate a right turning lane. Due to the proximity of the proposed access to the existing Pelican Crossing and the limited width of the road there are no prospects of providing such measures to facilitate the introduction of right turning lanes on the High Street. In the event of an application, it would have to be demonstrated that any increase in the number of trips in the vicinity of the site resulting from an intensification/change of use could be accommodated in the existing highways network.
- 5.6 The High Street is part of a Strategic Road Network and a distributor road. Consideration also needs to be given to the existing location of the bus stop to the north of the proposed access. Any obstruction of the High Street in this

location will have a detrimental impact on the movement of buses. Therefore any proposal which is likely to impact on the High Street will need to be referred to Transport for London (TfL).

## 6 RELATIONSHIP WITH SURROUNDING AREA

### Adjoining Sites

- 6.1 The site shares its boundaries with low density suburban residential estates to the north and east. The boundary is generally formed by residential back garden fences with houses set back from the boundary by between 7 to 23 metres. The Brake Shear House building directly abuts the eastern and most of the southern boundary with no set off distances. This presents a poor relationship with these residential units and any proposed development should seek to improve separation along this boundary as well as introducing high quality boundary treatments and screening.
- 6.2 Bath Place and an area of hard surfacing for car parking separates existing buildings from adjoining neighbours to the north. To the west, the site abuts the rear boundary of High Street. There are few boundary treatments separating the site from the rear of these commercial High Street units and any proposal will need to introduce high quality boundary treatments here in order to safeguard the amenities of future residents.
- 6.3 There are currently three accesses to the site. These entrances are from the High Street to the west of the site. Two of these (identified in blue below) are vehicular although only allow single lane traffic. The third provides pedestrian access only (identified in green). The plan below shows the existing entrances:



Figure 8: Aerial image showing existing accesses

- 6.4 Subject to a transport assessment these entrances may be widened to provide a two lane access. There are no routes through the site in a north-to-south direction.

### Connectivity

- 6.5 The site has a PTAL rating of 3. There is a bus stop directly outside the site on the High Street which is served by bus routes 84, 84A and 339. These buses go to St Albans, Potters Bar, South Mimms, Leytonstone, Stratford City, Stepney High Street and Shadwell Station and run approximately every 15 minutes. The nearest underground station is High Barnet which is 0.5 miles from the site (approximately ten minutes' walk away).
- 6.6 Due to the suburban location of the site, any development will be expected to provide parking in line with Local DM standards.

## **7 APPROACH TO REDEVELOPMENT**

### **Land use**

- 7.1 The majority of B1 units appear to be occupied, which would suggest that there is a demand for the existing employment space on the site. However, it is recognised that due to the organic development of uses, the existing layout is not space efficient. There is an opportunity to simplify the layout of the site to allow more efficient use of space. Despite the comparatively high level of employment floorspace, according to a Montagu Evans report only 31 people are employed on-site. It is considered that for this level of employment floorspace, a higher number of employees could be accommodated on site. Although all units are occupied, the low number of employees occupied by the existing footprint is not considered to represent efficient use of employment floorspace. It is considered that the redevelopment of the site could address this issue and any development would need to provide enough floorspace to allow for at least the existing levels of employment.
- 7.2 The introduction of new flexible B1 floorspace would be encouraged as this would allow comparatively high levels of employment per unit of space. However, due to the history of workshop and light industrial uses on this site, it would be expected that some workshop provision should also be made to continue the uses on site (use class B1(c)). The affordability of new employment space within the site is an important issue and rates will need to be comparative to other commercial uses within the Chipping Barnet Town Centre.
- 7.3 Within the existing site there are already 4 residential properties. In addition, there are residential properties adjoining the north, east and south boundaries of the site. Due to the presence of residential properties on site and in the surrounding area, the principal of residential development is acceptable, subject to compliance with other relevant policies and standards and subject to satisfactorily re-providing B employment space on site.
- 7.4 Due to the site's location to the rear of primary retail frontage, the introduction of retail uses to this site would be resisted by the Local Authority, as this use in this location would draw activity away from the High Street. Furthermore, it is anticipated that the high number of vehicles entering and leaving the site would have a detrimental effect on vehicle movement on the High Street, particularly due to the difficulties of introducing a right-turn lane.

## **Urban Form and Character**

- 7.5 The urban form of the development would need to reflect the existing grain of the site and the small plot pattern of the surrounding area. Developments are encouraged to use creative and innovative layouts to allow better use of the site space and to create a more attractive environment. The prospect of providing mews style housing would be supported by the Council. It is considered that this style of building would reflect the nature and character of the site and the organic pattern of development in and around the site, which generally comprises narrow alleys, low rise buildings, and would represent a scale of dwelling more characteristic of this area. Parking provision should be sensitive to the design of the scheme and some undercroft parking may be acceptable subject to the design of the development.
- 7.6 The provision of large urban blocks is likely to undermine the permeability of the site and would fail to reflect the existing urban grain of the site and the character of the nearby Monken Hadley Conservation Area. Any proposed flatted development should not have a detrimental impact, in terms of footprint, height, bulk and mass, on the urban character of this part of High Barnet.
- 7.7 Any proposed development will need to reflect the design characteristics of the area, including the use of pitched roofs, matching brickwork and other vernacular architectural features.

## **Routes and Access**

- 7.8 Currently the routes through the site consist of narrow alleyways, which make this space illegible. Redevelopment of the site should seek to improve permeability and legibility and should give consideration to future vehicles, cyclists and pedestrians, while maintaining the tight-knit access design that is present on site and in much of Chipping Barnet. There is the opportunity through redevelopment of the site to improve permeability in a north-to-south direction across the site.

## **8.0 DETAILS TO BE CONSIDERED**

### **Privacy and overlooking**

- 8.1 Any proposed development should respond to the adjacent residential properties in terms of height and proximity to adjoining boundaries in order to not cause loss of privacy. In new residential development there should be a minimum distance of 21 metres between properties with facing windows to habitable rooms to avoid overlooking, and 10.5 metres to a neighbouring garden.



## **Outdoor Amenity Space**

- 8.2 Provision of outdoor amenity space is vital in Barnet and a key consideration for new residential developments. Gardens/outdoor amenity spaces make a significant contribution to local character and specifically towards biodiversity, tranquillity, amenity, setting and sense of space.
- 8.3 Any proposed development will need to meet the minimum outdoor amenity space standards as outlined in Barnet Council's Sustainable Design and Construction SPD. The siting of this amenity space will need to be carefully considered in terms of the surrounding uses to ensure that proposed amenity space is not overlooked or subject to noise or disturbance.
- 8.4 The incorporation of high quality soft landscaping into the proposed street scene will be important to ensure visual interest and seasonal diversity of any new development. Soft landscaping will also be important in providing relief and privacy screening and particular attention should be paid to boundaries between business and residential uses. It is recognised that in order to allow a high quality redevelopment with excellent streetscape soft landscaping, refuse and parking measures will need to be considered in detail from the planning application stage rather than being dealt with as a condition. This is in order to better integrate these features into the overall design of the scheme.

## **Building heights and bulk**

- 8.5 The height and mass of any proposed buildings must reflect the urban grain of this part of High Barnet. For this reason it is considered that a mews style development would be appropriate for this site, as this would reflect the built form of adjoining Belgravia Close and the existing urban grain of the site. Although the site is currently adjoined by a block of flats (Novia House and 12 Hyde Close), flatted development alone would not be considered appropriate as the larger grain resulting from this form of residential development would not be sympathetic to the character of this part of Chipping Barnet. A combination of mews style housing and flatted residential development may be considered appropriate. However, the footprint, mass, height and design of any proposed block of flats would have to be carefully considered in order to be sympathetic to the distinctive character of Chipping Barnet and to avoid detrimental impact on the setting of the adjoining Monken Hadley Conservation Area.
- 8.6 The existing building heights on the site and adjoining the site do not exceed 2/3 storeys. Therefore proposed buildings will be expected to reflect these parameters, though any proposed increase will need to be located at the centre of the site, away from neighbouring boundaries. Cross section drawings showing views of any proposed development from the High Street and Hyde Close will need to be submitted in the event of an application. A key consideration in the appraisal of any new development is how visible it would be from these two areas. Consideration will also have to be given to the impact of any development on the glimpsed views of the site through Bath Place and other alleyways connecting the site to the High Street.

## **Relationship to High Street**

- 8.7 Due to the site's edge of town centre location and proximity to the High Street, the introduction of retail units would not be supported as this could draw activity away from the High Street. The introduction of new accesses to the site should not have a detrimental impact on the functioning and appearance of the High Street. Elevational and cross section drawings will need to be submitted in the event of an application to demonstrate that any proposed development will not be unduly visible from the High Street.
- 8.8 Careful consideration will need to be given to the siting of proposed residential units in relation to surrounding commercial spaces and their accesses to ensure that there is no detrimental impact on new residential units in terms of noise and disturbance. Details of boundary treatments will need to be submitted at the application stage to ascertain that sufficient screening has been provided between the rear of the High Street commercial units and proposed scheme.

## **9.0 PLANNING APPLICATION REQUIREMENTS**

- 9.1 A full planning application will need to be submitted for the site. This will enable the Council to consider the detailed design issues alongside the general principles of redevelopment, as the two are inter-related.
- 9.2 The Council has a Validation Checklist, which sets out the national and local requirements for planning applications. The developer, through the pre-application process should engage with the Council's planning officers to agree the range of documents to be submitted and the scope and standard expected. This will help to ensure that there are no delays in the validation process, and that requests for additional information are minimised once the application has been received.
- 9.3 Furthermore, early discussions should be held with Council officers on the likely conditions should any application be approved. Where conditions require the submission and discharge of further documents, the scope of those documents should be agreed before they are submitted. This will help with the discharge of conditions.
- 9.4 The Council's requirements for consultation on planning applications are set out in the Statement of Community Involvement as adopted in June 2015. The applicant will need to demonstrate that the proposal has undergone significant community engagement in order to consult with different groups within the local community. This will be detailed within the Statement of Community Involvement as submitted with the application.

## 10 DEVELOPMENT CONTRIBUTIONS

### *Community Infrastructure Levy*

10.1 The purpose of CIL is to pay for infrastructure required to mitigate the impact of development across the Borough. Barnet's CIL charging rate has been set at: £135 per m<sup>2</sup>. It applies to the 'net additional floorspace' of new development which is delivering 100 m<sup>2</sup> or more of gross internal floorspace or the creation of one additional dwelling. Net additional chargeable floorspace on the Brake Shear House site will consist of the additional floorspace over and above the total existing office floorspace.

10.2 In addition to Barnet's CIL the Mayoral CIL applies to all chargeable development in the borough. Currently a flat rate of £35 per m<sup>2</sup> applies.

### *S106 Requirements*

10.3 The items sought through a planning obligation will vary depending on the development scheme and its location. Considerations that may be included in a Section 106 agreement include:

- improvements to public transport infrastructure, systems and services
- education provision
- affordable or special needs housing
- health facilities
- small business accommodation and training programmes to promote local employment and economic prosperity
- town centre regeneration and promotion
- management and physical environmental improvements including heritage and conservation
- improvements to highways and sustainable forms of transport
- environmental improvements
- provision of public open space and improving access to public open space including sport pitches
- other community facilities including policing
- other benefits sought as appropriate.

10.4 In accordance with Paragraph 204 of the NPPF and Community Infrastructure Levy Regulations 122, planning obligations should only be sought where they meet all of the following tests:

- necessary to make the development acceptable in planning terms;
- directly related to the development; and
- fairly and reasonably related in scale and kind to the development.

10.5 In considering planning obligations, we will take into account the range of benefits a development provides. It will also be important to ensure that the scale of obligations are carefully considered so they do not threaten the viability of development, in accordance with paragraph 173 of the NPPF.

10.6 The extent to which a development is publicly funded will also be taken into account and policy applied flexibly in such cases. Pooled contributions will be used when the combined impact of a number of schemes creates the need for infrastructure or works, although such pooling will only take place within the restrictions of the Community Infrastructure Levy Regulations 2010.

Draft

## **Appendix 1 - Relevant National, Regional and Local Planning policies**

### NATIONAL PLANNING POLICIES

National Planning Policy Framework

### REGIONAL PLANNING FRAMEWORK

The London Plan 2015

### LOCAL PLAN

LB Barnet Core Strategy

LB Barnet Development Management Policies

## **Appendix 2: Consultation Programme**

### **Status of Planning Briefs**

Planning Briefs are not subject to independent examination, but do require Council agreement before adoption. Upon adoption they become a material consideration in determining planning applications on land affected by the Brief.

### **Community involvement in preparation of the Planning Brief**

There is usually just one stage of public consultation in the production of a Planning Brief. Comments received through the consultation process will be taken into consideration when drafting the final document and this process will be documented in a Consultation Statement. The Consultation Statement will set out the main issues raised and how these have been addressed.

- The Council will carry out a public consultation exercise on the draft Planning Brief for a period of three weeks commencing in February 2016.
- The draft Planning Brief will be published online on the Council's consultation pages.
- Consultation will be publicised with a Public Notice in a local paper.
- Copies of the draft Planning Brief will be available in Chipping Barnet Library and at the Planning Reception in Barnet House
- Engagement with local groups in Chipping Barnet including the Town Team, Barnet Society and Barnet Residents Association
- A drop in exhibition in Chipping Barnet Town Centre during the consultation period
- Briefings on the draft Planning Brief for local councillors.

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	<p align="center"><b>Policy and Resources Committee</b> <b>16 February 2016</b></p>
<p align="right"><b>Title</b></p>	<p><b>Policy and Resources Committee Work Programme</b></p>
<p align="right"><b>Report of</b></p>	<p>Chief Executive</p>
<p align="right"><b>Wards</b></p>	<p>All</p>
<p align="right"><b>Status</b></p>	<p>Public</p>
<p align="right"><b>Enclosures</b></p>	<p>Committee Work Programme: February 2016 - May 2016</p>
<p align="right"><b>Officer Contact Details</b></p>	<p>Faith Mwende: <a href="mailto:faith.mwende@barnet.gov.uk">faith.mwende@barnet.gov.uk</a> 020 8359 4917</p>

<p><b>Summary</b></p>	
<p>The Committee is requested to consider and comment on the items included in the 2015-16 work programme</p>	

<p><b>Recommendations</b></p>	
<p><b>1. That the Committee consider and comment on the items included in the 2015-16 work programme</b></p>	

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

- 1.1 The Policy and Resources Committee's Work Programme 2015-16 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 2015-20.

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

- 5.2.1 None in the context of this report.

### **5.3 Legal and Constitutional References**

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

### **5.4 Risk Management**

- 5.4.1 None in the context of this report.

### **5.5 Equalities and Diversity**

- 5.5.1 None in the context of this report.



**5.6 Consultation and Engagement**

5.6.1 None in the context of this report.

**6. BACKGROUND PAPERS**

6.1 None.

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**London Borough of Barnet  
Policy and Resources  
Committee Work Programme  
February 2016 - May 2016**

Contact: Faith Mwende; 02083594917 [faith.mwende@barnet.gov.uk](mailto:faith.mwende@barnet.gov.uk)

Title of Report	Overview of decision	Report Of ( <i>officer</i> )	Issue Type (Non key/Key/Urgent)
16 February 2016			
Business Planning 2015/16 to 2019/20.	The report revises the Medium Term Financial Strategy (MTFS) in line with the publication, sets out the corporate plan indicators, savings proposals, capital programme for the period 2016-20 and council tax for 2016/17	Chief Operating Officer (Director of Finance / Section 151 Officer)	<b>Key Issue</b>
Establishment of a new wholly owned council housing company (WOC)	To endorse the business case for a new wholly owned council housing company to develop and own homes and recommend that Full Council approve the creation of the above, subject to Committee further agreeing the business plan in due course, prior to the WOC commencing trading.	Commissioning Director, Growth and Development	<b>Key Issue</b>
Barnet Homes Registered Provider - Loan	To the approval of a loan of £57.5m to Opendoor Homes, subject to approval of the establishment of Opendoor Homes as a Registered Provider by the Homes and Communities Agency.	Commissioning Director, Growth and Development	<b>Key Issue</b>

Subject	Decision requested	Report Of	Contributing Officer(s)
Child and Adolescent Mental Health - Contract Extension	To approve a waiver of the CPRs and permit a one year extension of the Child and Adolescent Mental Health Services (CAMHS) contract	Commissioning Director, Children and Young People	<b>Key Issue</b>
Extension of Mental Health Prevention and Supported Living Services	To approve the waivers of the Contract Procedure Rules (CPRs) to ensure that seven mental health and wellbeing prevention services provided by the voluntary sector and two contracts for supported living services meet required standing orders to continue provision of services and provide reasons for an emergency waiver approved by the Adults and Health Commissioning Director on 12 <sup>th</sup> January 2016.	Commissioning Director (Adults and Health)	<b>Key Issue</b>
Barnet Carers and Young Carers Strategy 2015-20: "Carers are supported and valued by our communities"	To approve the extension and variation of the current carers and young carers support services contracts, authorise the procurement of carers and young carers support and note the content of the Carers and Young Carers Strategy 2015-20.	Assistant Director Adults and Communities, Early Intervention and Prevention Assistant Director	<b>Key Issue</b>
Brake Shear House - Draft Planning Brief	To approve the Brake Shear House draft Planning Brief for consultation	Commissioning Director, Growth and Development	<b>Key Issue</b>
22 March 2016			

<b>Subject</b>	<b>Decision requested</b>	<b>Report Of</b>	<b>Contributing Officer(s)</b>
The Barnet Group (TBG) Business Plan	To approve the budget and business plan of the Barnet Group Ltd	Chief Operating Officer (Director of Finance / Section 151 Officer)	<b>Key Issue</b>
North London Business Park - Planning Brief	To approve the North London Business Park Planning Brief following consultation	Commissioning Director, Growth and Development	<b>Key Issue</b>
Brake Shear House - Planning Brief	To approve the Brake Shear House Planning Brief following consultation	Commissioning Director, Growth and Development	<b>Key Issue</b>
Copthall - Planning Brief	To approve the Copthall Planning Brief following public consultation.	Commissioning Director, Growth and Development	<b>Key Issue</b>
National Institute of Medical Research - Planning Brief	To approve the National Institute of Medical Research Planning Brief following consultation.	Commissioning Director, Growth and Development	<b>Key Issue</b>
<b>17 May 2016</b>			
Grahame Park Stage B Supplementary Planning Document	To approve the Supplementary Planning Document for the regeneration of Grahame Park following consultation.	Commissioning Director, Growth and Development	<b>Key Issue</b>
<b>Date TBC</b>			
Draft Green Infrastructure Supplementary Planning Document	To approve the draft Supplementary Planning Document for Green Infrastructure for consultation.	Commissioning Director, Growth and Development	<b>TBC</b>

<b>Subject</b>	<b>Decision requested</b>	<b>Report Of</b>	<b>Contributing Officer(s)</b>
Customer Access Strategy	To approve the Customer Access Strategy following consultation.	Director of Strategy	<b>Key Issue</b>
Site Allocations (Reg 18)	To approve the Draft Site Allocations document for public consultation.	Commissioning Director, Growth and Development	<b>TBC</b>
Draft Affordable Housing Supplementary Planning Document	To approve the draft Supplementary Planning Document for Affordable Housing for consultation.	Commissioning Director, Growth and Development	<b>TBC</b>
Affordable Housing Supplementary Planning Document	To approve for adoption: Affordable Housing Supplementary Planning Document	Commissioning Director, Growth and Development	<b>TBC</b>
Corporate Travel Contract Arrangements	To approve the procurement of a new corporate travel arrangement contract for a three year period.	Chief Operating Officer (Director of Finance / Section 151 Officer), Commercial and Customer Services Director	<b>TBC</b>
Changing scheme for financing schools		Chief Operating Officer (Director of Finance / Section 151 Officer)	<b>TBC</b>

Subject	Decision requested	Report Of	Contributing Officer(s)
Inter Authority Agreement between North London Waste Authority and its 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	<b>TBC</b>
Provision of support services for carers	To authorise the commencement of the procurement process for the provision of support services for carers.	Adults and Communities Director	<b>TBC</b>
Variation to Your Choice Barnet Day Services		Adults and Communities Director	<b>TBC</b>